

THE STATE *of* PRECISION

Aligning with your strategic customers for
extraordinary results

SAMA Pan-European Conference

14-15 March 2019

Marriott Amsterdam Hotel | Amsterdam, Netherlands



Register or select sessions at:
<http://bit.ly/samapec19>

#SAMAPEC19



SCHEDULE AT A GLANCE

Wednesday 13 March 2019

15:30-17:30 – Registration/Check-In

17:30-19:00 – Conference Welcome Reception

Thursday 14 March 2019

07:30-17:00 – Registration/Check-In

08:30-09:15 – Conference Welcome and Opening Keynote

09:30-11:00 – Concurrent Conference Sessions

11:30-13:00 – Concurrent Conference Sessions

13:00-14:30 – Lunch

14:30-16:00 – Concurrent Conference Sessions

16:30-18:00 – Concurrent Conference Sessions

18:00-18:30 – Free Time

18:30-20:30 – Networking Dinner

Friday 15 March 2019

07:30-12:00 – Registration/Check-In

08:30-09:30 – Keynote

10:00-11:00 – Keynote

11:30-13:00 – Concurrent Conference Sessions

13:00-14:00 – Lunch

14:00 – Conference Adjourns



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In the short time that I've been at SAMA, I have had the privilege of spending considerable time talking with our member companies about their challenges and the areas in which they are striving to improve. One thing I hear, again and again, is how difficult it remains for companies – even those with mature, highly sophisticated SAM programs – to align their people, processes and resources around the needs of their most critical customers.

Why is it so hard to achieve alignment? Number one, aligning around the customer – as opposed to around product lines or geographies – represents a monumental shift from how companies traditionally have organized themselves. Number two, solving the alignment puzzle requires assembling and harmonizing several disparate organizational pieces, all of which present their own discrete challenges.

According to SAMA research, the most critical factors that drive (or derail) internal alignment are SAM leadership competencies and skills (40%); alignment processes (20%); customer governance (20%); and Human Resources management (20%). If any of these areas is out of sync with the mission of the SAM program, it can make achieving internal alignment impossible.

Our 2019 conferences will feature keynotes, speakers and dozens of breakout sessions that explore this perpetual challenge as well as offering tools, wisdom and solutions to overcome it. Whether you are a SAM whose job is to orchestrate all the moving parts of the customer ecosystem, the leader of a program charged with setting its strategic path, or an L&D professional seeking insights into acquiring and developing the best talent, I invite you to join hundreds of your strategic account management peers for two-plus days of learning, sharing and high-level networking in Amsterdam. You will not regret it.

See you in Amsterdam!

A handwritten signature in cursive script that reads "Denise Freier".

Denise Freier
President and CEO, Strategic Account Management Association



KEYNOTE SPEAKERS

THURSDAY 14 MARCH



Simon Goodson

Senior Vice President, Customer Business
Rolls-Royce plc

Rolls-Royce: Pioneering the power that matters

Rolls-Royce is one of the world's leading industrial technology companies. Throughout our history, we have set out to achieve extraordinary goals. Along the way, we have developed ground-breaking technologies, established new standards and shaped the world we live in. This quest has taken us from our founding expertise in internal combustion engines to providing the world's most powerful and efficient aero-engines. This has been achieved by having the closest possible relationships with our partner customers that have endured over decades. Simon will explore the challenges that come with balancing short-term, operational decisions with the long-term strategic management of these partnerships. He will cover how the modern, gig economy encourages a new mindset in a world where customers demand ever greater choice and flexibility across the life cycle of their products in service.

FRIDAY 15 MARCH



Jennifer Stanley

Partner, McKinsey & Company

How you can win the AI revolution

The strategic account management (SAM) profession is going to change, but not the way many think. Artificial intelligence and digital self-serve models will not steal our jobs. In fact, SAM roles will be as important as ever, but they absolutely will need to adjust to the new post-digital reality. McKinsey & Company's Jennifer Stanley will share which roles are most likely to be substantially impacted by AI, how the overall SAM role will need to change to reflect the impact of AI, and what specific capabilities SAMs need to hone to remain relevant and top-of-mind for their strategic accounts.

FRIDAY 15 MARCH



Bharat Tewarie

EVP & Chief Marketing Officer, UCB Biopharma

The transformational journey to redefine the true customer: From physicians to patients

In the customer value journey, one of the biggest challenges is moving beyond a business strategy to align senior leaders around a cultural transformation. Some companies just change their slogans or branding elements to appeal to their key customers - not UCB. We took a bold approach by changing the customer...from a focus on physicians to a focus on patients. To achieve this, UCB changed its "DNA," integrating the patient into everything we do, from research to sales. With this revolutionary approach, UCB is developing meaningful and differentiated solutions to enable patients to live the life they choose. Bharat Tewarie shares UCB's journey of reorganizing the business around the true customer, and the role of the senior leadership in the success of this continued transformation.



Register or select sessions at www.strategicaccounts.org/samaPEC19

Sessions presented to you **by practitioners** and consultants from **amazing companies** like:



CONFERENCE TRACK: ENABLING SAM TALENT

SAMA research shows that nothing influences the success or failure of a strategic account management initiative more than the leadership capabilities of the SAM. Is your organization screening for the right traits, attracting the best candidates and then enabling your SAMs with the technology, coaching and organizational mettle they need to thrive? Enable your SAM teams by implementing efficient global processes and smart digitalization strategies, and learn to screen for tough-to-train traits that correlate with SAM success.

Audience: Senior Management, SAM Program Heads, SAM Managers, HR/Learning & Development

1. Driving global energy transition through SAM: Supporting customers of power utilities in their international growth strategy

Level: Intermediate/Advanced

Presenter: Alexander Kotschi, Vice President Key Account Management Power Utilities, Siemens

Power utilities are facing dramatic changes in their respective markets, along their entire value chain from generation through transmission and distribution. Additionally, different regions often require much differentiated strategies. Decarbonization, decentralization and digitalization are turning existing business models upside down while also creating huge chances for new opportunities. Close collaboration and partnership to co-develop opportunities between customers and suppliers driven by SAM is

providing huge benefits for both sides.

This session will talk about key success factors in areas such as SAM development and qualification, technology support, as well as support of the customer regions through executive engagement, an effective account team and contributors across the organizations. We will showcase a collaboration with a Siemens key customer presented by an executive from the customer together with the Siemens corporate account manager.

2. Disrupt or defend? Customer acquisition vs. customer expansion

Level: All audiences

Presenter: Leo Hanna, Executive Vice President, Corporate Visions

To disrupt the status quo bias or reinforce it? Your answer to that question depends on whether you need to acquire new customers or keep and expand the existing ones. That's because research proves that the skills and messaging techniques required for one scenario will backfire in the other.

Join Leo Hanna, as he looks at research designed to help you tell the right story for the right buying situation—and do away with a one-size-fits-all approach to your customer conversations. This research will help you:

- Disrupt status quo bias when you need to win new business
- Reinforce status quo bias when you need to keep and expand with existing customers
- Break free from one-size-fits-all approaches to the customer conversation and get more situationally fluent with your sales messaging and skills.

3. Archetype of next-gen SAM: Identifying and developing rock stars to accelerate impact and distinguish how your company engages strategic customers

Level: All audiences

Presenters: Janti Masani, Director Corporate Accounts, Abbott; Phil Styrlund, CEO, The Summit Group; James Robertson, President, The Summit Group

A SAM is the CEO of the relationship between your company and the strategic account.

This session draws on Abbott's experience in developing a new SAM team from scratch, and takes a deeper, more holistic view of what the next-gen SAM looks like in the new marketplace - considering mindset, skill set and experience set.

In essence, the soft stuff is now the new hard stuff – and the SAM is the creator of “relational equity” (internal and external).

During this session, we will explore new research, insights and real-world experiences on what distinguishes the rock star SAMs from the rest, including:

- Abbott's experiences and lessons learned to identify and recruit a diverse, multinational team of SAMs – ready and fit for the future role of the SAM
- The character habits of the next-gen SAM
- Beyond IQ & EQ – new “Qs” that matter
- The SAM mindset – a thirst to learn and grow, along with higher-order resilience
- What leading SAMs are doing to elevate engagement, share of mind and share of heart with relevant strategic customer stakeholders
- Distinguishing SAM competencies
- Why “values are your value”
- A pragmatic roadmap and examples of how leading companies are attracting, developing, elevating and sustaining next-gen SAM talent.



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CONFERENCE TRACK:

STRATEGIC ACCOUNT MANAGER CRITICAL SKILLS

An enabled, empowered SAM with the right combination of leadership traits and business acumen is an unbeatable proposition. Learn what's in the DNA of an elite account team leader and how the best SAMs and GAMs orchestrate the strategic value creation process and drive business outcomes for their customers. Sessions will cover managing teams with diverse cultural backgrounds, understanding and outwitting Procurement, using data to bring new value streams to your customer, winning bigger (and better) deals through upstream certification and specification, and more.

Audience: SAMs (all experience levels), account team members

4. Strategic negotiation: Creating mutual value with and beyond Procurement

Level: All audiences

Presenter: David Atkinson, Managing Director, **Four Pillars**

The need to negotiate with and through the procurement function is becoming much more business-as-usual. As SAMs and sales leaders, we need to better understand and embrace this change if we are to have an equal footing at the negotiation table and if we are to build collaborative relationships that truly bring value to both parties.

This workshop will explore how professional buyers negotiate, the strategies, processes and tactics they adopt and how we can use these to strengthen relationships with the procurement function and the customer's wider decision-making community – all without losing sight of our goal of mutually productive and sustainable relationships.

The workshop's aim is to enable account managers to better manage any adverse effects of Procurement's influence in strategic negotiations through leveraging the range of customer contacts and stakeholders, in addition to learning what it takes to confidently take the negotiating game to the customer.

Session attendees will learn about:

- The Procurement advantage and how to overcome it
- Negotiating readiness and how to secure internal alignment
- The strategic negotiation cycle
- The key Procurement models and a deeper understanding of Procurement's influence
- Facing reality: consequences of no deal
- The power of negotiation conditioning – deploying winning persuasion to all your communications.

This strategic negotiation session will equip strategic account managers/senior sales leaders with an understanding of the negotiation mentality of professional buyers and the strategies, processes and tactics they adopt. Crucially, attendees will gain line of sight on what it takes to create value with and beyond Procurement.

5. How to recover from account missteps

Level: All audiences

Presenter: LaVon Koerner, President and Chief Revenue Officer, **Revenue Storm**

No committed relationship, personal or business, escapes the ups and downs and missteps that come from being fully engaged. There is an art and science to authentically and intentionally managing relationships through those missteps so that the vision of expanding that relationship does not have to go on pause.

Participants in this session will:

- Be given a template to successfully manage account missteps so that they do not become a barrier to expansion rather, in some cases, even become an asset
- Be able to uncover where resistance currently resides in the account
- Build currency that will help carry participants over future rough spots

6. Value pricing and selling for international key accounts

Level: All audiences

Presenter: Juriaan Deumer, Partner, **Simon-Kucher & Partners**

Increased global transparency, across-the-border pricing pressure, professionalized (global) Procurement, digital customer journeys... these are several challenges that SAMs and salespeople are facing today. In combating these challenges, successful companies are increasingly focusing on pricing excellence and structurally and rigorously defending their value in the market to drive profitable growth.

In this breakout session, Juriaan will share proven strategies and solutions for monetizing value in an increasingly digital and global age. He will show learnings, practical know-how and best practices to provide you with key takeaways in installing value pricing and selling for international strategic and key accounts, including:

- Three core disciplines for pricing power
- Identifying the right price positioning, strategy and price model
- Installing value-based pricing and selling for international key accounts
- Key success factors for a successful global value pricing function

7. Integrating customer data (facts/insights) into account planning

Level: All audiences

Presenters: Dennis J. Chapman Sr., Founder and President, **The Chapman Group**; Greg Sunset, Divisional Vice President, Strategic Accounts, **Abbott Diagnostics**

Strategic accounts expect strategic suppliers to know, anticipate and even predict needs, market changes/shifts and possible competitive advantages. To effectively meet these account expectations, strategic suppliers need to have an even greater in-depth knowledge of their account. Senior leaders of accounts expect a strategic supplier to isolate opportunities for innovation and economic value creation. They also expect their SAM/SAM team to deliver to KPIs with a high degree of probability of success based on quantitative facts/insights not just intuition. This workshop will provide a case study example, directly from



a strategic supplier, of how utilizing customer facts and insights can create more effective and valuable account engagements.

Key learning points include:

- Which facts/insights from accounts can lead to more effective engagements and corporate strategies
- Understand the process, methods, skills and best practices to gather and then integrate Voice-of-the-Account feedback into field-level conversations/planning
- Key roles within the internal account team and the external account team
- How to transition Voice-of-the-Account feedback conversations into collaborative action planning with accounts; mutually agreed to strategies and activities that create recognizable value/impact
- How to deliver on the promise once the Voice-of-the-Account is heard

CONFERENCE TRACK: TRANSFORMATIVE PRACTICES FOR NEXT-GENERATION SAM

If you think you've mastered the basics of strategic customer relationship management, don't worry: B2B is changing faster than ever, so there will always be new avenues to create differentiation from your competitors. This track looks at the future state of SAM and the strategic customer-centric organization – from institutionalizing processes of co-innovation and understanding the role of digitalization in customer buying behavior to account-based marketing and driving change management in your own organization.

Audience: General audience sessions for those looking for high-level provocative sessions for leading-edge practices, strategy and cutting-edge trends

8. Transforming sales outcomes by transforming sales messaging

Level: Intermediate/Advanced

Presenter: Tim Pollard, CEO, **Oratium**

For most companies in the B2B space, there remains a troubling gap between the quality of their solutions and the quality of their messaging. We know our solutions solve genuine customer problems, and yet, when we finally get that elusive customer meeting, we just don't seem to be able to tell the story as effectively as we'd like.

Even when the dreaded PowerPoint slide deck isn't in view (and it still too often is), messaging is typically confusing, too detailed, too sender-oriented and too focused on "how it works" and insufficiently focused on "why you should care."

As a result, win rates and cycle times aren't where we need them to be. Faced with this under performance, ironically, most companies look to simply run the sales engine harder rather than fix the true underlying problem of ineffective messaging.

The good news is that this is a far simpler problem to solve than most people believe. Solutions messaging can be created that is tight, crisp, simple, customer-problem centric – and most important, driven by critical ideas rather than a deluge of facts and data.

Tim Pollard will initially explain what's wrong with messaging models in use today. Then through the lens of a Rockwell Automation case study, Tim will provide a fundamental understanding of how humans process information as they make decisions, and show how to align customer messaging with these principles – demonstrating the impact messaging redesign has had on sales conversion rates, sales cycle times and sales force productivity.

9. Demystifying customer-centricity! Ideas for leading the SAM journey in today's complex organizations

Level: Intermediate/Advanced

Presenters: Kirk Dittmar, Principal, **The Summit Group**; Dominique Côté, President, Life Sciences & EMEA Customer Development, **The Summit Group**; Paul Wilson, Team Leader, **Pfizer KAM Center of Excellence**; Gordon Galzerano, Next General Sales and Leadership Development, **Cisco**; David Slater, Reg. Health Lead, Strategy Value & Access, **Merck Sharp & Dohme Limited**

Leaders from global SAM programs and Commercial Operations/L&D discuss the critical importance of aligning broader organizational thinking, processes and capabilities toward a customer-centric mindset ("outside-in"). Pragmatic approaches and examples will be provided for how to proactively engage and integrate key enabling functions such as: marketing, finance, procurement and customer service, into the strategic account management process. Results to be expected: accelerated internal + external alignment, mutual value, elevated business relevance and an improved organizational culture supporting competitive advantage and a sustainable customer-centric journey.

10. Strategic account management at Airbus Intelligence, year one: Lessons learned

Level: All audiences

Presenter: Joseph Bray, Lead, Partnering and Premium Account Management, **Airbus**

With more than 1,000 customers in 105 countries, a broad and diverse set of customers to serve, Airbus Intelligence recognized that its top 15 client accounts represent two thirds of its financial and strategic value.

At the end of 2017 Joseph Bray was appointed to lead the Airbus Intelligence Premium Account Management and Partnership Management programs.

With first-hand experience and only 18 months into the journey, Joseph will openly share the challenges, highlights and still-to-do's.



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He will focus specifically on three aspects of SAM:

- Setting up of a strategic account management program: getting it right from day one
- Building the team, skills and mindset: people, people, people, sales and SAM
- Launching and championing a co-creation ecosystem mindset and movement

11. Switching from an account strategy to an operational action plan in mobilizing company resources

Level: All audiences

Presenter: Eric Pinard, Owner, **Business Mentor**

This presentation is based on the winning experience with Schneider Electric, delivering strong growth and enabling the strategic account program to be the profitable growth engine of the company and strongly pushing innovations.

Even if you are able to build the best account strategy, nothing will be possible without your entire company supporting your growth plan. For this key reason, you should find the way to convince stakeholders and mobilize resources to run the operational action plan.

This session will explain how to structure and standardize your message, how to cascade your vision to your account team, and how to implement the right “handshake” process to engage the main stakeholders behind your strategy in order to get appropriate resources.

CONFERENCE TRACK: DRIVING AND REALIZING SAM ORGANIZATIONAL CAPABILITIES

Your SAMs don't work in a vacuum. Without having the right management systems and processes in place to enable them, all the talent in the world won't make a difference. Learn how the best companies make the business case for SAM, how they structure their SAM program and how they align the strategic account management initiative with their larger corporate objectives. Sessions will cover issues related to internal alignment, executive sponsorship, account selection and deselection, and many other universal SAM challenges.

Audience: Head of SAM Programs, Vice Presidents, Chief Sales Officers

12. “Squaring the circle” (at 40,000 ft): Practical realities of deploying global SAM change programs

Level: All audiences

Presenter: Michael Thomas, Principal, **Magnetic**

“Squaring the Circle” is a term used for doing the impossible, even when it seems that it should not be all that difficult. Driving successful global SAM change programs can often feel the same way. On paper the goals look reasonable and achievable, but over time complications add up and success can seem nearly impossible.

Drawing from three different global change programs that have affected hundreds of SAM and KAM resources, the presenter will lead a discussion on practical experiences and lessons learned from these multiyear deliveries. The direct examples shared will show that across different cultures, geographies and even customer segments there are consistent best practices that can be applied. Some of the topics attendees will learn about and discuss are:

- Anticipating common global leadership and business organization challenges and addressing them early in the program planning
- Recognizing and managing different viewpoints and expectations within the global organization
- Effective coaching and support plans that create durable program effects
- Communication plans that get many people, in many cultures, on the same page
- Realistic goals and objectives for SAMs and their role in the broader program

Driving the successful global SAM program depends on focusing on what is possible and achievable and isolating impossible organizational objectives that consume valuable resources. This session will help all attendees better evaluate, prepare and deliver successful SAM deliveries on a global basis.

13. Designing and implementing a new strategic account growth model in a matrixed global company

Level: Intermediate/Advanced

Presenter: Alessio Arcando, Former Director Strategic Key Accounts, **3M**

For 3M, like many companies, there is no doubting the external reality that customers are dramatically changing the way they buy. One element of this shift is the recognition that in order to continually differentiate and maintain loyalty from larger strategic customers, we need to work differently in how we deliver value creation.

As part of a wider corporate strategic growth review in 2013, we identified the opportunity for a new strategic account management approach. We have been developing and implementing a new SAM



playbook which is delivering over 10 percent local currency growth for our European subsidiary-level deployment. The new European organizational structure has been specifically designed to support a SAM strategy and practice. The resultant new area-wide organizational approach is unique in 3M's history and has the benefit of being replicable to other 3M geographies worldwide. In the three years since the program was launched in September 2015, CAGR (Compounded Annual Growth Rate) is over 13 percent with an increased ratio in the sales of high-profit products. Due to the success of the program, it now has been replicated on a global level.

14. Achieving excellence in SAM execution through early experience teams: Bayer lessons learned

Level: Expert/Next

Presenters: Mike Moorman, Commercial Strategy & Transformation Principal, **ZS**; TBD, **Bayer**

In response to a challenging healthcare environment, there has been a rapid rise in SAM-related commercial models in the pharmaceuticals industry. Pharmaceutical companies need to transform their customer engagement approach to address customer needs more holistically and to increase the value they deliver to diverse healthcare stakeholders. While many pharmaceutical companies have developed SAM strategies over the last three to five years, most are grappling with successful execution at the local healthcare-market and account-team levels.

This session will focus on steps that the Global Marketing Team for Cardiovascular at Bayer has taken to implement early experience teams in local markets to accelerate their Cardio SAM journey in alignment with their global brand and SAM strategy. Key points that will be discussed include the following:

- Bayer's recent and comprehensive SAM effectiveness journey and insights
- Setting up early experience teams (EETs) to implement the newly defined SAM approach
- Running experiential learning sessions and 1:1 coaching with EETs to continuously improve execution capabilities and drive individual capability building

- Driving learning, adoption and change management across customer-facing teams
- Enabling SAM teams with value proposition assets and enablers critical to customer-engagement process execution

15. Prerequisites and key learnings in establishing a successful international SAM organization and winning global accounts

Level: Expert/Next

Presenters: TBD, **ZEISS Group**; Gerhard Herold, Managing Director, **mp consulting GbR**; Artur Wagner, Managing Director, **mp consulting GbR**

This presentation will be based on a real ZEISS case study, describing the starting situation in one of ZEISS's major and fast-growing international markets (India) for its Industrial Metrology Machines (IMT) business.

Fierce competition with other global players, diminishing possibilities to differentiate through product features, and price erosion had prevented ZEISS from further developing its market share in major accounts with high revenue potential. ZEISS thoroughly analyzed its positioning in major target accounts and drew conclusions for a global SAM strategy which was developed by including the top management and all major opinion leaders of ZEISS. Through implementing a well-structured process for choosing the right strategic account managers and training them in a game-changing approach (account mapping), they were able to develop strategic partnerships together with these target accounts. Working successfully on all levels of the decision process and in the whole value chain of the customers, ZEISS managed the turnaround and became the preferred strategic partner of the targeted accounts. The presentation will focus on the challenges in this process, which existed mainly internally, and will describe how they managed to solve these issues.

"(SAMA conferences) are always beneficial for us. First, we get to meet new people who face the same challenges and discuss potential opportunities how to navigate through them. In addition, the real advantage of being at a SAMA conference is about learning about the next practices when it comes to strategic account practices overall."

- Zine Moufakir
Global Marketing-Sales Operations, **3M**



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PAN-EUROPEAN CONFERENCE – 14-15 MARCH 2019

Pricing (subject to change)

Membership Level	Pricing	
	Early Bird (register before 1 January 2019)	Regular (register on or after 1 January 2019)
Corporate	€1,125	€1,275
Individual	€1,235	€1,385
Non-member	€1,365	€1,515

Register at:
strategicaccounts.org/SAMAPEC19
at your convenience 24/7.

SAMA Academy will also be hosted at the Marriott Amsterdam Hotel on 11-13 March 2019. For more information, visit <http://bit.ly/2QLrloS>.

IMPORTANT REGISTRATION INFORMATION & POLICIES

Confirmation of registration

Confirmation of registration will be sent via email. If you do not receive confirmation within 24 hours, please contact Ashley Lundgren at registration@strategicaccounts.org or +1-312-251-3131, ext. 27.

Payment

Payment in full is required in order to process registrations. We welcome payments in the form of American Express, Visa, MasterCard and wire transfer. Please contact SAMA at registration@strategicaccounts.org for the most current wire transfer information.

Cancellations and refund policy

If you cancel within two weeks of the meeting start date, you will be assessed

a cancellation fee equal to 50% of the cost of registration. Please visit www.strategicaccounts.org/cancellation for more information.

Hotel reservations

To make hotel reservations, you must be registered to attend the Pan-European Conference. Your registration confirmation letter will contain the necessary information to make your hotel reservations.

Questions?

Please contact registration@strategicaccounts.org or call Ashley Lundgren, Registration & Office Manager, at +1-312-251-3131, ext. 27.

MARRIOTT AMSTERDAM HOTEL

Stadhouderskade 12
1054 ES Amsterdam Netherlands

SAMA room rate: €199 per night

SAMA reservation block:

After you register for SAMA's Pan-European Conference, you will receive the hotel booking information in your confirmation.

Please note: The cutoff for reservations is Monday 11 February 2019 or when the SAMA room block is full.

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WHAT'S THE ROI?

The value of strategic account management

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- Learning and Development Executive at 3M

"Coming to a SAMA conference really energizes me."

- Global Program Head at Merck



PERSONAL DEVELOPMENT

- ✓ Hear directly from best-in-class companies what's worked for them, what challenges they had to overcome and what's in store for the future of strategic account management.
- ✓ Learn tools, methodologies and mindset shifts from the world's foremost experts and thought leaders.
- ✓ Grow your network by making one-on-one connections with seasoned practitioners.

RETURN, RETURN, RETURN

- ✓ If you're not learning and growing, you're dying. Just one or two choice insights can repay your cost of attendance many times over.
- ✓ Take what you learn back to the office and become a coach and thought leader in your organization.

WHO SHOULD ATTEND?

- SAM program directors
- Strategic/global/key account managers
- Account team members
- Field sales supporting key customers
- Sales & marketing executives
- Senior management (business units & geographies)
- Sales support & operations
- Sales training & development
- Human Resources
- Chief sales officers



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