

# Getting Marketing Transformation Unstuck

## The Brief

**Biotech | US | Fortune 500**

We've been trying to transform marketing for a number of years now, and despite abundant resources and talented team members, we are simply not moving the organization forward. **How do we get unstuck?**

## Lime Soil Test™ Challenges

- Marketing organization was suffering from change fatigue and bandwidth challenges following multiple years of shifting change initiatives for company and marketing
- Company was culturally decentralized and undisciplined. Everyone was doing marketing their own way and liked autonomy in how they ran businesses and developed talent
- Marketers did not perceive their own skill gaps, even though many businesses were underperforming. Insights and best practices were not exchanged as brand priorities superseded enterprise goals
- Marketer engagement scores were in steady decline and key talent was leaving the company for competitors

## Lime Treatment Pathway

- Partnered with the cross-functional transformation team via the **CMO Strategic Advisor** to increase the team's knowledge and skill in designing a metrics-based program and communications
- Strengthened the existing **Marketing Way & Toolkit** and **Marketing Competencies** to integrate digital within a marketing framework vs. as a silo
- Crafted **three practical online playbooks** to help marketers put key strategic change topics into daily practice and consider best practice examples. Playbooks helped drive alignment across other functional transformation leaders who were revamping systems, technology, and ways of working
- Developed a novel **Marketing Competencies for Marketers program** in partnership with marketing leaders to assess, develop, and manage talent in an engaging and consistent way

## Impact:

**Marketing organization transformation is (finally) progressing with momentum for over 3 years now**

- Company **accelerated progress toward its vision** by having better defined standards, aligned leaders, and marketers excited about leveraging best practices in their daily work
- Team estimates approximately **6-11% lift in sales** impacting **30,000-40,000 patients**
- Go-to-market planning process cycle time was significantly **reduced from 6 months (done differently across teams) to 6 weeks using a consistent, customer-oriented, best practice approach** suited for today's digital world
- Talent flow between teams is increasing with **significant improvement in engagement scores**. Ongoing communication newsletters for marketers are seeing average 86% open rate (vs. 20% company average)

*Previous consultants tried to fit the company into one of their archetypes when what we really need is a personalized approach. What we appreciated most was how Lime helped us connect the dots across different workstreams, suppliers, and efforts so we could make it easier for marketers and internal stakeholders to do the change we wanted to see. The discipline, coordination, and marketer-centricity created a momentum and staying power that is a first for this company. We're finally on a path of change!*

— Senior Marketing Transformational Change Executive