

Accelerating Digital Transformation at a Fortune 500 Global Medical Device Company

The Challenge

Following the successful development of a custom Mastery-in-Action Workshop series with Lime, this global leader came to us to help her team convert a live 3-day, digital marketing conference that was internal into an on-demand training program to support the company's multi-year, digital transformation initiative already underway. It seemed to be a straightforward project, until our initial Let's Grow!® conversation.

We became concerned about signals in the marketing organization and among key stakeholders. It seemed that the lack of training might be masking more serious barriers to digital transformation, and we did not want this leader to invest in developing a training program that would not result in a belief and behavior change in its marketing organization.

Our Approach

The leader saw the value in starting with a Soil Test™ so that we could benchmark the organization's current state against proven marketing success factors. The findings revealed a number of critical issues that were stalling digital transformation, from marketing skill gaps beyond digital to work overload and deep seeded culture, autonomy, and leadership factors. While the company had already heavily invested in building out a digital organization by hiring key talent and launching new systems and tools, in reality, the day-to-day work of marketing wasn't really changing. Together with the leader, we created a roadmap to get digital transformation unstuck.

One of the first steps was to integrate digital with marketing, rather than treat them as separate functions or workstreams. We developed a custom Marketing Masterclass that wove digital concepts into a core marketing strategy and campaign-planning learning program, along with an application-oriented, digital tactics eBook series and a leaders' guide for driving digital change. We also designed the program content to be practical and provide the "how to" to make it easier for marketers to implement in their work.

In parallel, through the CMO Strategic Advisor program, this leader worked directly with our senior experts at Lime to create an internal stakeholder management approach to drive accountability, create champions, and reinforce consistency. This leader was also able to provide important insight that helped the Digital Transformation core team strengthen the impact of its global efforts. The work with stakeholders drove how the coursework was implemented and rolled out to marketers. It also informed the operating model for how centralized marketing teams were structured to support local brands and geographies.

After these efforts started to stick, the client wanted to embark on the next phase where the marketing approach would be codified into a Global Marketing Way & Toolkit and further operating model improvements could be made. We performed an exhaustive audit of existing company processes, guidance, and tools used around the globe, benchmarked them versus best practice, and supplemented with Lime guidance where gaps existed. To maintain and evolve this aligned way, we recommended governance and cadence that could be implemented with existing staff and structure. We also created a Strategic Roadmap to help the marketing capability team embed change in this latest phase of transformation.

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The Results

- **Active senior sponsorship.**

Senior leadership moved into a more active, out-front role, championing the learning program and setting expectations for marketers prior to program start. For the first time ever, marketing skills training became mandatory.

- **Leaders leading the change.**

Management went through the same training as everyone else on the marketing teams and were able to see the benefit and value it brought. Marketer completion rates were significant in the first few months with positive feedback and excitement on applying the new practices in their work. Leaders felt supported and were able to apply practical tips to help their marketers make the necessary changes in their work.

- **Marketing ownership in their own development.**

The leader also saw an uptake in other learning resource utilization, and marketing teams were reaching out proactively for additional workshops. Marketer engagement in improving their own skills dramatically increased.

- **Improved productivity.**

Global and regional teams began aligning around a common framework, language, and marketing process. Marketing competencies were recently updated to align with the new Marketing Way and ongoing digital transformation initiatives and 'ways of working' efforts are leveraging the aligned marketing approach, so marketers and suppliers are not recreating the wheel or creating inefficient offshoots that are difficult to maintain.

"We had tried other agencies but needed someone experienced in the field who had "been in our shoes" and could bring a structured approach to address capability gaps with tailored solutions that addressed the different learning styles across marketers. We have worked with Lime for nearly 3 years now, and that has a lot to do with the fact that they have been where we are. I feel like they understand us 120%. That doesn't mean they don't challenge us, and I really appreciate that. Without them, we would not have the fantastic content that everyone loves. They delivered high quality work that was right on target and that truly resonated with our team."

-GLOBAL MARKETING CAPABILITIES LEADER

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