

Key Account Planning: Increasing Sales Force Efficiency

Case

Key Account Analysis:

There are a host of approaches to account management planning, including stratification based on high-value accounts. Determining metrics to evaluate account potential is critical to defining value.

Issue

A commercialized product failed to meet financial forecast. In every sales territory, there was broad variability in account performance.

Strategy

Evaluate account performance and determine the parameters and means to match sales resources to account potential.

Solution

Create and pilot a “Key Account Group” program that was a formalized, cross-functional orchestration of activities and engagements.

- Developed a rationale and methodology to select accounts based on qualitative and quantitative metrics
- Profiled identified accounts
- Implemented an enhanced multiple touch-point engagement program

Result: Matching of talent and task to potential that increased sales inline with forecast

KEY ACCOUNT ANALYSIS

Key Account Algorithm

Quantitative Measures		Qualitative Measures	
Algorithm Input	Weight	Score	Weight
Market Share	1 to 6	1 to 6	1 to 6
Size of Opportunity	1 to 20	1 to 20	1 to 20
Maximum number	6	20	

Clinic Candidates

Customer	Type	Share 2012	Share Change 2012 to 2013	Number of Sites
1. Breast Oncology	Star	2.44%	↑ 0.24%	
2. Hematology Oncology	Star	2.73%	↑ 0.12%	
3. Georgia Cancer Specialists	Star	1.24%	↑ 0.21%	
4. Cancer Care Centers of South Texas	Star	2.44%	↑ 0.21%	
5. CA Cancer Specialists	Opportunity	2.22%	↑ 0.04%	
6. Virginia Oncology - US One	Opportunity	2.10%	↑ 0.07%	
7. Long View Oncology Associates	One Month High	2.44%	↑ 0.21%	

Hospital Candidates

Customer	Pilot Candidate	Share 2013	Share Change 2012 to 2013	Number of Sites	TX 2013	TOTAL Score
1. UPMC	Star	6.75%	↓ -3.95%	29	4,089	47
2. Dana Farber (Partners, Mass Gen, Brigham)		5.61%	↑ 1.76%	12	7,780	46
3. MSKCC	Star	5.54%	↑ 2.17%	6	7,596	45
4. MD Anderson-TX		1.88%	↓ -0.72%	8	9,785	42
5. UCLA	Star	3.94%	↑ 2.41%	15	4,851	42
6. RWYO CLINIC - NWVI	Breakthrough	2.73%	↑ 0.70%	15	3,895	42
7. Cleveland Clinic	Star	3.26%	↓ -0.02%	14	3,823	41