

Developing Cross-Functional Launch Strategy

The Brief

Mid-Size Pharma | Global | Publicly Held

We're a new company. We have a great asset with a series of potential indications that need to be considered. **Help our cross-functional team develop an aligned global launch strategy.**

Lime Soil Test™ Challenges

- Despite a strong product profile and significant unmet need, customer insights were not well developed, and customer hidden bias/habits were being missed
- Many stakeholders outside marketing and/or the U.S. had strong, opposing views on how best to launch the product
- Multiple potential indications created strategic complexity
- Marketing staffing was light, creating a time and resource constraint
- The company was "building the plane while trying to fly it." New systems and ways of working had to be established but done so in a way that could be scaled and sustained in the future

Lime Treatment Pathway

- Partnered with global marketing lead via **CMO Strategic Advisor** executive coaching to create an effective roadmap to develop strategy and drive acceptance in the organization
- Deployed **Mastery-in-Action Workshops** with the marketing team to improve approach to market research and deepen insights across customer types
- Advised and supported marketing team on the **design, process, and governance of global cross-functional commercialization body** to engage critical internal stakeholders in long-term, pre-launch planning
- Developed a global **strategic planning playbook and core set of templates**
- Led **Mastery-in-Action Workshops** with cross-functional stakeholders to co-create the launch strategy and go-to-market plan

Impact:

An effective cross-functional team aligned around the real-world challenges to solve for at launch

- Uncovered surprising customer barriers, priority inflection points, and profound insights for launch success, which was then used to **improve the study endpoints, Scientific Platform, and publications plan**
- Established a common approach and language to speed decision-making that was then **applied to 2nd asset**
- Created a sustainable **commercial governance body framework** that the company still deploys today
- Method of engagement converted a diverse group of strongly-opinionated, cross-functional internal stakeholders into **a high-performing team aligned around the key customer issues**
- *[Clinical trials still underway]*

I appreciated working with Michele as a coach. She was a thinking partner, a confidant, and team member. In facilitating workshops, Lime is very good at hearing what the room is voicing, distilling it into key thoughts, and then leading people to the next questions. We were able to bring everyone together with a common approach and language, which is no small feat given strong personalities and opinions!

—Global Commercialization Product Lead