

Focus on KAM Champions

The next few pages will focus on the role of KAM champions, precisely because it rarely receives the focus it deserves. But we have seen, over and over again, that without someone (or preferably more than one) to take up this role, KAM initiatives easily falter, lose concentration, achieve little and are abandoned.

If something has been tried once and not succeeded, the difficulty of revisiting and reinstating it is vastly increased. KAM needs a driving force behind it, from the beginning at least as much as any other new initiative and maybe more, because of its intrinsically cross functional nature.

As these next two articles will demonstrate, there is a great deal of work to be done to secure KAM in an organisation. To name just a few:

- Cultivating at least one Board level sponsor and KAM enthusiast (takes time and continuous effort, but vital)
- Keeping senior management on board across all functions and providing solutions to 'boundary' disputes
- Generating optimally effective tools, frameworks and metrics to ensure consistency and save time, tailored to the organisation (but don't believe they are enough on their own)
- Developing and delivering appropriate training across the organisation, not just the key account managers
- Paving the way for the creation, understanding and operation of key account teams
- Creating attention-gaining events and positive stories
- Creating and maintaining a KAM community, so key account managers can keep learning and support each other
- Communicating KAM success inside and outside the company
- And there's more...

Companies wouldn't expect other corporate initiatives to succeed without any input of resource or investment, so it seems strange that they often launch KAM on the cheap. It's truly a false economy. Take a look at what the Pfizer team and Vetoquinol's KAM lead have done to get where they are and judge for yourself!

Championing Key Account Management: The Pfizer Center of Excellence



About the KAM Center of Excellence

Pfizer believes that Key Account Management (KAM) is critical to ensuring long-term reputational and commercial success, whilst also supporting our customers as they strive to deliver the highest quality of care to their patients. With this in mind, Pfizer recognized that an enterprise-wide shift would be required to address and evolve the structure of traditional sales, in order to create a more agile and innovative customer-centric approach via KAM.

An internal research project nearly five years ago highlighted the need to improve the understanding and application of KAM best practices. So Pfizer established the Key Account Management Center of Excellence (KAM CoE).

The KAM CoE was created to provide consistency in language and processes, support the business to build expertise and capabilities in KAM, encourage the introduction of identified best and future practice, and ensure that all market teams are prepared to

engage with their Key Accounts as effectively as possible. The KAM CoE aims to achieve this by delivering:

- **Organizational alignment:** Driving consistency across the organization in terms of language, skillsets, process and standard setting
- **Capability development:** Upskilling individuals and teams to transform Pfizer into an account-centric organization, allowing for market nuances and tailored to local needs
- **Change enablement:** Empowering and facilitating the transition one step at a time, showcasing best practice and highlighting success every step of the way.



K.A.M.
Center of Excellence

Championing Key Account Management: The Pfizer Center of Excellence (cont.)



The KAM CoE strategy and offerings

The KAM CoE's strategy and application of KAM aligns to true general KAM best practice; however, the KAM CoE has built specific models and frameworks that are relevant and bespoke for the pharmaceutical environment, which aim to provide industry-specific guidance for tailored execution at the local Pfizer level.

One specific example of this is the KAM CoE 'Six Essentials Framework' for effective implementation of KAM. Each of the six components is built on evidence-based proven methodologies and has led to a framework that supports Pfizer across all customer types.

- **Leadership & Culture** – Senior leaders and managers foster a culture that supports customer centricity and a KAM approach
- **Organization** – Country teams set up to reflect and support a KAM approach and provide clear functional roles, responsibilities, and an enabling framework
- **Account Understanding & Planning** – Drive an account focused approach via account insight, segmentation and selection
- **Account Value Propositions** – Build value propositions to supplement or brand and create content to best serve a customer's need
- **KAM Capabilities** – Defined process for Key Account manager selection, and support to improve KAM capabilities, curriculum, training and development
- **Metrics** – Clearly mapped KPIs and measurement for Key Accounts and Key Account managers

The KAM Center of Excellence approach

The KAM CoE Team recognizes that building KAM capabilities correctly across an entire organization requires cross-functional collaboration and careful planning.

A tailored program suitable to the needs of each market must be created to ensure the market's successful transition to KAM, and this is what the CoE aim to do in partnership with country teams through a robust offering. The core elements of the KAM CoE offering include:

1. Consultancy

- Partnering with commercial leaders, understanding market nuances and requirements
- Implementing capability and competency assessments to highlight strengths and opportunities for development
- Provide guidance to create country-specific KAM market action plans
- Support markets in implementing tailored Key Account Plans, agreed

upon metrics, and to measure and report progress

2. Capability building

- Hosting KAM Best Practice Program workshops to instil world-class skills
- Provide access to internal and external experts to share knowledge and support the KAM transition across the market
- Maintain contact with experienced practitioners and proven best practice examples
- Enable KAM career evolution and professional development

3. Resources

- Tailoring tools and processes to guide market-level KAM planning and execution
- Provide templates to equip country teams to build KAM practices and capabilities
- Develop platforms for best practice sharing
- Extend KAM knowledge through additional best-in-class literature and learning
- Build and promote an online hub as a central go-to information resource

Championing KAM: The Pfizer CoE (cont.)

Other essential tools and resources that have been developed by the KAM CoE to support Pfizer markets deliver best practice KAM include:

- **KAM Health Checks:** These have been specifically developed to enable teams to evaluate their KAM competencies. The comprehensive and robust assessment clearly identifies KAM strengths and areas for development within each market including a situation analysis, implemented with country teams, to identify market needs, capabilities and competencies.

- **Best Practice Workshops:** A series of face-to-face and virtual briefings and workshops to inform and educate colleagues from across the organization on the Pfizer approach to KAM, including rationale, drivers, the Six Essentials for Key Account Management, capabilities and skills and, best practice examples

- **Market Engagement Framework:** The framework provides value to markets by customizing the KAM journey and aligning this journey to Pfizer cadence, with leadership engagement and support ensuring sustainability over multiple cycles.

The KAM Center of Excellence is currently in its fifth year and continues to evolve, with a visible presence across key areas of the business globally and high engagement with local markets for implementation. The need for our organization to evolve to a more account-centric approach was heightened by the COVID-19 pandemic and the KAM CoE will continue to be instrumental in this evolution

Great KAM champions support great Key Account Managers

Graham Reynolds of Pfizer Australia was a close runner-up for the Key Account Manager of the Year Award.



Graham has worked for the company for 21 years, but only as a key account manager for the last four! His experience of the company's other functions, married with support for KAM from Pfizer's Centre of Excellence, helped him convert a transactional relationship with a major hospital account into a genuinely 'interdependent' strategic relationship.

For example, Graham used the CoE's approach to capture deeper insights into the account's goals and challenges to generate new and more relevant value. Using that and other environment and organisational analysis tools from the CoE, he was able to isolate the customer's key concerns and address them directly. He says the CoE provided him with a great framework with which to build a strategic relationship and plans for his key customers.

That wouldn't work without the backing of the organisation, however, and the CoE helped Graham's part of the organisation by supporting and championing KAM and by equipping them with the tools and framework to drive Key Account Management throughout the business.

Like Maggie Free, this year's winner of the Key Account Manager of the Year Award, Graham realised that he couldn't deliver everything that was required himself (**Ed.: not enough key account managers realise that's not their job**). He spent a lot of time working with the account team, who were all KAM-trained by the CoE. An account team member said, "Because Graham has been extremely proactive, generous

"Because Graham has been extremely proactive, generous with his time and provided critical feedback where needed, it feels like we've been a great team."

with his time and provided critical feedback where needed, it feels like we've been a great team." Getting a response like that doesn't just happen, it takes the right kind of leadership and a lot of hard work.

A senior manager said "Graham has taken this account on a partnership journey which we hadn't seen in Australia. The rapport he developed has seen their satisfaction grow from a dissatisfied customer to being very satisfied with the relationship and wanting this partnership. The level of this relationship has put us in a position to work together to test new business strategies."

Graham enjoys the diversity of the role, working with internal and external stakeholders, striving to deliver outcomes that meet everyone's needs, especially when he gets feedback from customers about how it has positively impacted a patient's life. Aligning internal and external needs and resources can be challenging, but that's also the fun of key account management!