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# Case Study: How a Global Pharmaceutical Company Improved Marketing Effectiveness

*A coordinated approach, common language and embedding best-in-class marketing capabilities drives results.*

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A leading pharmaceutical company located in Massachusetts is dedicated to discovering and bringing to market pharmaceutical products to improve the lives of patients, their families and their communities. Like most pharmaceutical companies, they build product recognition via outreach to both the physician and patient communities, through a variety of methods including advertising, education, public relations and advocacy.

At this particular firm, the Head of Leadership Development realized there was a lack of a common approach across the marketing teams, resulting in missed opportunities. Each marketing team used different segmentation approaches and language to describe customer groups, which left sales unsure what markets were the most lucrative and what marketing tools to use when approaching them. Finance wasn't satisfied with marketing's budget requests, skeptical that the teams were not using quantifiable methods to prioritize their efforts.

The marketing units were driven and talented, but their efforts resulted in a generic presence in the market, confusion among physicians and lack of name recognition with prospective patients. As befits a world-class pharmaceutical company, the leadership team realized that treating the symptoms would not cure the disease - to remedy matters, the Head of Leadership Development contacted Imbue Partners.

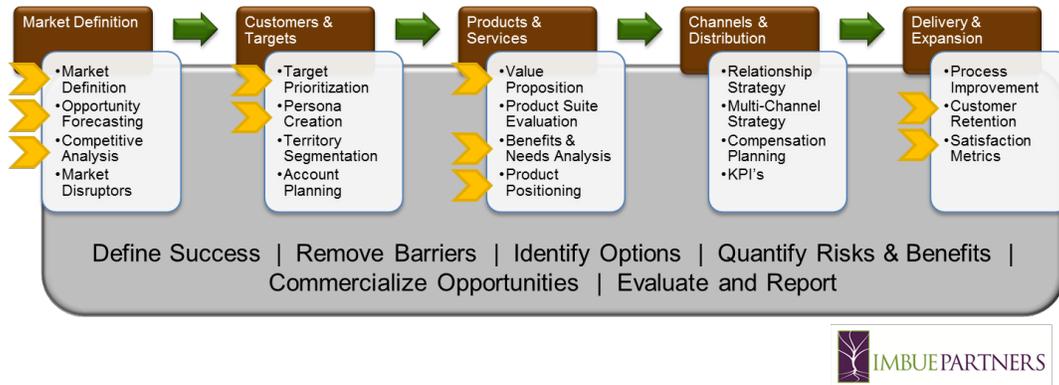
Imbue Partners LLC is a go-to-market management consultancy collaborating with businesses to drive sustainable top-line growth. They employ a rare combination of world-class case tools and real-world experience to remove barriers and enable quantifiable success.

Imbue Partners' unique '**Concept-to-Commercialization**' framework helps determine the areas of focus that will maximize impact to sustainable top-line growth. In the case of this pharma company, a common language and toolkit was needed to enable market segmentation, opportunity forecasting and prioritization to shape the method and message of outreach.

Imbue identified the opportunity to both normalize and formalize the strategic marketing skills at the company by implementing a comprehensive 'Marketing Accelerator Program (MAP).' This program would create a common framework, language and toolkit leveraged across all brands.

## What We Do | Imbue Partners' Results-Focused Methodology

Imbue Partners' *Concept-To-Commercialization* approach helps clients jumpstart performance and achieve long-term growth in five key areas



Creating these foundational elements required three steps. First, in-depth interviews with the marketing teams themselves to identify the needs of level of mastery of core skills and identify need for skill building. It was during this step that Imbue Partners discovered that the teams fell into three distinct skill-levels, and was able to tailor training recommendations for each one.

<b>Session I – Understanding the Market</b>	
<ul style="list-style-type: none"> <li>Where will your brand's growth come from?</li> <li>What key dynamics are at play in this market?</li> <li>Who are the decision makers? Who are the influencers?</li> <li>Where are the leverage opportunities?</li> </ul>	<ul style="list-style-type: none"> <li>Identifying key growth driver(s)</li> <li>Understanding competitive positioning</li> <li>Mapping the physician/patient flow</li> <li>Mapping key constituents</li> </ul>
<b>Session II – Prioritizing Segments and Targeting Customers</b>	
<ul style="list-style-type: none"> <li>Who comprises the uniquely different segments in this market? What differentiates them as a group?</li> <li>What do we want this group to do differently?</li> <li>What motivates this segment? What turns them off?</li> </ul>	<ul style="list-style-type: none"> <li>Market mapping and segmentation</li> <li>Storyboarding for target customers (by needs and prescribing/usage behaviors)</li> <li>Developing creative briefs</li> </ul>
<b>Session III – Product Positioning &amp; Messaging</b>	
<ul style="list-style-type: none"> <li>What value are we creating for this segment and end users?</li> <li>What is the best positioning and associated messaging for this product? How is the competition positioning their product(s)?</li> </ul>	<ul style="list-style-type: none"> <li>Creating product positioning statements</li> <li>Articulating value proposition with willingness to pay</li> </ul>
<b>Session IV – Marketing Mix &amp; Tactics</b>	
<ul style="list-style-type: none"> <li>What are the marketing mix elements, tactics and sequencing?</li> <li>What are the sales programs, DTC or other channel activity?</li> </ul>	<ul style="list-style-type: none"> <li>Matrix the marketing mix elements, pricing and sequence</li> <li>Customer activation planning</li> </ul>
<b>Session V – Brand Performance Tracking &amp; Measurement</b>	
<ul style="list-style-type: none"> <li>What is the brand profitability &amp; financial outlook?</li> <li>What are our contingency plans?</li> </ul>	<ul style="list-style-type: none"> <li>Creating a brand management dashboard measuring key performance indicators</li> </ul>
<b>Session VI – Lifecycle Planning</b>	
<ul style="list-style-type: none"> <li>How will future clinical, regulatory and future product development play a role in the lifecycle and brand plan of this product?</li> </ul>	<ul style="list-style-type: none"> <li>Graphing current and future product cadence</li> </ul>

This three-tiered training created a baseline of capabilities in the core concepts of Market Segmentation, Prioritizing and Product Positioning.

The training was so successful it became a standard module in the Global Corporate Development Program. Finally, the teams leveraged these new common foundations, coupled with their own functional and industry experience, to create a cohesive go-to-market strategy.

While an initiative such as this takes time, the results of the MAP effort are already visible both within and outside of the marketing teams. One Brand Lead summed up his feelings saying,

“We are so much more efficient across teams now that we can address specific market segments cohesively. Each dollar we spend is more effective – which makes us both more credible and more valuable to our company.”

The company leadership expects to leverage this work to identify three unique market segments for highly-focused campaigns in the coming months. The Brand Lead for this drug segment says, “With a common definition of what a ‘market segment’ is, we can speak to that segment where, when and how to best attract their attention. With a common understanding of relative segment value, we can prioritize effectively to maximize revenue while remaining focused on the greater good”.

### **About Imbue Partners, LLC**

Imbue Partners, LLC is a management advisory firm that collaborates with businesses to identify effective go-to-market strategies that will achieve and sustain top-line growth. Founded in 2009, Imbue Partners is woman- and veteran-owned and located in Middleton, MA.