

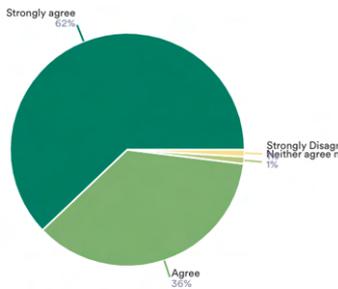
Digitisation in KAM: survey findings

Many thanks to all of you who responded to our first 10-question survey, on KAM digitisation. What did we find out?

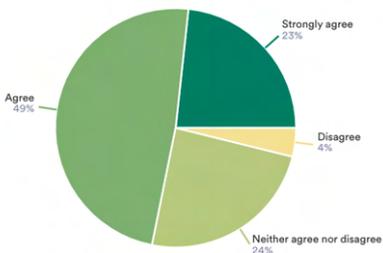
Pandemic effects

Nearly everyone agreed (2 out of 3 strongly) that the pandemic had caused customers to use more digital applications like Zoom and Teams to communicate with their key account managers. There was also general agreement (72%) that they were using suppliers' messaging digital channels more, though not to the same extent and strength.

The COVID pandemic has mobilized our customers to interact with their key account managers using more digital channels (Eg. Zoom, Teams, Slack, Whatsapp, etc.)

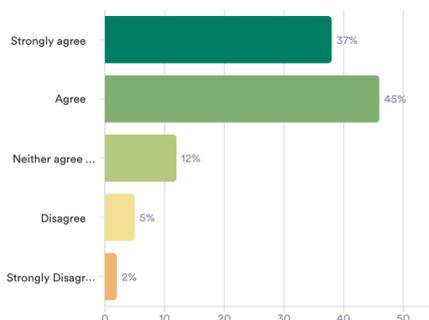


Our customers engage with our digital channels (websites, blogs, social media, webinars, etc) much more than before the pandemic.



Most organisations were increasingly focused on developing digitisation in their businesses: 82% said their organisations were speeding up their initiatives, possibly fuelled by this surge in digitisation of customer touch points.

My organization is speeding up its digital transformation initiatives to be able to keep up with the customers and the competition.

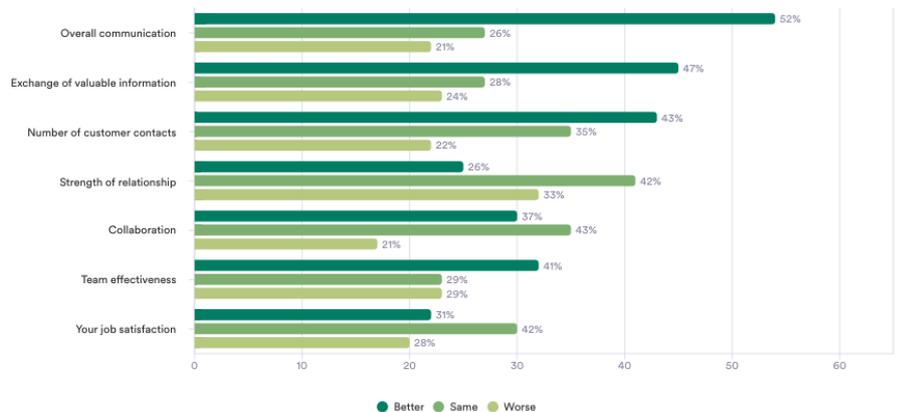


Hybrid Working

There was no doubt that hybrid working with customers is here to stay for key account managers - 97% agreed! Though it could be argued that key account managers have been accustomed to hybrid working in multiple locations for a long time. However, not everyone thought that the pandemic-induced type of hybrid working had helped KAM:

- On balance, the new hybrid working was seen as improving overall communication
- And, in particular, nearly half experienced better exchange of valuable information, although a quarter thought it was worse
- This view was mirrored by those who saw an increase in number of customer contacts, again offset by a fifth who thought it was worse
- The picture changes at strength of relationship: a quarter thought it was better but more, a third saw it as worse, but 42% said it was unchanged.
- Collaboration is an important part of KAM, so it's encouraging to see that 80% thought it was better or the same during the pandemic.
- Net team effectiveness was thought just a little better
- Overall job satisfaction tended to be the same, with equal numbers thinking it better or worse: maybe driven by their attitude to more technology in the job.
- On most aspects of these aspects a regular 25-40% didn't see that new pandemic-induced ways of working had made any difference.

How has hybrid working with key accounts during the pandemic changed KAM?

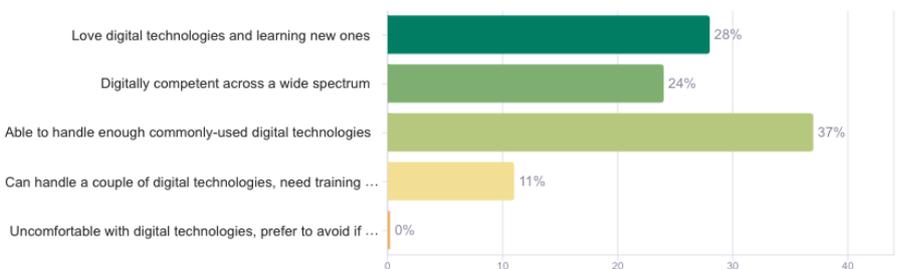


Digital Competencies

85% agreed that they needed to update their competencies, so it's as well that 70% of respondents were happy with the support they were receiving from their organisations.

50% said they 'love digital technologies and learning new ones' or at least were 'digitally competent across a wide spectrum'. The other 50% said they were 'able to handle enough commonly used digital technologies' (Ed. which might not be quite enough?) or 'can handle a couple of digital technologies, need training become competent'.

Which of these statements best applies to your current position on the new digital technologies used in KAM?



Digitisation in KAM: survey findings (continued)

Conclusion

The pandemic has driven forward the digital revolution faster than would otherwise have happened and not everyone has entirely caught up with the change and mastered the necessary skills. While hybrid working has long been the norm for key account managers, it didn't involve technology in the same way or to the same degree.

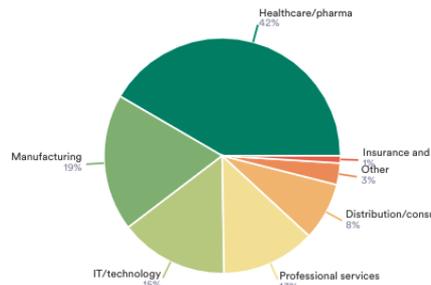
Digitisation isn't just about communication, it's becoming an enabler across a wide range of organisational processes which key account managers can/need to use. So key account managers have needed to learn quickly as much as anyone else in the company. It appears that half work with digital technologies pro-actively and enthusiastically, and the other half as and when necessary, probably even reluctantly.

However, as more functions have become involved in hybrid approaches to their jobs, working practices have become more similar and aligned with those of key account managers, which should result in a better understanding and engagement between customers (and other mainly office-based colleagues) and key account managers.

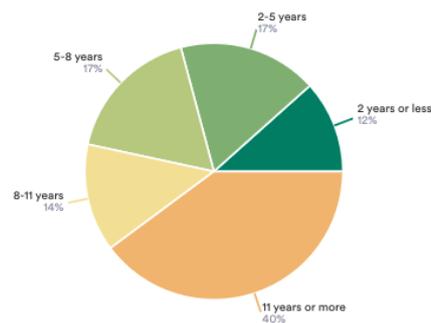
Sample

Healthcare/pharma respondents were more common than would be expected in a random sample. They were largely experienced key account managers: 75% had been key account managers for 5+ years, and 40% for 11+ years.

What industry/sector are you working in?



How long have you been a key account manager or a strategic account manager?



AKAM

The Association for
Key Account Management

PROGRAMME MEMBERSHIP

Your organisation receives:

- 10 full individual memberships, with all the individual benefits
- 2 memberships of the Programme Directors Forum of peer KAM programme leaders: bimonthly virtual meetings on issues chosen by the group plus meeting in person once pa (normally).
- Access to inputs and reports from previous Programme Directors Forums, on subject like Senior management involvement, Strategic plans, Recruiting key account managers and much more...

Programme Membership is designed to give expert and peer support to KAM Programme Directors to help them develop KAM in their organisations. You will benefit from the experience and practical advice of peers on issues chosen by the members. Tangible benefits for €2500pa.

[Click here for more information](#)

Welcome To SKANSKA

AKAM is delighted to welcome Skanska UK as our latest corporate Programme Member. The Skanska Group is one of the world's largest development and construction companies, and Skanska UK has more than 3,300 local experts delivering projects across sectors including real estate, defence, education, highways, rail and water.

Construction and engineering companies in general have been late in embracing the concept of Key Account Management. However, they often have excellent approaches to collaboration, which is a vitally

important element in KAM. So while Skanska UK looks forward to developing its KAM initiative through working with AKAM and networking with its members, we are hoping to learn and share more about productive collaboration approaches from Skanska.

