

# Building a High-Performance Marketing Culture in a Global Healthcare Company

## The Challenge

Following years of organic growth, the client recently focused on strengthening its marketing organization that includes marketers across different time zones, continents, languages, and culture. The business is complex and competes with big, well-resourced players that have global marketing prowess. Recent marketplace disruptions coming out of the pandemic had only stretched their teams further, impacting budgets, planned resources, and capability-building progress.

The client had engaged another consultant previously who helped provide some structure for their marketing capabilities program, but there still was a great need to get people to think more strategically and be more influential with other internal functions and stakeholders. The client was eager to create a common vision for marketing, align the diverse organization around what was expected, and ensure marketers with different skill sets and backgrounds were equipped with essential knowledge and skills for success.

## Our Approach

Using the Lime Life Science Marketing Soil Test™, we crafted a 3-year roadmap to prioritize and stage capability-building programs in an environment with extremely limited money, people, and time resources.

We then began by developing a marketing aspiration and framework that could be built upon over time. Next, we defined the company's Marketing Competencies using our contemporary marketing data bank and adapting it to address the unique business needs and organizational structure. Expectations by level and a development planning guide created a common way forward to build skills and marketing culture.

Marketers started with the Marketing Simulation Learning Game that provided them with an immediate learning experience and feedback on their strengths and development opportunities. Lime and the leadership team also used the data to define the subsequent training content to target the most pressing skill gaps by job grade and location.

From there, the new Marketing Competencies were rolled out in conjunction with a practical skill-building Marketing Masterclass program timed to marketers' immediate work requirements over a year-long learning journey. Using adult learning principles, different learning modes, a learning collaboration space, and practical toolkits, marketers from around the world came together to build: skills, ways of working together, and a sense of community and camaraderie. Later, a Strategic Planning Way & Toolkit was developed along with hands-on practical training and coaching to help teams sell in their plans to senior leadership.

In parallel, Lime delivered a Leading Marketing Transformation for Executives, an action learning program designed for the client's senior marketing leaders. The Program helped individual leaders be aware of their own conflict and leadership styles, operate as a cohesive, functional leadership body, and drive more consistent pull-through of the Marketing Competencies and skills with their teams.

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## The Results

- **Accelerated progress toward the vision.**

The client described the marketing team as being “mean and lean,” which meant that in the past, some things had to fall to the wayside. But with Lime, the client was able to implement their vision a year and a half sooner than expected, particularly when it came to skill building.

- **Global standards and alignment.**

The Marketing Competencies and accompanying training created a clear and consistent definition of marketing and expectations of marketers. Most importantly, the client said it created a common model they could follow so that team members could show up in a consistent way to deliver relevant value to the organization. Senior leaders describe recent brand strategy presentations as “a giant leap forward,” enthusiastically noting that the planning summits were the “best we’ve ever had.”

- **Marketer engagement.**

Training participation was nearly 100% with highly positive feedback. The program created a marketing culture, as it helped “equalize” across levels & teams with everyone going through the program together. There was also a clear attitude adjustment and a sense in the marketing program that they were starting to feel like a real company. The training was so impactful that in an exit interview, a departing employee said that the training with Lime was one of the highlights of her career and it made it that much harder to leave.

- **Improved productivity.**

Marketing leadership felt they were becoming a more cohesive, inspirational functional team and are increasing their own influence in the organization, as well as helping slow attrition during the “Great Resignation.”

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*“Lime spent a lot of time getting to know our company inside out. They didn’t just say “this is the way to do it.” They were able to divorce their previous experience from their advisement, even going so far as saying, “The way I did it in the past may not be the best for you now.” I really appreciated that approach from Lime and the industry insight they brought. Their expertise lent credibility to the work we were doing and helped with adoption.”*

-VICE PRESIDENT AND HEAD OF GLOBAL MARKETING

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