

AKAM BULLETIN

The Association for
Key Account Management

In this Issue:

Focus on collaboration

**A Case of
Collaboration:
KAM at EMCOR UK**

**Looking in the Mirror:
Supplier Relationship
Management**

Plus:

**4th Annual Conference:
KAM for Key Account
Managers**

**Winner, Key Account
Manager of the Year 2021**

KAM Qualifications

**New AKAM Academic
Advisory Board**



editorial



Dr Diana Woodburn

AKAM Chairman



www.a4kam.org



The Association for
Key Account Management

Technological University Dublin,
School of Marketing, College of
Business, Aungier Street, Dublin 2,
D02 HW71 Ireland

Registered in Ireland No: 599726

Email info@a4kam.org
Website A4KAM.org

KAMaraderie

This edition has a special focus on collaboration, from supplier, customer and key account manager perspectives. The interview with Steve Dolan of EMCOR UK (p 6) shows the central importance of collaboration in their approach to KAM. Since KAM is a two-way process EMCOR UK actively seeks out customers with a collaborative approach to their key suppliers, so they know that they can work together through issues and new ideas.

State of Flux's 2021 report on Supplier Relationship Management (p9) also highlights the importance of collaboration to customers it identifies as 'leaders' (though that isn't every customer). Which tends to confirm EMCOR UK's customer selection strategy. The SRM survey found that over two-thirds of customers said that collaboration increases their trust in supplier relationships, which is particularly valuable when those relationships have been severely tested in the fall-out of the pandemic, and not all have passed.

Collaboration played an important role in the success of the winner of our Key Account Manager of the Year Award 2021, Thierry Josselin (see p 8), and that of Bob Delwig (Highly Commended). In both cases it was collaboration, internally and externally, that produced the success that won them this recognition – by both AKAM and their own companies. Collaboration isn't quick or easy, and it was also the stamina and enthusiasm to bring it to fruition that marked out these two.

Lastly, still on the theme of collaboration, we now have an Academic Advisory Board. It has long been a desire of AKAM's to get closer to researchers and professors producing new insight and understanding in KAM, which is really important to practitioners. Too often the fate of KAM in an organisation is determined by senior management's under-informed opinion, with no basis in researched fact. And that can be seriously detrimental to KAM initiatives. So we have started to build a community of academics interested in KAM from across Europe and India (see p13) who are enthusiastic about collaborating together and with AKAM to produce new knowledge. They can't do that without research respondents, so we are asking you to participate in research projects and find a little time to be interviewed: please reply to the request on p 12. And you'll be the first to know the results! Thank you.

Keep well and best wishes,

Diana Woodburn

Dr. Diana Woodburn
AKAM Chairman woodburn@marketingbp.com or info@a4kam.org

Build your insight and expertise at the AKAM Conference

Online for the first time.

8th & 9th March

4 great sessions, 8 terrific presenters and 8 live Q&A/ panel discussions for your questions! [Click here](#)

contents

- 4 4th Annual Conference: KAM for Key Account Managers
- 5 AKAM Professional Diploma
- 5 Postgraduate Certificate in KAM
- 6 A Case of Collaboration: KAM at EMCOR UK
- 8 The Winner! Key Account Manager of the Year 2021
- 9 Looking in the Mirror: Supplier Relationship Management
- 12 KAM Research Invitation
- 12 New AKAM Programme Members
- 13 New AKAM Academic Advisory Board

Member webinar

Friday, 13th May
EM Lyon, France

Information sharing in KAM teams: How/does it happen?

Prof Christine Lai

calendar

Webinars

(To register for member-only webinars [click here](#), to register for the Conference [click here](#).)

- ▶ **Conference online**
Tuesday, 8th March

4th Annual AKAM Conference: KAM for Key Account Managers Tuesday, Co-creation of value: the key to successful KAM
Bjarne Lykke Sørensen, Siemens Denmark

Know the numbers
Dennis Chapman, The Chapman Group USA

Impact of digital transformation and pandemic on KAM
Prof Deva Rangarajan, IESEG School of Management, France

Can you still increase business with your key accounts?
Christian Maryska, RWTH Aachen University, Germany
- ▶ **Conference online**
Wednesday, 8th March

A Practitioner's View of Organisational Effectiveness in KAM
Gülnur Durak, Daikin Europe

Alignment between KAM Teams and Sales
Darren Bayley, Straumann Group

Which KAM relationships matter most?
Jerid Lydic, Pfizer Global KAM Center of Excellence, USA

What does a 'good' Key Account relationship really mean?
Richard Ilsley, Key Account Management Group, UK
- ▶ **Friday, 13th May**

Information sharing in KAM teams: How/does it happen?
Prof Christine Lai, EM Lyon, France

KAM for Key Account Managers: Online and interactive!

Tuesday 8th March &
Wednesday 9th March 2022

4th Annual AKAM Conference

Join us online for the conference that focuses on what key account managers, the people at the customer 'coalface', actually do – how they need to do it and what competencies and capabilities are crucial to their success, and that of their company and customer.

Whether you are a key account manager yourself, or a KAM or HR leader, this is about things you need to know to operate successfully at the forefront of the ever-expanding world of KAM.

- 4 Sessions
- 8 Exceptional and experienced presenters
- 8 Q&A and panel discussions for your questions

Tuesday 8th March

11.00am – 12.45 GMT
Understanding the business

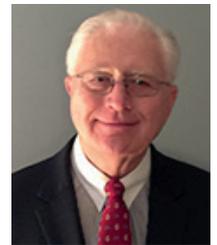
Bjarne Lykke Sørensen
CEO, Siemens A/S and Digital Industries Denmark



Co-creation of value: the key to successful KAM

- Training and growth mindset
- Effective value co-creation
- Building partnerships and ecosystems to gain market share

Dennis Chapman
President and CEO, The Chapman Group USA



Know the numbers

- Which metrics facilitate understanding across the team?
- KAM Best Practices enabled and supported by metrics
- Engaging the account in metric development and interpretation

14.00am – 15.45 GMT
Business development

Deva Rangarajan
Professor Sales and Marketing, IESEG School of Management, Paris



Impact of digital transformation and pandemic on KAM

- Re-evaluating the key account portfolio
- Leveraging digital technologies to create value for key accounts
- Enabling key account manager effectiveness

Christian Maryska
Chair of Marketing, School of Business and Economics, RWTH Aachen University



Can you still increase business with your key accounts?

- How to determine sales growth potential, how big is it?
- Why does this sales growth potential exist? And how can you capture it?
- How can you capture this sales growth potential in the future?

Wednesday 9th March

11.00am – 12.45 GMT
Being internally effective

Gülner Durak
Section Manager International Key Accounts EMEA, Daikin Europe



A Practitioners Glance at Organisational Effectiveness in KAM

- Selection criteria for Key Accounts: Where to start?
- KAM as an entire company
- Monitoring performance: Return on Attention

Darren Bayley
Sales Director UK & Ireland, Straumann Group



Alignment between KAM Teams and Sales

- Value creation through alignment of KAM teams, customers and Sales
- Risks for key account managers and practical mitigation tips
- Required KAM professionals' capabilities for alignment

KAM for Key Account Managers: Online and interactive! (cont.)

Wednesday 9th March

14.00am – 15.45 GMT
KAM relationships

Jerid Lydic

Americas Lead, Pfizer Global KAM Center of Excellence

Which KAM relationships matter most?

- How to frame relationships in KAM
- Individual vs. Account Team vs. Organization vs. Customer vs. Key Account
- Orchestrating collaboration for longevity and success



Richard Ilsley

Managing Partner, Key Account Management Group

What does a 'good' Key Account relationship really mean?

- How can you recognise good? Or outstanding?
- Should all Key Account relationships be 'outstanding'?
- How important is relationship v price?



Register now and get your ticket here

Great value! Only €90! Discounted to just €50 for AKAM online members and free for full AKAM members (but make sure you register)

AKAM's Professional Diploma in KAM: Your chance to gain an edge



Why?

Prove that you are a professional key account manager.

- AKAM's Professional Diploma defines tangible competencies for KAM and demonstrates that you have acquired them.
- Key differentiator between you and an unqualified key account manager.
- Employers trust qualifications certified by independent professional associations such as AKAM
- Add DipProKAM after your name.

PLUS you'll gain more confidence in your capabilities as you build up your case for the Diploma.

Who?

The Professional Diploma is for working key account managers with minimum 3 years' experience of KAM, so you'll have had opportunities to achieve required competencies.

New or less experienced Key account managers may benefit from the course leading to the PostGraduate Certificate in KAM. Check it out on page 11

What?

- Based on Recognition of Prior Learning (RPL), used by Universities and other professional associations.
- Effectively gathers together all sources of your development to demonstrate the outcomes of different kinds of learning
- Present how you meet AKAM-defined required competencies for KAM
- Work at your own pace - no fixed course of learning, no predetermined time or place.
- Doable from anywhere in the world while you continue working

Cost?

- Registration is €750, including 2 years AKAM membership (corporate member applicants €250)
- Optional modules on underlying theory: €450
- On submission of all your competencies for assessment, further €750 (corporate member applicants also €750). If you don't complete, this doesn't apply.

Everything you need to know on the website, including webinar on How to gain a Professional Diploma in KAM [click here](#)

A Case of Collaboration: KAM at EMCOR UK



Interview with Steve Dolan,
EMCOR UK's Operations Director
and Lead for Collaboration and KAM

Collaboration in a commodity business

At first sight Facilities Management may look like a commodity business: open book accounting is common in the sector and costs are visible to all. It's a service delivered by large numbers of people and typically tenders have to include great detail on all the people information and costs. Most suppliers say much the same things about what they offer and finding some differentiation is a constant battle, says Steve Dolan, EMCOR UK's Operations Director and Lead for Collaboration and KAM. So securing a reasonable margin is tough.

In this kind of environment, EMCOR UK's decision to adopt collaboration as its core strategy looked bold and brave! But the Facilities Management division decided its future lay in longer contracts with larger clients, and that collaboration would be the USP to capture it. Even so, the engineering division of the company was sceptical originally, and continued taking project-based work at cut-throat rates.

Eventually, however, the Engineering Division identified some customers who frequently bought 'one-off' projects, where something more than a transactional relationship could work. By then, Facilities Management had proved the success of the collaboration strategy and the two divisions were brought together, and many customers – especially strategic customers – buy from both offerings.

KAM and collaboration

Initially key account management wasn't part of the plan, which was



driven by Operations. Quite quickly, though, it became clear that the key account managers - the people leading the relationship - also needed to align with the collaboration process and were, indeed, an intrinsic part of the collaborative approach. So EMCOR UK developed the two initiatives together, with KAM embedded in the philosophy and practices of collaboration.

Most of EMCOR UK's key account managers have a technical/engineering background rather than sales. They normally manage customers on a 1:1 basis as they are so closely connected with the customer. The whole account team reports to them directly, including operations, which is very different from the KAM organisation in many suppliers. Also unlike many suppliers, EMCOR UK's customers come from a wide range of sectors, and they generally recruit key account managers from the customer's sector rather than Facilities Management.

While EMCOR UK's key account managers need to have a technical background, it is not sufficient. A collaborative approach is now part of EMCOR UK's recruitment process for key account managers and collaboration is embedded in the company's KAM training programmes.



(It is also one of 14 competencies in AKAM's Professional Diploma.)

The company ran an analysis of its most successful key account managers and discovered that the best were high in EQ (emotional intelligence) and in influencing. These attributes are now built into the recruitment process as strong indicators of the ability to collaborate and excel at KAM. Steve Dolan sees these attributes as being more influential indicators of a key account manager's future success than a history in sales.

More than a mindset

Collaboration and KAM have to be more than 'skin deep'. Collaboration isn't just a mindset, it's a process as well. EMCOR UK worked with the Institute of Collaborative Working (ICW) to develop the ISO International Standard for business collaboration, ISO 44001, which was officially registered in 2017. Elements of the standard dovetail well with KAM and key account managers take responsibility for part of the process.

(Ed. Evidently, it's easier to train a key account manager about your own business than it is to train them in a different sector. This suggests the question, 'Is it easier to offer sales training to people with a broad sector and operations experience, than it is to train salespeople about other businesses and operations?')

A Case of Collaboration: KAM at EMCOR UK (cont.)

Big customers can be a source of major losses as well as excellent profits. Part of the value of the ISO 44001 standard is its consideration of the whole lifetime of the relationship, so that there are fewer 'unforeseen issues', including contract end and exit. The process includes a systematic understanding of the customer and a requirement for responses from them that are often skipped, especially in the enthusiasm for new business. Processes that seem onerous while they are being learned become time and energy saving once established. These days everyone EMCOR lives and breathes collaboration.

This is a very different approach from a great many companies purporting to operate KAM, where the startpoint (and very often the endpoint) is still sales. Of course, even a collaboration strategy is a means to an end in a commercial company, but there are multiple different ways to achieve that endpoint, which should sensibly be contribution/ profit rather than raw sales. Few companies seem to achieve the balance of focus on bottom-line growth at the same time as top line growth. Sales-orientated key account managers often seem to be blissfully unaware of the bottom-line results delivered by their key customers, which are often poor to negative.

Selecting for collaborative customers

Obviously, collaboration is a two-way process: it's not possible to collaborate with a customer who doesn't want to participate. So EMCOR UK now actively selects its customers based firstly on their collaborative intent, and secondly on their collaborative capabilities and processes. The customer's approach has become an element as important as the size and nature of the potential business, which EMCOR UK looks at closely even before deciding whether to bid.

That means checking out the reality behind the public face of the customer's website, brochures and presentations. For a start, multiple suppliers and



short-term contracts are not a good sign but EMCOR UK goes further to explore and understand the customer and that means site visits and talking to people outside Procurement.

EMCOR UK actively applies a Key Account Selection Matrix: the majority of their business comes from strategic customers with minimum five-year contracts in the 'top right' of the matrix. The company recognises that transitioning potential key accounts from a transactional relationship is difficult to pull off, so 'star' accounts are treated to a strategic and collaborative approach from the outset of the relationship.

Collaboration in the pandemic

When the pandemic hit, says Steve Dolan, collaboration really came into its own. There were huge challenges for both sides, and how they were managed would be crucial in post-pandemic business. In a people-based service business many livelihoods were at stake, but when customer sites were almost closed down, it was pointless to insist on delivering to originally agreed contracts, even when it meant a major downturn in income for EMCOR UK.

"Rather than focusing on our problems, we tried to understand the impact on the customer - sometimes even before they had worked it out, so that we could quickly develop a new plan together. A lot of people weren't going to come into their offices, so we shouldn't provide catering for 2000 when there were only 200 people in the building. You can see

why site management might not be top of mind at the customer when their whole business was in chaos, but they were very relieved when we took the lead and worked out the implications and solutions together. It was tough, and we couldn't have done it without the pre-existing collaboration that meant we knew them and their situation intimately, and they knew and trusted us."

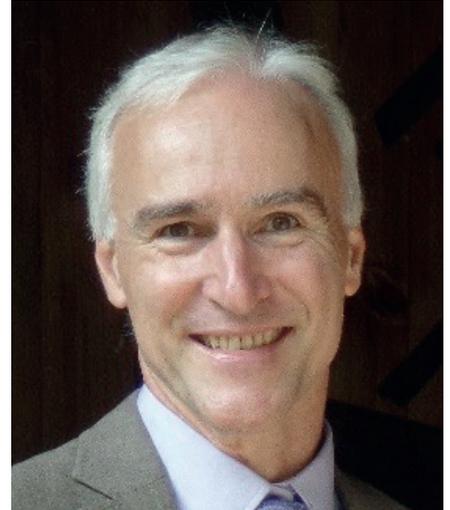
"It's our job to enable the customer's people to work the best they can, to maximise their productivity. We provide measurement tools to monitor productivity and seek out anything that might have a negative impact, whether it's air conditioning, noise levels, catering tastes, the pros and cons of hot desking... Then we can talk to the customer about creative cost-effective solutions." Ironically, the pandemic actually presented opportunities for differentiation in terms of agility and adaptability and coming up with new ideas that work in the new reality. For example, one of EMCOR UK's key account managers created a 'concierge' team for one customer, to help people returning to the office get used to the new rules and different ways of working in an environment that had lost its familiarity for them.

In a crisis it's easy to hunker down, stop initiatives that some people have always seen as luxuries, and 'go back to basics'. Whether an approach survives is probably the test of whether it is genuinely embedded in a company. It looks like EMCOR UK's embrace of collaboration and KAM is enduring, both in mind and process.

Key Account Manager of the Year 2021

Congratulations!

Thierry Josselin



axcelis

As Global Account Manager Thierry was tasked with delivering a partnership between his company, Axcelis, and a customer challenged to meet the needs of its own customer in the very fast-growing electric vehicle market. He demonstrates a true passion for key account management and has blended strong KAM disciplines with creative approaches.

Thierry engaged customer and internal resources across countries, driving actions through his energy, use of metrics and dashboards. He developed high levels of insight about the customer and market and deployed them to motivate positive team behaviours, which

proved to be vital in creating and implementing solutions for the customer. They enabled the customer to meet major ramp-ups in demand requirements, achieving major share gains for Thierry's own organisation with this customer.

Axcelis got great ratings from the customer scorecard and achieved no.1 position in many categories including 'roadmap alignment', 'maintenance support' and 'account management'.

Thierry's demonstration of the power of key account management methodologies is being shared inside his organisation so others can learn from it and build further action for the future.

More applications and nominations were received from more companies and more countries than ever before - from North America, South America, Australia, Asia and many parts of Europe – covering a wide range of industries and customers.

The standard of the finalists selected for interviews was particularly high. All were notably strong on engaging and coordinating internal and customer resources. They were also good at balancing short term actions with long term direction.

Winner Thierry said, "I'm very honored to receive the Award. When I learned about the KAM of the Year Award, I saw a great opportunity for me to formalize the methodologies developed over the years and to describe at high level the tools and strategies utilized.

Only filling the application form was already a great achievement and feeling. I would encourage anybody to join AKAM and this program to continue to grow and learn."

Highly commended Bob Delwig



Bob Delwig from Pfizer CentreOne played a key role in championing and delivering a major project with a strategic customer, which was not without issues to overcome, over a considerable period of time.

Bob did a great job of recognizing and appreciating the role of others within his organisation for the progress made, while he himself played an essential part in planning and gaining internal and customer buy-in to this high investment project, a 'first of its kind'. The project – and Bob - delivered a highly positive outcome for Pfizer, for the customer and very importantly for patients too.



Key account Manager of the Year 2022: It could be you! [Click here](#)

Looking in the Mirror: Supplier Relationship Management

What suppliers should know about customers

Supplier management consultancy State of Flux identifies six pillars of Best Practice in Supplier relationship management (SRM). Suppliers to leading key customers with well-developed SRM programs would do well to understand the approach in order to recognise it, respond to it and align with it.



Value

It is crucial that value is aligned to strategic objectives when the value proposition is being developed, and that there is a clear understanding of the financial and non-financial benefits that may derive from supplier management programmes. Having done this, it is important to understand the extent to which the ability to achieve them is dependent on contributions from key/ strategic suppliers, and if there is more that could be done with them to allow goals to best be met.

Governance

An effective supplier management programme should not be a one-size-fits-all approach applied to everyone in the supply base, but, rather, targeted and focussed on key strategic suppliers, identified through the segmentation process. Once identified, the relationships with these strategic suppliers should be underpinned using the best and most appropriate process, governance, and engagement models. Roles and responsibilities among both parties should be fully agreed and robust contract, performance and risk management should be both defined and implemented.

Technology

Technology enables supplier management processes and practices to seamlessly integrate in a business-as-usual way. Adhoc processes result in an inconsistent supplier experience and processes that can't be measured mean opportunities are missed to unlock value. Fit-for-purpose supplier management technology offers a single interface that reveals all supplier related information both as a primary data source and connected with third party data sources. This 'industrialises' supplier management, ensuring it is scalable, repeatable and consistently applied across different business units.

Engagement

Engagement and obtaining support across three key groups of stakeholders is vital to ensuring supplier management programmes have the best chance of achieving success. The first group of stakeholders are c-suite/executive leaders and managers, who provide direction, role-model behaviours and access to sponsorship. The second group are operational and wider business stakeholders who regularly interact with strategic suppliers. The final group are the key, strategic suppliers themselves, who can be worked with collaboratively to manage innovation, performance and risk, delivering benefits for both parties.

People

It is crucial to have the right knowledge and skills within the team undertaking supplier management to drive engagement, foster collaboration and create value for both parties. Furthermore, the skills and competencies required to undertake these roles – which are more closely aligned to account managers than typical procurement roles – should be fully defined and linked to performance objectives. Carrying out an evaluation of the skillset of those currently in the role against desired/required levels allows for the identification, development and application of a targeted training and personal development programme.

Collaboration

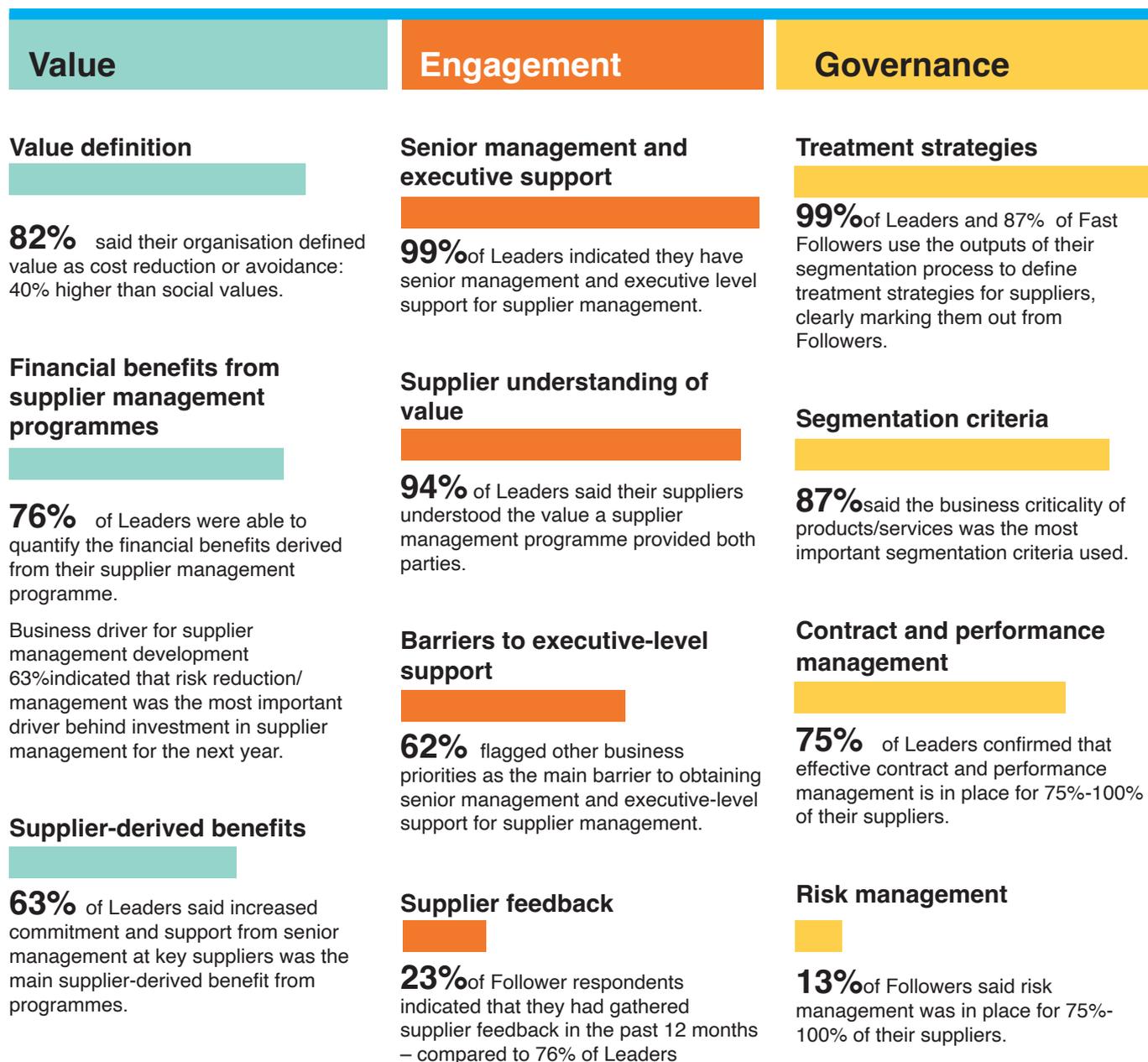
Collaboration with strategic suppliers is crucial in supporting the improvement and development of productive, two-way relationships that create value. With becoming a customer of choice with targeted suppliers a key goal of supplier management, it is important to work together with them to develop joint plans, to ensure delivery against both organisations' strategic goals. To enable this, relationships should be open and based on trust and transparency – something that can only be achieved by investing time and effort in building those relationships.

State of Flux regularly surveys global companies to understand developments in their approach to suppliers: their 2021 survey shows some shift in emphasis that can be laid at the door of the pandemic, but may well be here to stay.

The survey segments the companies researched into three types:

- Leaders, believed to have developed more mature and successful supplier management programmes.
- Fast Followers, who have shown strong evidence of supplier management development
- Followers with limited supplier management ambition and/or at the start of their supplier management journey.

Looking in the Mirror: Supplier Relationship Management (cont.)



COVID-19

The coronavirus pandemic continues to have a profound impact on organisations and their supply chains.

Areas requiring improvement

49% indicated that supply chain risk management required improvement.

Relationship management

65% of all respondents said relationship management was the most effective aspect in mitigating the effects of Covid-19.

Looking in the Mirror: Supplier Relationship Management (cont.)

People

Skills and competency framework

81% of Leaders said development of a skills and competency framework has been a priority for supplier management

Skills identification

58% overall identified communication as the most important supplier management skill. There was strong consensus across all respondent maturity levels that this was key.

Training

1 in 2 of Follower respondents indicated no training had been provided within the past 12 months.

Development areas

49% of all respondents said strategic thinking was the area most in need of development. Despite this, it has been low on the list of training provided in the past 12 months

Technology

Key benefits

78% of all respondents stated that supplier performance management and improvement was the greatest benefit of SRM.

Dedicated systems

2 in 3 respondents use dedicated in-house or third-party systems for supplier on-boarding and capturing and maintenance of master data and contract management.

Relationship management

4 in 10 do not use any technology to help them perform relationship management.

ROI

8% of respondents were able to quantify the financial return on investment, which ranged from 2% to 6%.

Collaboration

Supplier collaboration

98% of Leaders assert that their supplier management programme has improved supplier collaboration, with 68% saying that it has increased greatly.

Customer of choice benefit

75% of Leaders cited improved account management and executive focus as the greatest customer of choice benefit among three-quarters of the Leaders group, with 'additional commitment' also reported by 74%.

Collaboration benefits

69% said improved trust in the relationship is the primary benefit of increased collaboration.

Joint business plans

8% of Followers indicated that they had joint business plans in place with less than 50% of their suppliers.

The complete State of Flux 2021 Global SRM Research Report 'Growing and Protecting Value', including interesting case studies from a variety of sectors, is available to download as an interactive eBook [click here](#). The 2019 report is also available to AKAM Members through Member Resources on the AKAM website. For further information email Jennifer.Hall@stateofflux.co.

A global first up and running!

Postgraduate Certificate in Key Account Management

Kick-off 24th January, so applications for 2022 are now closed.

Should you be thinking about 2023?

If you are a trained, experienced Key account manager seeking a KAM qualification, check out the Professional Diploma on page 5

Who should do it?

- Created for people in work, designed particularly for:
 - from new up to 3/4 years' experience as a key account manager
 - other positions aspiring to be key account managers
 - more experienced key account managers who have missed out on proper KAM training.

What's involved?

- Study from January to September 2022
- Access online lectures when it suits you, part-time
- 6 live online tutorials
- Practical assignments (3) based on set exercises and exploration of your organisation and a key customer
- Significant commitment of time, but all of it practical and useful in the job

What do you get?

- Thorough grounding in KAM
- Independent qualification
- 30 ECTS (European Credit Transfer points)
- Subject expert lectures with engaging exercises
- Demonstration of KAM insight and competency to employers

Pure KAM. Because if KAM is what you want to do, why spend your time on something else? [Find out more here](#)

New research project: please participate!

Responsible business and authenticity in KAM

Customers are demanding authentic personnel from the seller side. They believe that an authentic person is being their real self and will act in accord with their core values and beliefs. More authenticity, more ethicality.

Being authentic is necessary, but not enough, for KAM implementation and effectiveness which depends on orchestrating the sources of resource and value. Being authentic with the customer helps to gain trust and increases perceived originality in value co-creation. Being authentic with partners inside the company (marketing/ other functions) facilitates resource coordination.

This group of researchers will be exploring how authenticity is perceived and practiced by key account managers. How authentic can you be in the face of customer demands? Can you be 'true to yourself' or do you have to bend to others' expectations? Does authenticity impact performance? What are the consequences, when does it matter?

There is no common understanding of authenticity in B2B buyer-seller relationships, in spite of the fact that long ago it was highlighted as being of first importance to customer.

These group of researchers, including members of AKAM's Academic Advisory Board (see p13), works together on B2B buyer-seller relationship topics. Their insights will be published as an article in the Bulletin and an AKAM webinar.

- Christophe FOURNIER, Professor of Marketing and Sales, Montpellier University IAE
- Nadine FISCHER, PhD candidate, Montpellier University IAE
- Christine LAI-BENNEJEAN*, Associate Professor of Marketing, emlyon business school
- Deva RANGARAJAN, Professor of Marketing, IESEG Business School
(* corresponding researcher)



The project is at exploratory stage. We would like to invite AKAM members for a 1 hour interview via Zoom. Around 20 interviews are needed for this exploratory study. Rest assured that anything you say will be confidential and anonymous.

- **Participants needed** : Key account managers, KAM program leads, people who work with key account managers.
- **Please contact**: Christine LAI via email (lai@em-lyon.com), with name, email address, job title, organisation and time worked with them, and your availability. We will email you and schedule a Zoom meeting for the interview.
- **Start date**: March 2022

New corporate Programme Members

AKAM is delighted to welcome **Vetropack** as its latest Corporate Programme Member.

As a producer of sustainable packaging - more than 5 billion glass containers per year - Vetropack is particularly interested in working more closely with customers (Key Account Management, in fact), especially through supporting their



vetropack

sustainability initiatives. KAM is not new to Vetropack, but joining AKAM is aimed at developing to a new level.

The company will participate in an exclusive Forum for KAM leaders of multinationals and other major organisations that shares and generates new ideas in KAM, while Vetropack's key account managers will advance through accessing AKAM's huge library of KAM resources.

The **British Council's** mission is building connections, understanding and trust between people in the UK and other countries through arts and culture, education and the English language. It may sound like a strange place to find Key Account Management in operation, but in fact the organisation works with major customers like government departments and examination boards across the world.



BRITISH COUNCIL

So AKAM is excited to welcome the British Council as a corporate member, to support their development of KAM principles, practices and people alongside AKAM's existing not-for-profit members. Whenever they need support, the British Council's far-flung key account managers will be able to reach AKAM's substantial online resource of KAM tools, presentations, insightful papers, webinars etc, and build their own community of fellow key account managers.

New AKAM Academic Advisory Board

AKAM has long wanted to bring the practitioner and academic aspects of key account management closer together. There's no doubt that practitioners benefit from the findings of researchers: their work can shine a light into the KAM environment and help interpret observations. And there's nothing like real, researched information to counter the argument "Well, that's just your opinion".

At the same time, researchers need practitioners to supply them with information and views from which they can construct new insight.

Joining the Academic Advisory Board were professors, lecturers and researchers in KAM from universities across Europe and India, therefore able to take a wide and multinational perspective on KAM.

We are excited that, at the AAB's first meeting at the end of January, research collaboration was one of the hottest topics of discussion: collaboration between academics, and collaboration with practitioners. Our first task is to compile a list of poorly understood KAM topics, and then to match them with interested researchers – and respondents. We are hoping that you will spare a little time to contribute your point of view.

We are kicking off with a project on 'authenticity in KAM', and hope AKAM members and Bulletin readers will volunteer to be interviewed: see page 12 for details. But we also want to ask for your suggestions – whether you are a key account manager, KAM lead, consultant or academic - on what KAM questions you think should be researched.

Are you an academic interested in KAM? Would you like to join the Academic Advisory Board?

Find out more from Dr Diana Woodburn, AKAM Chairman, at woodburn@marketingbp.com

What would you like to see researched about KAM? What would be most useful to you?

Please email your suggestions to info@a4kam.org



Jakob Rehme
University of Linköping, Sweden
Professor in Industrial Management, Director of Centre for Business Model Innovation



Nima Heirati
Surrey Business School, UK
Associate Professor in Marketing



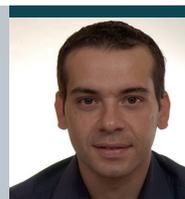
Deva Rangarajan
IESEG, France
Professor of Marketing, Academic Director MSc International Business Negotiation



Sylvie Lacoste
Excelsia Business School, France
Full Professor, Head of Marketing Department



Silvio Cardinali
Università Politecnica delle Marche, Italy
Associate Professor in Marketing and Sales Management, Vice President SGBED



Nektarios Tzempelikos
Anglia Ruskin University UK
Associate Professor in Marketing, School Research Lead



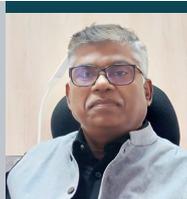
Lesley Murphy
Technological University Dublin, Ireland
Lecturer in Sales and Marketing



Christine Lai
EM Lyon France
Associate Professor of Marketing



Sridhar Guda
IMM India
Professor (Marketing Area)



Rakesh Singh
Institute of Management Technology, India
Professor-Marketing



Antonella la Rocca
Università Cattolica del Sacro Cuore, Italy
Associate Professor of Marketing, Coordinator, Bachelor in Economics and Management



Diana Woodburn
AKAM, UK
AKAM Chairman