

Case Study

Creating global brand building capabilities to deliver growth ambition for Perrigo

Marketing alignment to support growth

Perrigo, a leading provider of consumer self-care products and over-the-counter health and wellness solutions, has a portfolio of leading brands including Compeed®, EllaOne®, NiQuitin and Solpadeine®. To support the long-term success of its leading brands, Perrigo business leaders aimed to **develop continuous learning opportunities** focused on **brand-building capabilities** to ensure the organisation always **thinks, creates, and delivers consumer-centric strategies**, through **one common language, aligned ways of working**, and a consistent set of **tools, approaches, and behaviours**.

Perrigo believes these are the foundations to not only fuel **best-in-class brand-building capabilities** but also embed a **‘consumer first’ mindset** in everything they do to support their purpose to: **“Make lives better through trusted health and wellness solutions, accessible to all.”**



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The Marketing Academy project was designed to holistically assess and balance the skills and processes that Perrigo had in place and identify any gaps or misalignment. As an external partner, we approached the process from a neutral position and were able to advise on the best practices to establish a common language, making sure that there was an end-to-end marketing understanding across the whole team.

Max Andrews, Head of Sales
at CIM

To facilitate this objective, Perrigo sought the expertise of The Chartered Institute of Marketing (CIM). **CIM’s Business Solutions team is dedicated to helping large brands develop their marketing capability and deliver success at scale.** In partnership with Perrigo, CIM was able to develop a **Marketing Academy project to empower marketers and leverage marketing expertise** within Perrigo. This program was designed to ensure **marketers were equipped with the right skills, up to date knowledge of best practices and resources to align with Perrigo’s Integrated Brand Planning (IBP) process.**

Fewer, Bigger, Better

As part of the development phase for the **Marketing Academy project**, the CIM Business Solutions team conducted a comprehensive discovery phase involving 30 Perrigo team members across Europe. This process revealed that Perrigo had a **wealth of skills** in **campaign execution** and **profit and loss management**, in addition to some areas where capabilities could be bolstered, such as **building consistency** in **language, tools, and processes**.

Working with CIM Business Solutions, the Perrigo Brand Academy was developed to blend **CIM's best practices** with Perrigo's internal tools and marketing science. The programme prioritised **strategic choices**, focusing on **'Fewer, Bigger, Better'** initiatives, emphasising the **power of consumer-centricity, data-driven, brand-led and omnichannel strategies**.

To bring teams **together**, encourage **internal collaboration** and strengthen their **brand teams**, the **Perrigo Brand Academy** was launched globally in November 2023.

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It's no easy task to design and deliver learning opportunities that are relevant to 200 people. After the thorough discovery phase, we were able to pinpoint where the opportunities were to take Perrigo to the next level. The marketing teams have been equipped with skills they can use right away and the foundations have been laid for a path of continuous professional development.

Caroline Cook, CIM Course
Director



The first stage entailed deploying the **“Marketing Excellence” course** to all Marketing teams globally, encompassing approximately 200 colleagues across EMEA and the USA. To date, **140 marketers** have completed the **‘Excellence’ workshop training**, with strong feedback on engagement, content and overall satisfaction.

The **three-day course** was followed by more specific deep-dive workshops, which covered **Insight, Brand, Communications, and Strategy**. Training was also delivered at the **CIM Business Centre** in Cookham.

Internal communications throughout the process inspired a culture of **collaboration** and **unity**.



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Ensuring that internal teams are aligned, upskilled and pulling in the same direction is integral to Perrigo meeting its aim of becoming a true brand-building organisation which delivers value-added growth in the category. What we've created with CIM will support not just the success of the business but also every marketing team member with career-long learning and development opportunities.

Gurneet Singadia, Global
Head of Media & Marketing
Excellence at Perrigo

Career-long learning

Working with CIM led to the development of the **Perrigo Brand Building House**, a comprehensive learning programme. This helps teams to understand both the '**what**' and '**how**' when making **consumer-focused marketing plans** and strengthens Perrigo's **marketing capabilities**, promoting shared understanding and coordinated work approaches. It embodies a new **Marketing Competency Framework** alongside a new **Ways of Working Model** for the organisation.

Perrigo is committed to building a business that **supports its employees in achieving their best**. The next phase of the initiative centres on the ongoing rollout of **marketing workshops** and a continuous **learning programme**.

About Perrigo

Perrigo Company plc (NYSE: PRGO) is a leading provider of Consumer Self-Care Products and over-the-counter (OTC) health and wellness solutions that enhance individual well-being by empowering consumers to proactively prevent or treat conditions that can be self-managed. Visit Perrigo online at www.perrigo.com.

About CIM Business Solutions

CIM Business Solutions drives business success through your people by working alongside you to train, develop and grow your team's capabilities and skills to keep up to date with the ever-evolving landscape of marketing. Our team is dedicated to helping large brands develop their marketing capabilities and deliver success at scale.