

Implementing Successful Key Account Management (KAM) Strategies

As larger and more integrated networks are able to leverage greater economies of scale to maintain lower costs and increase quality care delivery, it is expected that Integrated Delivery Networks (IDNs) will continue to expand in scale and capabilities.

There is no question that navigating, let alone penetrating, this complex and emerging IDN landscape and other large Physician Group customer segments is extremely challenging for pharma manufacturers. To compete, companies will need to shift their traditional account management strategies to effectively prove their value proposition and create mutually beneficial B2B relationships.

Set the Account Strategy

While complex, these integrated networks are ripe with opportunities for those manufacturers that can evolve quickly to capitalize on these key accounts. In engaging these highly influential accounts, pharma manufacturers will need to understand the market in a detailed fashion and develop flexible go-to-market models.

By first evaluating the characteristics of targeted IDNs and Medical Groups, both quantitatively and qualitatively, companies can develop go-to-market models specific to each distinct account segment.

Manufacturers must understand the required competencies and capabilities essential for success in the field. New processes must be developed and implemented along with relevant KPIs and metrics to feed revised incentive compensation plans to drive desired behaviors and measure the progress of the program.

New organizational structures and governance models are also critical to the successful implementation of these new selling models. Disciplined pilot plans must be in place to measure the outcomes of newly created roles and allow for model refinement along the way. By always keeping the Voice of the Customer in mind, account teams

can refine the models over time based upon customer preferences. At this juncture, many manufacturers are somewhat uncertain where and how much to invest in new capabilities critical to support product growth in these strategic accounts.

With the advent of healthcare reform, ACO preparation, P4P, HIT and outcomes focus, manufacturers must deliver stand-out, compliant, customized solutions that support a coordinated care approach—all while following NCQA/HEDIS guidelines for an improved and more efficient approach to patient care. By implementing these therapeutically-specific patient journeys, IDNs and Physician Groups can focus on improving the patient experience while increasing patient throughput.

Before initiating a KAM program, pharma manufacturers must adopt a robust methodology that will drive success in developing the account go-to-market strategies through implementing a fully equipped KAM and other multi-channel engagement approaches. Capgemini Consulting's leading methodology will provide the following key steps for a successful implementation:

- Account segmenting and targeting
- Account characterization and profiling
- Go-to-market strategy development
- KAM capability and competency development
- Implementation planning and design (pilot or full rollout)
- Adoption of leading-edge, enabling technologies for improved account team collaboration and communication

Connect Account Teams

After the KAM strategy or other go-to-market models have been defined, attention must shift to how to implement these new strategies and models. Manufacturers must consider utilizing innovative technologies for improved account team selling collaboration with real-time information exchange on IDNs and Medical Groups as reported by the entire account team and other external data sources. These tools will improve an account team's ability to communicate and collaborate with the field teams and with headquarters for special requests and access to other internal account-facing teams. Today, these digital tools are often outside of traditional sales force automation programs. Utilizing existing platforms, such as iPads and other tablets, these more advanced collaboration tools bring KAM to the next level.

Sustain a New Way of Working

The successful transition to KAM and account team selling models is a major business transformation, so it must not be taken lightly. Change management, communications and training are critical as people will now be working differently in a changing market environment. Also, by revisiting how individuals and account teams perform, companies can develop a robust performance management program along with updated governance structures to drive this new way of working.

By using Capgemini Consulting's leading methodology for account management strategy definition and implementation, our life sciences practice can support your organization

end-to-end with a robust, successful implementation. We help our clients plan, execute and track the performance and outcomes once the new models have been implemented—always keeping the Voice of the Customer driving us forward.

For more than 25 years, Capgemini Consulting's global life sciences practice has helped organizations address strategic and transformation opportunities across the entire value chain, from R&D to supply chain to commercial functions, including access and reimbursement. We work with leading pharmaceutical, biotech, medical device and diagnostic companies, along with animal health, agrichemical and specialized distribution companies.



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