

# **NEW KEY ACCOUNT MANAGERS: WHAT TANGLED WEBS THEY WEAVE!**

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# AGENDA

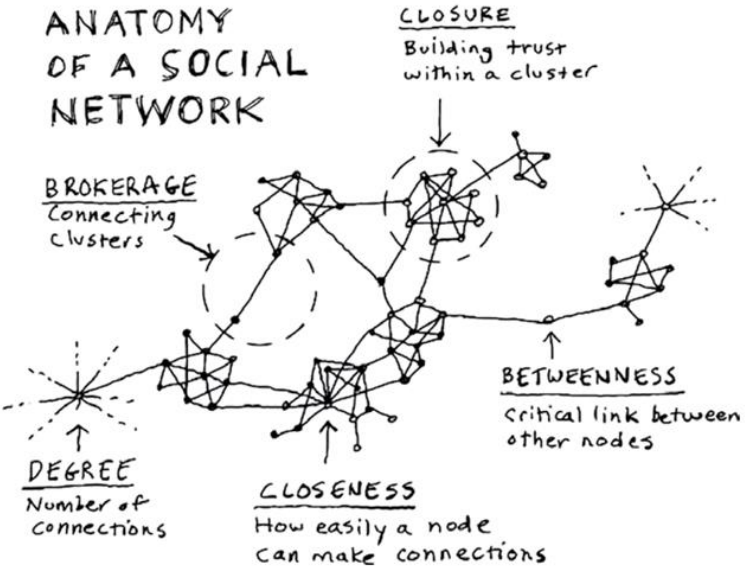
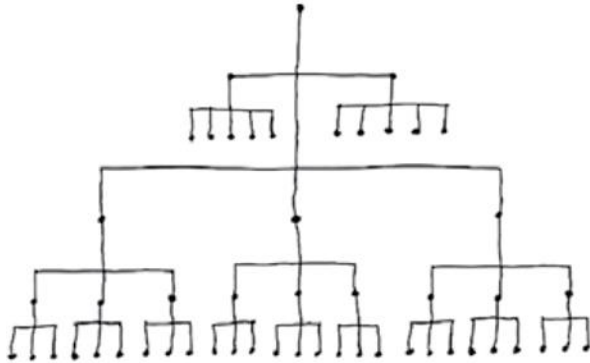
- Missed network ties – missed account management opportunities (mini-case).
- Identifying and managing power in key accounts with social network analysis.
- Network visualization examples by Lithuanian companies. Technology-enabled future of network data collection.

## **Discussion:**

**what smart KAMs can do with social network analysis tools?**

# MISSED NETWORK TIES – MISSED ACCOUNT MANAGEMENT OPPORTUNITIES (MINI-CASE)

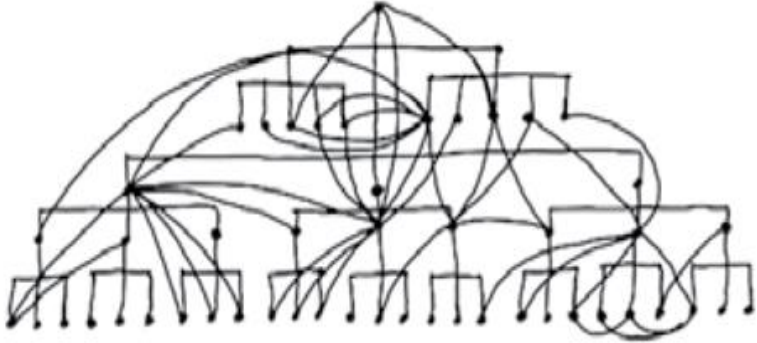




Understanding formal ties  
(PAST?)

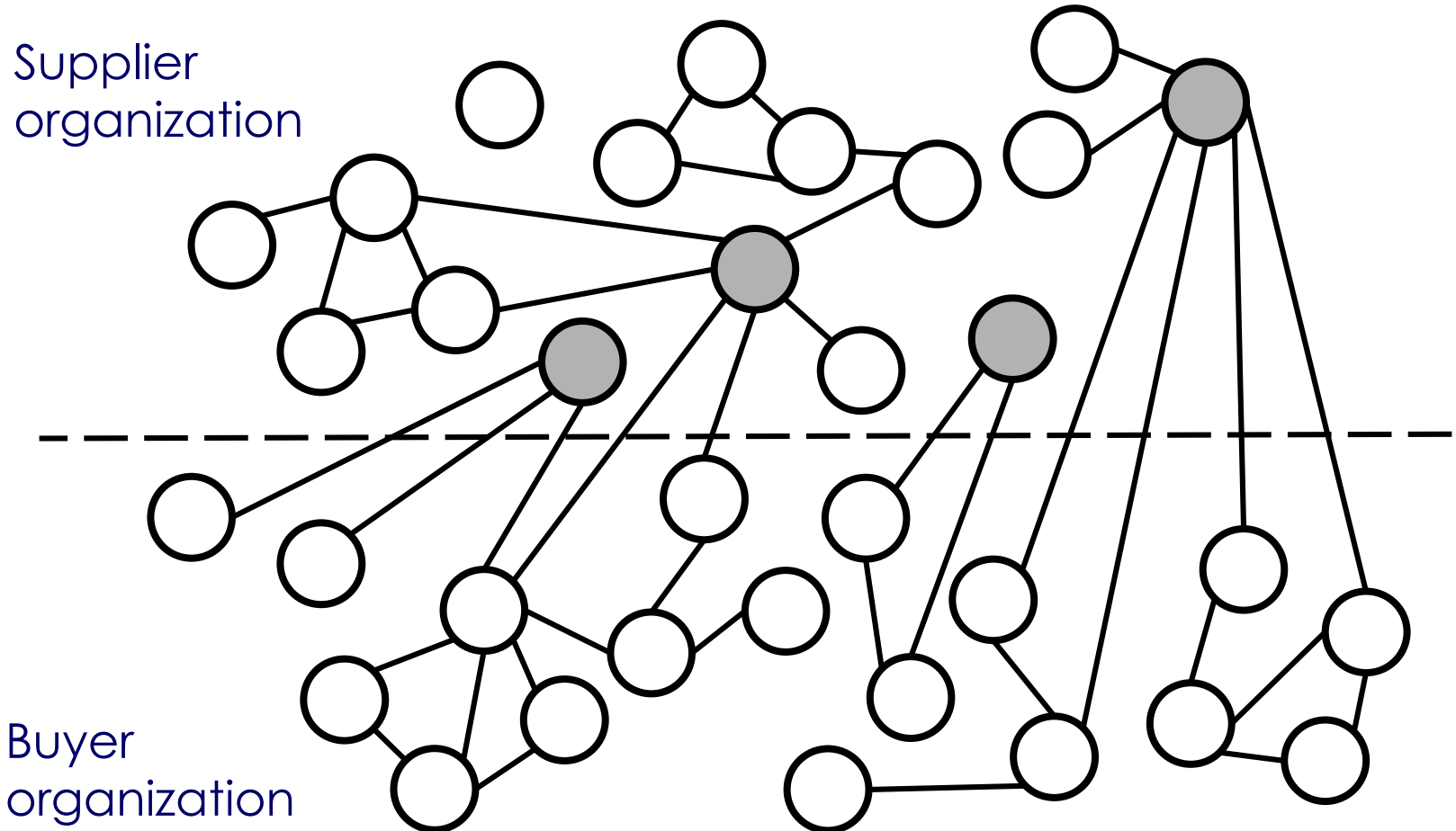
Understanding networks  
(FUTURE?)

Understanding informal ties  
(PRESENT?)

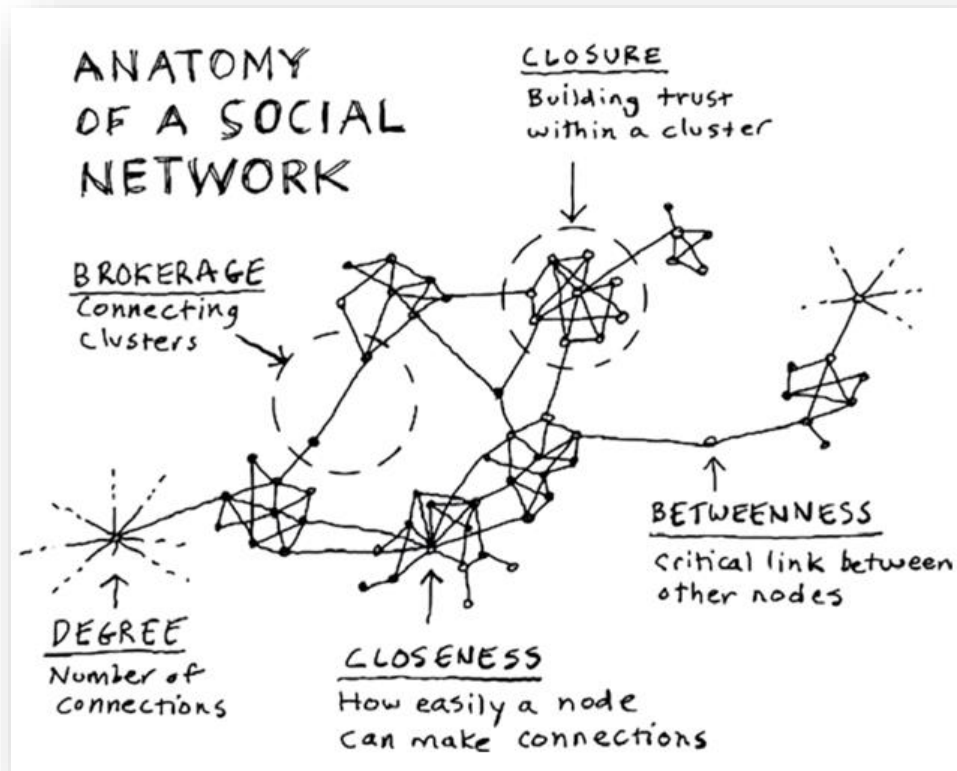




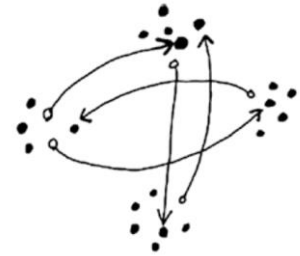
# INFORMAL NETWORKS SPAN ORGANIZATIONAL BOUNDARIES (so one cannot manage one side without the other)



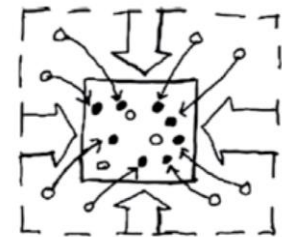
# NETWORK MANAGEMENT BASICS



**FOR TOP-LINE GROWTH:**  
reach diverse teams -  
connect clusters  
**(=BROKERAGE)**



**FOR BOTTOM-LINE GROWTH:**  
increase relationship density  
within cluster  
**(=CLOSURE)**



**IDENTIFY THE MOST POWERFUL PERSON** in a network.

The powerful person:

- has a high number of potential connections (= **DEGREE CENTRALITY**),
- all of which are relatively close and thus easily accessible (= **CLOSENESS CENTRALITY**),
- while at the same time enjoying a position within the network such that it can choose to block or grant access to other nodes (= **BETWEENNESS CENTRALITY**).



# WHAT YOU CAN DO TODAY?

## SOCIAL NETWORK ANALYSIS SURVEY EXAMPLE

For each person below, please check the boxes that apply (check as many as are applicable).

NETWORK MEMBERS:	Consider a friend	Consider an acquaintance	Go to for advice	Go to for support	Are required to interact with because of the nature of your work	Prefer to avoid	Usually communicate with (please rate on the scale below):					Has the following amount of influence in ... project (please rate on the scale below):				
							Seldom (less than once a week)	Often (many times a day)	Very little influence	A great deal of influence						
Name 1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5	1	2	3	4	5
Name 2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5	1	2	3	4	5
Name 3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5	1	2	3	4	5
Name 4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5	1	2	3	4	5
Name 5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5	1	2	3	4	5
Name 6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5	1	2	3	4	5
Name 7	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5	1	2	3	4	5
Name 8	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5	1	2	3	4	5
Name 9	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5	1	2	3	4	5
Name 10	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5	1	2	3	4	5
Name 11	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5	1	2	3	4	5
Name 12	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5	1	2	3	4	5
Name 13	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5	1	2	3	4	5



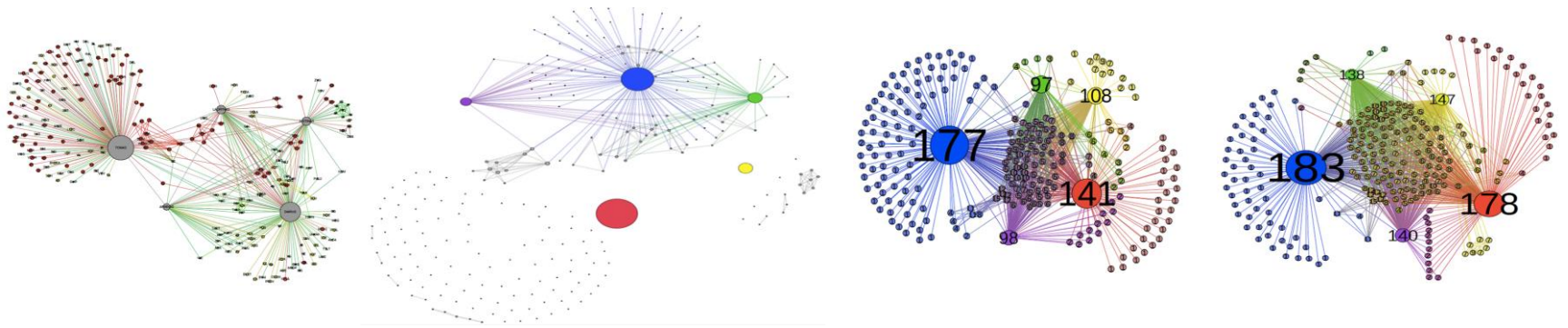


# SOCIAL NETWORK LINK TYPES (examples)

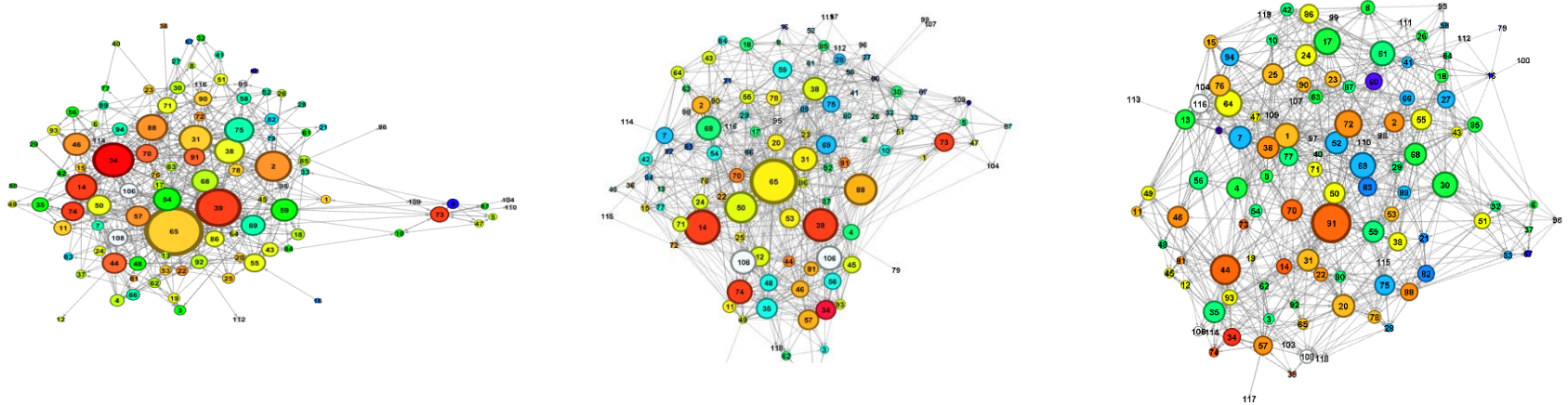
- Cognitive
  - Knows
  - Aware of what they know
- Kinship
  - Mother of
  - Cousin of
- Affective
  - Trust
  - Friends with
  - Feel safe to try out an idea
  - Energizes me
- Affiliations
  - Belong to same club
  - Physically near
- Role based
  - Boss of
  - Teacher of
  - Friend of
- Interactive
  - Go to for technical advice
  - Go to for career advice
  - Work with regularly



# MANAGING IN A “SMALL WORLD” ...



[Social network visualization examples from different Lithuanian companies – and **what they did with it**]





***Yesterday's KAMs are great dyadic relationship "gardeners"...***

***... tomorrow's KAMs are (also) the architects of networks.***



Q1 How important do you think a key account manager's network is compared with product knowledge, sales record, competencies, behaviour etc?

Why? What difference does it make?

Q2 Are you consciously developing and managing your network?

If not, why not?

If yes, how/what are you doing?

Q3 If networks are important to success, how **does** that affect recruitment and allocation to customers currently?

How **should** it affect recruitment and allocation?