
I. KEY ACCOUNT MANAGEMENT – Duration 15 hours - 2 ECTS

1. Professor: Mr IAN CORNS

2. Overview and objectives

Companies are more than ever measured by their turnover and therefore their sales capacity and how their sales forces handle their customers' accounts (portfolio). This course provides all the tools for those who want to develop their skills in this area, which is vital for companies.

3. Targeted skills

- Identify, pursue and successfully close key account opportunities
- Deploy proven tools to manage sales account performance and skills development
- Develop and deploy innovative sales strategies and processes to support Key Account Management

4. Prerequisites

Marketing Mix strategies and major business strategic matrices

5. Level: Master 2

6. Course description and plan

1) KAM action plan

- Definitions: Account, Key Account and Strategic Account
- The KAM approach
 - Objective, strategy, presentation, organization
- The business framework
 - The Strategic approach and the key account framework design
 - Define your actions and develop your key account diagnosis
- Develop and increase your business portfolio
 - Your pricing policy
 - Are your key accounts profitable for your business?
 - Sales forces (size, objectives, tools)

2) Selling successfully to your key accounts

- Preparing to sell (using techniques)
- Dealing with key accounts
 - Understanding your key accounts
 - Communicating effectively
 - Providing customer service and satisfaction
- Making a successful sell
 - Planning the approach
 - Making meetings / presentations
 - Negotiating terms and closing the deal

3) International Key Account Management

- International structures
- International sales / accounts management
 - The different KAM roles
 - Remote control and coordination

- Organize and manage remotely your key accounts
- 4) Multicultural key account management
- The management (tactics overview)
 - Strategies and deliverables (execution)
 - Evaluation of your business portfolio

7. Teaching methods

Course overview – 2 case studies

8. Examination and assessment

Students' contribution and involvement: 40%

Final exam: 60%

9. Bibliography

William Miller, Proactive Sales Management, Amacom, 2009

Strategic Sales Management, Harvard Business Review, 2007

Melissa Stock, Michael Gartenberg, Improving margins by demonstrating ROI, Jupiter Research, 2004

James D. Lenskold, Marketing ROI: the path to campaign, customer, corporate profitability, McGraw Hill, 2003

Noël Capo, Key Account Management and Planning, The Free Press, 2001

Diana Woodburn, Malcolm McDonald, Key Account Management, the definitive guide, John Wiley and Sons Ltd, 2011

Fons Trompenaars, Charles Hamden-Turner, Riding the waves of culture, Nicholas Brealey Publishing, 1997

Mijnd Huijser, Cultural advantage, A New Model for Succeeding with Global Teams, Nicholas Brealey Publishing, 2006

Douglas J. Dalrymple, William L. Cron, Thomas E. Decarlo, Sales Management: Concepts and Cases, Wiley, 2000, 7th edition

II. PURCHASING TECHNIQUES – Duration 15 hours - 2 ECTS

1. Professor: Mr ALAIN THOUVENIN

2. Overview and objectives

- To negotiate with different types of suppliers

3. Targeted skills

- To assess the competitiveness of suppliers
 - To analyse the negotiation techniques

4. Prerequisites

Fundamentals of management

5. Level: Master 2

6. Course description and plan

1) Negotiation style

- Cultural issues
- Agreement frame

2) Negotiation platform

- Cumulative orders
- Supplier activity
- Terms
- Volume

3) New supplier assessment

- Information & update

- Activity follow up

7. Teaching methods

Progressive development of the course

Exchange with the students

Cases studies

8. Examination and assessment

Continuous assessment: 40%

Final exam: 60%

9. Bibliography

Charles C. Poirier, Stephen E. Reiter, La Supply Chain, Dunod 2004

Eliyahu .M. Goldratt et J. Cox, Le but : Un processus de progrès permanent, Afnor Editions, 2008, 6^e ed.

Articles on the internet:

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