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Nota di contenuto	Cover; Title page; Copyright page; Contents; Acknowledgements; The editors; About this book; Key strategic account management: where are we now?; A definition of KSAM; Questions for research; Section 1: Strategic dimensions of KSAM; Section 2: Value creation through KSAM; Section 3: Developing KSAM programmes; Section 4: Operationalizing KSAM; SECTION 1: Strategic Dimensions of KSAM; Making the case for managing strategic accounts; Introduction; Addressing customers; Generalized pressures on traditional go-to-market strategies; Increased competition; PESTLE forces; Globalization Increased selling costs Summary; Pressures from customers; Affirmative reduction in number of suppliers; Rising importance of procurement; Changes in the procurement process; Impact of pressures on the firm; Small account management; Key, strategic and global account management; Conclusion; Drivers for key account management programmes; Introduction; Key account management; Benefits of key account management programmes; Internal and external driving forces for KAM programmes; Managing industrial sales complexity: A tentative

framework; Research method

Three key account management programmes at ABBKAM programme - ABB Swedish Market; KAM programme in the ABB business area for industrial products and systems; Key account management for organizational reorientation; KAM programme drivers; Conclusions; KSAM as an organizational change: making the transition; Introduction; KSAM strategy; Drivers of KSAM; KSAM strategy implementation; KSAM structure; Positioning KSAM in the organizational structure; Positioning KSAM and sales; Key account teams; Making the change; The KSAM transitioning curve; The early stages; The later stages; Conclusion
Switching costs in key account relationships
Conceptual framework and hypotheses; Antecedents of switching costs; Consequences of switching costs; Data collection; Results; Discussion; The strategic buyer: how emerging procurement strategies may support KAM/SAM relationships; Introduction; The strategic importance of purchasing; The economics of trust; Strategic alignment; Power-based relationships; Collaborative innovation; The transformation of purchasing and supply; Implications for future SAM/KAM research; Conclusion

Social and ethical concerns in strategic account management: emerging opportunities and new threats
Introduction; Strategic relationships between organizations; Strategic account management relationships; Broadening the management perspective on SAM; Ethical dilemmas to be resolved in making SAM effective and sustainable; Corporate social responsibility as a dimension of strategic customer relationship; Ethical dilemmas in SAM and how to avoid them; The good of the few versus the good of the many; The unintended consequences of concessions to strategic accounts

Moral dilemmas in implementing the SAM executive role

Sommario/riassunto

"A complete compilation of the established knowledge in strategic account management
Though companies expend tremendous effort to upkeep electronic and social media and mass marketing, they often overlook the value of strategic account management (SAM). This handbook is a compilation of papers that address researched knowledge of SAM across the academic community. Filling a void in the existing academic literature, Handbook of Strategic Account Management identifies key issues awaiting exploration. Each paper includes an overall summary of the tenets of SAM and a list of references, creating an indispensable resource for academic readers, students, and researchers. Written by an editing team with experience teaching SAM in company workshops, both of whom are members of SAMA, which has more than 3,000 members and bases in the United States and Europe. Includes contributions from all over the world representing the balanced, researched body of knowledge in SAM
Those looking to enhance their companies' relationships and bolster their businesses need look no further than this comprehensive collection of the latest knowledge in SAM"--
