



Sample Marketing Competencies (Pharma)

ANALYSIS

Analysis Performance		
A-1	Measures Performance	Regularly measures market, competitive, and business performance in order to anticipate trends.
A-2	Develops & Tests Hypotheses / Scenarios	Identifies trends and seeks possible causes and rationales re. opportunities and problems. Identifies and gathers data needed to prove or disprove hypotheses.
A-3	Analyzes Data & Draws Conclusions	Analyzes relevant data. Draws conclusions and generates insights. Prioritizes solutions and opportunities.
A-4	Develops Recommended Approach	Creates or revises Business Review or Recommendation document to recommend top solutions and opportunities.
A-5	Forecasts Sales & Production	Attends monthly forecast meetings and provides accurate commercial trends.
A-6	Tracks Sales & Production Actuals vs. Plan	Monitors performance and highlights issues for review at S&OP.

Analysis Influencing		
AI-1	Engages Internal Stakeholders	Engages internal stakeholders in bringing key problems and opportunities to the forefront.
AI-2	Engages External Stakeholders	Engages external stakeholders to better understand problems or opportunities.
AI-3	Gains Commitment	Influences stakeholders by communicating the recommended solutions or opportunities with rationale in a manner relevant to each audience.



STRATEGY

Strategy Building		
S-1	Develops Therapy Area Strategy	Develops company life cycle strategy for the therapy area to gain long-term competitive advantage in the market.
S-2	Develops Brand Positioning	Develops the brand positioning maximizing competitive differentiation.
S-3	Develops Brand Plan	Creates a plan specifying Marketing Mix and weighting of efforts across regions, segments, seasons, indications, and/or devices.
S-4	Secures Approval of Brand Plan	Secures appropriate company priority and resource allocation.

Strategy Influencing		
SI-1	Engages & Influences Internal Stakeholders	Persuades management and other therapy area team members of the “rightness” of the strategy. Ensures adoption of brand positioning by all internal stakeholders.
SI-2	Engages External Stakeholders	Ensures relevance of brand positioning with key external stakeholders.
SI-3	Gains Commitment to Strategic Actions	Obtains commitment of internal resources to brand strategic actions

Tactics

Tactics Innovation & Evaluation		
T-1	Formulates Tactics	Identifies tactical alternatives and selects tactics that will move customers along the Adoption Pathway and achieve competitive advantage.
T-2	Briefs Resource Groups	Briefs internal/external resource groups to design tactics.
T-3	Assesses Audience Appeal	Tests tactics (especially for the sales force) to ensure they are effective with different target audience segments.
T-4	Implements Tactics	Delivers tactics on time, by customer segment, with sufficient differentiation to support Sales’ customer-access requirements.
T-5	Measures & Enhances Tactics	Measures ROI of major tactics. Modifies tactics based on sales rep and customer feedback and other brand performance data.

Tactics Influencing		
TI-1	Engages & Influences Internal Stakeholders	Engages internal stakeholders in identifying and evaluating tactical alternatives.
TI-2	Engages & Influences External Stakeholders	Engages external stakeholders in identifying and evaluating tactical alternatives.
TI-3	Gains Commitment to Tactical Plans	Gains internal stakeholder commitment to implementation of tactics.



Key Opinion Leader (KOL) Management

KOL Development		
K-1	Builds National Network	Builds and maintains mutually beneficial relationships with a network of national key opinion leaders.
K-2	Creates Advocacy for Brand	Obtains KOLs' (key opinion leaders') commitment to be a national level advocate for our products and point of view.
K-3	Leverages National Networks	Leverages national networks for regional benefit.
K-4	Offers Problem Solving Support	Acts as a resource for contactors to solve problems of key customers, in order to advance them along the Adoption Pathway.

KOL Influencing		
KI-1	Engages & Influences Internal Stakeholders	Engages internal stakeholders in identifying KOL opportunities and actions.
KI-2	Coordinates with Sales	Leverages and coordinates Marketing KOL activities with Sales KOL activities.
KI-3	Gains Commitment	Obtains commitment to KOL plans and actions.