



C.E.L. *for pharma*  
CENTRE FOR EXECUTIVE LEADERSHIP

# Strategic Account Management in Pharma

## Driving Excellence in a Multi-functional Organisation



Discover the critical factors for successful implementation and sustainability of Key Account Management (KAM) programmes in Pharma. Master an 8-step model for making the right strategic decisions, whilst promoting greater multi-functional working. Learn key insights and case-study examples to avoid typical pitfalls that have caused failures in the past.



### David Wright & Pijush Bose

- David has advised many top pharma companies on Strategic Account Management projects, is author of an influential report on pharma KAM and has presented/chaired at many international events focused on KAM in pharma.
- Prior to consultancy, Pijush gained 18+ years of experience in Field Force Effectiveness, Strategic Account Management, CRM and Business Analytics at Abbott/AbbVie, leading regional and global initiatives.

## By Attending This Course, You Will



- 1) Master the critical success factors of a KAM programme in pharma's complex business environment.
- 2) Know how to drive KAM excellence through your organisation, using the KAM Inside/Outside model as a guide for strategic decision making and process design.
- 3) Be equipped with new tools and techniques to improve the robustness of your company's approach to KAM.
- 4) Learn how to make KAM excellence sustainable within your organisation.
- 5) Gain insights on how KAM has been successfully implemented in other pharma companies, as well as in non-pharma industry sectors.
- 6) Have the opportunity to discuss issues and exchange experiences and points of view, on KAM excellence, with a leading KAM expert and your industry peers.

## Why You Should Attend

KAM in the pharma industry is complex and it is no secret that pharma companies have found it difficult to maintain sustainable success with KAM programmes in increasingly complex healthcare systems with progressively more demanding customers.

**The Content:** Unlike other KAM courses that focus on managing accounts, this course addresses the higher-level (affiliate, regional or global) strategic decisions and business process designs for sustainable success across the organisation. It also deals with the complexities in moving to a multi-functional approach, encompassing Market Access, Medical Science Liaison, Sales .... This course is rich in critical tools, alongside first-hand experience and real examples, all of which will equip you to dramatically improve the capability of your organisation to manage and grow high value strategic accounts.

**The Experts:** David and Pijush are a perfect complement of each other. David's expertise is based on both academic KAM research (incl. significant KAM industry research in pharma) and consulting work for some of the world's top pharma organisations on multi-country KAM programmes. He has over 20 years' experience in leading KAM programmes across multiple complex and highly regulated sectors that include Pharma, Aerospace, IT, Utilities and Automotive. David has both chaired and presented at international KAM conferences. Pijush brings a lot of real-life pharma company experience to the course: prior to consultancy, he gained 18+ years of experience in Field Force Effectiveness, Strategic Account Management, CRM and Business Analytics at Abbott/AbbVie, leading regional and global initiatives.

*Strategic Account Management in Pharma is the only available public training course delivered by David Wright and Pijush Bose on this topic.*

## Who Should Attend

This high-level pharma KAM course is primarily aimed at the Leadership Team, Commercial Excellence Executives, Business Unit Heads, Learning & Development Heads, as well as Functional Heads (Medical, Market Access, Sales, etc.) with responsibility for:

- Advising, running or implementing KAM programmes;
- Getting an existing KAM programme back on track;
- Moving to a multi-functional in-field organisation as part of their go-to-market model.

*As this course is delivered by David Wright and Pijush Bose from Imonic - a leading pharma consultancy company, executives from other professional service agencies should request approval prior to registering for this course. Please contact Annelies Swaan, Head of Business Operations, for more information ([annelies.swaan@celforpharma.com](mailto:annelies.swaan@celforpharma.com), tel +32 (0)2 709 01 42).*

## Agenda Day 1 – Strategic Decisions

### 10:00 Welcome & Audience Expectations

### 10:30 KAM Fundamentals & Challenges in Pharma

- Creating a good KAM definition statement for pharma
- KAM fundamentals and importance to pharma

*Plenary discussion: KAM challenges in pharma – Why is implementation and sustainability difficult?*

11:30 Coffee Break

### 11:45 The KAM Inside/Out Framework for Driving KAM Excellence

- An 8-level model for planning and implementing KAM excellence. It is a unique model specific to pharma that deals with the organisational approach and capability building (Inside Approach), as well as with the critical processes and engagement models for excelling at managing key accounts (Outside Approach). It will support KAM Excellence for a variety of organisations that interact with hospitals, reimbursement committees, HTA bodies, patient advocacy groups etc

(The modules in the rest of the training will focus on the most critical steps of this 8-level model)

12:30 Lunch

### 13:30 Developing a Powerful Vision & Strategy for Leadership

- The business issues that KAM can address
- What is the value of good Account Management?
- Defining the measures of success (internal & external)
- The strategic plan and journey
- Identifying the milestones on the KAM journey

*Individual exercise: Delegates will be given the opportunity to think about developing a vision & strategy for their own organisation, using the templates, tools & techniques taught during the theoretical lectures*

### 14:45 Ensuring Strategic Account Prioritisation Across the Organisation

- How to avoid a disconnect between Brand Managers and the In-Field function, and achieve buy-in
- The First Line Manager's critical role
- Discussion: A look at typical 'deeper' criteria to further segment similar accounts

15:15 Coffee Break

### 15:30 Collaboration & Engagement Models for Strategic Accounts

- Internal Collaboration
  - The value of matrix working
  - The collaboration continuum
  - Internal collaboration models – the alternatives used in pharma
- External Stakeholder Engagement
  - Relational models
  - Stakeholder management by objective
  - Access management across functions: strategies and methods to avoid disjointed, uncoordinated access to stakeholders

### 16:45 Critical Competencies to Support KAM

- A methodology for establishing critical team & functional competencies
- Leveraging competencies for monitoring performance and setting objectives for greater sustainability

### 17:15 Summary Review and Q&A

### 17:30 Close of Day 1

**Group Dinner**

## Agenda Day 2 – Critical Processes & Implementation

**08:30 Refresh of day 1 and Q&A**

**09:00 Effectively Dealing with Strategic Account Data in Pharma**

- Guidance on the breadth of data required for account teams to be more strategic
- How the combining of multifunctional data helps to identify more opportunities
- Methods for handling ever-growing data as the environment complexity increases. *Theming: A best practice tool for making sense of large amounts of data*

**09:45 Pharma Account Analysis and Setting Direction**

- The need for a human centred approach to account analysis
- Embracing multi-functional, internal & external interests
- Creating patient-centric opportunities
- Best-practice tools and techniques

11:00 Coffee Break

**11:15 Group Exercise on Account Analysis**

*Utilising case-study-data, delegates get to experience key processes and useful analytical tools for building opportunities and increasing the innovation of in-field individuals or teams*

**11:45 Focussing on Triple-win Opportunities**

- A methodology for assessing opportunities from 3 perspectives: the patient – the strategic account – the pharma company
- Prioritising triple-win opportunities
- Developing robust quality objectives from opportunities

12:45 Lunch

**13:45 Best Practice in Account & Stakeholder Engagement Planning**

- Account Planning issues when products span multiple therapy areas in strategic accounts
- Understanding the needs of your customer to enable effective engagement planning
- The validation and governance required for robust account & engagement plans

**14:45 Change Management and Sustainability**

- The challenge of making KAM sustainable
- The challenge of achieving consistency across affiliates/business units
- Best Practice – what does change management look like – an example approach
- Measuring success

15:15 Coffee Break

**15:30 Group Exercise on Change Management and Sustainability**

*Using a quick-fire business game, delegates will compete in teams to identify organisational and/or account KPIs that would indicate a good sense of success within a KAM Excellence Programme*

**15:45 Course Review and Q&A**

**16:30 Close**

## Learning Methodology

This training programme is built around an 8-level model, which you can use afterwards in your company. Individual sessions either focus on the theory behind a critical step in the model or are exercises during which you can practice the tools & techniques.

Based on strong external benchmarks on what constitutes best practice, David and Pijush will help you evaluate your company's practice, gaps and strengths.

And last but not least, as many sessions combine interactive lectures with group discussion, this course will be a great opportunity for you to exchange experiences and learn from your peers.

*One of the most valuable aspects of attending any C.E.L.forpharma course is not only being able to have your specific questions answered by leading experts, but also having the opportunity to share experiences and have in-depth discussions with your international peers.*

## How To Register

- 1) Check our website ([www.celforpharma.com](http://www.celforpharma.com)) for the most recent course dates and fees.
- 2) Click "Register Here" & fill out the registration form with your personal and company (invoicing) details.

*If applicable please add your company's VAT number. We will include this on your invoice, which is needed for your company to reclaim VAT.*

- 3) Choose a payment method.
  - a. If you select "Pay by credit card" we will email you a pro forma invoice and secure payment link.
  - b. If you select "Pay by bank transfer" we will email you a pro forma invoice for you to process through your company's payment system.

[Confirm Registration >](#)

- 4) Click  
You will receive an automatic confirmation email shortly followed by a personal email with your pro forma invoice and further payment instructions.

## Included in the Registration Fee

- Course Material (Digital & Print Versions)
- Coffee, Tea & Refreshments During the Course
- Lunch During the Course
- A Group Dinner on the First Day
- Certificate of Attendance Signed by the Expert

## Does your team need training?



Contact Inge Cornelis:

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**call:** +32 (0)2 709 01 43

## Any other questions?



Contact Annelies Swaan:

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**call:** +32 (0)2 709 01 42

*Very practical and useful workshop run by professionals with great pharma experience.*

### AbbVie

Grzegorz Dudzinski, Customer Excellence Manager  
Poland - December 2018

*Great knowledge and experience of the course faculty. Useful activities and applicable, pragmatic solutions for a very complex topic.*

### Bristol-Myers Squibb

Fabian Kurth, Strategy & Operations / Account Lead Oncology  
Germany - December 2018

*Inspiring, well-structured, pragmatic, high level and experienced experts.*

### Eisai

Miguel Lopez, Business Unit Director Spain & Portugal – Oncology  
Spain - December 2018