

**Table 2**  
**Performance Outcomes—Fluid Versus Dedicated Strategic Account Teams:**  
**Direct Outcomes, Results, and Issues**

	Fluid Teams	Dedicated Teams
Firm Level		
1. Customer Lifetime Value	Dependent on relationship with SAM. Increased effort on account.	Team provides some continuity over time CLV increased.
2. Sales Volume	Increased for organization. Customers tend to be high volume.	Increased for organization. Customers will be high volume.
3. Profit	Higher than dedicated. Expenses are decreased due to fluid nature of team.	Increased because of focus on key account—less than fluid because of permanent expense.
4. Market Share	Increased because of more focus on key account.	Increased because of more focus on key account.
5. Innovations	Slight increase because of team expertise but dependent on SAM.	Increased because of team expertise and diversity.
6. Efficiency	Not as efficient because of team members entering and existing the team.	Permanency of team provides more efficiency.
7. Effectiveness	Team members added as specific skills are needed.	Highly effective because team is routinely working together.
8. Increased Productivity	SAM becomes much more productive with added team skills.	Permanency of team produces high-level productivity.
9. Improved Quality	Quality increases with added resources.	Permanency of team produces high-level quality.

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.

**JPSSM’s 30<sup>th</sup> Anniversary Special Issue.**

**Table 2 (Continued)**  
**Performance Outcomes—Fluid Versus Dedicated Strategic Account Teams:**  
**Direct Outcomes, Results, and Issues**

	Fluid Teams	Dedicated Teams
<b>SAM Individual Level</b>		
1. Compensation	How do we compensate team. SAM may be commission/bonus.	Most likely salaried because of permanency of team.
2. Quota	Individual quota.	(SAM) Team quota.
3. Sales Volume	Typically not key performance measure—more interested in relationship.	Typically not key performance measure—more interested in relationship.
<b>SAM Team Outcome</b>		
1. Compensation	Team members salaried. SAM salaried or commission.	Bonuses for team.
2. Effectiveness	Interaction problems.	Well-oiled machine,
<b>Environmental Factors</b>		
1. Client Climate	More appropriate for rapidly changing customer needs.	More appropriate for stable customer needs.
2. Industry Effect	More effective for technology customers—bring in expertise as needed.	More appropriate for consumer goods.
3. Market Effects	More appropriate for emergent or growth markets.	More appropriate for growth or mature markets.
<b>Internal Organizational Factors</b>		
1. Conflict	Creates more conflict because of lack of permanence of team.	Permanency minimizes conflict.
2. Collaboration	Must be created.	Built in.
3. Cohesiveness	Individual teammates have differing motivations.	One team mentality.
4. Communication		
Internal	Dependent on SAM.	Built-in channels.
External	Maintained by SAM.	Multiple sources of communication.
5. Proximity	Potentially scattered across company.	Tend to be more closely aligned physically.
6. Social Integration	Very little.	Permanent teammates.

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