

Top 5 Things Life Science *Marketers and their Leaders* Get Wrong

These things impact profit and growth:

1

Not clear on their priority customer segment.

Segmentation doesn't regularly drive strategies and plans. If it is used, it tends to be large segments based on common demographics, and not on the desired needs and outcomes that make customers want different things.

2

Aren't getting to the hidden "why" behind what a customer segment does or believes.

Pain points are often superficial and functional, not emotional and contradictory. We are not clear in the belief and behavior shifts we're trying to achieve, not realistic in identifying the human psychology/human nature barriers, and we forget the social/morale expectations society has of us in this industry. We also overlook that our customers are overwhelmed, busy, and have other priorities than us and our offerings.

3

Aren't creating value on customers' terms.

Value propositions are driven by features and benefits, rather than how the product/service/offering solves a customer problem. Value becomes functional and generic, and a "more is more" mentality means we aren't making critical choices, but throwing more things at already-overwhelmed customers. We aren't making their lives easier. We're fearful of identifying the thing we're not doing, because we don't want to leave money on the table.

4

Aren't showing up where and how they want us to.

We lack the courage to call sales a "channel" and aren't effectively integrating online, offline, and in-person tactics because we're afraid of offending and demotivating an important part of the commercialization team. Our digital tactics lose impact and we're missing the opportunity to fully leverage the important role an in-person channel can have. While we acknowledge doctor pull-through and access are important to patient pull-through, we aren't crafting highly integrated campaigns across channels and customer segments to create a seamless experience.

5

Aren't able to rally others around a shared customer understanding, strategy, and plan.

Whether it's marketing versus sales, marketing versus medical/legal/regulatory, global versus local, or short-term versus long-term, these polarizations are getting in the way of uncovering customer needs; creating relevant, motivating and differentiated plans; and delivering flawlessly for the customer. We must be able to cultivate co-creation across internal stakeholder teams, make them a part of the process, challenge assumptions, and garner agreement for a better way forward...and then stick with it.