



Account management

IM Associates



Account management: A dream or a nightmare?

→ In terms of people, processes, data and tools, there are still many obstacles to effective account management.



'I don't have a clear picture on the accounts in my country and their potential.'

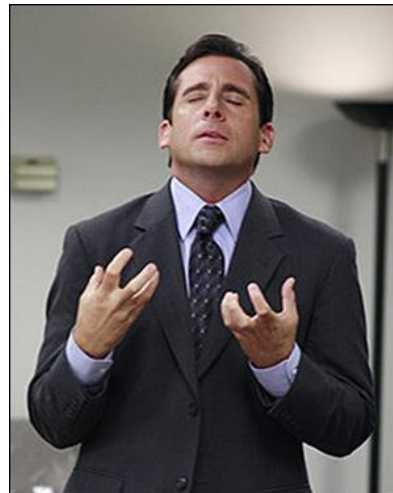
'How can I set targets per account?'

'Some accounts in my database are double-counted. I just can't trust my data'

'My account managers are putting too much energy on internal coordination.'

'Which decider should I meet in my account? What should I say to them?'

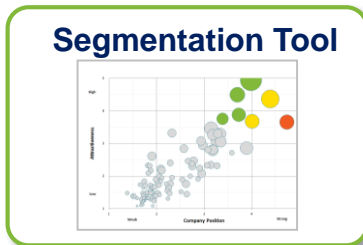
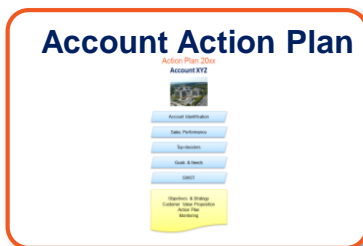
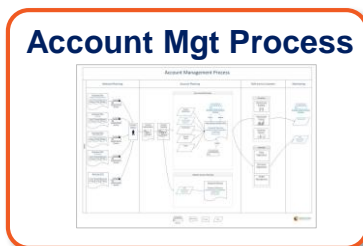
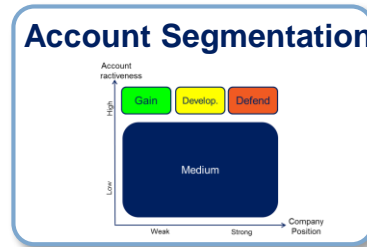
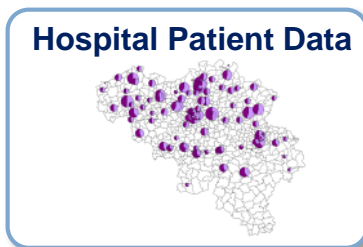
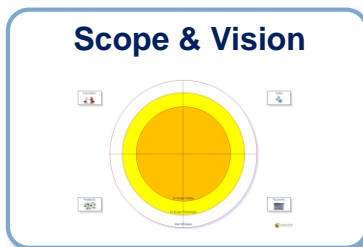
'How can I get prepared for negotiations on price?'



"How can I set up state-of-the-art action plan per account without investing too much time?"



IM Associates' offering embraces all aspects of account management.

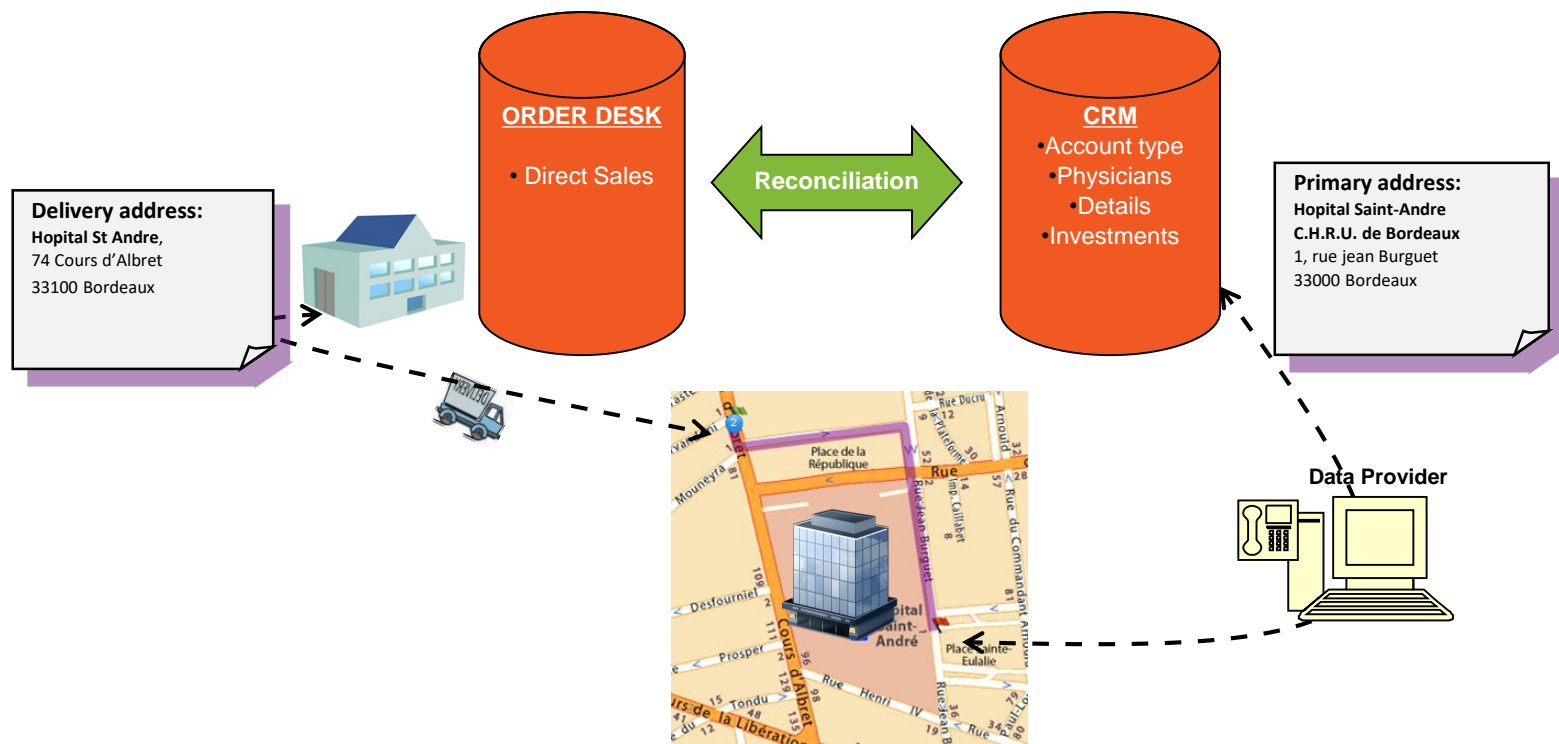


- ### Account Planning
- Performance analysis
 - Stakeholder's mapping
 - Value Proposition
 - Tactics



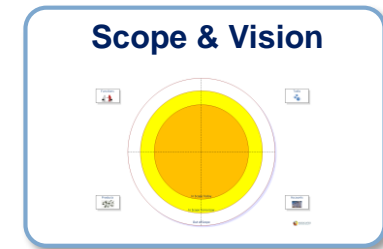
As we focus on implementation, we have acquired a strong knowledge on account data.

- Lack of integration of account data is one of the main hurdle in account management.
- IM Associates can support you in cleaning and reconciling your account databases. This is one of the best investment!





Scope & vision



- Before determining the scope & vision on account management, we will run a first AS-IS survey internally.
- During such survey, we assess the current believes & aspirations for the future. All relevant internal business partners will be interviewed.

QuestionPro Survey - Account Management - Mozilla Firefox
accountmanagement.questionpro.com

Exit Survey »

28%

For your business, which are your priority accounts?

	Short term priority	Long term priority	No priority
- Hospitals (incl. hosp pharmacies)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
- Wholesalers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
- Retail pharmacies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
- Public bodies (Government, ministries, regions, RIZIV, CTG)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
- Insurers (Mutualities, private insurers)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
- Associations (Patients, physicians)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

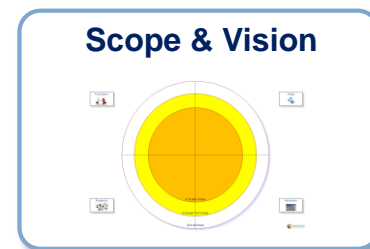
Other types of account:

Continue

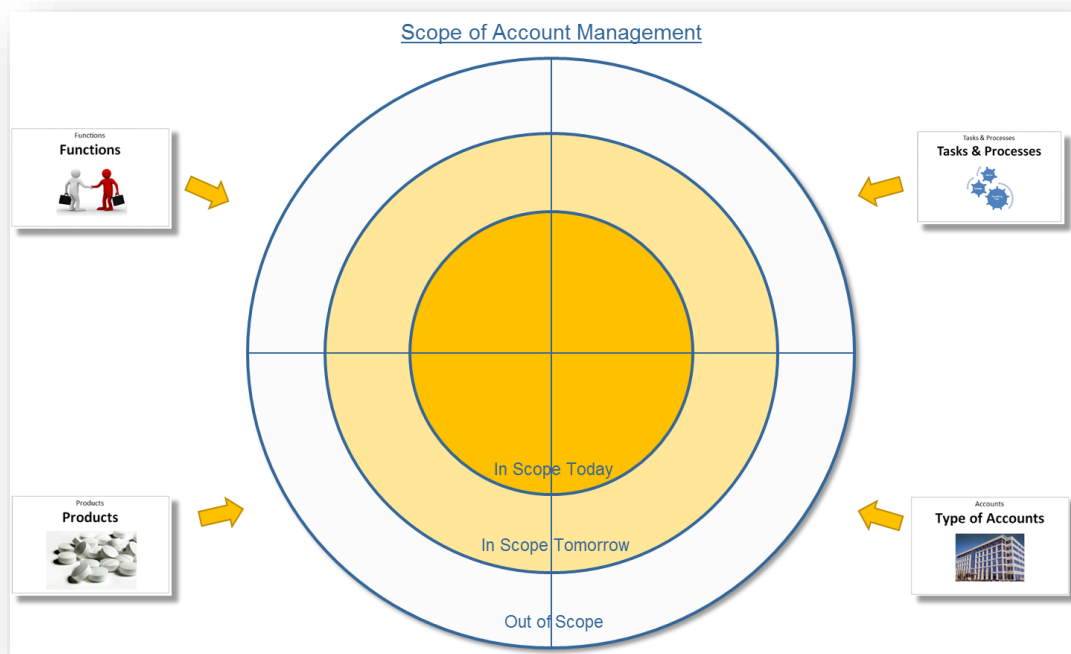
POWERED BY QuestionPro



Scope & vision

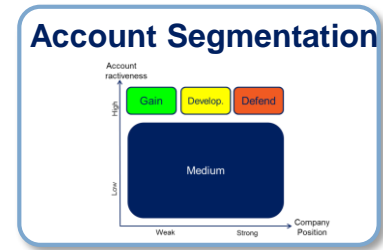


- With the AS-IS situation in mind and a view on the need of accountmanagement, IM Associates will finetune the scope & vision.
- An important exercise is to identify which internal functions, tasks/processes, products/molecules and type of accounts will be part of the account mgmt process.



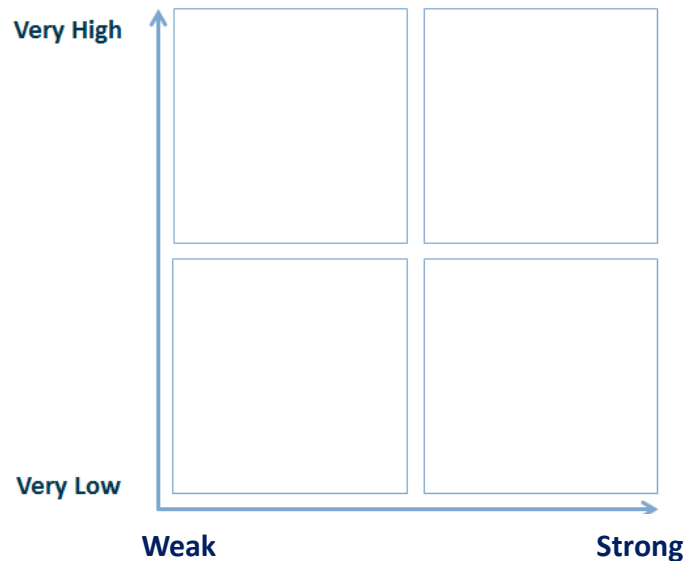


Account segmentation



- During an interactive session, we will define account criteria for attractiveness, potential or importance – on the one side – and company position or adoption – on the other side.

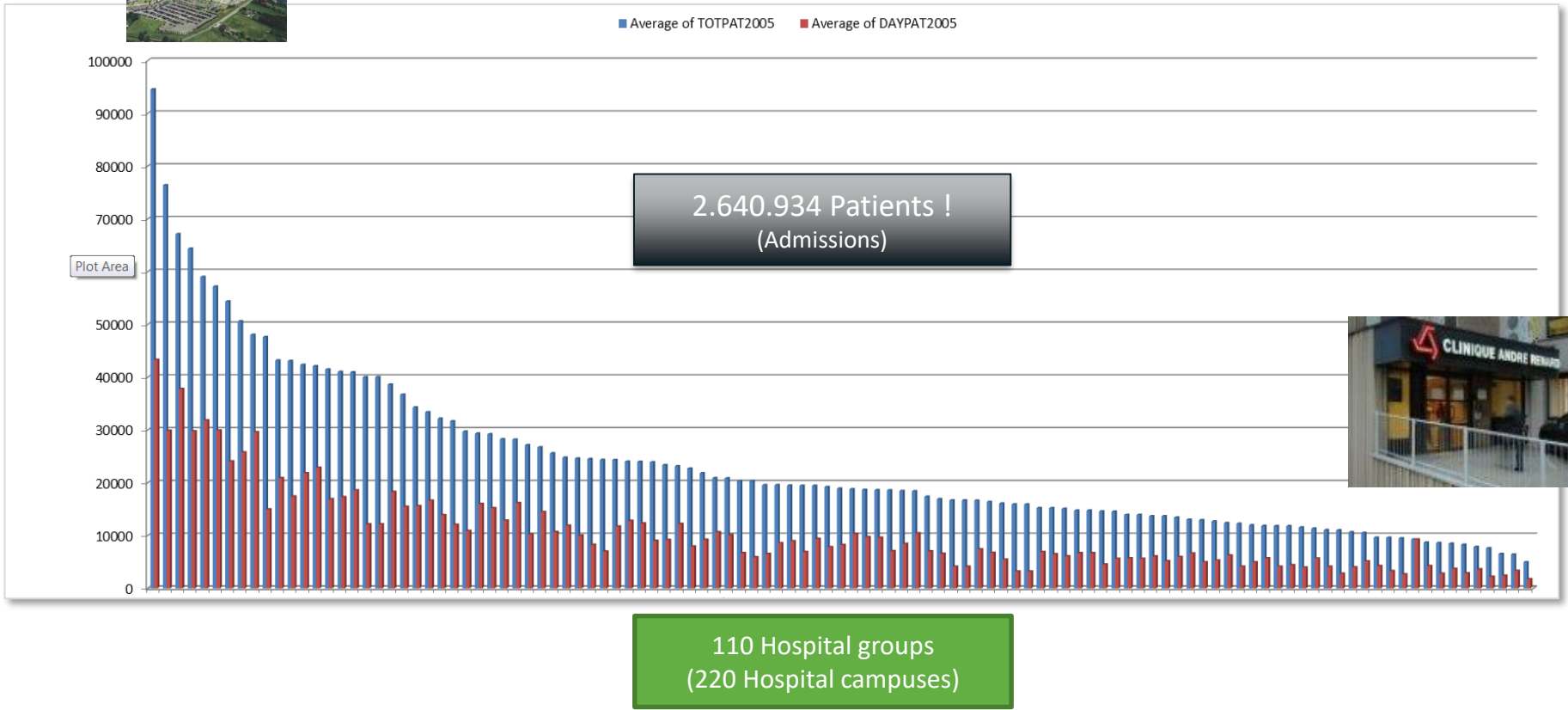
Attractiveness



Company Position

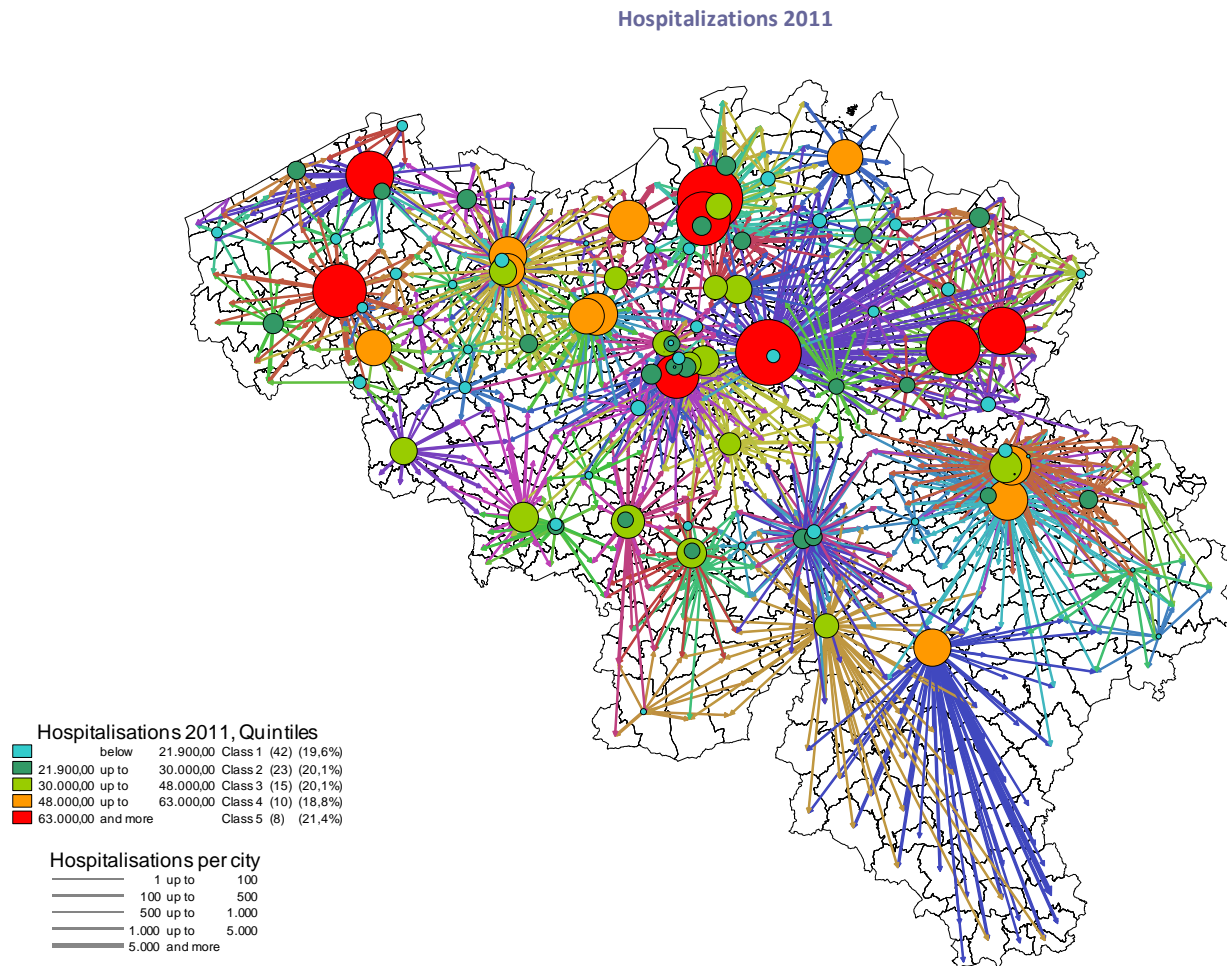


Available patient data



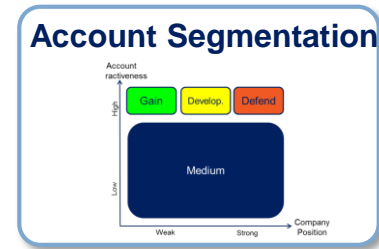


Prioritizing the hospitals & defining their catchment area.





Account segmentation

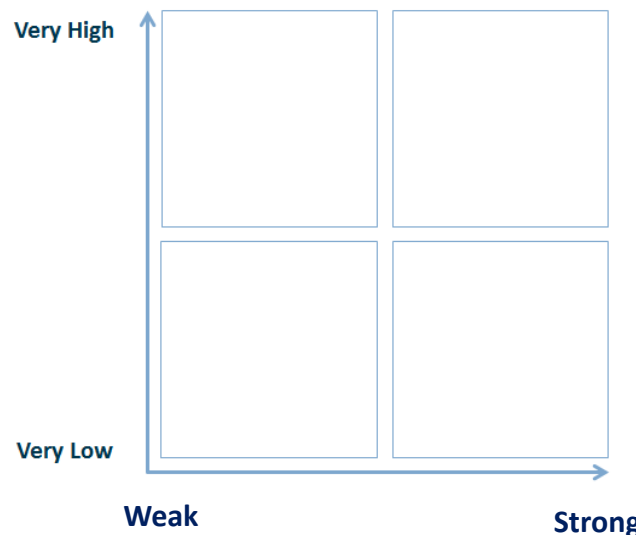


- **In the potential calculation, we can add specific criteria such as:**
 - Specialized units; “Zorgprogramma erkenning”
 - Number of specialists;
 -
- **In case of missing data, we should first ask the right question... and then find out how to get the data**

Example

Input
Budget for pharmaceuticals
Assigned population
Refer-in hospital
Level of autonomy granted by region in product
Nr of dermatologists using biologics

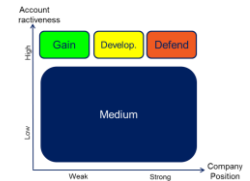
Attractiveness



Company Position

Account segmentation

Account Segmentation



→ After having selected the crucial criteria or parameters, IM Associates will build a datacollection tool. This template will be completed in order to prepare the account segmentation.

- Some information can be acquired or is publicly available
- Other information will have to be collected or purchased.

HOSPITAL PROFILING FORM Northxis [Read-Only] [Compatibility Mode] - Microsoft Excel

Account Segmentation 2012
Hospital Profiling Form

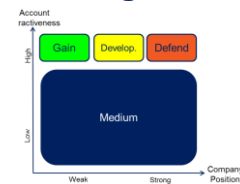
IM ASSOCIATES
HEALTHCARE EXPERTS

ERK	HOSPITAL	CITY	SALES / BEDS	Purchase Group	Ambition	Financial Situation	Accessibility to pharma industry	Patient Focus (Attractiveness)
300	UNIVERSITAIR ZIEKENHUIS ANTWERPEN	EDEGEM	7.466	Purchase Group				
670	UNIVERSITAIR ZIEKENHUIS GENT	GENT	6.428	Purchase Group				
143	UNIVERSITAIR ZIEKENHUIS BRUSSEL	BRUSSEL--9	5.795	Purchase Group				
322	UNIVERSITAIRE ZIEKENHUIZEN K.U.L.	LEUVEN	5.131	Purchase Group				
371	ZIEKENHUIS OOST - LIMBURG	GENK	4.465	Purchase Group				
117	H.- HARTZIEKENHUIS ROESELARE - MENEN	ROESELARE	3.880	Purchase Group				
104	SINT-JOZEKLINIEK	BORNEM	3.180	Purchase Group				
243	JESSAZIEKENHUIS	HASSELT	3.061	Purchase Group				
140	ALGEMEEN ZIEKENHUIS ST. LUCAS	BRUGGE	2.978	Purchase Group				
126	ONZE LIEVE VROUWZIEKENHUIS	AALST	2.939	Purchase Group				
689	IMELDA ZIEKENHUIS	BONHEIDEN	2.757	Purchase Group				
715	REGIONAAL ZIEKENHUIS ST.-TRUDO	SINT-TRUIDEN	2.628	Purchase Group				
049	ALGEMEEN ZIEKENHUIS ST.-JAN BRUGGE-OOS	BRUGGE	2.545	Purchase Group				
176	ALGEMEEN STEDELIJK ZIEKENHUIS	AALST	2.384	Purchase Group				
099	GZA- ZIEKENHUIZEN	WILRIJK	2.378	Purchase Group				
057	JAN YPERMAN ZIEKENHUIS Vzw	IEPER	2.355	Purchase Group				
290	ALGEMEEN ZIEKENHUIS ST. LUCAS	GENT	2.276	Purchase Group				
017	ALGEMEEN ZIEKENHUIS MARIA MIDDELAERES	GENT	2.184	Purchase Group				

Ready

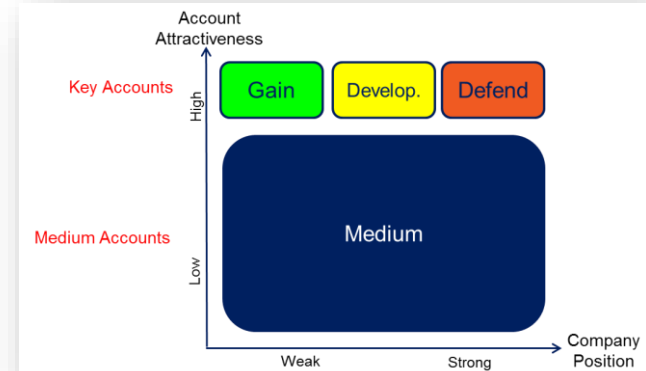
Account segmentation

Account Segmentation



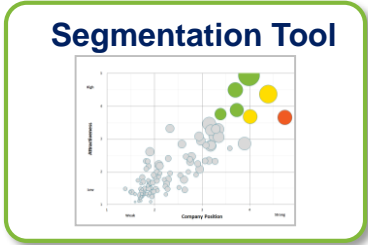
→ After having collected the required data, the indicators will be weighted in order to determine the account position in the segmentation grid – thereby defining the account segment.

Criteria	Data	Score	Weights	Score
Patients 	> 40,000	5 pts	X 50 %	
	20,000 > 40,000	3 pts		
	< 20,000	1 pts		
Openess 	Open on all levels	5 pts	X 20 %	
	Open on some levels	3 pts		
	Not Open	1 pts		
INFLUENCE 	High	5 pts	X 30 %	
	Medium	3 pts		
	Low	1 pts		
				 25 pts



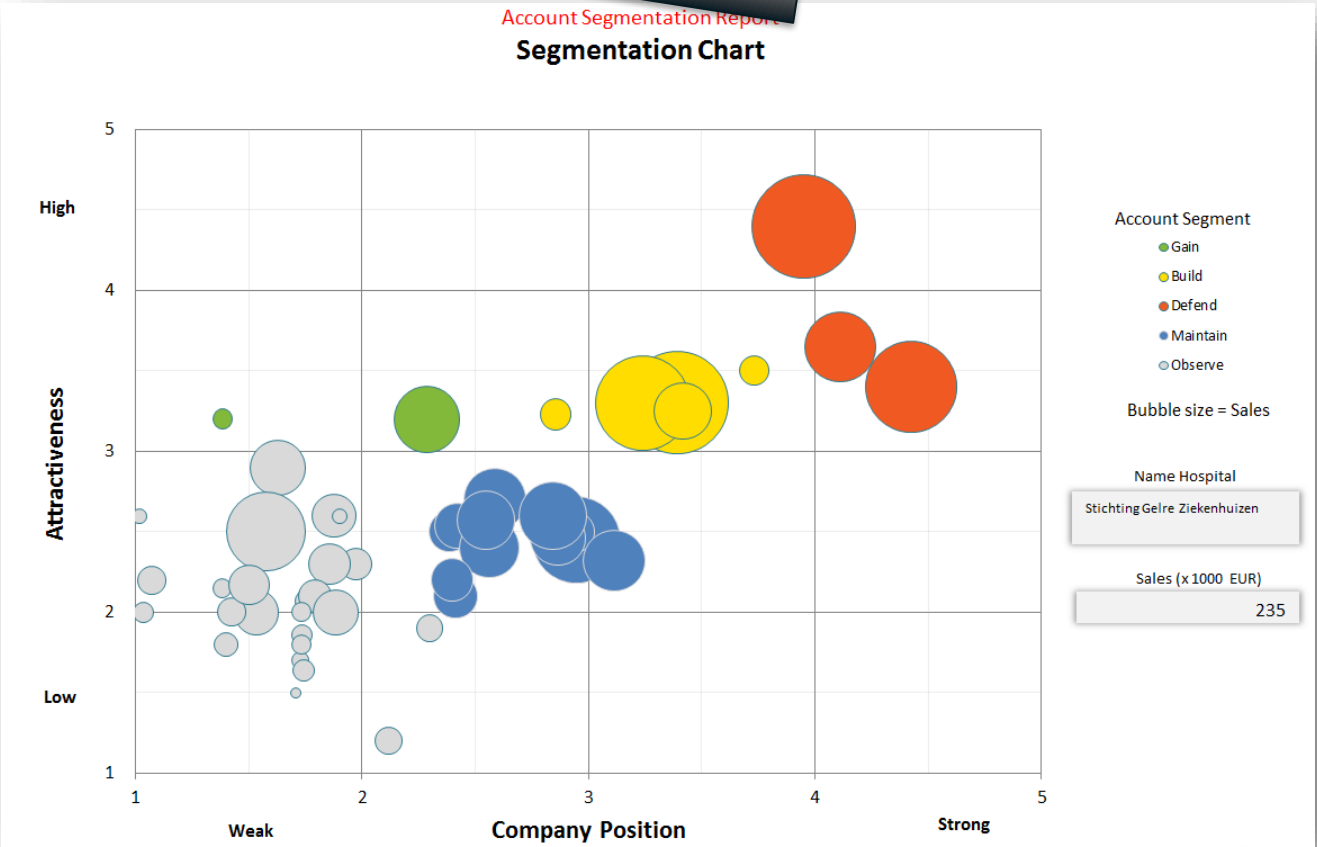


Account segmentation



Demo

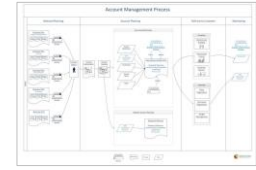
Account Segmentation Report
Segmentation Chart



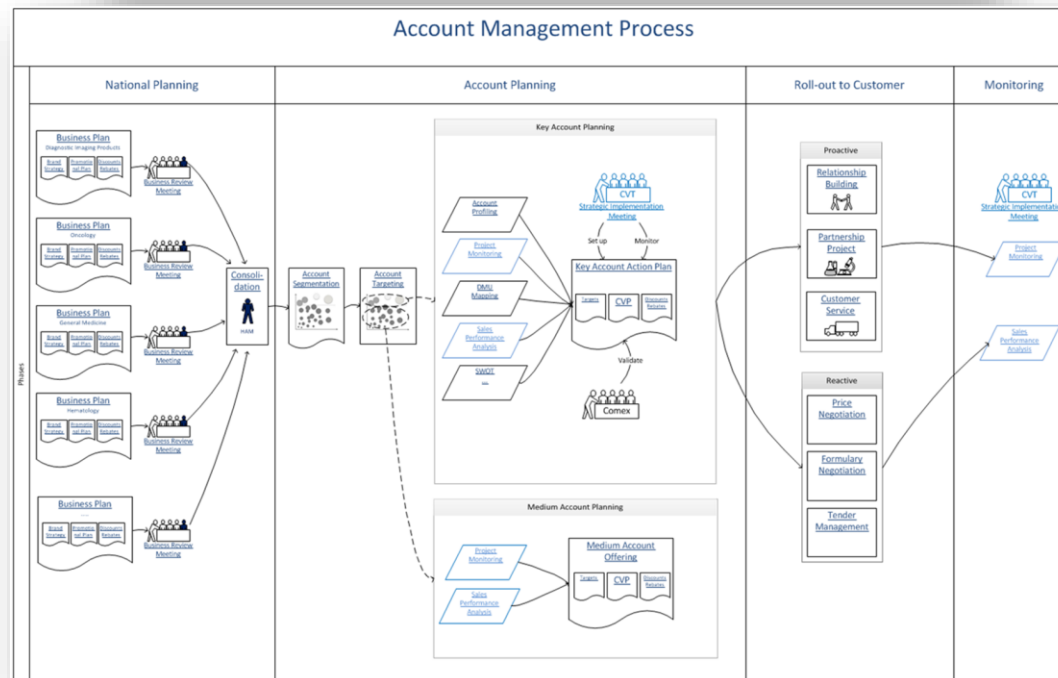
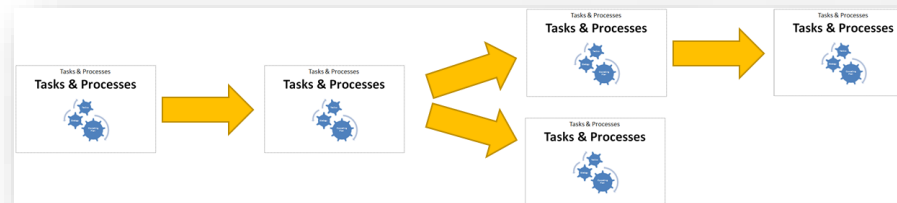


Account management process

Account Mgt Process



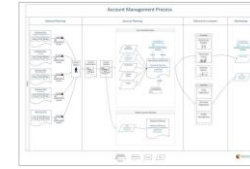
- From the identified tasks, we will develop an account management process. The listed in-scope tasks will be sequentially ordered, an optimal frequency or periodicity will be defined.



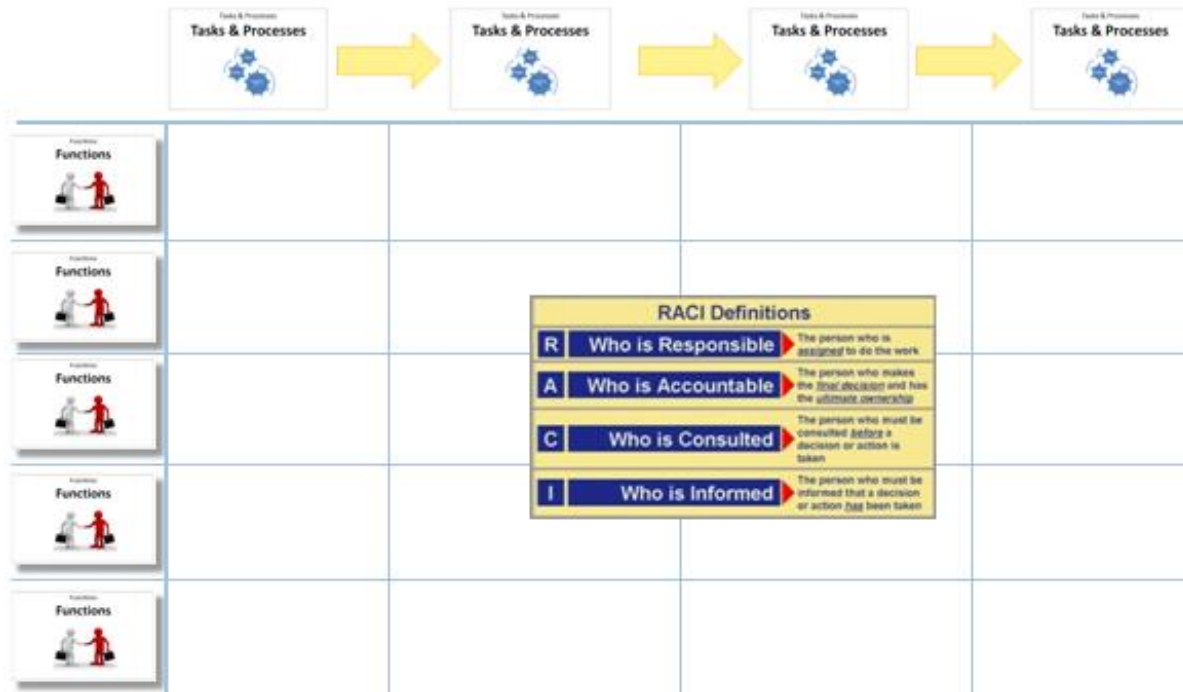


Account management process

Account Mgt Process



- Finally, the implementation into the internal organisation is kicked-off. Using the RACI-grid, we will map internal functions and the short-listed tasks.



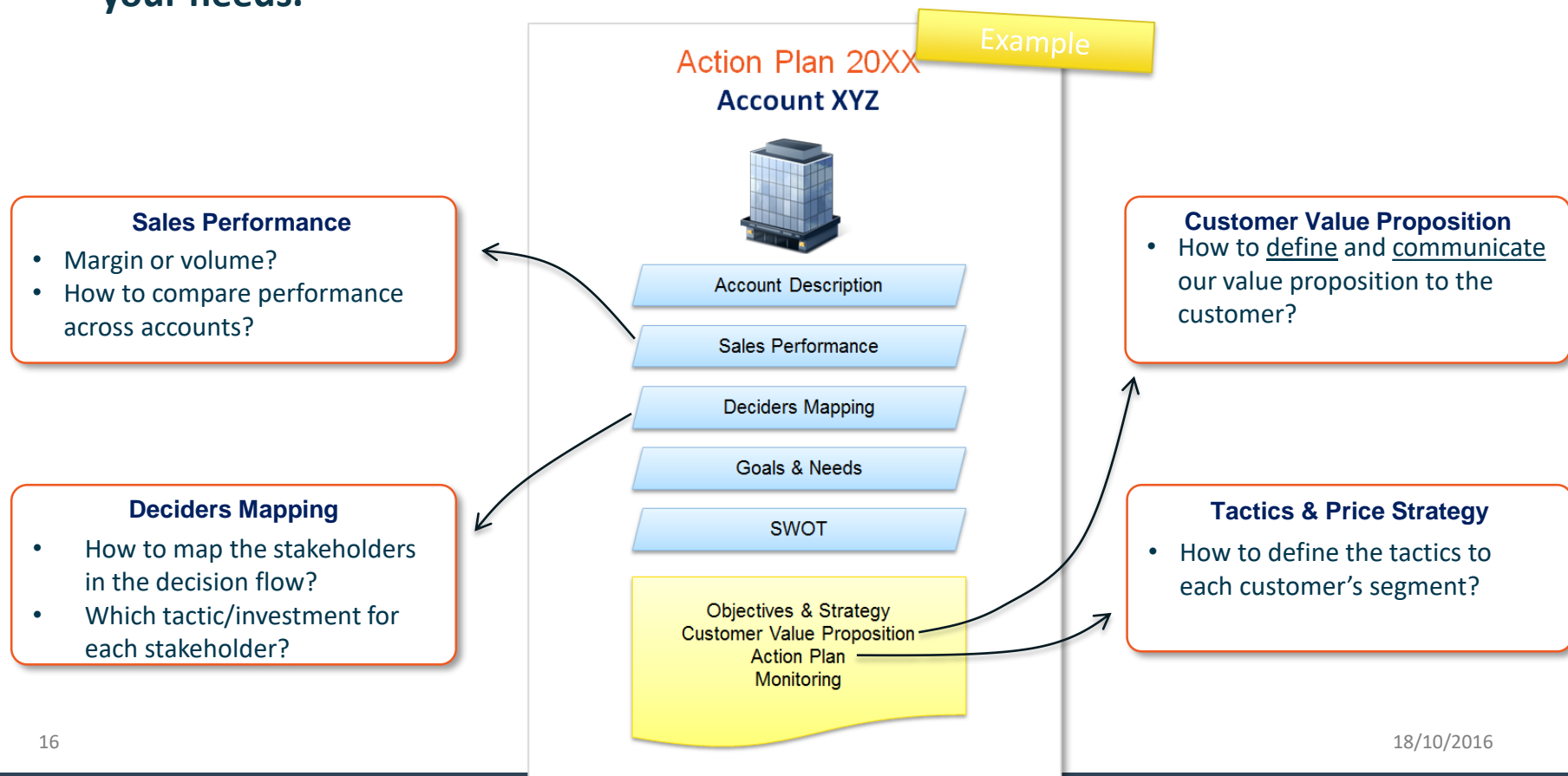


Setting up start-of-the-art action plan for your key accounts.

Account Action Plan



- Starting from the IM Associates proposition, the action plan is customized to your business.
- Some building blocks of the action plan can be further developed according to your needs.

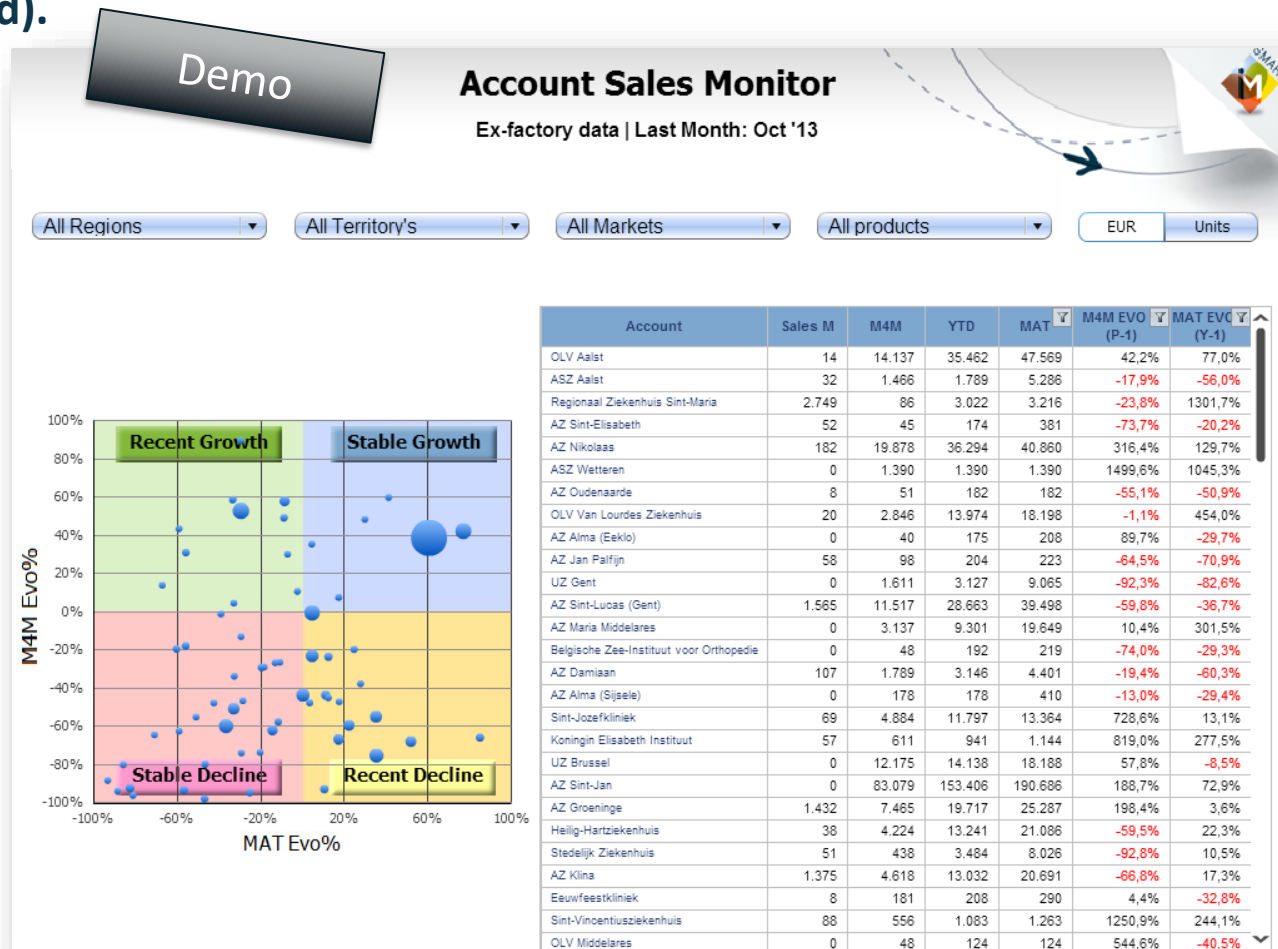




IM.smart reporting



- IM Associates has built experience in processing and reporting account sales data.
- Through our online tool IM.smart, data are accessible any time, anywhere (also on iPad).





IM Associates assures effective decisions are taken in the complex healthcare environment.

Thomas Euben

Team Leader

www.im-associates.eu

teuben@im-associates.eu

Mob.: + 32 471 66 22 37

Philippe Duchateau

Senior Consultant

www.im-associates.eu

pduchateau@im-associates.eu

Mob.: + 32 478 24 98 98