

KEY ACCOUNT MANAGEMENT AND PLANNING

The Comprehensive Handbook
for Managing Your Company's Most
Important Strategic Asset

NOEL CAPON

The Free Press

New York London Toronto Sydney

CONTENTS

Preface, xi Acknowledgments, xiii

1. INTRODUCTION

CHAPTER ONE: The Rationale for Key Account Management 3

II. STRATEGY, ORGANIZATION, AND HUMAN RESOURCES FOR KEY ACCOUNT MANAGEMENT

CHAPTER TWO: Developing Strategy for the Firm's Customers 39

CHAPTER THREE: Organizing for Key Account Management 70

CHAPTER FOUR: The Key Account Manager 106

III. SYSTEMS AND PROCESSES

CHAPTER FIVE: Key Account Planning: Analysis of the Key Account 141

CHAPTER six: Key Account Planning: Analysis of Competition and
the Supplier Firm, Planning Assumptions, and Opportunities and Threats 190

CHAPTER SEVEN: The Key Account Strategy 221

CHAPTER EIGHT: Managing the Key Account Relationship 251

IV. CRITICAL ISSUES FOR KEY ACCOUNT MANAGEMENT

CHAPTER NINE: Partnering with Key Accounts 281

CHAPTER TEN: Global Account Management 308

Exercises, 345 Appendixes, 381 Notes, 415 Index, 451