



THE STATE *of* PRECISION

Aligning with your strategic customers for extraordinary results

SAMA Annual Conference | May 20-22, 2019

Hilton Orlando Hotel | Orlando, Florida



The maturity and excellence of your strategic accounts organization *IS* your competitive advantage with clients.

Now more than ever, smart companies realize that strategic account management is the right go-to-market strategy for their most important customers. SAMA research shows that a successful SAM approach is the number one contributor to company growth.

94%

Nearly 95% of attendees at SAMA's 2018 conference rated the content and quality as "Excellent" or "Very Good."

20%

Continued focus on strategic accounts yields 20% higher gross margin for mature programs over young programs, resulting in 10% higher gross margin for strategic accounts vs. non-strategic.*

70%

The percentage of companies whose growth rate was more than double for strategic accounts vs. non-strategic accounts.

69%

The share of companies that say they repaired or saved a major customer through SAM **

61%

Companies reporting an increase in customer satisfaction at their strategic accounts**

* Strategic Account Management Association | December 2017

** SAMA Benchmark Research - Report on Current Trends and Practices in SAM





Who should attend?

Chief sales officers
Chief marketing officers
Executive sponsors
SAM program directors
SAMs (key/national/global/regional)
Extended account team members
Field sales supporting
key customers
Key functional executives
Senior management
(business units & geographies)
Sales support & operations
Sales training & development
Human resources

In the short time that I have 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 Annual Conference will feature keynotes 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 three days of learning, sharing and high-level networking in Orlando. You will not regret it.

See you in Orlando!

Denise Freier
President and CEO, Strategic Account Management Association



SCHEDULE AT A GLANCE

Sunday - May 19, 2019

4:00pm - 8:00pm - Registration/Check-in

6:00pm - 7:30pm - SAMA "Happy Hour"

sponsored by Kapta

Monday - May 20, 2019

7:00am - 6:00pm - Registration/Check-in

7:00am - 8:00am - Breakfast

8:00am - 9:00am - Keynote

9:30am - 11:00am - Concurrent Sessions

11:30am - 1:00pm - Concurrent Sessions

1:00pm - 2:00pm - Networking Lunch

2:00pm - 3:30pm - Concurrent Sessions

4:00pm - 5:30pm - Concurrent Sessions

6:45pm - 8:00pm - Welcome Reception

sponsored by DemandFarm

Tuesday - May 21, 2019

7:00am - 6:00pm - Registration/Check-in

7:00am - 8:00am - Breakfast

8:00am - 11:00am - *Excellence Awards™/Keynote

11:30am - 1:00pm - Concurrent Sessions

1:00pm - 2:00pm - Networking Lunch

2:00pm - 3:30pm - Concurrent Sessions

4:00pm - 5:30pm - Concurrent Sessions

6:45pm - 10:30pm - **NETWORKING DINNER EVENT** 

Wednesday - May 22, 2019

7:00am - 2:00pm - Registration/Check-in

7:00am - 8:00am - Breakfast

8:00am - 9:00am - nEXtchange

9:30am - 11:00am - Concurrent Sessions

11:30am - 1:00pm - Concurrent Sessions

1:00pm - Conference Adjourns

**This year's Excellence Awards™ are sponsored by Altify*



S A M A



Register or select sessions at www.strategicaccounts.org/samaAC19

KEYNOTE SPEAKERS

MONDAY, MAY 20



Brian Young
Chief Commercial Officer
Johnson Controls

Accelerating growth through strategic account management

For a large, diverse, global organization selling an array of building solutions, the timing has never been better for strategic account management at Johnson Controls. Why? Because we see the opportunity to offer an integrated workplace solution that combines many of our offerings into one. We also have a complex set of stakeholders and decision makers, so strategic account management is key to developing the right relationships and creating the right internal team to help support the account initiatives. As a big believer in the strategic account planning process, we not only drive holistic

thinking on the art of the possible, but we believe in engaging a broad set of internal stakeholders to gain the right support for these important customers. Executive sponsorship is alive and well at Johnson Controls, and the impact this can have on an organization both internally and externally is both stimulating and confronting, which is exactly what organizations need.

Brian will cover the journey Johnson Controls has been on since the merger with Tyco in 2016 and provide insights on his sales and strategic account leadership approach.

TUESDAY, MAY 21



John Pineda
Director
Boston Consulting Group

Digital readiness: Changing the way we price and sell innovative digital value

From healthcare to industrial goods to finance, companies are facing new digital challengers encroaching on their most strategic customers. Many industry leaders who specialized in physical products have responded by investing in new digital innovations. Whether artificial intelligence algorithms, proprietary data, new software solutions or preventive maintenance using IoT, these new offers can be the future of the company. Turning them from features to substantial new revenue streams requires a major

change in the way product companies price and sell. John Pineda from Boston Consulting Group will share a framework, best practices and examples of how leaders in making physical products can also become digital market leaders.

TUESDAY, MAY 21



Jonathan Hughes
Partner
Vantage Partners

The perils, and promise, of seeking alignment with procurement

It often seems as if procurement organizations exist to thwart the aspirations of SAMs. Strategic account management aims to deliver differentiated solutions and innovation to customers through closer collaboration. Meanwhile, the typical procurement organization seeks to keep suppliers at arm's length and focuses on reducing costs by increasing competition among suppliers and commoditizing their solutions. As a result, SAMs often feel caught between a rock and a hard place: either risk the wrath of procurement by seeking to work around them, or accept procurement rules that undermine the foundational principles of strategic account management.

During this session, Jonathan will share insights from a multiyear benchmarking study of hundreds of procurement organizations, along with case studies from more than 20 years working with procurement.

Key topics will include:

- What makes procurement tick: understanding their goals, metrics and incentives
- Why and how to profile procurement within each of your accounts
- How to speak the language of procurement
- Procurement hot buttons and how to avoid pushing them
- Aligning SAM with supplier relationship management programs at customers



nEXtchange

SAMA's nEXtchange is a series of TED talk-style presentations on future-forward subjects that will alter your mindset and leave you energized and inspired.



CHANGE AHEAD!

Presenter: Adrian Davis, *President, Whetstone Inc.*

Adrian uses his personal journey as a window into buyer psychology. He helps suppliers go beyond showing up and selling solutions to becoming a trusted and vital resource to buyers on their personal journey. He demonstrates the power of storytelling firsthand and shows suppliers how to harness the power of story.

His approach to getting suppliers to arrive at the understanding needed to elevate engagement has been described as electrifying, provocative and transformational.



RELEVANCE: MATTER MORE

Presenter: Phil Styrlund, *CEO, The Summit Group*

Across the globe, the forces of commoditization are at play. Everything is, or soon becomes, a commodity. Not just products, but people as well! How, then, do you distinguish yourself in this commoditized culture so that you can matter more not only to others but, more importantly, for others?

Relevance trumps intelligence.

Intelligence is readily available, yet relevance is what matters. How does what you know and do have an impact on what others care about? That is the question. The great news is that you have never mattered more. How you show up in life and work is now as important, or more important, as what you sell or do. "How" is the new "What."

Phil combines his wide-ranging global experience in sales and marketing with his hard-won wisdom to provide a framework for influencing customers, colleagues and loved ones. He shares his insights, hindsights and foresights about how to become truly relevant to others.



"It is a privilege to be at a conference like this. There are people from terrific companies from all around the planet. To be able to meet those people, share experiences and learn what they do in the same role is one of the most powerful elements for coming to a SAMA conference."

- A SAM in the Life Sciences Industry



Register or select sessions at www.strategicaccounts.org/samaAC19



Sessions presented to you by practitioners and consultants from amazing companies

7



Register or select sessions at www.strategicaccounts.org/samaAC19



Conference Sessions

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

Session 1. Coaching to the behaviors that drive SAM execution

Level: All audiences

Presenter: Craig Jones, *Managing Director, Performance Methods, Inc.*; Clay Devlin, *District Sales Leader, Honeywell*

In today's SAM/KAM environment, growth and results are key metrics to a sustainable SAM program. However, in our experience, there is an imbalance between coaching to the results and coaching to the behaviors that lead to results. While measuring growth is important, we have found that when the emphasis is placed on the best practices that lead to growth, results follow. Not only does this help to develop the competency of a SAM, it also enables leaders to get more done through others.

This session focuses on both the behaviors that lead to SAM execution: co-discovery and co-creation of value, as well as coaching to these behaviors. In order to be most effective as SAM/KAM coaches, we must first know what "good" looks like, (the "what") that is supported by a practical coaching model (the "how"), for the SAM/KAM process.

As a result of this session, participants will be able to:

- Benchmark against a proven approach to co-discovering and co-creating customer value developed within the SAMA community
- Understand the SAM/KAM behaviors that drive effective co-discovery and co-creation of value
- Leverage a set of coaching questions organized around the behaviors that lead to effective SAM/KAM execution and account growth

- Hear from other SAM practitioners who have experienced success either being the coach or the learner
- Identify a coaching strength they can leverage and a coaching skill to further develop in the next 6-12 months

NEW Session 2. High impact coaching for SAMs and SAM program leaders

Level: All audiences

Presenters: Lisa Maggiore, *Vice President Global Strategic Account Management and Intermediary Group Sales, Hilton Worldwide*; Ron Davis, *EVP, Global Head of Customer Management, Zurich Insurance*; John Gardner, *President Global Strategic Accounts (retired), Emerson Automation Solutions*

This session is relevant for SAMs, as well as SAM Program Leaders. For SAMs, we'll address how effective coaching can help them raise their game and, if they're not getting coaching, what they can do about it. Also if the coaching a SAM is receiving isn't that helpful, we'll discuss possible solutions. And for SAM Program Leaders, we'll address the importance of providing coaching, or ensuring their SAMs get needed coaching. Top performers in business, entertainment and sports all speak about the importance of the quality coaching they've received. We'll review best practices, including the value of having one or more mentors, and we'll provide real-life examples applicable to the SAM world.



NEW Session 3. Developing SAMs: A roundtable with Boehringer Ingelheim, DHL & IBM

Level: All audiences

Presenters: Colleen Shanahan, *Senior Training Manager, Global Curriculum Development, NALCO Water – An Ecolab Company*; Alicia Boyanowski, *Assoc. Director - Marketplace and Account Management, Boehringer Ingelheim Pharmaceuticals, Inc.*; Jenny Brandies, *Sr. Director of Customer Centricity, DHL*; Leanne Drennan, *Senior Consultant, Talent Development Strategy & Design, IBM Learning*

This roundtable is designed to provide an opportunity for talent management professionals, SAM program executives and SAM managers to exchange practices and discuss issues and challenges related to establishing the strategic account manager position as a recognized career path. Moderated by Colleen Shanahan, Senior Training Manager, Global Curriculum Development, NALCO Water, panelists from Boehringer-Ingelheim, DHL & IBM Learning will present their companies' specific programs and best practices for SAM development and career advancement, including coaching and cascading SAM skills to other sales functions, demonstrating the importance of SAM-specific training.

NEW Session 4. SAM incentives, benchmarks and best practices

Level: All audiences

Presenter: Chad Albrecht, *Principle, ZS*

While it's important to provide incentives for the performance strategic account managers deliver, traditional "sales" incentives may not be the answer. Sales incentives are often tactical, targeted at short-term results and geared toward individual responsibility for generating revenue for the organization. However, SAMs tend to be part of a team sale, long-term focused, strategic and seeking a "win-win" for both their company and the customer. So how should SAMs be incentivized? Join Chad Albrecht from ZS as he walks through some best practices in SAM

incentives, and presents recently published findings from the bi-annual SAMA incentive compensation survey.

NEW Session 5. The state of sales and relationship management

Level: All audiences

Presenters: Dan Kosch, *Co-CEO, IMPAX*; Mark Shonka, *Co-CEO, IMPAX*

In 2018, recognizing the unique environment that sales professionals and SAMs are working in, IMPAX conducted a study of hundreds of sales leaders and sales and relationship management professionals. This session lays out the key findings in the form of key trends affecting SAMs in the next several years and the issues created by these trends.

In addition, IMPAX Co-CEOs Mark Shonka and Dan Kosch will share their views on specific actions that sales and relationship management organizations need to take in order to survive, and thrive, in the coming years. These findings include individual sales and relationship management activities, as well as organizational strategies, that can be implemented to drive success in selling and managing value-based customer relationships in this uniquely commoditized era.

NEW Session 6. Metrics that predict the success of your strategic account management program

Level: All audiences

Presenter: Dennis Chapman, *President and CEO, The Chapman Group*

In a business world characterized by fierce global competition and account demands, an organization needs strong and well-founded signals that indicate when key objectives are being met or when trouble is on the horizon. Unfortunately, most strategic account management programs are evaluated by the sales numbers they post. While sales numbers, usually defined as revenue increases, are critical measurements, there are additional key metrics

to consider that give valuable insights to the probability of achieving or not achieving all organizational sales objectives.

Participants in this session will learn:

- What is a metric-based performance dashboard
- How to choose metrics that will best provide the optimum value to their organization
- How to develop, communicate and measure any metric
- What metrics to launch, how, by whom and when
- Challenges associated with any metric-based program

NEW Session 47. Accelerating KAM capabilities for a rapidly evolving U.S. healthcare ecosystem

Level: All audiences

Presenters: Mike Moorman, *Commercial Strategy & Transformation Principal, ZS*; Ed Kalaha, *Director, National Accounts, Janssen Oncology*; Geoff Gordon, *Group Product Director, Janssen Oncology*

The last five years has seen a rapid rise in KAM-related commercial models in the U.S. pharmaceuticals industry. The consolidation of provider organizations and rapidly evolving needs, business priorities and decision processes have been significant drivers. A recent ZS survey found that 15 of 16 pharmaceutical executives expressed a strong need for KAM. However, only two of 16 conveyed confidence that their organization was effective in this area.

This session will focus on steps that Janssen Oncology has taken to rapidly advance its KAM effectiveness to meet the challenges and opportunities presented by today's U.S. healthcare ecosystem. Key points that will be discussed include the following:

- Investing in KAM program office support to rapidly advance capabilities
- Tailoring go-to-market models to meet the heterogeneous needs of local healthcare markets and accounts
- Adopting a "KAM 360" approach to driving purposeful and continuous improvement.



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 programs 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: Heads of SAM Programs, Vice Presidents, Chief Sales Officers

NEW Session 7. Five ways to create a meaningful strategic account management (SAM) program

Level: Foundational

Presenter: Danielle Matteson, *Director of Global Accounts, AVI-SPL*

Need to create or improve your company's SAM program? In this session attendees will learn key pillars for facilitating a strategic environment that increases the probability of program success, understand exclusive programmatic benefits and experiences that resonate with Fortune 100 customers, and be shown real customer examples of how to implement and capture value from some of today's world-renowned brands.

Like all successful systems, your new or revamped SAM program will involve thorough and strategic planning. To help ensure your program's effectiveness, this seminar will cover five vital elements necessary and how to apply them to your organization, plus provide real examples of each from AVI-SPL's personal journey. This includes:

- *Executive sponsorship:* Leadership's all-in approach garnered program success with a willingness to invest in organizational structure, be positive agents of change and pave new customer relationships.
- *Exclusive financial benefits:* Loyalty incentive rebates sparked the interest and, ultimately, new business from a Fortune 50 financial services organization.
- *Meaningful experiences with peers:*

All-access, peer-to-peer networking strengthened a relationship that paid dividends with a leading accounting firm.

- *Business intelligence:* Measuring the relationship and new value together with customers, as well as automation for the path forward was critical.
- *Account qualification and selection methodology:* Developing benchmark tools to grade the probability of success and conducting year-to-year evaluations were imperative to both company and customers.

NEW Session 8. Creating a powerful competitive strategy

Level: All audiences

Presenters: Dan Kosch, *Co-CEO, IMPAX*; Mark Shonka *Co-CEO, IMPAX*

As SAMs, we are constantly assessing our competitive advantage as we compete for our customer's business. Our solutions, pricing structure and support efforts are key elements of our competitive positioning, but perhaps our most significant competitive advantage is how we as SAMs do our jobs. Unfortunately, many of us are so busy delivering to our customer's expectations that we lack the time it takes to create the right competitive strategy. When this happens, we are often left competing on someone else's terms, not our own.

In this session, participants will learn an efficient seven-step process for creating and leveraging a powerful competitive advantage.

This process focuses on gaining crucial insights and leveraging these insights to compete in a way most likely to result in a successful outcome.

This is an application-oriented session. Participants will be introduced to a tool used to walk through the seven-step process and apply the steps to their own high-value, real-world opportunities.

NEW Session 9. Driving growth through monetization: Enhancing your organization's revenue model

Level: All audiences

Presenter: Atlee Valentine Pope, *President & CEO, Blue Canyon Partners, Inc.*

With greater focus on innovation, B2B executives are creating more value for their customers. However, as more opportunities to create value are generated, the ability to capture more value becomes increasingly challenging, which ultimately leads to money left on the table. In this session, we will discuss the interplay between value creation and value capture, the characteristics of different monetization models, and the opportunities available to suppliers and customers to adopt alternative monetization models.



Session 10. “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 multi-year 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 change programs on a global basis.

NEW Session 11. Putting the “c” in customer back into CRM: How to get timely insights to your SAM team to enhance speed, agility and collaboration for business results

Level: All audiences

Presenter: Joe Murphy, Customer Success Director, *North America, SugarCRM*; Brian McCue, *VP Strategic Accounts, North America, SugarCRM*; Steven M. Schumer, *CRM Enablement Executive, IBM Corporation*

It's no secret that digital transformation is disrupting the way SAMs interact with their customers. Modern CRM has come a long way – and it's time to take a fresh look at what it can do for strategic account managers. CRM solutions should be easy to use, yet comprehensive in scope – turning every employee into a customer expert by putting the right information at their fingertips. If you've had enough of settling for ordinary, we can show you a fresh approach to leveraging your CRM which can help unleash the type of game-changing customer engagement that drives loyalty and fuels business growth. We will discuss delivering information and insights to the extended SAM team with a more comprehensive customer view that drives alignment and helps create and execute an end-to-end engagement strategy. A customer co-presenter will also share insights and lessons learned to highlight how they have leveraged this approach to achieve business results.

Session 12. Business models change to digital: How to orchestrate the SAM ecosystem in the new environment

Level: All audiences

Presenters: Hajo Rapp, *SVP Strategic Account Management & Sales Excellence, TÜV SÜD AG*; Volkhard Bregulla, *VP Global Sales-Manufacturing, Automotive and IoT, Hewlett Packard Enterprise*

The relationship value the SAM provides in the client relationship is increasingly changing. Due to new technologies (social, comprehensive search engines, bots supported by powerful AI engines) and a myriad of new ecosystem

players, the SAM needs to organize and orchestrate his or her value delivery system differently in an increasingly service-based environment. Based on the cases of two global players, this session will present and include audience discussion of practical “Management of Change” concepts for the SAM and how to find and apply the right speed for change.

NEW Session 13. Designing & implementing a new strategic account growth model in a matrixed global company

Level: Intermediate/Advanced

Presenters: Alessio Arcando, *Former Director Strategic Key Accounts, 3M (retired)*; Max Walker, *Global Commercial Operations Leader, International Strategic 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.



Session 14. Developing, executing and sustaining a SAM program: A customizable four-phased approach

3-hour session

Level: All audiences

Presenter: Michael Stevens, *Chief Executive Officer, The Simplicity Group*

If you are considering the initiation of a new approach to a few strategic or critical customers, just launching a new regional or global SAM program, or seeking to drive your existing program to the next level of execution and growth, this highly engaging session will provide you with effective high-level strategic customer engagement execution concepts along with practical best practices and applicable tools for immediate use. Your current thinking and approach will be challenged and you'll discover new insights for serious program customization consideration. The session will target the first two hours on a four-phased Strategic Customer Engagement best-practice and reference approach and aligned process overview, followed by a highly engaging Q&A with many years of practical experience represented.

NEW Session 15. Discovering, aligning and co-developing customer insights that add value to strategic account partnerships

Level: All audiences

Presenters: Todd Adair, *Region Manager, Outcome Selling Leader, GE Healthcare*; Andrew Middleton, *Global Program Director - Outcome Selling, GE Healthcare*; Alex Hamlow, *Ascend Global Commercial Leader, GE Healthcare*

Customers are increasingly seeking value-based partnerships with their suppliers to help them achieve more with limited resources. A successful partnership does require the same shared understanding of a product or a solution's benefits as a traditional sale. However, to be truly competitively differentiated, fostering the stronger relationship and the necessary alignment to secure an effective partnership

relies upon the value over and above the offerings.

Even when aligned in principle to the concept, in practice it can be extremely difficult for a strategic account manager or even a team of sales people to fully explore the customer's priorities and construct a meaningful perspective based on a genuine insight into its business. Many find it difficult to develop customer insights that can actually be addressed by the supplier, which results in simple product messages being delivered that lack meaningful insight for the customer.

Developing a provocative perspective for priority accounts that can be impacted by the supplier's unique capabilities means ensuring internal resources are aligned, coordinated and committed to deeply understanding customer priorities and addressing their problems and business outcomes. In this discussion, we will share our journey to align our commercial organization around strategic customers and what can happen when the customer is engaged as part of this process.

Session 16. Science-driven SAM program transformation™ and why you should care

Level: All audiences

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

No more shooting in the dark with expensive off-the-shelf training that often produces disappointing results when you can now be scientifically certain as to which account managers should or should not be trained, and what specific underlying competency deficits need to be eliminated to enable them to produce dramatic revenue results in their accounts. Today, they must be able to deliver the right value to the right people in the right customers at the right time in the right manner and for the right price to maintain profitable margins. No more guessing, no more taking people out of the field and sheep-dipping them in some popular cookie-cutter training program, and praying that it all somehow works out and produces more wallet-share revenue. No more using yesterday's

training approach built on yesterday's account management methodologies to develop yesterday's type of account managers to perform to yesterday's market standards. Ready or not, the new emerging market is forcing the redefinition of the traditional role of your account managers. And with this substantial and irreversible change, it is demanding a new proven way for developing the client-facing personnel responsible in your organization for achieving sustainable and scalable revenue gains. If you care about revenue, then you will care about which people and how they can be developed to generate it. It's called a Science-Driven Transformation.™

Session 17. What is strategic account management, and why should my company do it?

Level: All audiences

Presenters: Harvey Dunham, *Managing Director, Business Development, SAMA*; Chris Jensen, *Director of Membership & Strategic Accounts, SAMA*

At SAMA these are the two questions we get asked most often. During this highly interactive session, SAMA's own practitioners – who, between them, possess more than 70 years of experience in sales and strategic accounts – will answer these questions and many more, with the goal of preparing you to go back to your company's leaders and make a clear case for SAM.

Leading this session will be SAMA's two most experienced SAM practitioners:

- Chris Jensen, who joined SAMA in 2017 after 41 years as a SAM and Global Leader of DHL's Manufacturing Strategic Accounts Segment and team.
- Harvey Dunham, who joined SAMA in 2016 after 35 years as a SAM and a Global Solution VP for Schneider Electric's Life Sciences and Retail Segment and SAM team.



NEW Session 18. Six battlefields of differentiation +1: The 7th battlefield of collaboration and co-creation

Level: All audiences

Presenter: Robert Box, *Global Account Director, Mercuri International*

Most companies and SAMs operate in established markets where it is essential to overcome the competition consistently. Increasingly we expect our SAMs to define areas not only where our existing portfolio will offer value but also to collaborate and then co-create differentiated solutions with their customers. The question is – where do we start? SWOT analyses, positioning and value propositions compiled by marketing departments are useful but often no longer sufficient. Customer-specific value propositions are good, but how to build them and compete on opportunity and account level not only with the existing solutions but also with a differentiated solution that brings

you closer to the strategic partner status. Can you, as a SAM, identify areas to co-create a differentiated, new solution?

Potential customers and existing customers generally already have a favorable attitude towards their current partner and are buying a solution that works. To co-create, the customer needs to see options they have not considered, so it's all about changing mindsets.

This session will help enable SAMs to:

- Determine the battlefields of competitive differentiation
- Analyze at the company, account and opportunity levels
- Systematically identify and prioritize opportunities to differentiate from existing solutions
- Systematically identify and prioritize opportunities to co-create and collaborate with new solutions
- Create a basis for profitable, differentiated co-creation

NEW Session 19. Towards the “One Company” operating model in healthcare

Level: All audiences

Presenter: Tom Muccio, *Former President of Global Customer Teams, Procter & Gamble*

The story of P&G and Wal-Mart's relationship transformation has taken on legendary status and has been the subject of a *Harvard Business Review* case study. The central strategic pillar to this relationship is “the one company operating model,” where neither partner in the relationship views the other as an independent entity. Both organizations are part of one value chain response serving unmet customer needs. Tom Muccio, the architect of this relationship paradigm, will provide insights from his years optimizing value and supporting innovation across his supply base and customer segments, and will provoke us to think differently about what it means to be truly customer-centric.

BRING YOUR TEAM

Energize, educate and enable your team to achieve the business outcomes your leadership demands. Today's teams are geographically diverse and buried in the day-to-day management of their accounts. Bring your team together in Orlando to focus on the elements most likely to change the business outcomes of your strategic accounts.

4 REASONS WHY TEAMS HAVE THE ADVANTAGE

1 One person can't see it all. SAMA's Annual Conference features more than 50 training sessions. Attending as a team will allow you to ingest more information to propel your team's effectiveness to the next level.

2 More team, more engagement. SAMA's Annual Conference features more than six hours of scheduled networking events. The more team members you have, the more connections you can make.

3 Our flexible schedule allows you to make time for strategy sessions, allowing you to capture insights, visions and ideas in real time.

4 Bond outside of the office. Arrive early or stay after the conference. Participate in group activities around the Orlando area to build more camaraderie, connection and trust within your team.

Ready to get started with your team's registration?

Visit our Teams page on SAMA's conference website or contact registration@strategicaccounts.org for more information.

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

NEW Session 20. Target your conversations to “land and expand” customer relationships

Level: All audiences

Presenters: Ed Wallace, *President, Human Capital Practice, AchieveNEXT Human Capital*; Doug Dorn, *Director of Strategic Accounts, SAF-HOLLAND Group*

This session focuses on an impactful, repeatable way to plan and execute on initial meetings with new contacts. This approach is utilized by the Dow Chemical Company to support both new and experienced strategic account managers as they seek to expand customer relationships both laterally and vertically within customer accounts. The concepts, tools and processes are adapted from the critically acclaimed book *Business Relationships That Last* by Ed Wallace.

Focus areas include:

- A proven approach to eliminate guesswork during initial meetings with new, strategic contacts that is aligned with participants' real work and performance goals
- Targeted Conversations, an easy-to-implement call planning tool, which aligns your dialogue with the Relational GPS® (Goals, Passions and Struggles) of new contacts
- Rapport Building, providing when and how to do it skillfully with warmth and competence
- A business case from Dow Chemical's Selling Excellence group which utilizes the ROC® process in order to implement

Targeted Conversations' plans and create relevant, meaningful dialogue

- Internalizing the first rung of the Relational Ladder® process – Establishing Common Ground to bring precision to new interactions and transform business Acquaintances into Professional Peers and, ultimately, Respected Advisors
- At least two new tools participants can use immediately to launch relationships with confidence and ease, efficiently locating and effectively utilizing the Relational GPS® of each strategic customer

Session 21. Disrupt or defend? Customer acquisition vs. Customer expansion

Level: All audiences

Presenter: Rob Perrilleon, *SVP Delivery Services, Corporate Visions*

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

Join Rob Perrilleon 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. Rob will cover research that 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

NEW Session 22. The new SAM C0: Experience the power of connection for breakthrough levels of performance

Level: All audiences

Presenter: Nathalie Delmas, *President and Founder, ConnexionTip*

In order for today's businesses to stay in the performance game, they need to bring the digital “connection” world to their structures, processes and systems. Ironically, the more “connected” an organization is, the more “disconnected” human beings are. More than ever, the SAMs who by nature are connected inside and outside the business will be at the heart of extraordinary levels of performance. We believe that the SAMs who have the ability to truly “connect” beyond their knowledge and create authentic alignment with their key stakeholders will lead their organizations and their customers' organizations to new levels of unprecedented performance.

But how do you know if you are truly “connecting” with your key stakeholders? For



the most part, it's not like people are telling you how you are perceived by them. You do all of the steps, you apply consultative selling or another approach that you have learned and you do all that you know to do and have mastered, yet you don't get the results you truly want. Why is that? Perhaps it has nothing to do with what you know. Perhaps it has to do with how you connect with others and how you create authentic alignment.

In this workshop, you will:

- Understand the PerformanceCO™ model: thinking in new ways for producing breakthrough business results
- Understand the importance of elevating the stakes and finding a common stake for all stakeholders in order to cause authentic alignment with all
- Experience the power of increasing your level of connection with anyone
- Apply the concepts to a concrete situation you have, giving you new ways to be and act
- Practice coaching skills, including giving and receiving feedback and feed-forward
- Have loads of fun in the process

NEW Session 23. Is your internal sale harder than the external sale?

Level: All audiences

Presenters: LaVon Koerner, *President and Chief Revenue Officer, Revenue Storm*; Thomas C. Hablitzel, *President, Automotive Division, Sherwin-Williams*; Stephen R. Smith, *Vice President, Payor Sales, Boehringer Ingelheim Pharmaceuticals Inc.*; Hajo Rapp, *SVP Strategic Account Management & Sales Excellence, TÜV SÜD AG*; David Ivester, *VP Global Accounts and Projects, Emerson Automation Solutions*; Rosemary Heneghan, *Director, International Sales Organization, IBM Corporation*

Often times, in our complex account management work, our internal support team members are not on the same page. We have to fight for their mind-share and heart-share. And to make matters even worse, not only are they busy doing other things, they are incentivized NOT to support the solutions we need to sell, create and deliver to our customer. What's wrong and how do we fix it? How have

others wrestled with the same problems and corrected their internal impediments?

A panel of leaders in five global companies will share their best practices of how they are handling the same issues with which you are being challenged. The panel discussion will be moderated by LaVon Koerner whose company (Revenue Storm) leads global clients through salesforce transformations. The most common issues through which he will lead the panel in discussing will include but are not limited to:

- Conflicting incentivization approaches
- Struggles in resourcing internal bundling of components for customer-specific solutions
- Challenges concerning pricing battles over individual components making up a holistic solution
- Setting an organizational structure that really works for everyone

Session 24. Leading the internal and external multifunctional team

Level: All audiences

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

If you are hearing complaints that your company's internal resources are not supporting you, your solution and your customer, you have a "leadership" challenge. In this session you will learn the secrets of how to cut through all the political drama to make good things happen for your customer in an acceptable time. You will learn how to coalesce support for your projects from people who do not report to you, and have fun doing it. In short, you will learn how to lead in tough terrain! Those attending this session will:

- Learn the secret of how to gain heart-share and mind-share for their account
- Become equipped with the one strategy that works every time in getting your company's resources on the same page
- Become an expert at motivating people on a multifunctional team

NEW Session 25. Sustaining a SAM program while still making the number: Operating strategically in a transactional business climate

Level: All audiences

Presenter: Dennis Chapman, *President and CEO, The Chapman Group*

There continues to be extreme pressures placed on organizations to deliver the numbers while reducing costs. SAM programs may often on the surface appear to be adding incremental headcount that is sometimes harder to directly connect to revenue and profitability. This workshop will explore how to connect and monetize the value of a SAM program and the SAM in the broader scope of overall company expense management and planning. Output from this workshop will help leaders and SAMs return to their organizations with a clearer understanding of the true value of SAM as a value (must have) to their customers and to their own organization.

Key learning points will include:

- The return on SAM investment approaches
- How and when SAM programs pay back
- Best practices for sustaining strategic account relationships while still making the number
- Tips for justifying SAM programs to leadership

NEW Session 26. Maximizing returns on your largest proposals

Level: All audiences

Presenter: David Levitch, *Associate Partner, McKinsey & Company*

Very large proposals can make or break a strategic account. They can be a great opportunity for a company to grow a strategic account, but often they take away from the bottom line later. Join McKinsey's David Levitch as he shares the findings on how to land these very large opportunities while ensuring the greatest return. Succeeding requires better forensics, a new approach to pricing and engineering, standardized processes, better-aligned incentives and more. It may be challenging, but it is more than possible.



Session 27. Measurable customer selection & prioritization

Level: All audiences

Presenter: Michael Stevens, *Chief Executive Officer, The Simplicity Group*

Choosing and prioritizing your “business critical,” “high-value” or “high-touch” strategic customers is often a daunting and overwhelming process, or it is done quickly with only an internal view of revenue production. Though it can be difficult, it is one of the most important and initial process steps in an effective SAM program implementation, as choosing the right customers can make or break your SAM program. This session will focus on the “why” and the “how” of customer selection, de-selection and prioritization, eventually leading to resource allocations.

As a session takeaway, you will receive a proven methodology and data-based tool for selection and prioritization of strategic or high-value customers. This tool is designed for global, regional or local level application and is customizable to your own business and industry. It effectively answers the question of “Why isn’t my account, client or customer considered strategic to us?”

NEW Session 28. Sonoco's negotiation courage on fire: A case study in aligning a cross-functional team on a pioneering organizational negotiation strategy

Level: All audiences

Presenters: Carrie Welles, *Partner, Think! Inc. & 5600blue*; Mike Thompson, *Director of Sales & Marketing, Sonoco Products Company*

A study of 450+ global sales leaders on the topic of Organizational Negotiation Effectiveness, conducted by Think! Inc. and SAMA, found that only 15 percent have a written negotiation strategy and, even more dismally, only 5 percent rate themselves highly effective at negotiation! Most report having an implied and loose strategy. The consequences?

Continued margin erosion, price and giveaway pressure, commoditization pressure, internal stakeholder dissatisfaction, a grueling internal deal-approval process and extreme variance in deal outcomes.

Faced with these ongoing issues, Sonoco set out to course correct by proactively creating an enduring, consumable and accountable centralized negotiation strategy with compelling decentralized field execution. Meaning, their strategy is cross-functionally designed and those closest to the customer have generous flexibility to execute it. In lock step with their negotiation strategy is a negotiation process that acts as a systematic pull-through approach of their strategy. A knowledge base housed in cutting edge software is the thread to tie the two together. The result? Sonoco Tubes & Cores SAMs, and their entire commercial team, have upped their negotiation game, radiate courage with tough customers and steadily turn in impressive financial returns deal after deal. This session brings to life the tenets, successes and rocky road to behavior change in building and executing a negotiation strategy and process.

Session 29. Quantifying co-created business value for strategic customers

Level: All audiences

Presenters: Jerry Alderman, *CEO, Valkre*; Brian Kiep, *COO, Valkre*; Lisa Hedden, *Director, Value Proposition (Enterprise Products & Solutions), Cox Automotive, Inc.*

Quantifying customer outcomes is a basic tenet of strategic account management. Discover a very robust but practical way to quantify and express the business value. Case examples will be shared, and then attendees will practice on a case together in real time, demonstrated with a SaaS-based tool used to help companies quantify customer outcomes at scale. Warning: this is a live demonstration, and as such, it is not designed as a broad discussion about tools but as an experience of tools in action.

Session 30. Influencing without authority

Level: All audiences

Presenter: Jeff Cochran, *Master Facilitator, Shapiro Negotiations Institute*

Aristotle taught in 350 B.C. that there are three elements to influencing – Ethos (credibility), Pathos (emotion) and Logos (logic). Based on our updating of this model and the addition of a fourth element around Action, this session introduces participants to an influencing process that can be used for any situation, regardless of whether one has direct authority or not. How do you build credibility? How do you engage the other side emotionally? When and how do you use logic? And how do you facilitate action? Using an interactive exercise, storytelling and our influencing model, we answer these questions and more.

NEW Session 31. Benchmarking your account plan and account planning process for greater adoption and impact

Level: All audiences

Presenter: Steve Andersen, *President and Founder, Performance Methods, Inc. (PMI)*; Todd Lenhart, *Managing Partner, Performance Methods, Inc. (PMI)*

This session will be initiated by introducing participants to PMI's Strategic Account Benchmark Tool, after which they will each complete a self-assessment of the current state of their implementation of SAM and their strategic account plan. The session will explore how the four primary SAM impact zones (Value, Alignment, Relationships and Growth) must be addressed in both the account planning process and the account plan, and participants will be provided with guidance and best practices from within the SAMA community that have been proven to be effective in driving the account planning process, resulting in a more complete, realistic and actionable account plan. Specific areas of emphasis will be the account planning process, the SAM impact zones, the importance of account team collaboration in building and



executing the account plan, gaining customer input into the account planning process (and how to do this), as well as assessing and testing the effectiveness of your account plan and your execution of the account planning process.

NEW Session 32. Managing global accounts

Level: All audiences

Presenters: Noel Capon, *R.C. Kopf Professor of International Marketing, Columbia Business School*; Harvey Dunham, *Managing Director, Business Development, SAMA*

SAMs often report spending half of their time having to sell “internally” rather than spending the time with the customer. Setting up a global account effectively will clarify the global priority and enable the SAM/GAM to spend more time where it should be, with the customer. This session focuses directly on how to develop a global accounts program: the strategy, organization, human resources, systems and processes. The presenters also will address global accounts from the perspective of the global account manager.

Session 33. Targeting your value proposition for the relevant executive

Level: All audiences

Presenters: Steve Bistriz, *President & Founder, SellIXL.com*; Dan Stredler, *Regional Director, Abbott Diagnostics*

Many organizations construct standard value propositions that often target technical buyers, economic buyers or others in the customer organization. While these value propositions can be meaningful, they are often general in nature and frequently miss the mark with C-suite executives.

What senior executives want is a customer-focused value proposition that describes your differentiated value and creates a sense of urgency for them to take action implementing your solution. The session will also include a discussion of the specific characteristics of different C-level executives in the customer organization.

What's most important is to first identify the

relevant executive in the customer organization and to then articulate your three components of value; namely, personal value, company value and solution value in both a qualitative and quantitative way. Taken together, these three components of value enable you to construct a value proposition that defines your differentiated value.

As part of this session, Dan Stredler, Regional Director, US Transfusion Medicine for Abbott Diagnostics will describe how he changed the focus of his team from creating value propositions aimed at the technical buyer to creating value propositions aimed at the relevant executive for the sales opportunity. By doing that, Dan was able to help executives understand the true value of his solutions.

NEW Session 34. Blockchain: How it will enhance your business relationship for revenue growth!

Level: All audiences

Presenter: Darrell Gunter, *President & CEO, Gunter Media Group*

Demonstrating expertise as a strategic account manager is essential to maintaining and growing your revenue base.

Blockchain Bitcoin has been all of the fuss for the past couple of years, but wait: Blockchain is much more than Bitcoin, and you can expect that your company and your prime customers and prospects are beginning to study how Blockchain will enhance their businesses.

Understanding Blockchain as a strategic account manager is a necessity in 2019 and beyond. Attending this session will provide you with a firm foundation of understanding Blockchain – how it works and the many industries that are building new networks to launch enhanced services.

This session will also provide you with insight and ideas to lead your very own ideation workshop with your clients. After attending this presentation, your knowledge of Blockchain and its potential for your clients will position you well ahead of your competition.

NEW Session 48. An “Innovation & Cooperation Expedition” with a strategic account: The case of Air Liquide and STMicroelectronics

Level: All audiences

Presenters: Luca Difalco, *Vice President, Industrial Sales Unit, Americas Region, STMicroelectronics*; Mustapha Bouraoui, *Vice President, Strategic Marketing, EMEA Region, STMicroelectronics*; Laurent Langellier, *Vice President, Markets, Customer & Products, Electronics World Business Line, Air Liquide*; Lorenzo Castrogiovanni, *Strategic Account Manager, Electronics World Business Line, Air Liquide*

In March 2019, SAMA honored Air Liquide, a world leader in gases, technologies and services for Industry and Health, as co-winner of the 2019 SAMA Excellence Award for “Implementation of specific customer engagement strategies enabling, and successfully impacting, the value co-creation process. In this presentation Air Liquide and STMicroelectronics will illustrate their newest successful cooperation. STMicroelectronics is a leading semiconductor manufacturer delivering solutions that are key to Smart Driving, Smart Industry, Smart Home & City and Smart Things. Because these two organizations established a structured framework aiming at innovating together in the sphere of Industrial IoT and Industry 4.0, Air Liquide is now not just a strategic supplier to STMicroelectronics but a true partner and even a potential new key customer.



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 for 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: Anyone looking for provocative, high-level sessions highlighting leading-edge practices, strategies and trends

NEW Session 35. Technology vs. humans: SAM as the superhero in a digital world

Level: Intermediate/Advanced

Presenter: Jennifer Vessels, *CEO, Next Step*; Steve Halle, *Regional Executive, Talkdesk*

With rapid increases in the ubiquity and power of technology, buyers today have easy access to a wide range of services, vendors and new innovations – creating a global battleground for customer mind-share. To avoid disruption by new competitors, the only sustainable company differentiator is strong customer loyalty.

In this session you will learn how the strategic account manager can be the Super Hero– through using technological advances and proven best practices to build, enhance and solidify customers' long-term loyalty.

With examples of techniques proven by Amazon, IBM, LiveNation and others, you will gain inspiration and practice approaches to become a Super Hero Customer Obsession Manager through:

- Co-creating the future by becoming a real business partner to customers
- Leveraging digital tools to best anticipate and proactively address customer needs
- Utilizing analytics and data to enhance customer relationships
- Gaining unquestionable loyalty with key accounts

Technological growth and innovation are here to stay – the winning companies are those that innovate. Similarly, the most successful SAMs are those who demonstrate that human skills and technology

combined create Superhero power to deliver a win/ win for themselves, their company and clients.

The session will be led by Jennifer Vessels, CEO of Next Step which has facilitated the business transformation within Adobe, Avinor, CDW, Cisco, (Nordic) Posten, LiveNation, Microsoft, Mitel and more. Co-presenters from Next Step's clients will provide additional real-world SAM perspectives.

NEW Session 36. How to combine AI/machine learning with behavioral science & your sales performance data to help you build, develop and grow a top performing strategic accounts team

Level: All audiences

Presenter: Jay Greaves, *Vice President - Growth, Aptology*

Today, because of advancements in artificial intelligence and machine learning, your sales team's behavioral and performance data is more valuable and actionable than ever before. In this session, you will learn how:

- To identify the key traits that lead to high performance specific to your company, your buying process and your culture
- To use those key traits to laser focus your resources to develop your current team to top performance
- To leverage your team's high performing traits to optimize your talent pool, both internally and externally, and ultimately your hiring success rate

NEW Session 37. AI-infused SAM: The future is now

Level: All audiences

Presenters: Phil Styrlund, *CEO, The Summit Group*; Mark Galloway, *CEO, OppSource*

AI and machine learning will underpin the future of sales, SAM and the overall future of customer engagement. There is a lot of hype, yet little actionable reality. Early application falls short in helping SAMs nurture and engage customers in an effective, meaningful manner.

This breakthrough session will demonstrate the convergence of "thoughtware and software" to fundamentally disrupt and transform the strategic customer engagement at all levels. This convergence will now allow you to re-engineer your SAM coverage model. It is less dependent on customer-facing personnel, with the ability to make all customer-facing engagement activities more effective and efficient. This session will demonstrate a breakthrough unified sales and engagement platform that sits between MAP (marketing automation platform) and CRM (customer relationship management) software.

The session will showcase the alliance between the highest level of SAM and sales acumen with the most advanced AI platform in the strategic selling world. This platform gives complete visibility into an account, allowing a SAM to manage all the relationships in a single account and see how they're all interrelated. This makes it possible to engage with relevancy at an individual level in an efficient manner. As part of



this engaging and interactive session, this new reality of SAM engagement will be validated by real-world case studies.

Join us to see how this new convergence of acumen and technology are creating real impact, and how this new capability is re-inventing SAM.

NEW Session 38. Digital transformation phenomenon, overcoming procurement barriers in deploying IIoT technology to create sustainable ROI

Level: All audiences

Presenters: Maruti Dey, *Global Strategic Account Director, Emerson*; Nathan Young, *Associate Director, Procurement, Florida Operations, Teva Pharmaceuticals*

Historically, there is an established methodology for working with procurement on capital projects by leveraging standard practices and presenting the most viable solution to customers. However, the ballgame is changing with digital transformation and the industrial internet of things (IIoT). Now end users want to incorporate the latest in IIoT technologies into both the CAPEX (capital expenditure) and OPEX (operating expenditure) sides of the business.

In this session, Nathan will provide candid insights into the procurement function and how non-technical stakeholders can help or hinder established key accounts in investing in IIoT, especially when using traditional simplistic “apples to apples” price-based comparisons. By understanding exactly how clients calculate procurement savings and develop ROI (return on investment) business cases, SAMs can avoid repetitive bidding practices, address purchase price barriers and demonstrate QBRs (quantifiable business results) through a formal supplier performance management program.

From Maruti's supplier perspective, there's a competitive advantage by incorporating digitalized products into existing sales channels, without waiting for large complex capital investment programs. It starts with identifying the customer's key technical stakeholders who advocate innovation and also hold power or

influence. By leveraging that relationship and showcasing the technology, suppliers can then shift procurement's focus from purchase price to holistic value.

We will dive into the process of incorporating IIoT, sharing common pitfalls and best practice examples.

Session 39. Value propositions under attack

Level: Intermediate/Advanced

Presenters: Bill Moore, *VP Business Development, ERIKS North America*; Jesse Shoff, *Strategic Account Manager, ERIKS NV*

In the industrial MRO (maintenance, repair and operating) supply chain, market advances in online capabilities are changing traditional supply chains, resulting in end users attacking value propositions like never before. Much like the experience in retail goods, the ability of the buyer to “go around” sellers who offer product knowledge, on-site support and local service, the industrial sector is in the midst of changes that are requiring both manufacturers and distributors to re-think their value propositions. This interactive session will give examples from ERIKS (an industrial distributor who operates in Europe, North America and Asia) that illustrate the challenges they and their manufacturers face and how they are changing with the new business models in their marketplace.

NEW Session 40. Aligning your SAM program to a new company culture

Level: All audiences

Presenter: Andre Dube, *Vice-President Sales Eastern Canada, Wajax*

When your company goes through a major cultural shift, it becomes critical to ensure your SAM program adapts and aligns accordingly. The opposite will create a complete disconnect between your SAM program and the rest of your organization. See how a 160-year-old company going through its biggest cultural shift managed to adapt its SAM program without disrupting the business and while growing its strategic account market share.

Session 41. Transforming sales outcomes by transforming sales messaging

3-hour session

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 importantly, driven by critical ideas rather than a deluge of fact and data. This session will take a deeper dive into application.

Tim Pollard will initially explain what's wrong with messaging models in use today. Then through the lens of a Rockwell Automation, Cisco Systems or Johnson & Johnson 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 salesforce productivity.



NEW Session 42. 20/20 SAM vision: What great account planning looks like in 2019

Level: All audiences

Presenters: Steve Andersen, *President and Founder, Performance Methods, Inc. (PMI)*; Denise Juliano, *Group Vice President, Life Sciences, Premier Inc.*; Ron Davis, *EVP, Head of Customer Management, Zurich Insurance*; Dave Juda, *Director Livestock Strategic Account Manager Development, Zoetis*

This 1.5 hour session will be a facilitated panel discussion featuring three expert panelists representing pharma/life sciences, financial services and manufacturing/technology. Steve Andersen will introduce a tool that PMI has developed from within the SAMA community that provides participants with a model of “what great account planning looks like,” and the session will begin with participants conducting a self-assessment of their own implementations of strategic account planning. Following this assessment, a discussion will be facilitated using the “Great Account Planning” (GAP) model in which the guest panelists will provide insights regarding:

- How their organizations have implemented GAP best practices
- Their experiences and lessons learned in implementing GAP best practices
- Their GAP journeys to be “best in class”
- Where they’ve seen the highest returns and the most significant challenges in pursuit of GAP

Specific areas of emphasis will include:

- Culture and leadership to support SAM
- SAM Program infrastructure and organization
- Internal alignment and team collaboration
- Growing and leveraging strategic customer relationships
- Value co-discovery and co-creation
- SAM metrics, incentives and recognition
- SAM sponsorship, coaching and adoption
- Technology enablement for SAM execution

The session will close with participants being challenged to select two GAP categories in which they will proactively seek to drive improvement within their organization and/or account team in 2019.

NEW Session 43. 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*

Panel: Gordon Galzerano, *Director of Next Generation Sales and Leadership Development, Cisco*; Celwynn Critchley, *Director Strategic Account Management, Medtronic*

Leaders from global SAM programs and Commercial Operations/Learning & Development will 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.

Session 44. Redefine strategic negotiation: A consumable framework for systematically blueprinting a business negotiation

3-hour session

Level: All audiences

Presenter: Carrie Welles, *Partner, Think! Inc. & 5600blue*

Most SAMs are getting adept at using your account management process to sell value at multiple levels in your customer’s organization. No matter how seasoned the SAM, the difficulty in negotiation often begins when the business owner “turns you over to procurement,” or the procurement team you interact with from the start asks you to “go back and sharpen your pencil.” Now you are in the reactive position of having sold value and

regressing back to negotiating price.

In this enormously practical and “how-to” session, you will learn a simple and consumable approach to complex business negotiations and will have the opportunity to audit your own skills to see how you stack up. This systematic framework, a Negotiation Blueprint, is focused on three concepts: 1) Consequences of No Agreement for both sides, 2) Monetized Trades that expand the value for both sides, and 3) Multiple Options that organize customers’ thinking and cut down the negotiation cycle time significantly. These concepts, that should start far earlier in your sales cycle, are essential to proactively managing a better outcome for your deals and are particularly helpful for SAMs who manage a virtual account team.

NEW Session 45. Creating a disruptive financial narrative to gain C-suite mindshare

Level: All audiences

Presenters: Chris Ferguson, *VP, Business Development & Delivery, The Summit Group*; Steele Faust, *Senior Director of U.S. Sales and Service, Mayo Clinic Labs*; Patrick Bezenek, *Regional Director of Sales, Mayo Clinic Labs*

What do you do when your competition declares publicly that they are going to aggressively buy your customers or make upfront payments to secure long-term contacts?

This interactive session will draw on 20 years of experience working with boards of directors and the C-suite, to share our process of creating a compelling, disruptive financial narrative that can be shared with your customers and used to change the perspectives of decision makers.

We’ll focus on quantifying the impact of your strategic business partnership in the customer’s terms - to enable them to change the narrative internally and deepen your relationship with your customer, while blocking your competitor’s strategy. The Summit Group will co-present our application of this process with Mayo Clinic, and the presentation we developed to change the narrative within Mayo’s customers.



At the end of this highly-interactive session, you will be able to:

- Understand the building blocks for creating a disruptive financial narrative
- Define the key message in your board-ready business case
- Understand how to present clear options for your customer, demonstrating the long-term financial benefit of your solution to them
- Build a board-ready business case that your customer's C-suite can leverage in their organization

NEW Session 46. Change ahead! (a continuation of a nEXtchange presentation)

Level: All audiences

Presenter: Adrian Davis, *President, Whetstone Inc.*

Adrian uses his personal journey as a window into buyer psychology. He helps suppliers go beyond showing up and selling solutions to becoming a trusted and vital resource to buyers on their personal journey. He demonstrates the power of storytelling firsthand and shows suppliers how to harness the power of story.

His approach to getting suppliers to arrive at the understanding needed to elevate engagement has been described as electrifying, provocative and transformational.

NEW Session 49. Naked sales: How design thinking reveals customer motives & drives revenue

Level: All audiences

Presenter: Ashley Welch, *Co-Founder, Somersault Innovation*

Most of us in account management don't discover what motivates our customer, and their customers. Instead, we focus on finding a fit for our company's offerings and closing the deal. However, by focusing first on what our customers care about, we super charge our ability to be a Trusted Advisor and reduce our risk of missing bigger opportunities.

In this session, you will learn the same tools that our clients, like Salesforce, Forrester Research, Workday and others are using in their account planning process. You will gain several practical tools from the world of design thinking which can be quickly applied to your account planning and discovery process. Specifically, you will:

- Gain a general understanding of design thinking and the power it brings to sales
- Learn three concrete tools that can support Discovery and Account Planning

Have you ever wondered how your company's SAM practices measure up?

See what best-in-class looks like when we announce winners of the 2019 SAMA Excellence™ Awards. In Orlando, SAMA will crown winners in the following categories:

- ★ *Implementation of a disciplined process to quantify and monetize specific customer value solutions*
- ★ *Implementation of specific customer engagement strategies enabling, and successfully impacting, the co-value creation process*
- ★ *Outstanding young SAM program of the year (<5 years)*
- ★ *Outstanding young SAM program of the year (>5 years)*

New in 2019 –

SAMA Global Customer-Centricity Award, recognizing the most outstanding example of embedding the customer at the center of its corporate strategy

Recent past winners represent a dynamic collection of market leaders who succeed by institutionalizing the best practices of strategic account management. They include Arcadis, DHL, SKF, Pfizer, Siemens, Johnson Controls, Zurich Insurance, 3M, Adobe, Ecolab and others.

Learn the identities of this year's winners during the morning general session on Tuesday, May 21.





S A M A

SAMA's 2019 Annual Conference venue:

Hilton Orlando Hotel

Orlando, FL

SAMA is excited to host the 2019 Annual Conference at the beautiful Hilton Orlando. With modern amenities and plenty of light and open space for learning and networking, it's the perfect venue for SAMA's exceptional event.

Hilton Orlando offers the perfect location near International Drive shopping and dining, and just a short drive to SeaWorld® Orlando, Universal Orlando™, and Walt Disney World® Resort.

The resort features a lazy river, waterslide, fire pits, spa and fitness center and tennis, basketball, volleyball and bocce courts.

POW-er up at the conference networking dinner event Tuesday, May 21. This off-site event is sure to be a MARVELous time. (Tights and capes not included)



Register or select sessions at www.strategicaccounts.org/samaAC19

SAMA ANNUAL CONFERENCE

MAY 20-22, 2019

Pricing (subject to change)

Membership Level	Pricing
Corporate	\$2,600
Individual	\$2,750
Non-member	\$2,950

Register at:

strategicaccounts.org/SamaAC19 at your convenience.

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 SAMA Annual 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.

Follow us for the latest conference updates, promotions and videos:

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HILTON ORLANDO HOTEL

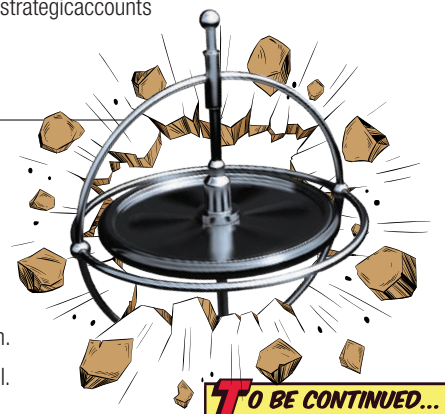
6001 Destination Pkwy
Orlando, FL 32819

SAMA room rate: \$235 + tax per night

SAMA reservation block:

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

Please note: The cutoff for reservations is 5pm EST Tuesday, April 23, 2019, or when the SAMA room block is full.



Thank you to all our Conference sponsors:



Interested in sponsorship? Contact: Ashley Lundgren at +1-312-251-3131, ext. 27, or lundgren@strategicaccounts.org

Companies send their best people to SAMA conferences year after year because they know it gives them a critical edge in an increasingly competitive business landscape. Your customers and competitors will be in Orlando. Will you? A partial list of past attendees includes:

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