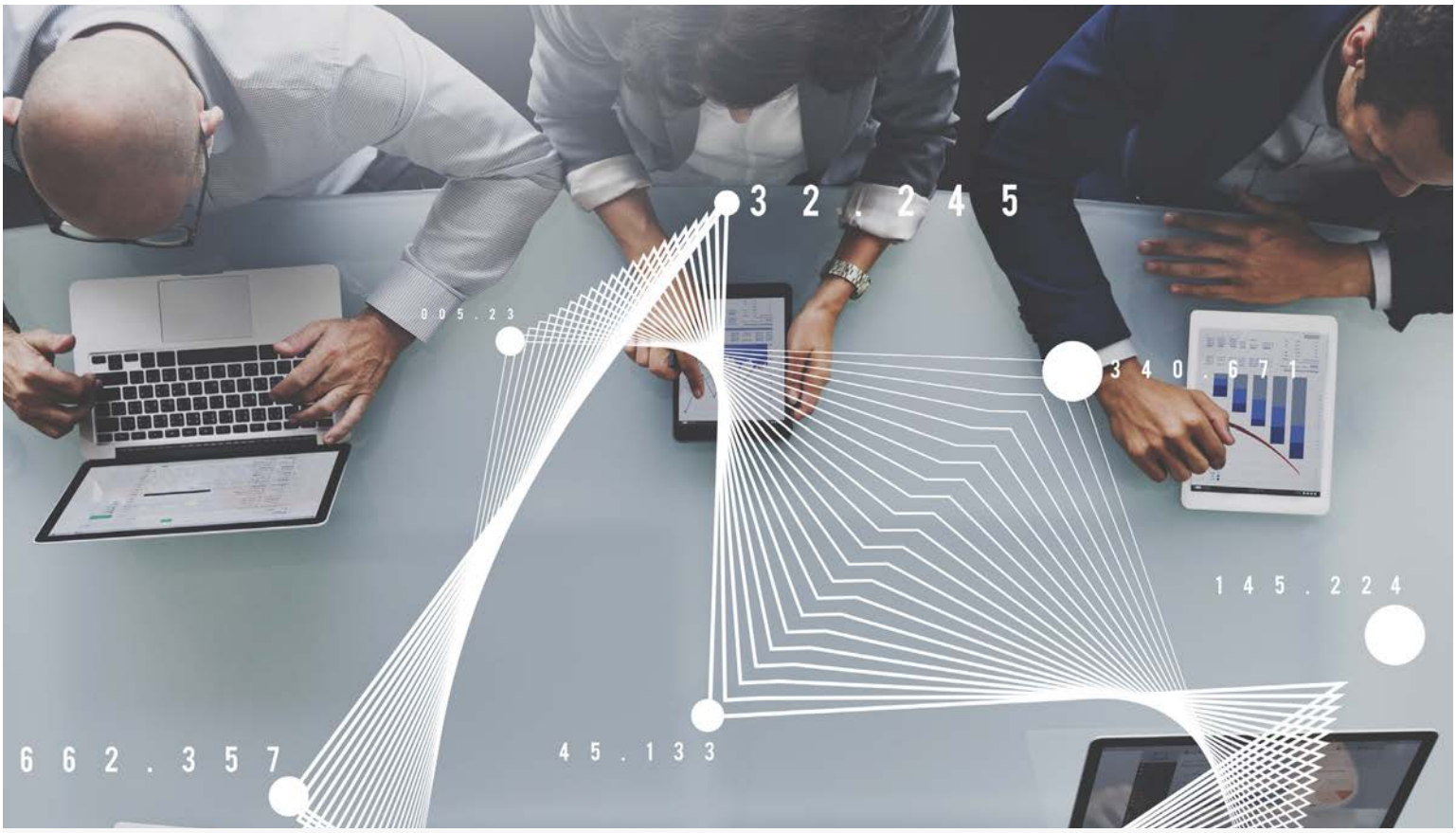
SAMA
Resources



Resource:: Reference Materials

SAMA's SAM COMPETENCIES & SKILLS - DEFINITIONS

SAMA 2017

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SAMA's Best-in-Class SAM Competency Model®

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1.0 UNDERSTANDING ORGANIZATIONAL PRIORITIES

Ability to understand your company's and customer's industries, markets and business models. Determine customer's buying behavior and metrics for supplier relationships. Map organizational structure and relationships to identify champions, influencers and decision-makers. Understand your company's corporate strategy and business objectives, and those of the customer. Document knowledge of everywhere the customer "touches" your company and everywhere your company could potentially touch your customer. Profile customer's competitive position vis-à-vis their competitors as well as your competitors' positions vis-à-vis your customer. Identify the key internal company stakeholders and functional resources currently and potentially required for effective management of the customer's business and opportunities.

1.1 Customer Orientation

a.) Proactively identifies and anticipates customer requirements, expectations and needs.

b.) Demonstrates a strong desire to help customers make their business successful.

c.) Represents the voice of the customer within the company.

1.2 Company Knowledge

a.) Demonstrates knowledge and understanding of your company including its businesses, organizational structure, value drivers, products and services, and competitive market positions.

b.) Is aware of multifunctional assets of the company and understands their potential value to the customer.

1.3 Industry Knowledge

a.) Demonstrates knowledge and understanding of relevant industries and markets, economic trends and value drivers, threats and opportunities, and current growth and future potential.

1.4 Customer Knowledge

a.) Demonstrates knowledge and understanding of the customer including its businesses, organizational structure, value drivers, products and services, and competitive market positions.

b.) Gains broad perspective of emerging trends and initiatives involving customers' competitors.

c.) Gathers information to understand customers' business strategies and their view of their market opportunities.

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2.0 STRATEGIC ACCOUNT & OPPORTUNITY PLANNING

Ability to incorporate business intelligence and determine a go-to-market strategy through internal planning planning sessions. Defines and manages the solution development process, develops adifferential value proposition and values the ROI for both the customer and the company. Manages funnel of short- and mid-term opportunities and pre-formulates specific project management requirements. Provides for post-deployment customer support and evaluation. Requires the ability to include the customer in the planning process.

2.1 Strategic Thinking

a.) Leads the process of developing a clear and winnable strategy to deliver the vision of what the customer supplier relationship can be.

b.) Goes beyond conventional modes of thinking and approaching problems, and creatively develops innovative, alternate possibilities beyond the obvious.

c.) Imagines different ways of strengthening the relationship, increasing loyalty and increasing market share.

d.) Makes decisions regarding resource allocation to ensure deliverables, and including where not to invest resources.

2.2 Financial/Business Acumen

a.) Understands, analyzes and interprets financial data relative to the company's and customer's interests and priorities, as well as the customer's customer.

b.) Demonstrates your organization's value to customer in terms of customer's financial strategies and measures.

c.) Searches actively for efficiencies and productivity in the way your organization serves customers.

d.) Searches actively for ways in which he/she can contribute to customer profitability.

e.) Quantifies the value of the solution in terms of the customer's financial strategy and ROI.

2.3 Value Analysis and Opportunity Insight

a.) Creates the customer value proposition and positioning considering industry, customer and competitive factors.

b.) Identifies and maps the customer business and value chain, and gains insight on value addressing customer's priorities, needs and objectives.

c.) Effectively analyzes company capabilities against the customer to determine fit and opportunities, and "solutions" of products and services that meet customer-defined value.

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3.0 JOINT SOLUTION DEVELOPMENT, CO-CREATION & REACHING AGREEMENT

Ability to communicate credibly and effectively at the customer CxO level, demonstrating understanding of the customer's financials and financial strategy. Provides thought leadership on customer's business issues and priorities, uncovers and validates key challenges. Engages the customer in the account planning process and works collaboratively to identify value-based solutions. Co-creates innovative solutions in areas of highest joint potential and innovation. Quantifies the differential solution/value proposition vis-à-vis competitors demonstrating mutual ROI. Sells high and wide throughout the customer organization—managing procurement and multi-level relationships with the support and coordination of the account team. Negotiates and reaches agreement on company engagement and specific deals, specifying resource commitment and allocations internally and at the customer.

3.1 Communication & Influence Skills

a.) Actively listens beyond product needs.
b.) Adds new dimensions to the customer relationship by creatively drawing on the full resources of the company.
c.) Effectively articulates a value proposition.
d.) Delivers Boardroom level presentations.
e.) Plans and facilitates highly effective meetings, ensuring all objectives are met with minimal wasted effort.
f.) Persuasively promotes your ideas (e.g. with enthusiasm, conviction and assertiveness).
g.) Provides compelling rationales for arguments (e.g. shows how your positions address key organizational needs and priorities).
h.) Builds a broad base of support among key decision-makers and influencers (e.g. links your proposals to their needs, interests and concerns).
i.) Openly addresses conflict.

3.2 Value Co-Creation

a.) Questions and challenges the status quo.
b.) Suggests new ways in which customers can bring added value to their customers.
c.) Collaborates, and validates the value of the solution/value proposition, with the customer.
d.) Integrates customer and company strategies to identify synergies.

3.3 Negotiation Skills

a.) Creates measurable, short- and long-term business value by taking pressure off price.
b.) Applies a process-oriented approach.
c.) Aligns internal negotiation stakeholders.
d.) Employs strategic pricing strategies.
e.) Ensures win-win outcomes.

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4.0 MULTIFUNCTIONAL ACCOUNT TEAM LEADERSHIP

Ability to create a team vision and strategy for effective account plan development and execution. Builds and aligns the account team to customer's key functions and requirements, jointly developing team goals and KPIs. Requires ability to establish trust, motivate and coach team members through regular communications, access and inputs to centralized information on account data, activities and best practices. Structures role and deployment of internal Executive Sponsor/s for account team goals and customer relationship objectives.

4.1 Interpersonal Relationship Skills

a.) Develops and sustains trustworthy business and personal relationships at all levels of the customer and your organization.

b.) Manages a complex web of relationships with key stakeholders, balancing differing agendas and championing the overall customer strategy for enterprise business outcomes.

c.) Uses leadership and entrepreneurial skills to creatively engage others in strategic thinking.

d.) Understands the importance of political factors impacting the selection of desired relationships and assessment of personal agendas.

e.) Displays honesty and integrity, and honors company, customer and personal commitments.

4.2 Team Leadership

a.) Builds a team vision and identity for multifunctional collaboration and management of a strategic customer.

b.) Manages core team deployment for customer relationships and key stakeholders through prioritization and organization of resources, application of financial understanding and project management.

c.) Leads the team in the account planning and solution development processes, jointly creating team goals and metrics.

d.) Works effectively in deploying the team's executive sponsor internally and externally.

e.) Ensures the use of centralized account activity and data for timely access by the team and executive management.

f.) Effectively navigates own company to identify and influence extended network of stakeholders.

g.) Models and coaches effective account management and value-selling skills.

h.) Ensures alignment of team and stakeholders across the company to customer requirements and deliverables.

4.3 Cultural Knowledge and Sensitivity

a.) Demonstrates knowledge, understanding and empathy for cultural differences (between companies and national/regional cultures).

b.) Adjusts to varying customs and traditions impacting business operations and corporate and personal relationships.

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5.0 OVERALL RELATIONSHIP & OUTCOME MANAGEMENT

Requires accountability for the sustained health and improvement of the overall customer relationship through regular business reviews against the performance dashboard and customer communications. Maintains and augments role as a trusted thought leader in individual customer relationships, and owns the customer satisfaction/loyalty metrics. Maintains the internal network of relationships and aligns the internal and external commitments leading to execution of company and customer requirements and the achievement of desired business outcomes.

5.1 Responsible for the Corporate Customer Relationship

a.) Demonstrates responsibility for the enterprise relationship between company and customer, and the relationships of customer executives and key functional stakeholders.

b.) Ensures compliance with customer's supplier relationship metrics.

c.) Proactively seeks out frank customer feedback and probes deeply to surface and understand the tough issues.

d.) Oversees customer satisfaction and loyalty measurements, identifies and addresses key issues in a timely manner.

5.2 Process Discipline

a.) Demonstrates consistent, methodical work habits to drive and complete the account management process, within time and resource constraints.

b.) Seeks ways to continually improve both process efficiency and productivity.

c.) Apportions and prioritizes the time and effort required to meet specific goals, objectives and deadlines.

d.) Uses meeting time well to maximize group/team productivity and outcomes.

e.) Keeps the team's workflow in alignment with the ultimate goals.

f.) Strives for operational excellence across the company.

5.3 Accountability for Business Outcomes

a.) Follows through on commitments with both the customer and their company.

b.) Meets or exceeds business objectives.

c.) Accepts personal responsibility for meeting commitments and delivering on plans.

d.) Demonstrates ownership of the outcomes.

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