

Creating Global Marketing Competency

The Brief

Healthcare OTC/Rx | Global | Privately Held

Our marketing department was recently restructured with new processes and expectations. We have marketers from different backgrounds, experiences, and home countries. **Help us create a marketing training program so we can build our skills around the globe.**

Lime Soil Test™ Challenges

- Hierarchical workplace culture limited independent thinking and willingness to speak up; language and cultural differences compounded challenges
- Multiple customer types/varied business models (even within a product line) made it difficult for efficient strategy and go-to-market planning; competitors were outsmarting and outspending
- Teams and leaders struggled with prioritization; work was highly reactive with lots of churn; key talent was leaving
- New private equity owners had strong focus on revenue growth and profit, creating need for increased financial acumen, as well as pressures on spend and marketing measurement

Lime Treatment Pathway

- Launched with **Marketing Simulation Learning Game** to create common experience and used data to prioritize curriculum topics and sequencing
- Developed common company **Marketing Way Framework** and global **Marketing Competencies**, timing rollout in phases to gain acceptance
- Ran **Leading Marketing Transformation for Executives** to improve leadership team influence as a functional group and on marketing culture
- Staged curriculum topics across the year to align with business planning timelines, delivering on-demand coursework and **Mastery-in-Action Workshops** across the marketing process
- Developed a global **strategic planning process and core set of templates** with training and team coaching to reinforce key concepts and use storytelling to make the case to senior leaders

Impact:
A more cohesive, more skilled marketing organization to manage increasingly complex times

- Achieved capabilities **roadmap goals 1.5 years faster** than anticipated, especially in skills
- Senior leaders describe recent brand strategy presentations as “a giant leap forward” while enthusiastically noting that the **planning summits were the “best we’ve ever had”**
- Marketing leadership is now **an effective functional leadership body** that’s more “out in front”; overhauled operations/ways of working to manage capacity and improve engagement
- Marketer **attrition rates significantly dropped to low single digits**

Our marketing team can be described as “mean and lean” which meant that in the past, some things had to fall to the wayside. Lime spent a lot of time getting to know our company inside out and didn’t just say ‘this is the way to do it.’ Their expertise lent credibility to the work we were doing and helped with adoption. Because of Lime, we were able to implement our vision a year and a half sooner than expected, particularly when it came to skill building.

– Vice President and Head of Global Marketing