

Modernizing Marketing at a Big Biotech Company

The Challenge

This client described themselves as traditional “old-school pharma,” rating themselves 5 on a scale of 0-10 when it came to being modern marketers. They wanted to get above average but needed support from someone who knew the industry well and could help them make the shift to the “marketing future.” Other consultants who had helped them in the past were very large, less personalized, less focused on strategy, and acted more like team extenders. They tried to fit the company into one of their archetypes when what the client really needed was a personalized approach.

While the client had a fully staffed and talented Marketing Excellence team in place, they initially reached out to us to be a thinking partner. They wanted to make sure they were taking the most efficient and effective path to building an industry-leading marketing organization that made an impact with patients, including those from diverse cultural and socioeconomic backgrounds.

Our Approach

The company's Marketing Excellence team was already doing a lot of things right to modernize their marketing organization. We started working with the core members through the CMO Strategic Advisor program and deployed our Soil Test™ methodology to strengthen and accelerate their capability strategy and planning to build a marketing future in a more prioritized and sequenced way. We also helped them prevent missteps that accompany long-term change programs in large companies.

As a first step, we updated their Marketing Way to include digital and other contemporary concepts and best practices. While previous direction had been provided, the company did not have a legacy of following process, as people preferred to go it on their own. So, we needed to ensure the guidance was practical, beneficial, and accompanied by leader and skill-building support. The resulting Marketing Way & Toolkit reflected ideal contemporary marketing practice, was useful for life sciences and their business, and made it easier for different marketing teams and supporting functions to collaborate when doing marketing work.

The Marketing Way and the associated playbooks and toolkits also became the unifying foundation for developing training content and other marketing resources. Mastery-in-Action Workshops Kits and Train-the-Trainer sessions were developed to help designated marketing staff improve the relevance, integration, and impact of marketing strategies and campaigns.

Lime also helped overhaul the company's Marketing Competencies to align with the Marketing Way and to help define what world-class, modern marketing looks like when making talent and professional development decisions. Marketing

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The Results

- **Best practice standards.**
The Marketing Way and Marketing Competencies have become the cornerstone to bringing together the cross-functional effort of modernizing marketers. It sets the standards on how the company achieves its goal to deliver a high-impact experience to its customers.
- **Faster, go-to-market productivity.**
The company's go-to-market planning process reduced time from 6 months (done differently across teams) to 6 weeks using a consistent, templated, and customer-oriented way.
- **More relevant customer strategies and plans.**
The client sees they are now able to deliver more personalized, relevant marketing for their own customers—representing hundreds of millions in revenue. Getting to the end of these Marketing Excellence projects faster meant more dollars to the client sooner, while maintaining the company's sincere commitment to patients.
- **Better marketer engagement and commitment.**
The Marketing Competencies are being used actively and consistently in managing talent and promotions, as well as encouraging the sharing of insight and best practice across different therapy areas and divisions. The client is seeing better marketer engagement scores and lower attrition rates. As a result of its marketing transformation efforts and business impact, the Marketing Excellence Team was recognized by a prestigious, third-party competition as a finalist in a marketing effectiveness competition.

“We needed to land the plane, put pen to paper, and stop chasing our own tails. Lime put a lot of effort into understanding us and our particular needs. They’re a fantastic capability-building partner and a good, honest sounding board. They not only challenged us on direction, but they were proactive in recommending different ways to approach a situation.”

-MARKETING EXCELLENCE LEADER

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