Marketing
Competency
Framework

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Marketing Competency Framework | Company Confidential 2025 – For Internal Use Only

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Competencies GIVE clarity on what's expected, what good looks like, and development NEEDS

Knowledge

The what.

What I know. Learned information needed to do the job, e.g.

The differences between structured and unstructured data
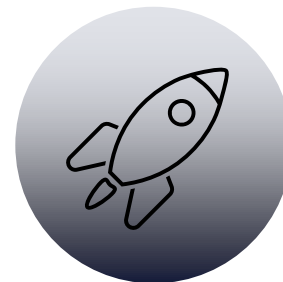
Skills

The how.

What I do. Practical application, 'learned and earned' e.g.

Synthesize multiple HCP data points into meaningful, actionable insights

Abilities

The now what.

What I can do. Underlying ability to transfer knowledge or skills e.g.

Uses priority insights to consider potential scenarios

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How and when do I use these competencies?

At AbbVie, our aim is to build a global organizational culture that retains and attracts top talent, and values accountability, learning and continuous improvement for the business. The Marketing competencies are one of the inputs to your development priorities. For more information, see the Marketing Competency Job Aids.

How to use these competencies

- Use as a tool to support development discussions
- Illustrate critical and desired competencies for a particular role
- Focus individual development within current role and identify actions towards development plans and Learning Objectives
- Guide employees and people leaders on 'what' employees need to do in their roles – and complements/reinforces our Ways We Work

Considerations in using these competencies

- Don't use to determine performance or for talent assessments
- Competencies are not intended to be indicative of promotional readiness or potential
- Competencies should not be the sole source of development planning and Learning Objectives
- The competencies do not replace TDQ (Team Diagnostic Questionnaire), as TDQ assesses and generates actions to improve team effectiveness and 'how' a team operates together
- The competencies do not replace the Ways We Work behaviors

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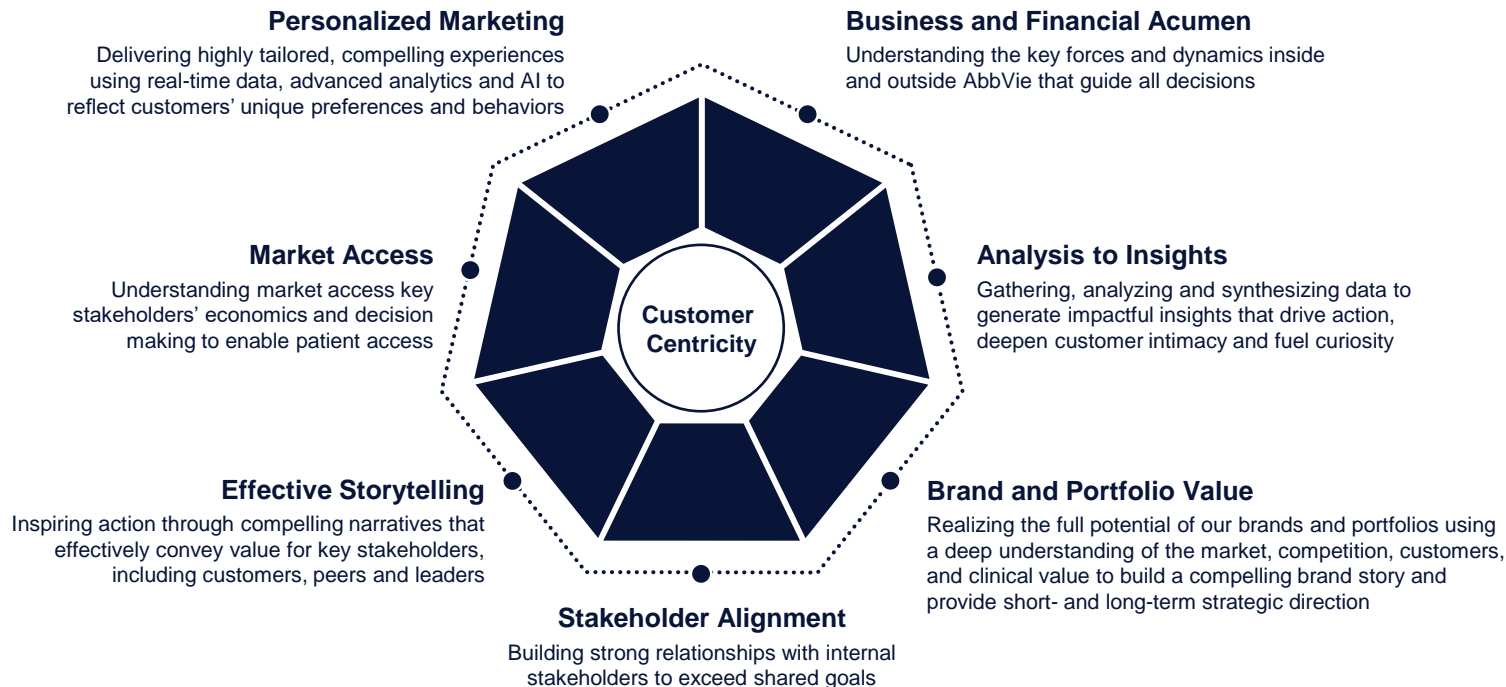# Each competency develops
through three proficiency levels

What are proficiency levels?

◆ As competencies build, we move through stages of increasing proficiency

◆ Each proficiency level is characterized by a set of aligned expected competency behaviors

◆ The proficiency levels are cumulative. This means those people demonstrating mostly Mastery competency behaviors should also show evidence of Advanced and Foundational competency behaviors

◆ You might demonstrate Advanced competency behaviors for some competencies but Foundational or Mastery for others

◆ For some competencies, Foundational might be a stretch – and this is fine

Foundational	**+ Advanced**	**++ Mastery**
Understanding of the theory and application of the competency	Applies competency in complex situations	Demonstrates expert level skills when applying the competency
Independently applies the competency, or aspects of the competency, in routine situations	Guides or advises others in the competency and looks ahead and anticipates requirements	Deep expertise in tools, processes, and methods related to the competency
		Recognized as a Subject Matter Expert, and considered a thought leader, internally and/or externally
		Coaches, supervises, and develops others on the competency

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Marketing Competencies
High level overview

Personalized Marketing
Delivering highly tailored, compelling experiences using real-time data, advanced analytics and AI to reflect customers' unique preferences and behaviors

Business and Financial Acumen
Understanding the key forces and dynamics inside and outside AbbVie that guide all decisions

Market Access
Understanding market access key stakeholders' economics and decision making to enable patient access

Analysis to Insights
Gathering, analyzing and synthesizing data to generate impactful insights that drive action, deepen customer intimacy and fuel curiosity

Customer Centricity

Effective Storytelling
Inspiring action through compelling narratives that effectively convey value for key stakeholders, including customers, peers and leaders

Brand and Portfolio Value
Realizing the full potential of our brands and portfolios using a deep understanding of the market, competition, customers, and clinical value to build a compelling brand story and provide short- and long-term strategic direction

Stakeholder Alignment
Building strong relationships with internal stakeholders to exceed shared goals

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Business and Financial Acumen

Understanding the key forces and dynamics inside and outside AbbVie that guide all decisions

What this competency includes

- Health, economic, market and customer trends; competitor dynamics
- AbbVie and competitor science, disease states, products and brands
- AbbVie's strategic, tactical and financial planning processes
- AbbVie's business structure, key processes and data-driven operating model
- Regulatory, legal and compliance requirements
- Drivers of profitability, expense, resource and budget management
- Profitability management (including the P&L where appropriate)
- Forecast accuracy and supply chain input
- Investment maximization mindset

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Business and Financial Acumen

	Foundational	**Advanced**	**Mastery**
External influences	• Explains health/macro trends, environmental dynamics and the access landscape • Assesses channel landscape including customer usage/ preference trends • Explains relevant disease states, epidemiology, standard of care/clinical practice, patient flow, labels and product science, trial designs and results	• Anticipates trends and potentially disruptive events that could impact strategy and activities • Identifies potential channel landscape disruptive events that could impact strategy or execution • Ensures that Marketing insights are fully leveraged by the Brand Team throughout 1-7-5	• Provides expert advice on the implications of health trends and the evolving landscape • Guides the organization on current and future omnichannel opportunities and implications to inform AbbVie's evolution • Elevates organizational thinking in the opportunities and risks resulting from potential changes in the market, AbbVie and competitor science
Planning approach	• Explains AbbVie's strategic, tactical and financial planning processes including the 1-7-5 integrated brand plan • Explains customer engagement principles, processes, ways of working and systems • Describes AbbVie's business structure, key processes and influence chains • Explains how we make decisions using data utilizing AbbVie's data-driven systems, processes and tools • Works within AbbVie's MLOR and policy requirements to ensure compliance and medical accuracy*	• Shapes strategic/financial plans including Latest Best Estimate (LBE) and Long-Range Plan (LRP) • Proactively identifies and seeks MLOR input for potential Brand Team activities that might be at risk of non-compliance* • Challenges self and others to ensure that decisions are driven by data, measured and validated	• Considered an expert on AbbVie's business beyond own Function, contributes to setting and realizing strategic and financial objectives • Contributes to setting and realizing strategic and financial objectives • Contributes to potential business development opportunities and pipeline asset strategies, follow on indications • Champions clear and robust decision making to deliver competitive advantage • Coaches' peers or teams on AbbVie's MLOR, and policy requirements, managing risks and ensuring compliance*
Financial acumen	• Applies an understanding of profitability drivers and the component parts of the P&L • Sets and manages project budget, adjusting as needed and delivering at or under budget • Evaluates investment options and identifies potential high or low impact activities	• Allocates resources to maximize impact, makes smart trade offs • Applies an in-depth knowledge of budget management and forecasting, anticipates budget variances and recommends solutions • Allocates budget to test & learn for emerging activities as needed • Makes clear recommendations to maximize value from investment based on connected metrics, KPIs and outcome measures	• Considers broad portfolio profitability implications of functional activities; maximizes return on investment, as appropriate • Improves forecasting, profitability, and manages expenses, as functionally appropriate • Manages and oversees the P&L • Prioritizes investment allocation to maximize impact and achieve strategic goals, making tough decisions as needed

*See ALC/LERN

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Analysis to Insights

Gathering, analyzing and synthesizing data to generate impactful insights that drive action, deepen patient and customer understanding and fuel curiosity

What this competency includes

- Deep understanding of the patient voice, including the needs and behaviors of all stakeholders along the Patient Journey

- Customer segmentation and data-driven customer profiles generation

- Actionable insight into current and desired customer behavior and the drivers of behavior

- Data literacy and sourcing, and the appropriate use of AbbVie reporting tools

- Analytical literacy including the synthesis and development of actionable insights

- Data-driven decision making to drive planning and continuous optimization

- Clear success measures and evaluation versus desired outcomes

- Data integrity through accurate and reliable data and regular data interpretation
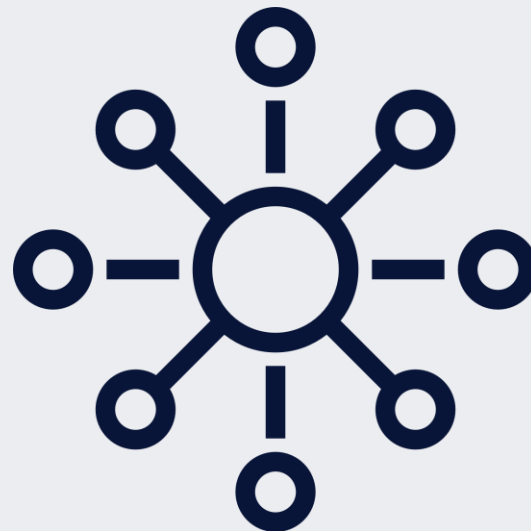
- Appropriate AI utilization

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Analysis to Insights

	Foundational	Advanced	Mastery
Patient and customer centricity	• Explains the importance and components of Patient Journey as the foundation for 1-7-5 • Articulates key patient/HCP insights relevant to own brand(s)/ therapy area and how they impact customer decision making • Explains the relationship between customer segments, desired behavior change, the adoption ladder and potential affinity • Develops data-driven customer profiles for impactful engagement	• Leverages a deep understanding of Patient Journey to identify / activate key moments of meaning • Clearly articulates the behaviors, needs and relationships between all external stakeholders along the Patient Journey • Builds actionable, data-driven customer segments and profiles by analyzing goals, behaviors, drivers, and pain points • Develops a deep understanding of current and desired behavior of customer segments and profiles, and what it might take to move from current to desired • Describes business KPIs and metrics and how the relationship between them can deliver value for AbbVie and patients	• Leads cross-functional teams in uncovering and aligning behind strategic moments of meaning • Challenges teams to uncover actionable insights at each strategic moment of meaning • Shapes strategic customer segmentation by identifying/validating appropriate variables • Coaches' teams to make customer-focused decisions, leveraging advanced analytics and deep insights • Aligns the organization around priority segments and their needs to provide a solid foundation for a personalized customer strategy
Data & analytical literacy	• Articulates the difference between "data," "understanding" and "insights" • Appropriately leverages all data sets (incl. clinical, label, and real-world data), using a deep understanding of their benefits and limitations and appropriately using AbbVie reporting tools • Explains quantitative/qualitative market research approaches • Generates hypotheses and asks key business questions drive data collection, selection and analysis • Ensures data accuracy prior to analysis to drive data integrity • Describes the basics of artificial intelligence (AI), including potential use cases, principles of prompt engineering and considerations for use • Adheres to ethical standards and complies with relevant regulations when utilizing customer data and AI	• Identifies data gaps, selects appropriate structured/unstructured data • Effectively uses AbbVie reporting tools to source relevant data on an ongoing and ad hoc basis • Manages the depth of analysis required to ensure effective analysis that drives fast decision making • Synthesizes multiple data sources to generate insights that are meaningful, actionable and deliver value • Regularly leverages AI, providing relevant data, refining prompts to optimize outputs and interpreting results appropriately • Designs action plans to improve data integrity and ensure data quality	• Champions "one source of the truth" for data and insights • Shapes data strategy to ensure the right data / capabilities are available to achieve objectives • Explores and uses novel market research, data sourcing and analytical approaches with cross-functional partners as relevant • Coaches' others on generating meaningful, actionable insights • Inspires teams to use AbbVie AI tools and approaches appropriately by demonstrating own AI use and suggesting potential use cases • Champions continuous improvement in data interpretation, driving accurate, high-quality data input, analysis and communication
Data informed decision making	• Explains the importance and implications of a continuous improvement mindset • Appropriately uses critical brand, product and portfolio KPIs to inform decision making • Produces outputs that are cohesive, concise, and easy to understand on for all audiences • Interprets and clearly communicates results from basic and predictive analytics and market research, including data visualization • Describes how to set success measures, the data sources and methodologies to use and how to evaluate performance • Explains the importance and drivers of data interpretation	• Makes full use of available data in decision making, anticipating critical developments to develop competitive advantage • Applies a continuous improvement mindset that consistently utilizes actionable data and insights • Prioritizes the most impactful data and insights to accelerate and improve decision making • Defines success measures with clear lead and lag metrics to answer critical business questions • Appropriately interprets data, validating data quality and sharing findings • Uses simple models and creates data visualizations to identify patterns, trends or correlations that drive marketing impact	• Inspires a culture of continuous data-informed decision making • Challenges others to ensure that key decisions are grounded in data and insights • Drives generation of analysis, insights and implications that can be clearly understood and acted on across Functions and levels • Leverages advanced and predictive analytics to drive decision making • Sets new benchmarks for success, incorporating quant and qual data from multiple sources • Leads the integration of predictive analytics models into key marketing processes to drive real-time decision-making • Ensures that key decisions are supported by the most important data points

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Brand and Portfolio Value

Realizing the full potential of our brands and portfolios using a deep understanding of the market, competition, customers, and clinical value to build a compelling brand story and provide short- and long-term strategic direction

What this competency includes

- Robust and actionable plans with a clear line of sight to execution

- Desired customer behavior change definition with a clear line of sight to the brand's strategic imperatives

- Data-driven investment choices to maximize customer impact

- Current and aspirational Brand Story and value proposition development, considering patient, market, competition, HCP, and clinical value

- Brand Story refinement to maintain relevance and competitive advantage

- Gap assessment inputs to inform clinical development and integrated evidence strategy

- Core claims and label optimization

- Scenario plans and trade-offs to inform strategic decisions, ensuring short-term and longer-term success for the brand and portfolio

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Brand and Portfolio Value

	Foundational	Advanced	Mastery
Strategic choices	• Inputs into 1-7-5 integrated strategic planning and Marketing tactical planning as needed • Explains the importance of making choices (what to do and what not to do) as the foundation of strategy • Describes the market structure and market/competitor dynamics • Articulates relevant on market and asset strategy and objectives • Explains how brand strategic imperatives are derived from patient and customer needs • Describes the portfolio dynamics and market landscape trends that are key considerations in shaping the brand strategy	• Provides Marketing input and recommendations into all 7 anchors • Develops scenarios, identifies and analyzes trade-offs, and simplifies complex choices for others • Leads the Brand Team through 1-7-5, aligning functions as needed • Develops brand strategic imperatives rooted in patient and customer insights ◆ Defines the desired behavior change for priority segments and customer profiles, with a clear line of sight to the brand's strategic imperatives ◆ Makes deliberate, data-driven investment choices to maximize customer impact and deliver the desired behavior change	• Constructively challenges teams on the quality of thinking for each 1-7-5 anchor, ensuring a clear line of sight from anchor 0 to anchor 7 • Balances short-term priorities with long-term goals; uses trends to inform scenario planning and strategy • Defines organizational implications and potential trade-offs of a given strategy; articulates choices to leaders • Constructively challenges others to ensure customer behavioral objectives are underpinned by deep understanding of behavioral triggers and barriers • Coaches' teams to ensure that there is a clear line of sight from customer behavioral objectives and tactics selection
Compelling Brand Story	• Synthesizes 'scientific' and 'non-scientific' elements to develop compelling communication themes as the basis of a meaningful Brand Story • Identifies opportunities for non-clinical claims that support the overall Brand Story • Explains how to contrast, compare, and position AbbVie versus the competition using approved scientific and economic data • Articulates competitor Brand Stories and the potential impact on the AbbVie Brand Story • Collates internal and external data and feedback to help inform the aspirational Brand Story • Defines clear key messages arising from the Brand Story • Analyzes data to determine impact of communication themes and identify areas of potential optimization for the Brand Story	• Helps shape creation of a meaningful Brand Story and detailed Value Story reflective of Market Value Drivers and competitive context • Leads development of a 'portfolio' of non-scientific claims to reinforce the Brand Story • Evaluates Brand Story impact, making timely and informed recommendations to maintain relevance • Monitors the environment for potential risks to the Brand Story or opportunities to strengthen, and makes clear recommendations to refine • Evaluates potential campaign ideas to determine those most likely to amplify the Brand Story working closely with agency partners • Evolves key messages based on data, customer feedback and the IFT • Ensures that the correct RWE/marketing claims data is collected and updated on a continuous basis to optimize the Brand Story	• Works collaboratively to mitigate risk to the Brand Story, anticipating scenarios and highlighting trade-offs, utilizing a deep understanding of the external environment • Proactively identifies opportunities to strengthen the Brand Story, based on a deep understanding of current Brand Story impact and/or changes in the external environment • Works with the cross-functional team to determine the implications of potential Brand Story evolution on the strategic direction for the asset/brand • Inspires teams by sharing innovative thinking and encouraging appropriate experimentation around the Brand Story • Creates a compelling rationale for the value of treatment and/or relevant products and how to contrast, compare, and position AbbVie versus the competition using appropriate data and sources
Lifecycle optimization	• Contributes to gap assessment, interprets outputs, makes recommendations on evidence or educational activities required and potential ways to close the gaps • Provides data-driven customer and market perspectives to help inform potential label updates and future promotional claims	• Drives longer term thinking (3-5+ years) to inform strategy, scenarios, and potential implications • Identifies synergies and gaps within the portfolio, driving strategic decisions that optimize short- and long-term brand performance and growth • Defines potential label updates and future promotional claims needed to achieve the aspirational Brand Story	• Provides recommendations that inform clinical development and new evidence generation • Ensures early commercial input, where appropriate, into new product development and clinical trial design • Takes a portfolio or cross-brand view to maximize franchise and portfolio value • Leads the development and execution of a cohesive portfolio strategy that aligns brand positioning and value propositions with organizational goals and future opportunities

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Stakeholder Alignment

Building strong relationships with internal stakeholders and external partners to exceed shared goals

What this competency includes

- Stakeholder prioritization and understanding, including their needs and ways of working
- Strong networks and collaboration, working effectively in the matrix
- Appropriate collaboration across the Brand Team and other partners across the organization
- Effective Brand Team and IFT working to deliver holistic customer experiences that pull strategy through to execution
- Effective collaboration with agency partners, including appropriate AI utilization

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Stakeholder Alignment

	Foundational	Advanced	Mastery
Matrix working	• Articulates the needs, opportunities, challenges and influence chains of key stakeholders within own area of work • Communicates effectively within Function or cross-functional peer group, elevating as required • Works effectively within the matrix and the Brand Team as appropriate, proactively representing functional interests	• Anticipates potential stakeholder responses based on a deep understanding of their needs • Builds networks across the organization and influences to deliver the functional strategy across the matrix, including the IBT and IFT • Credibly represents functional priorities and perspectives, leveraging internal structures and ways of working	• Drives the organization toward a single, robust understanding of functional stakeholders that enables the creation of seamless experiences for patients and HCPs • Anticipates and champions the unmet and evolving needs of external stakeholders that may impact other Functions • Fosters a strategic partnership and collaborative model across the Brand Team and other cross-functional partners • Constructively coaches' teams to build and leverage their networks and work effectively in the matrix
Cross-Functional collaboration	• Works collaboratively with relevant functions, Brand Team and IFT to deliver a coordinated and seamless customer experience • Describes functional roles and responsibilities across AbbVie, with a particular focus on the Brand Team • Explains the role of the IBT, IFT, and other cross-functional teams in delivering seamless personalized customer experiences as one AbbVie team • Describes the practicalities of IFT engagement with customers and the resulting implications on content and channel selection • Explains the IFT methodology and the implications for Brand Team and IFT collaborative working	• Collaborates effectively across the Brand Team, In-Field Team and more broadly across the organization to develop aligned customer engagement • Works collaboratively to deliver joint goals, resolving potential organizational barriers as needed • Considers In-Field Team execution needs from the start to ensure executional effectiveness and strategic alignment • Engages in effective two-way communication with the IFT to gain insights that guide planning, execution and optimization • Works collaboratively to deliver the Brand Story through compelling content that accelerates relevant communication themes • Motivates the IFT to leverage segmented messaging strategies	• Pioneers' new approaches to customer experience planning, reducing internal friction and driving the quality of cross-functional working • Leads Brand Teams and demonstrates ability to influence senior leaders in the organization • Provides context to the in-field teams to drive deeper understanding and maximize effective in-field execution • Constructively challenges teams to ensure all customer engagement considers the realities and practicalities of IFT execution • Role models effective Brand Team and IFT collaborative working by engaging appropriately at all stages of customer engagement
Agency Collaboration	• Appropriately sources external agencies for the strategy and design of personalized channel-specific content • Works effectively with agency partners, managing timelines and budgets efficiently • Develops timely, clear, strategic briefs that inspire great agency work • Provides clear, aligned, and well-structured feedback to agency partner	• Applies creativity and judgement to nurture and advocate for early ideas and executions, providing considered feedback to agency partners • Works in collaboration with agency partners to ensure a transparent understanding and alignment of how AI is used within the workflow • Provides considered feedback to agency partners, seeking to deeply understand rather than rushing to judgement	• Inspires agency partners by setting a bold ambition and fostering a creatively brave environment • Constructively challenges teams and agency partners to evolve good ideas and executions • Works with agency partners to identify new uses cases for AI within the workflow to drive productivity

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Effective Storytelling

Inspiring action through compelling narratives that effectively convey value for key stakeholders, including customers, peers and leaders

What this competency includes

- Effective communications development and delivery
- Appropriate data, examples and analogies usage
- Impact monitoring and optimization
- Powerful stories that connect and drive meaningful action, built from data and insights

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Effective Storytelling

	Foundational	Advanced	Mastery
Compelling connections	• Develops a deep understanding of the audience and their needs before crafting stories • Identifies the optimal medium for storytelling to engage with the audience • Describes how a compelling and engaging story is created using data and examples • Clearly articulates the goal of the story	• Effectively communicates 'executive-level' messages for senior leaders • Creates and delivers effective and influential presentations that inspire action • Identifies the most compelling data, examples or analogies to craft a persuasive story appropriate for the medium • Delivers clear and consistent messaging across the Brand Team and other cross-functional teams	• Leads functional ownership of external communications, ensuring relevance to stakeholders and cross-functional alignment • Delivers high impact or significant business information to external audiences • Thinks 'beyond the deck', considering delivery of presentations, anticipating questions and developing potential answers
Powerful narratives	• Develops communication resources that convey information at the right time, place, format and language to resonate with the audience • Crafts high quality, concise written and oral communications that connect with stakeholders • Selects the right pieces of data and information for maximum impact • Prioritizes potential options for story ideas to ensure focus • Drives consistency of Brand Story delivery, proactively identifying areas of potential disconnect and recommending solutions	• Craft narratives that bring ideas to life and motivate others toward action • Elevates data into stories that build alignment by using plain language, being selective and balancing data overload • Works effectively across the Brand Team to ensure consistent pull through of the Brand Story • Develops clear story arcs that connect emotionally and bring audiences to a resolution	• Coaches' teams on the appropriate use of data in context • Edits stories to drive focus on what really matters • Connects data to emotion to develop compelling stories that move stakeholders, are remembered and drive complex change • Flexibly uses different types of story arc depending on the audience, goal and medium
Driving Impact	• Seeks feedback to message impact and adjusts • Works effectively within AbbVie's Careful Communication Guidelines	• Quickly detects and corrects instances of miscommunication in internal communication • Strengthens stories by seeking audience feedback and optimizing to hone flow, tone and style • Makes considered choices around tone, style, and timing to maximize impact	• Champions continued advances in customer engagement that deliver optimal customer experiences (e.g., emerging content formats and channels) • Elevates organization capabilities through coaching and sharing best practices on effective storytelling • Inspires a culture of impactful storytelling, constructively challenging teams to optimize communication • Inspires others by sharing innovative examples of storytelling that meet evolving audience needs • Leads functional ownership of external communications, ensuring relevance to stakeholders and cross-functional alignment • Provides clear feedback on narratives under development to improve the final output and minimize iteration

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⬡ Market Access

Understanding market access key stakeholders' economics and decision making to enable patient access

What this competency includes

- Market access stakeholder drivers and decision-making processes
- Healthcare funding flow and prescription journey
- Pricing and distribution strategy inputs
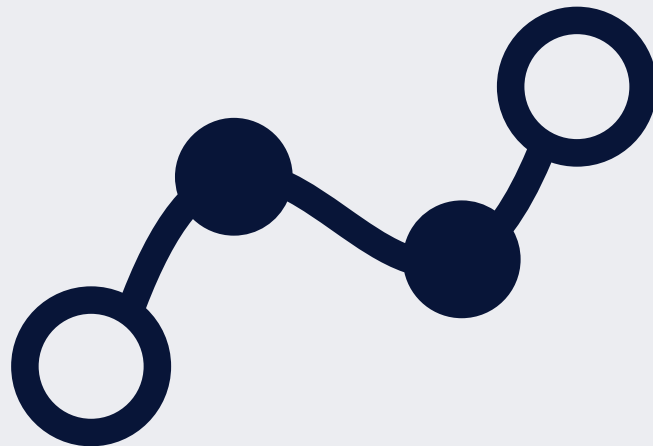- Product value communication, utilizing appropriate data

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Market Access

Foundational	Advanced	Mastery
Market Access Stakeholders Impact		
• Understands potential trade offs between price, volume and speed to market • Understands market access stakeholders' economic drivers and decision-making processes • Identifies, collects, and uses data and insights to communicate product value, tailored by key market access stakeholder • Uses implications from evolving market access dynamics to adjust tactical marketing plans, where appropriate • Clearly communicates the dynamics of the payor landscape to the IFT	• Ensures market access stakeholders are considered when making decisions Works with market access to provide input into pricing and distribution strategies, applying an understanding of healthcare trends, the access environment, and brand/product characteristics to inform a compelling value proposition • Ensures data generation plan is linked to market access stakeholder needs and will help improve product value proposition • Integrates insights on patient acquisition challenges and market dynamics to design solutions that enhance access	• Contributes to potential trade-offs between price, time, and level of reimbursements • Articulates the impact of contracting and pricing decisions on profitability • Recommends innovative solutions to address potential challenges to successful pricing, access and reimbursement • Identifies portfolio or cross-brand synergies to inform enterprise value propositions for market access stakeholders • Builds organizational understanding and transparency to integrate marketing and market access • Coaches' junior marketers on critical intersection points between marketing and market access
Pricing and Distribution		
• Understands the healthcare funding flow and prescription journey, patients' financial/transactional pain points, plan design and implications • Articulates the brand/product characteristics that impact pricing and access strategy	• Uses in-depth knowledge of market access dynamics and trends to identify innovative ways to drive improved patient access • Anticipates needs, issues and challenges to pricing, access and reimbursement strategies; escalates as appropriate • Understands how contracting decisions are made, as relevant, the potential impact on the brands and contributes as needed	• Drives organizational alignment across brand strategy and market/patient access strategy and tactics • Designs pricing and distribution strategies that help to achieve a brand's overarching market access strategy and value proposition

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Personalized Marketing

Delivering highly tailored, compelling experiences for customers using real-time data, advanced analytics and AI to reflect customers' unique preferences and behaviors

What this competency includes

- Deep understanding of customer value pools and the factors that differentiate them

- Hyper-targeted audiences, driven by customer value pool prioritization and clear audience design

- Personalized content creation, curation and channel selection, to meet customer needs and preferences, in context

- Impactful orchestrated customer journeys and campaigns, informed by data, with clear endpoints that build to seamless customer experiences

- Appropriate cross-functional data-driven customer insight sharing to enable continued improvements and impact

- Robust data collection and connection to drive real time optimization, powered by a test and learn mindset

- Appropriate AI utilization to deliver timely and relevant content to customers

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Personalized Marketing

	Foundational	Advanced	Mastery
Audience Targeting	• Explains how customer segments are assigned into compliantly designated value pools and how these drive hyper-personalization • Contributes to the creation of highly-targeted audiences combining segmentation, potential affinity and adoption ladder data • Explains how prioritized audiences are used to drive customer centric experiences	• Prioritizes value pools appropriately, identifying and dynamically updating optimal commercially relevant targeting opportunities • Creates highly personalized campaigns, prioritizing the factors that differentiate value pools and dynamically updating value pools as performance is evaluated	• Leads the identification and prioritization of high-value pools to ensure resources are strategically allocated to maximize impact • Inspires teams to adopt data-driven hyper-targeting, spotting and sharing best practice to drive change across the organization • Utilizes predictive analytics to anticipate potential customer behavior and optimize campaigns
Personalized Content and Channel	• Explains the importance of a clear content and channel strategy in delivering the customer experience and how they are developed and used in AbbVie • Outlines the principles of high-quality, relevant, rapid personalized content creation • Utilizes content creation and authoring tools to generate personalized, modular content, optimized for use across relevant channels including IFT • Describes the MLOR approval process, tools, key stakeholders and their role in content approval • Drives metadata accuracy through consistent content tagging • Makes clear channel recommendations based on customer and business preferences	• Develops and evolves content and channel strategies that align with customer needs while making tough trade-offs to balance business channel priorities • Drives content reuse and rapid content creation/adaptation, ensuring that content is optimized using channel best practice • Assesses and identifies gaps in existing content against the orchestrated customer journey • Utilizes personalization engines to dynamically tailor content based on customer preferences and behavior • Orchestrates efficient content review and approval, collaborating effectively with MLOR review stakeholders and using relevant approval tools • Makes deliberate use of relevant channels for maximum impact, using data to coordinate and complement channels	• Champions content reuse and adaptation over the creation of new content • Works collaboratively to drive efficiency and speed of content creation, addressing roadblocks • Leads approval of the content strategy, gaining stakeholder buy-in and guiding the team on efficient content review and approval • Guides teams to ensure that channel choice optimizes target audience impact and considers business unit/AbbVie channel preferences • Constructively challenges teams to stretch for content that leverages the Brand Story and addresses customer needs • Guides and sets overall content and channel strategy for the customer, aligning the organization to provide a solid foundation for a holistic customer experience
Customer Centric Experiences	• Explains the importance of customer experience, how it is used and how data and information is gathered and updated • Designs simple customer journeys using AbbVie tools • Explains the importance of journey endpoint understanding and identifies the expected endpoint of a customer journey • Coordinates tailored customer engagement through personal and non-personal promotion channels to deliver a seamless experience • Explains how regular customer engagement monitoring is used to track performance and course correct, the metrics and measurement used • Collects and analyzes data to evaluate the results of experiments, e.g. A/B testing, adopting an iterative test and learn cycle to drive ongoing optimization • Monitors next best action acceptance/rejection data and seeks IFT feedback to determine and optimize journey effectiveness	• Designs sophisticated customer journeys with clear endpoints across all touchpoints, using data to drive orchestration • Utilizes marketing automation and AI-powered tools as appropriate to deliver timely and relevant content based on next best action • Drives incremental value in rules-based customer journeys by determining next best action suggestions • Considers the bigger picture across individual touchpoints, ensuring that the holistic experience delivers the Brand Story in a 'unified voice' • Ensures that customer journey endpoints cumulatively deliver against the desired KPIs and outcome measures in the brand strategy, to maximize value from investment • Prioritizes appropriate data-driven insights to share with other functions to drive continued improvements and impact • Synthesizes customer engagement and next best action adoption data to diagnose and make clear recommendations that optimize the experience and maximize value from investment • Runs small, iterative experiments, identifying the correct approach, metrics, and analytics and making clear data-based optimization recommendations	• Inspires others to create data driven orchestrated customer journeys sharing best in class internal and external examples • Constructively challenges teams to develop personalized content, to drive relevance • Constructively challenges teams to identify opportunities to improve the experience, driven by data and insights about the customer needs and preferences • Aligns cross-functional teams around a seamless customer experience • Elevates customer engagement data to themes and insights, determining implications for future decision-making • Correlates customer journey and business impact metrics to determine overall effectiveness and drive attribution across touchpoints, metrics and KPIs • Encourages teams to adopt an iterative cycle of data-driven hypotheses test and learn inspired by other campaigns, internal benchmarks and industry best practice

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THE
ACADEMY