

Postgraduate Certificate in Key Account Management incorporating the Bigrock KAM Brilliance Programme



Flexible study.
Immediate impact.

Rigorous. Relevant. Real. **Customised.**



ASHRIDGE
business school

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At Ashridge, we truly believe we are different. All of our programmes are aimed at experienced managers from around the world. They draw on our extensive experience in designing degree programmes, customised learning interventions, virtual learning, facilitation, coaching and research. We enjoy working in partnership with leading organisations and have teamed up with Bigrock, a specialist consultancy dedicated to business excellence, with particular expertise in sales leadership and management. Our Postgraduate Certificate in Key Account Management (PG Cert KAM) brings the Ashridge and Bigrock experience to your organisation, wherever you are and enables you to get the best from your Key Account Managers and gain a competitive edge.

Our focus on practice and impact provides the emphasis for the PG Cert KAM programme. It means that traditional business school subjects are combined with an in-depth focus on the issues faced as Key Account Managers, as well as issues faced in your organisation and those of your clients. In this programme, delegates engage with issues which are current and critical. The programme has been designed to allow not only maximum learning, but also analysis, assessment and change in your workplace.

Ashridge is a school for working professionals. Our faculty all combine academic credentials with real world experience. In any given year, we will work with well over 850 clients globally, including corporates, public sector organisations and NGOs. Bigrock's consultants and trainers are experts in their field and totally focused on delivering results. Their clients range from multi-national businesses to compact sales-focused organisations. Participants on the programme will therefore interact with individuals from many of these organisations in on-line seminars, discussions and working groups.

We are ranked in the global top 20 business schools by Bloomberg/Business Week and are triple accredited through AMBA, EQUIS and the AACSB. We have also been commended by the QAA for "the quality of the virtual learning environment for the delivery of learning and student support".

Overall, we believe that the Postgraduate Certificate in Key Account Management will enable participants to excel in their role, to improve and prolong relationships with clients and to gain a holistic view of management within the context of Key Account Management.

If you're looking for a flexible programme that has immediate impact, I believe that Ashridge is unequalled.

Kai Peters
Chief Executive





Are you ready to test your limits? We at Ashridge have worked hard with our colleagues at Bigrock to create a qualification which will help you to stretch yourself, encourage you to learn and improve, allow you to meet new people, and to flourish in our exciting Ashridge virtual environment. You'll need to be determined and motivated, but just bring those qualities and we promise we'll be with you every step of the way.

This partnership with Bigrock is important to us at Ashridge because our mission is to help managers to learn, and in so doing, to benefit the organisation. Like Bigrock, we embrace practical KAM skills learning. That's why this qualification requires you the learner to get up close and personal with your own

business and that of your clients, to understand them better so that you can contribute more. There is in our view no better way to embed learning than to put it to immediate and practical use, and this qualification does just that.

The online *Ashridge Postgraduate Certificate in Key Account Management* has a fresh, flexible, self-directed learning approach. Expect to discover practical, pragmatic tools which will help you to realise your potential right now. Expect to learn about yourself, about the world of business, about KAM and about your organisation and that of your clients. Expect to find first class articles, pocketbooks, guides, video clips, audio material and much more. To succeed, you'll need to be

disciplined and methodical as well as selective, reflective and perceptive - essential skills for Key Account Managers and KAM leaders today.

My personal hope is that many of you will be inspired by your progress, discovering a new degree of excellence for yourselves.

Roger Delves
Programme Director
Executive Masters in
Management



Many organisations are currently engaged on a mission to optimise their key account management skills. One reason for this on-going quest lies in the following fact....

Key Account Management is not easy or straightforward, but it is profitable with increasing marginal gain within an optimised distribution model. It involves the ability to manage multiple decision makers.

Your competitors are invariably focused on the same target firms and want to steal your key accounts from you. Successful Key Account Management demands an ability to build and sustain strong and enduring

relationships, which in turn demands a deep understanding of your key account business.

We have addressed this critical area of need with bespoke and highly acclaimed programmes for Key Account Management teams based on what is excellence in Key Account Management.

We are delighted to be working with Ashridge Business School to provide you with specialist training and consultancy around Key Account Management, ensuring that you stay ahead of your competitors and excel your clients.

Chris Larkin
Managing Director
Bigrock People
Performance Solutions

To get the very best performance out of the people within your organisation, Ashridge has partnered with experts in sales leadership and management, Bigrock for this programme.

Studying with Ashridge Business School

Ashridge was established in 1959 and is one of the world's leading business schools. It is one of just 60 or so triple accredited business schools worldwide out of 7000 and is consistently ranked as a premier provider of executive education and management development.

We help people and organisations to gain competitive advantage. We take pride in working in partnership with some of the world's leading organisations in tackling the complex challenges they face, such as formulating and implementing strategic development, leadership and change.



Participating in a Bigrock programme

Bigrock are experts at getting the very best performance out of the people within your organisation. We advise on performance improvement, deliver interventions and embed lasting change and best practice.

A results-orientated specialist consultancy with a superb track record and an expanding vision, Bigrock is one of the UK's foremost providers of sales and management development.

Bigrock delivers some of the greatest uplifts in sales and measurable performance results that our clients have experienced. We have particular expertise in Key Account Management, having worked with numerous KAM teams in major global organisations. Our approach is grounded in real world experience. Our training has been described as the "best experienced in over 30 years in the industry".

Rigorous

- Academically grounded
- A wealth of learning material accessible online
- Ashridge is world-ranked and triple-accredited providing quality assurance
- Bigrock is results-oriented ensuring that each participant achieves their own return on investment in terms of learning and business performance.

Relevant

- Focused on today's business issues and challenges
- Totally relates to your organisation and your clients, whilst learning and sharing best practices with other participants
- Experience a broader depth of learning on key business topics and immediately apply them in the workplace.

Real

- World class Ashridge faculty and Bigrock professionals who combine academic rigour with extensive real-world experience
- Practical learning that can be applied in the workplace
- Designed to widen understanding of key account management in practice
- A programme that will make a tangible difference to you, your career, your clients and your organisation.

The KAM Brilliance Programme: Face-to-face with Bigrock

As part of the PG Cert KAM, candidates can attend Bigrock's face-to-face KAM Brilliance Programme. In a highly interactive 3-day event, Bigrock's expert consultants will take Key Account Managers through the knowledge, skills and processes they need to achieve deal and account optimisation.

What makes a brilliant Key Account Manager?

Bigrock has found that great KAMs apply excellent knowledge, skills and processes intelligently, through every task and interaction. This enables them to build strong relationships with key accounts; retaining the account, nurturing client loyalty and securing excellent new deals. The outstanding KAM recognises the importance not only of their external client relationships, but also their internal relationships, seeking to develop these through every formal and informal touch point.

Knowledge – Excellent KAMs have an in-depth awareness of both their company's and their key accounts' products and proposition. They are aware of the nature of all competition and the market as a whole and can demonstrate a solid understanding of all commercial and financial issues.

We recognise that the business itself is best placed to teach employees about its own products. The KAM Brilliance programme instead shows learners how to identify their organisation's key value propositions and how to articulate them internally and externally.

Skills – There are 4 key skills every great KAM needs: Communication, Influence, Negotiation, and Orchestration.

The **Communicator** is able to interact with individuals at all levels, adapting their style and techniques for their audience. They promote two-way communication, encouraging feedback. They harness the appropriate body language, style and visual aids to create impact with the audience. The Communicator takes ownership not only for the way a proposition is delivered but also for how it is received by the client.

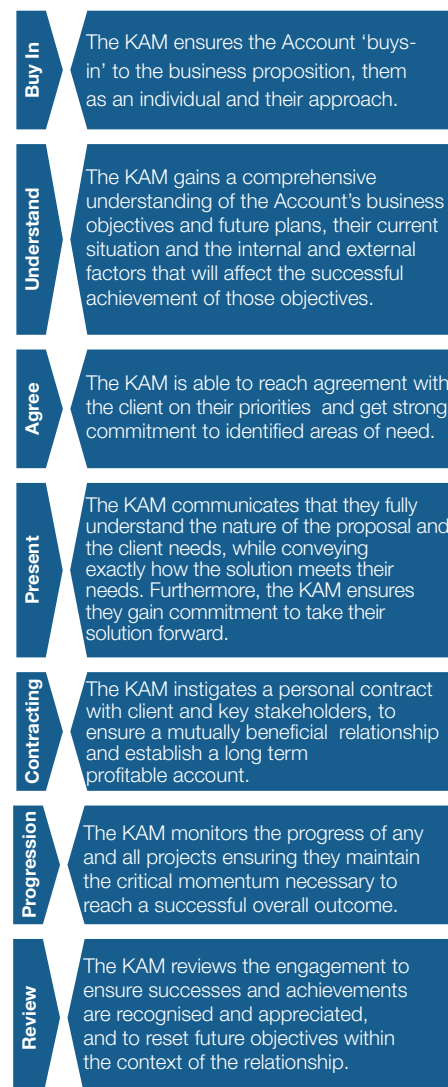
The **Influencer** demonstrates high levels of self-awareness, self-control, social awareness and social adaptability. They are aware of the various approaches open to them, their natural preferences and are able to identify when a different approach may be more appropriate; while they may be naturally inclined to a more assertive style they are aware when a softer approach would serve better. They are able to influence without direct authority, adaptively influencing and applying positive persuasion.

The **Negotiator** procures the right deal for the group and for the business. They can negotiate prices and contract terms with B2B clients in a way that differentiates the business' services and products from its competitors, while preventing commoditisation and devaluation. They prepare thoroughly for the negotiation process doing extensive research, drawing up wish lists and concession lists, identifying clear objectives, preparing opening statements and defining the walk-away position. The Negotiator also uses their skills internally to get colleagues onside and ensure their project is given optimum levels of time and commitment.

The **Orchestrator** manages the account and the internal team to ensure operational delivery excellence. They ensure each stakeholder is aware of their part to play in any particular project. The Orchestrator leads the Account Plan both internally and externally to maximise effectiveness and profitability.

The KAM Brilliance programme builds KAMs' skillsets in all 4 of these vital areas. We take KAMs on a journey of discovery where they discuss current best practice, compare this to their own work and agree what is relevant to them and how they can build these skills in to their day-to-day processes.

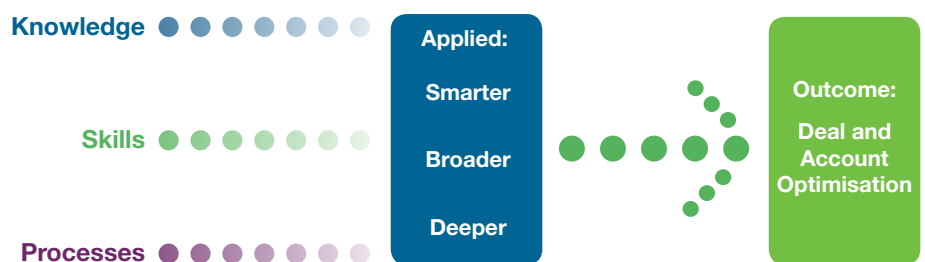
Process – The Outstanding KAMs have a complete understanding of the consulting process, have embedded it within their routine and actively apply the relevant stages in all client interactions.



Using Bigrock's extensive experience of the consultative process and people performance, KAMs are instructed in the best ways to manage and utilise this and other business processes. We deconstruct each stage of the process into its component parts, teaching best practice at every level.

When KAMs apply the right knowledge with the right skills through the right processes, they develop a deeper relationship and a broader integration with their key account, along with a smarter understanding of how their organisation's propositions match the needs of their key account. This results in deal and account optimisation; individual deals become profitable and sustainable and the KAM secures the optimal number of deals for their account and for their organisation.

The KAM Brilliance Programme follows the basic structure outlined below. When an organisation commits a sizeable group to the programme, we are able to offer a bespoke service, constructing the content around the organisation's situation and desired outcomes.



Day 1	Barriers to organisation success
	Your Value Proposition
	Account relationship analysis tools
	High value consultative selling

Day 2	Engagement: achieving personal, process and propositional buy-in
	Elicit: understanding, prioritising and strengthened relationships
	Execute: strategy presentation, applied psychology, and maximising commitment
	Orchestration: delivery through the virtual team

Day 3	Influencing without direct authority
	Negotiating a mutually sustainable 'win'
	The peer support concept
	Personal planning for behavioural change

Postgraduate Certificate in Key Account Management

Programme overview

Once you have completed the face-to-face KAM Brilliance programme, the 100% online Ashridge Postgraduate Certificate in Key Account Management (PG Cert KAM) offers you a flexible, self-directed learning approach. Expect to learn about yourself, about the world of business and about your organisation. To succeed, you'll need to be disciplined and methodical as well as selective, reflective and perceptive - essential skills for managers and leaders today.

Leading to the Executive Masters in Management (MSc)

Studying at your own pace, you could progress after the Postgraduate Certificate onto the Postgraduate Diploma in Management and finally complete the Masters Project, achieving a world-recognised Executive Masters in Management which could take as little as two years.

Flexible study

This online Postgraduate Certificate programme is designed to be accessible and flexible to cater for the demands on busy managers and professionals. You can:

- Study at your own pace and place and in your own time
- Customise the programme to your workplace needs and personal interests
- Defer modules to accommodate unexpected events both at work and in your home life
- At your discretion, use your allocated 'Bank of Days' for short extensions to your submission deadlines
- View and listen to the webinar tutorials as recordings, if you are unable to attend live.

The PG Cert KAM at a glance

- 100% online study – access course materials through the easy to use Learning Zone
- 9 months study time (Postgraduate Certificate)
- 4 entry points each year in January, April, July or October
- 3 modules: People, Processes and Perspectives
- 12 management topics
- No exams, 2 x 2500 word assignments per module
- 12 hours* recommended personal study per week
- Regular webinar tutorials and online discussions

** Study time will vary according to individual needs and may be reduced as a result of attendance on the Bigrock KAM Brilliance programme. These hours should cover all of the required study activities including reading, preparation and thinking time, online tutorials, research, peer and client discussions and writing up assignments.*

Stage	Postgraduate Certificate in Key Account Management – Stage 1		
Modules	People	Processes	Perspectives
Management Subjects	Relational Account Management	Key Account Management	Strategic Account Management
	Leadership	Marketing	Financial Decision-making
	Teams	Operations Management	Business Performance
	Change	Technology and Innovation	Strategic Thinking

Postgraduate Certificate in Key Account Management

Offering unique competitive advantages

Organisations will benefit considerably, not just once a participant has completed the programme, but also during their attendance.

The KAM Brilliance Programme requires participants to bring real challenges and issues to the class that they can discuss and share. Through this they should be able to improve their approach and develop solutions for more effective client management in a challenging and competitive business environment.

When participants start the PG Cert KAM, the organisation benefits from:

- Six company-based assignments which effectively offers six pieces of free consultancy work to improve business and Key Account Management practices
- Participants only studying content that is relevant and applicable in the workplace, encouraging ongoing improvements to work processes and plans
- Participants having access to the online Learning Zone which provides their organisation with a portal containing thousands of industry journals, articles and competitive information to improve strategy and plans.

Efficient time management for busy Key Account Managers

Every working second counts for a client-facing manager tasked with achieving targets and retaining excellent client relationships. However, with all programme content relating back to the business and assignments which aim to address or improve issues and challenges in the workplace, undertaking the PG Cert KAM should only enhance their role and effectiveness.

What our participants have said:

About the KAM Brilliance Programme

"This was the best course I have ever been on...truly valuable in my role, hugely enjoyable and mentally stimulating."

Key Account Manager
Scottish Widows

"The results have been pretty much instantaneous...with my three regions achieving a 32% increase in first meeting effectiveness over the first three months and 59% after six months."

Divisional Director
AFFS

"I have just completed the course and it was a fantastic three days. The content of the course and the delivery was spot on. The team really enjoyed the course finding it extremely useful. It provided great insight into how to improve within role and everybody left the session totally energised and totally up for the journey ahead."

Director of Strategic Partnerships
AVIVA

"Fantastic course! Pace was perfect with all subjects being relevant. The environment allowed us to be very honest and open, I feel enthused."

Key Account Manager
UK Strategic Partnerships

"Excellent course, really made me think of what my actions and implications are within the working environment, I would thoroughly recommend other Key Account Managers to attend."

Key Account Manager
AVIVA

About the Ashridge Postgraduate Certificate in Management

"I had done a short internship with Ashridge Business School in 2009 and been impressed with the standard of their teaching and with their practical approach to management problems. I have already been able to reap the benefits at work. I hope that by analysing our operations in a different way, I have been able to improve our bottom-line performance."

Director of Professional Services
Northern Region
CommVault

"It is easy to customise the whole curriculum to your perspective whilst maintaining academic rigour and structure. The possibility of attending the programme remotely is hugely valuable."

Consultant in Change Management
France

"I commenced employment straight from school and have built a very rewarding career. However, I lack any formal qualification beyond GCSE and feel this could be the differentiator if my career were to take a different avenue moving forward."

Network Area Director
Barclays

"I wanted to improve my knowledge of business processes beyond my current scope and demonstrate my knowledge by possessing a world recognized qualification. I also wanted to build on the courses I had already completed with Ashridge as I recognized the quality of the school."

Group Head of Organization
and Development
Parmalat S.p.A.

Interactive and experiential learning

Face-to-face experiential learning

The KAM Brilliance Programme provides participants with the opportunity to share knowledge and learn from peers keen to improve their Key Account Management skills. The facilitators will use their extensive knowledge and professional experience to guide participants to developing solutions and pathways to improved Key Account Management that will benefit both their development and their organisation.

Online learning with the Learning Zone

The Ashridge Learning Zone website provides PG Cert KAM participants with all the learning resources they need to complete each assignment, as well as providing them with the opportunity to network with other professionals and learn new skills in their own time.

The Learning Zone provides e-books, journal articles, video podcasts, learning guides and pocketbooks meaning that there are no additional costs in terms of purchasing coursebooks. In addition, academic and professional databases, plus a link to the extensive Virtual Ashridge business information portal, provide a vast bank of searchable content that a participant can use for their own

learning but also as a tool to develop business plans. The range of text and audio visual formats also ensures that materials cater for different and preferred learning styles.

The Learning Zone also provides a range of study skills resources designed to help participants to develop the skills they need to successfully study at postgraduate level. Areas covered include: reading and note-making; critical thinking skills; writing skills; referencing and plagiarism.

About Virtual Ashridge

Virtual Ashridge is a web-based learning resource available to corporate subscribers and Ashridge qualifications programme participants. It gives global access to the research and expertise of Ashridge Business School through video, audio and text-based resources, as well as numerous business and media databases. The website is updated regularly with new content from Ashridge faculty, tutors and researchers and focuses on today's business issues to ensure all the resources are both applicable and relevant.

Peer learning

Active learning models involve a significant element of sharing ideas and discussing issues with others. During the PG Cert KAM and the KAM Brilliance programmes, participants will find many opportunities to connect with

their peers. Formally, these include interacting within the scheduled webinar tutorials and discussions, facilitated by programme tutors. Informally, participants may also communicate through online discussion forums and create or join Learning Support Groups (LSGs). The key characteristic of any LSG is that group members actively help each other to study, learn and understand together.

The participants' commitment

Self-directed study makes different demands to those of a traditionally taught course. Participants need to be well-organised and motivated in order to undertake the academic and practical work required to meet the programme requirements in good time.

Learning is more than the simple acquisition of knowledge. It requires participants to think critically, apply concepts and reflect on their knowledge.

Take a virtual tour of the Learning Zone

www.ashridge.org.uk/lzdemo



Starting your studies

Start dates and application deadlines

The KAM Brilliance 3 day Programme can, dependent on numbers, be taken at the KAM's and the organisation's convenience; even in advance of your start date on the full study programme.

There are no official application deadlines. We make offers of admission on a rolling basis based on our start dates in: January, April, July and October each year. However, we suggest that you apply at least eight weeks before your preferred start date, to enable you to undertake the online study skills support module.

Once you have registered, early access to the Learning Zone can be provided in advance of your start date.

We aim to update you on your application within ten working days.

Admission requirements

The minimum requirements to attend this programme are:

- An undergraduate degree or a minimum of three years' professional experience
- There is no requirement for a GMAT or equivalent.

It is important that all managers who do apply have the personal motivation and capability to benefit from and contribute to the programme. You will need to have access to an organisation in which to undertake work-based assignments and have regular access to a computer with a good broadband internet connection to access online learning resources. It is also preferable that you have a webcam in order to participate in the tutorial webinars and forums.

English language ability

Applicants must demonstrate their ability to study in English at a Masters level. All programmes are delivered and assessed in English, so you will need English language proficiency sufficient for a Masters level programme. For example, you may already have a degree which was taught and assessed in English and/or significant professional experience of using spoken and written English. Candidates may be asked to satisfy IELTS/TOEFL standards (minimum spoken and written scores of IELTS 7.0 or TOEFL IBT 100) or Pearson Test of English Academic 60, but this is not a pre-requisite to apply.

Programme fees

The full Masters programme fee is £15,000. You can pay for each stage at a time, making it easier to manage the financial outlay. However, there is no commitment to further study beyond the level of the Postgraduate Certificate. All prices include VAT (UK and EU).

- Postgraduate Certificate Stage 1: £5,000
- Postgraduate Diploma Stage 2: £5,000
- Masters Project Stage 3: £5,000
- KAM Brilliance Programme: £1,800

Your next steps

If you have any questions about the Ashridge Executive Masters in Management or the Bigrock KAM Brilliance Programme you can contact us directly at Ashridge: admissions@ashridge.org.uk
Tel: +44 (0)1442 841120
Bigrock: enquiries@bigrockhq.com
Tel: +44 (0)1280 820780.

We look forward to hearing from you.

Complete an application form

Download the application form at:
www.ashridge.org.uk/mim



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