

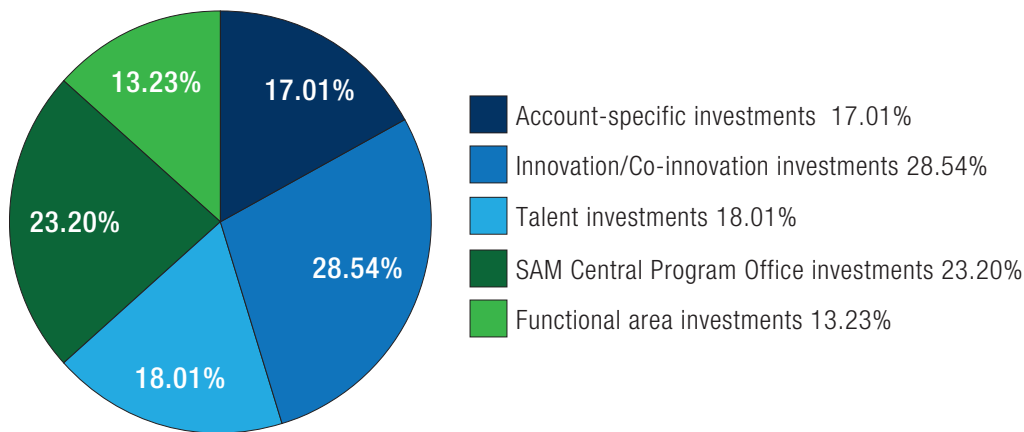
Investing in a strategic accounts organization

SAMA Research's 89-page Top-Line Report on *Metrics to Help Calibrate the Right Investments for a Strategic Account Organization (SAO)* covers several critical aspects of a supplier's SAM-related investments, including:

- Prioritizing and allocating investment monies
- De-prioritizing and de-funding inefficient investments
- Decision-makers who will make and/or influence the investment decisions
- Identifying the optimal metrics to measure success for different types of investments
- Identifying the non-financial metrics also influencing investment decisions
- Capturing and aggregating new and different customer data related to investment metrics
- Determining where the money for investments comes from
- Identifying and funding new opportunities requiring immediate action

Sample findings...

Current Investment Allocation across 5 Key SAO Investment Areas (Mean %)



ACCOUNT-SPECIFIC INVESTMENTS

Top Five Decision-Makers Account-Specific Investments

Head of Strategic Accounts	59.84%
Head of Business Unit/s	43.31%
VP of Sales and/or Marketing	42.52%
Area Managers	28.35%
Country head	22.83%

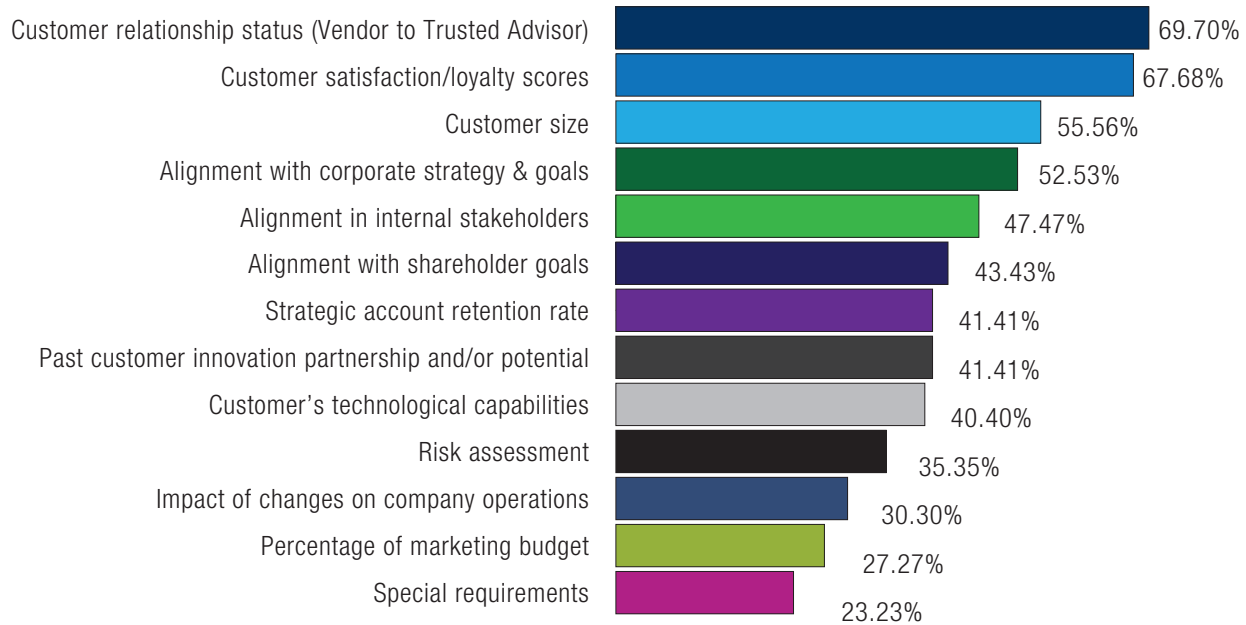
Average # of decision-makers 2.91

Top Five Financial Metrics Used By Primary Decision-Makers Account-Specific Investments

Annual Rate of Growth	75.47%
Gross profitability	58.49%
Customer P&L	56.60%
Customer Spend Share	51.89%
Market Share	51.89%

Average # of metrics used 9.00

Other Considerations Important to Internal Decision-Makers: Account-Specific Investments N=99



**Factors Influencing Decisions
To RAISE Investment Levels**

Competitor/Market pressure	54.54%
Customer business expansion	48.96%
Upward trending of financial metrics	44.08%
Immediate need	41.67%
Shareholder pressure	41.67%

**Factors Influencing Decisions
To LOWER Investment Levels**

Downward trending of financial metrics	46.81%
Reordering of corporate priorities	44.21%
Customer business contraction	42.56%
Immediate need	37.63%
Shareholder pressure	33.33%

Survey participants each received a free copy of the report. Corporate member companies of SAMA that participated in the survey also receive free access, upon request. Contact membership@strategicaccounts.org if you're unsure whether your company participated.

This Trends & Practices study is the first of four such studies:

- Investment metrics for a Strategic Accounts Organization
- Relevance and effectiveness of SAM KPIs within the SAM Process
- Factors influencing alignment of talent for account performance
- Account Team Dynamics Impacting Performance and Relationships

SAMA research studies are also available for purchase from <http://www.strategicaccounts.org/resource/searchResults?search=&resTypeList=Research&from=&to=&submit=Search+for+Resources>

Source: *Metrics to help calibrate the right investments for a Strategic Accounts Organization*, SAMA Research. Strategic Account Management Association, 2018.