

Daniel Weber

Developing a sales strategy for the
'T-Mobile International' account in the
Siemens Mobile Network business unit

Diploma Thesis

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Developing a sales strategy in an international company, designed for a key account customer acting on a global level

Transforming strategy models into practice for the example of the “T-Mobile International” account in the Siemens Mobile Network business unit.

Diplomarbeit / Diploma Thesis

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Language of this thesis

This thesis has been written in partial fulfilment of the requirements for the degree of a German diploma. However, it was chosen to write this thesis in English. The basis for spelling is British English; some quotes may be in non-British English, but are not especially marked.

Abstract

In the course of this paper, it is illustrated how key account management, with the key account customer as core element, affects the strategic management process by using it with focus on a single customer instead of applying it to a whole industry.

After describing the essentials of strategy, key account management and strategic management, these elements are merged and the different underlying analytical concepts are presented. The main analytical concept is based on Michael E. Porter's competitive strategy and the five competitive forces.

The focus lays on the adaptation of the strategic management process to the particularities of international key account management and thus to a single customer.

For the purpose of taking key account management to an international level, different levels of internationalisation are described and applied to the concept of key account management. As a result of this description, the concept of expanding key account management to a global level - global account management - is presented.

Following the description and the merging of the models, the theoretical framework is applied to the practical case of the T-Mobile account at Siemens Mobile Networks. The practical case includes the analysis of the business relationship and leads to a final strategy.

Keywords:

Global account management

Key account management

Strategic management

Strategy

Transnational business

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