STRATEGIC ACCOUNT MANAGEMENT & KEY ACCOUNT DEVELOPMENT PROGRAMME

Introduction

The Strategic Account Management & Key Account Development Programme is an advanced executive programme designed to equip account managers, relationship managers, sales leaders, business development professionals and commercial executives with the capabilities required to manage high-value customers strategically, deepen client relationships, increase customer lifetime value and develop sustainable revenue from strategically important accounts. The programme moves beyond traditional account servicing and transactional selling to treat key accounts as strategic business assets requiring structured planning, executive engagement, customer intelligence, value creation and long-term relationship management. Participants learn how to identify and prioritize strategic accounts, understand complex customer organizations, map decision-makers and influencers, analyse customer needs, identify risks and opportunities, develop account plans and build multi-level relationships. Particular emphasis is placed on understanding the customer's business rather than focusing exclusively on the supplier's products or services. The programme examines how strategic account managers can become trusted business partners and value-creation advisers by understanding customer strategies, operational challenges, financial priorities and future requirements. Participants learn how to develop customer-specific value propositions and demonstrate measurable business outcomes. The programme also addresses account growth and commercial development, including cross-selling, up-selling, solution development, contract expansion, customer retention, share-of-wallet growth and identification of new opportunities within existing strategic accounts.

Course Objectives

- Explain the strategic role of key account management in organizational growth.

- Identify, classify and prioritize strategic and high-value accounts.
- Conduct comprehensive customer and account analysis.
- Map customer stakeholders, decision-makers, influencers and buying centers.
- Develop comprehensive strategic account plans.
- Build multi-level and executive relationships with key customers.
- Develop customer-specific value propositions and solutions.
- Identify cross-selling, up-selling and account-expansion opportunities.
- Improve customer retention and reduce strategic-account risks.
- Manage complex commercial negotiations with strategic customers.
- Use CRM, customer intelligence and analytics to manage account performance.
- Measure account profitability, customer lifetime value and strategic account performance.

Course Modules

> Module 1: Strategic Account Management Foundations
- Strategic account management principles and evolution
- Strategic accounts versus transactional customers
- The strategic value of key customers
- Building an account-management culture

> Module 2: Strategic Account Management Models & Commercial Strategy
- Strategic account management models and frameworks
- Linking key-account strategy with corporate and sales strategy
- Relationship-based versus transaction-based account management
- Building an organization-wide strategic account management capability

> Module 3: Account Selection, Segmentation & Prioritization
- Identifying strategic and key accounts
- Account segmentation and classification
- Account attractiveness and organizational fit
- Prioritizing accounts based on value and potential

> Module 4: Account Potential, Value & Portfolio Management
- Assessing current and future account value
- Account potential and growth attractiveness
- Strategic account portfolio analysis

- Allocating resources across strategic accounts

> Module 5: Customer Intelligence & Account Analysis
- Understanding the customer's business model
- Customer strategy, financial and operational analysis
- Competitor and supplier analysis within the account
- Identifying customer needs, challenges and opportunities

> Module 6: Account Intelligence, Market Position & Opportunity Analysis
- Customer industry and competitive environment analysis
- Understanding customer strategic priorities and future direction
- Identifying account opportunities, threats and market changes
- Developing strategic account intelligence profiles

> Module 7: Stakeholder Mapping & Relationship Management
- Mapping customer decision-makers and influencers
- Buying centers and stakeholder networks
- Building multi-level customer relationships
- Executive-to-executive relationship management

> Module 8: Customer Influence, Trust & Relationship Development
- Building trust and strategic customer credibility
- Stakeholder influence and relationship dynamics
- Managing internal customer politics and competing interests
- Developing long-term strategic customer partnerships

> Module 9: Strategic Account Planning
- Strategic account planning frameworks
- Account objectives, priorities and strategic initiatives
- Account opportunity and risk assessment
- Account action plans, milestones and responsibilities

> Module 10: Account Strategy, Joint Planning & Business Reviews
- Developing customer-specific account strategies
- Joint business planning with strategic customers
- Strategic account reviews and performance meetings
- Aligning account plans with customer business priorities

> Module 11: Customer Value Creation & Solution Development
- Understanding customer value drivers
- Customer-specific value propositions
- Solution selling and consultative account management
- Demonstrating measurable customer outcomes

> Module 12: Value Quantification, Business Cases & Strategic Solutions
- Quantifying customer value and business impact
- Developing customer-specific business cases
- Return-on-investment and value justification
- Designing integrated solutions for strategic accounts

> Module 13: Account Growth, Cross-Selling & Revenue Expansion
- Identifying account-growth opportunities
- Cross-selling and up-selling strategies
- Share-of-wallet expansion
- Customer Lifetime Value and revenue optimization

> Module 14: Account Penetration, Innovation & New Opportunity Development
- Identifying unmet needs within strategic accounts
- Account penetration and relationship expansion
- Innovation opportunities within key accounts
- Developing new products, services and revenue streams

> Module 15: Strategic Negotiation, Influence & Persuasion
- Strategic commercial negotiation
- Stakeholder influence and persuasion
- Value-based negotiation and concession management
- Negotiating long-term strategic agreements

> Module 16: Conflict Management, Difficult Conversations & Relationship Recovery
- Managing objections and difficult customer conversations
- Identifying and resolving strategic-account conflicts
- Service failures, disputes and relationship recovery
- Resolving conflicts while protecting customer relationships

> Module 17: Account Retention, Relationship Health & Risk Management
- Customer retention and relationship-health management
- Identifying strategic-account risks and early-warning indicators
- Customer dependency and relationship vulnerability
- Developing account recovery and retention strategies

> Module 18: Customer Profitability, Cost-to-Serve & Account Economics
- Customer profitability analysis
- Cost-to-serve and account economics
- Revenue, margin and account contribution analysis
- Balancing customer value with organizational profitability

> Module 19: Strategic Account Performance & Digital Account Management
- Strategic account KPIs and performance dashboards
- CRM and customer intelligence systems
- Account forecasting and opportunity pipelines
- Digital tools for strategic account management

> Module 20: Strategic Account Growth, Governance & Long-Term Development
- Developing long-term strategic account growth plans
- Account governance, reviews and performance management
- Building strategic account succession and continuity plans
- Developing a strategic account management roadmap

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