

CSL Research Case Study

IBM Global Services



Project: Identifying the Skills,
Characteristics, and Strategies
of High-Performing Account Managers

- **Their challenge:** IBM sought insights into how high-performing IBM Global Services account managers effectively coordinate account teams that serve large customers to spur sales and profit growth.
- **The approach:** The CSL conducted two in-depth research studies to identify the best practices of high-performing account managers and isolate the factors that define profitable customer engagements.
- **The impact:** The CSL provided recommendations which helped IBM:
 - Win accounts from key competitors
 - Enhance their sales training program
 - Improve their sales metrics
 - Streamline their RFP process
 - Expand their organizational linkage between key units

CENTER *for* SERVICES LEADERSHIP



**The Center for Services Leadership
W. P. Carey School of Business
Arizona State University
PO Box 874106
Tempe, AZ 85287-4106
480-965-6201 Phone
480-965-2180 Fax
csl@asu.edu
wpcarey.asu.edu/csl**

**Contact for Research Opportunities:
Kevin Burkhard, Director of Strategic Initiatives
480-965-6201**