



Global Account Management: Creating Value

H. David Hennessey, Jean-Pierre Jeannet

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If you buy a new BMW you may be surprised as much by the owner's manual as by the car itself. Thin,
personalized, and containing information only on the features you have selected in the language you speak, it
is the result of a year's collaboration with Xerox that has radically improved the product and decimated costs.
It is just one example of the new organizational structures and processes being developed at leading
companies to serve the global marketplace. As firms realize that dealing with global customers is not simply
an extension of key account management, their most common response is to launch a formal global account
management initiative. Done well this is powerful and effective; however without proper planning it can
spell disaster. Drawing on widely accepted 'key success factors' for global account management as well as
new elements revealed by their research, David Hennessy and Jean-Pierre Jeannet redefine the process global
account management around the premise that sustainable value springs only from an expert understanding of
the customer's industry, its structure and its strategy. The book covers all critical aspects of the topic (the
planning process, account selection, team building, executive support, global IT requirements, compensation
structures and more) and draws on interviews with top global account managers at leading companies
including IBM, Cable and Wireless, Siemens, HP, Guinness, Cisco, and Procter & Gamble.



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