Key Account Management
Tools and techniques for achieving profitable key supplier status

Peter Cheverton
CONTENTS

About the author viii
Foreword by Professor Malcolm McDonald ix
Preface xi
Preface to the sixth edition xii
Acknowledgements xiii
And it was all going so very well... xiv

PART ONE Definitions and purpose 1

01 The key account approach 3
02 Why Key Account Management? 10
03 The spectrum of KAM ambition 17
04 What is a key account? 23
05 What is Key Account Management? 29

PART TWO Analysis: opportunity and value 41

06 Knowing the market, knowing your value 43
07 Knowing the people, knowing your value 58

PART THREE Relationship management 67

08 From 'bow-ties' to 'diamonds' 69
09 Decision mapping and contact strategies 95
10 The good, the bad, the sad and the ugly 117
PART FOUR Achieving key supplier status 125
11 The purchasing revolution 127
12 Supply chain management: seeking value 134
13 Purchasing organization: rationalization and centralization 141
14 Supplier positioning: managing suppliers 151

PART FIVE Achieving strategic supplier status 175
15 Being of strategic value 177
16 How do they plan to grow? 186
17 How do they aim to win? 196
18 What drives them? 202
19 A shared future? 211

PART SIX The value proposition 217
20 The customer’s total business experience 219
21 The customer’s activity cycle 230
22 Measuring the value – securing the reward 242
23 Making the proposal 247

PART SEVEN Planning and joint planning 255
24 The key account plan 257
25 Joint planning 266
<table>
<thead>
<tr>
<th>PART EIGHT  Targeting</th>
<th>271</th>
</tr>
</thead>
<tbody>
<tr>
<td>26  Customer classification</td>
<td>273</td>
</tr>
<tr>
<td>27  Customer distinction</td>
<td>293</td>
</tr>
<tr>
<td>28  Global Account Management</td>
<td>301</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PART NINE  Making it happen</th>
<th>309</th>
</tr>
</thead>
<tbody>
<tr>
<td>29  Sins and requirements</td>
<td>311</td>
</tr>
<tr>
<td>30  Leadership and organization</td>
<td>315</td>
</tr>
<tr>
<td>31  Skills, attitudes and behaviours</td>
<td>334</td>
</tr>
<tr>
<td>32  The role of information technology</td>
<td>358</td>
</tr>
<tr>
<td>33  Measuring customer profitability</td>
<td>367</td>
</tr>
<tr>
<td>34  The implementation plan</td>
<td>379</td>
</tr>
<tr>
<td>35  Training and further help</td>
<td>390</td>
</tr>
</tbody>
</table>

Index  395

For free online support material please go to the Kogan Page website:
www.koganpage.com/KAM6