

Table I
Continuum of Strategic Account Teams

	Fluid Teams	Dedicated teams
Goals		
Account objective	Nurture relationship; grow revenue to justify a dedicated team	Vital to organization; achieve strategic organizational goals; competitive advantage
Relationship		
Exchange between organizations	Ad hoc, determined by situation	Formal rules of engagement; often based on norms
Relationship basis	Each entity seeking to optimize	Joint optimization
Relationship management	Primarily by key account management (KAM) with occasional sales manager or senior executive involvement	Senior management deeply involved in relationship building
Solutions		
KAM's account focus	None to little customization Typically part time	Highly customized Dedicated to account
Organizational Commitment		
Resource commitment	Low to moderate	High—team could have its own profit and loss and be considered its own business unit Dedicated resources
Resource access	Low to moderate	High access to all organizational resources (e.g., people, processes)
Team Characteristics and Authority		
Membership	Fluid, no dedicated members; support from specialists	Relatively stable with dedicated team members, supported by specialists
Team composition	Based on sales opportunity	Based on buying organization and strategic goals
Reporting structure	Dotted line, at best, from specialists to KAM	Dedicated team members report to KAM; specialists will be held to high level of accountability
Budget authority	Limited	Budget for creating customer solutions
Pricing authority	Limited, defined boundaries	Structure creative deals, including profit based
KAM Characteristics		
KAM position	Salesperson	Executive rank
KAM compensation	Moderate to high, commission and bonus opportunities	High, bonus opportunities

Bradford, Kevin, Goutam N. Challagalla, Gary K. Hunter, and William C. Moncrief (2012), "Strategic Account Management: Conceptualizing, Integrating, and Extending the Domain from Fluid to Dedicated Accounts," *Journal of Personal Selling and Sales Management*, 32, 1 (Winter), 41-56.

Authors listed alphabetically representing equivalent contributions.

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