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Nota di contenuto	Key Account Management: The Definitive Guide; Contents; Foreword; Acknowledgements; The purpose of this book; Before you read this book!; List of figures and tables; 1 The crucial role of key account management; Introduction; 1.1 Pressures that have led to growth in customer power; 1.1.1 Summary of the pressures; 1.1.2 Rapid change; 1.1.3 Process refinement; 1.1.4 Redefining the marketplace and pleasing the customers; 1.1.5 Globalization; 1.1.6 Implications; 1.2 Why understanding relationships is so important; 1.2.1 Relationship risks; 1.2.2 Satisfactory return 1.2.3 Implications of joint commitment 1.2.4 Misconception and disappointment; 1.3 Increasing complexity of key account relationships; 1.3.1 The consolidation of customers; 1.3.2 Dual roles: the customer may be 'competitor' as well as 'client'; 1.3.3 The development of global businesses that demand global supply; 1.3.4 The accelerating pace of change, particularly as new IT reshapes markets; 1.3.5 The emphasis on strategic alliances; Summary; 2 Selecting and categorizing key customers; Introduction; 2.1 Why is

choosing the right customers so important?; 2.1.1 Fulfilling corporate strategy
2.1.2 Selecting for superior returns 2.1.3 How many key accounts?; 2.2 Selection criteria; 2.2.1 Identifying customers; 2.2.2 Choosing selection criteria; 2.2.3 Applying selection criteria; 2.3 Categorizing key customers; 2.3.1 The key account selection matrix; 2.3.2 Relative business strength; 2.3.3 Rebuffs and exits; 2.3.4 Categorization versus selection: portfolios versus lists; 2.3.5 Allocating scarce resources; Summary; 3 Relationship stages; Introduction; 3.1 Understanding key relationships; 3.1.1 Why do you need to know?; 3.1.2 The hierarchy of key relationships
3.2 Stages in key relationships 3.2.1 Exploratory relationships; 3.2.2 Basic relationships; 3.2.3 Cooperative relationships; 3.2.4 Interdependent relationships; 3.2.5 Integrated relationships; 3.2.6 Disintegrating relationships; Summary; 4 Developing key relationships; Introduction; 4.1 The customer's point of view; 4.1.1 What do customers want?; 4.1.2 A deep understanding of the customer; 4.2 Developing relationships; 4.2.1 Choosing the right relationship stage; 4.2.2 Contact mapping; 4.2.3 Relationship-building strategies; 4.2.4 Building an interdependent relationship
4.3 Managing relationships 4.3.1 Multilevel relationships; 4.3.2 Avoiding relationship traps; Summary; 5 The buyer perspective; Introduction; 5.1 The purchasing context; 5.1.1 Customer drivers; 5.1.2 Cost reduction; 5.1.3 Risk reduction; 5.2 Buying company strategies; 5.2.1 Strategy independence; 5.2.2 Strategy direction matrix; 5.2.3 Supply chain integration; 5.2.4 Matching strategies; 5.2.5 Supplier delusions; 5.2.6 Trust; 5.3 Balance of power; Summary; 6 Key account profitability; Introduction; 6.1 Profitability in the context of key accounts
6.1.1 Sustainable competitive advantage and key accounts

Sommario/riassunto

"This book is crammed with distilled, practical wisdom for key account managers and their directors. Organizations claiming to practise key account management should equip everyone involved with a copy, so they really understand what they are supposed to be doing. Anything less is just old-fashioned selling." Developing successful business-to-business relationships with more customers in highly competitive markets requires processes and skills that go beyond traditional selling activity. The very best state-of-the-art strategies are set out clearly in this book by intentionally known autho
