CORE
CONCEPT

Advanced Strategic and Global Key Account Management

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Introduction:

Organisations that sell to large, multi-country customers often run their most valuable accounts as a collection of local relationships: prices differ by country, nobody owns the whole customer, internal teams pull in different directions and the value delivered is never measured. This Core Concept two-week course in advanced strategic and global key account management equips senior account leaders to select and tier accounts, co-create and quantify value, govern accounts across countries and lead cross-functional account teams. Participants finish by building a Strategic Global Account Plan for one of their own accounts.

Course Objectives:

- Select, score and tier strategic accounts using a documented portfolio model and a key account programme charter
- Quantify the value delivered to a strategic customer and co-create joint value initiatives with its senior stakeholders
- Analyse share of wallet, customer lifetime value and churn signals from CRM and account financial data
- Design a global account operating model with clear decision rights, pricing corridors and harmonised service levels
- Establish joint governance, risk and profitability controls that protect account margin and renewal
- Lead cross-functional account teams and measure account and programme performance with a balanced scorecard

Target Audience:

- Managers who lead relationships with the organisation's largest or multi-country customers
- Managers accountable for designing and running a key account programme across business units
- Sales managers who lead teams of key account managers and set account growth targets
- Commercial and business development managers responsible for regional or global customer agreements
- Customer operations and service managers who deliver to strategic accounts across several sites

Course Outline:

Day 1: Strategic Account Management Foundations and the Global Customer

- KAM, Strategic Account Management and Global Account Management Scope Distinctions
- Relationship Development Model: Five Stages from Transactional to Integrated
- Customer Concentration Analysis: Revenue, Margin and Dependency Exposure
- KAM Programme Business Case: Cost-to-Serve Versus Account Value
- Global Customer Buying Structures: Centralised, Coordinated and Decentralised Procurement

Day 2: Account Selection, Portfolio Frameworks and Programme Design

- Account Selection Criteria Scoring Model and Nomination Governance
- Account Attractiveness Versus Supplier Business Strength Portfolio Matrix
- Account Tiering Rules: Strategic, Key, Development and Maintain Tiers
- KAM Programme Charter: Scope, Executive Sponsorship and Resource Allocation
- SWOT and TOWS Analysis Applied to a Single Strategic Account

Day 3: Value Discovery, Co-Creation and Quantification

- Customer Value Chain Mapping and Business Driver Analysis
- Value Discovery Interview Guide for Senior Customer Stakeholders
- Joint Value Co-Creation Workshop Design and Facilitation Plan
- Value Quantification Model: Revenue Uplift, Cost Reduction and Risk Avoidance
- Value Realisation Reviews and Value Journey Tracking Log

Day 4: Account Intelligence, CRM and Predictive Analytics

- CRM Account Hierarchy Design for Parent, Regional and Local Entities
- Share of Wallet Estimation Methods and Penetration Heatmaps
- Customer Lifetime Value Calculation and Account-Level Profit and Loss
- Predictive Analytics for Churn Risk and Expansion Signals
- Digital Account Roadmap and Customer Collaboration Portal Planning

Day 5: Week-One Integration: Guided Case on a Multi-Site Industrial Customer

- Guided Case Brief: Portfolio Data Pack for a Multi-Site Industrial Customer
- Account Tier Assignment and Selection Score Justification
- Value Hypothesis Build from Customer Annual Report and Operational Data
- Share of Wallet and Lifetime Value Estimate for the Case Account
- Case Debrief: Account Selection and Value Discovery Gaps

Day 6: Global Account Management and Multi-Country Coordination

- Global Account Operating Models: Coordination, Control and Local Autonomy Options
- Global and Local Account Manager Role Charters and Decision Rights
- Global Pricing Agreements, Price Corridors and Local Price Exceptions
- Cross-Border Service Level Harmonisation and Global Framework Contracts
- Cultural Adaptation Plans for Multi-Country Account Teams

Day 7: Account Governance, Risk and Profitability Control

- Joint Governance Structure: Executive Sponsor Pairing and Steering Committee Cadence
- Account Risk Register: Dependency, Credit, Competitive and Relationship Risks
- Cost-to-Serve Allocation and Margin Leakage Analysis
- Contract Renewal Readiness Assessment and Exit Scenario Planning
- Anti-Bribery, Gifts and Hospitality Controls in Senior Customer Relationships

Day 8: Leading Cross-Functional Account Teams and Executive Relationships

- Cross-Functional Account Team Design: Core, Extended and Virtual Members
- RACI Matrix for Sales, Operations, Finance and Service Roles on the Account
- Executive Sponsor Programme and Senior Relationship Mapping
- Internal Influence Plan to Secure Resources Without Line Authority
- Quarterly Business Review Structure and Joint Communication Plan

Day 9: KAM Performance Measurement and Programme Maturity

- Account Balanced Scorecard: Financial, Customer, Process and Capability Perspectives
- Leading and Lagging KPIs for Account Growth, Retention and Value Delivered
- Customer Relationship Health Index and Account Satisfaction Survey Design
- KAM Programme Maturity Assessment and Capability Gap Analysis
- Account Manager Competency Profiles and Individual Development Plans

Day 10: Capstone: Strategic Global Account Plan

- Capstone Brief: Own Strategic Account Profile and Evidence Pack
- Three-Year Account Objectives and Joint Value Proposition Statement
- Global Governance and Account Team Structure for the Participant's Own Account
- Account Risk and Profitability Summary with Mitigation Actions
- Strategic Global Account Plan Presentation and Peer Panel Challenge

Skills You Will Gain:

- Strategic Account Selection
- Value Quantification Modelling
- Share of Wallet Analysis
- Global Account Governance Design
- Account Profitability Analysis
- Cross-Functional Team Leadership
- Executive Relationship Management
- KAM Programme Maturity Assessment

Why Attend This Course:

- Leave with a Strategic Global Account Plan for one of your own accounts, already tested before a peer panel
- Go beyond the one-week format: week one builds account selection, value and analytics capability, and week two adds global coordination, governance, team leadership and measurement
- Compare how organisations in manufacturing, services, technology and healthcare structure and run their global account programmes
- Return with a working toolkit of selection scorecard, value model, account risk register and balanced scorecard templates

Conclusion:

Strategic customers reward suppliers that treat them as one relationship across every country and function. Week one builds the core of advanced key account management: account selection and tiering, value discovery and quantification, and account analytics drawn from CRM and financial data. Week two adds what a one-week course leaves out: global operating models and pricing corridors, joint governance and risk control, cross-functional team leadership, balanced scorecard measurement and programme maturity. The capstone turns this into a Strategic Global Account Plan that participants can present to their leadership and put into action.