Overcoming Common Failure Points in Product Launches

Results from:

L	A	U	N	C	H
Listen to your clients	Assess the Opportunity	Unify the Team	Navigate the Launch	Control the Risks	Hone the Process

code project

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Launchcodeproject.com
202-468-6633

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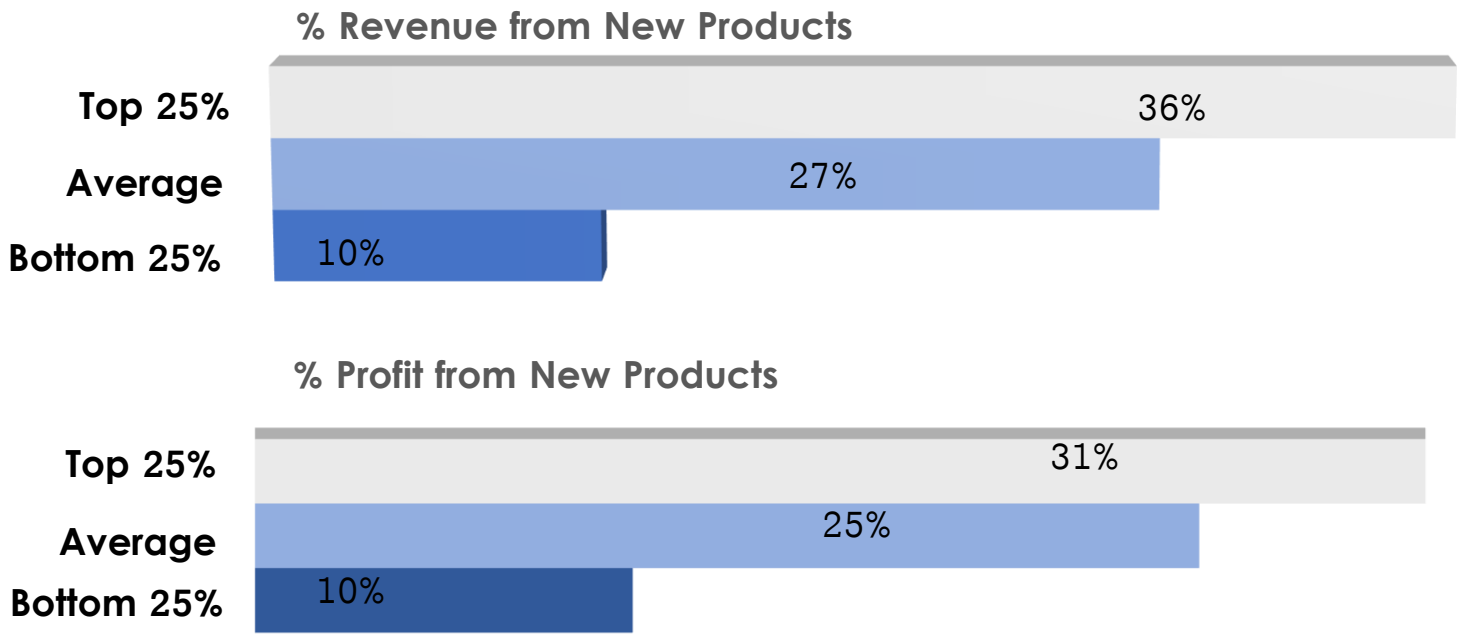
Launches are Critical for Growth....

More than 25% of Total Revenue & Profit Should Come from Launch of New Products



Source: American Productivity & Quality Center (APQC) and Product Development Institute (PDI) study 2011, N=211

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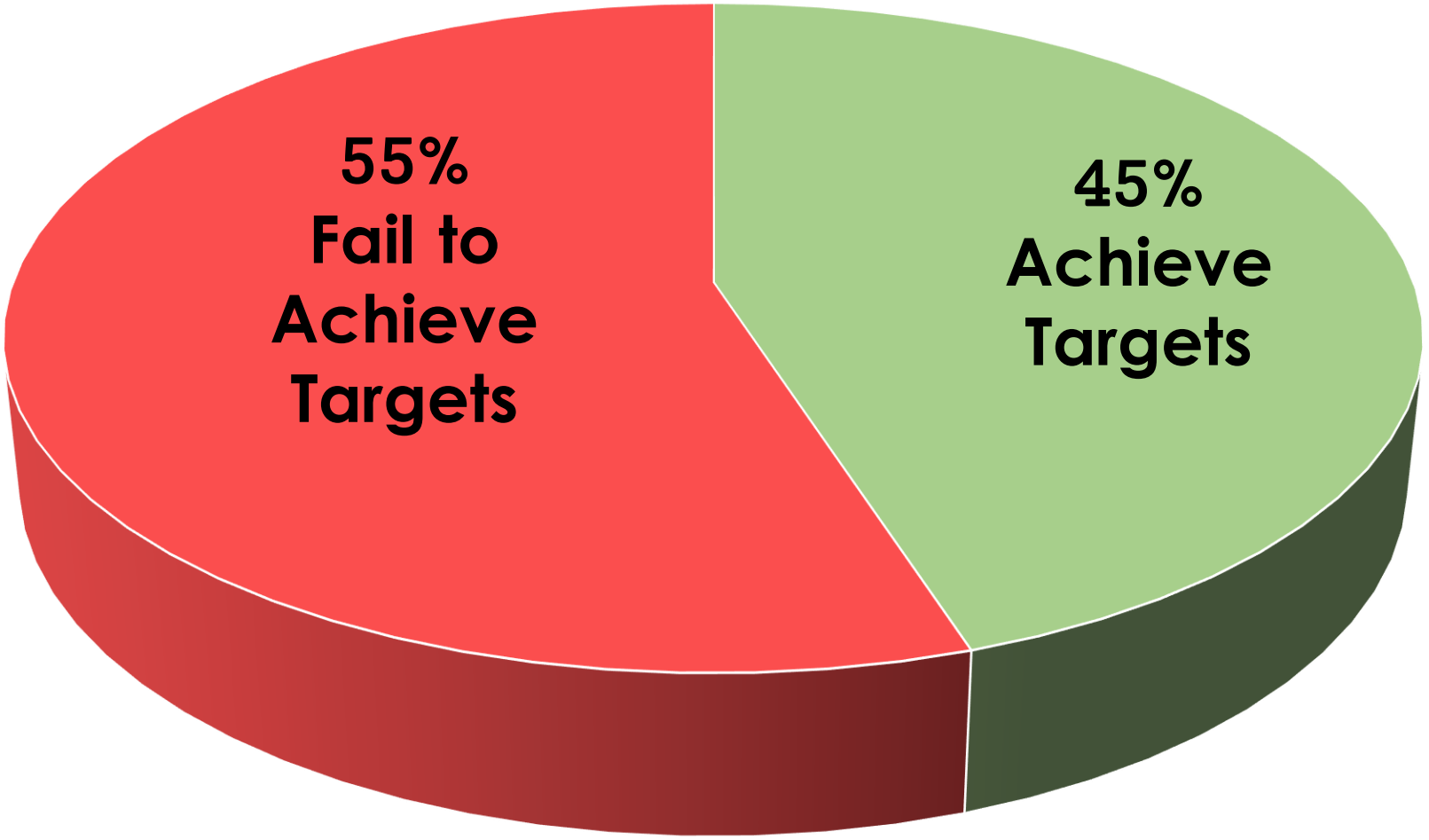
But Results Are Poor

More than Half of B2B Launches Fail to Hit Targets



Source: McKinsey

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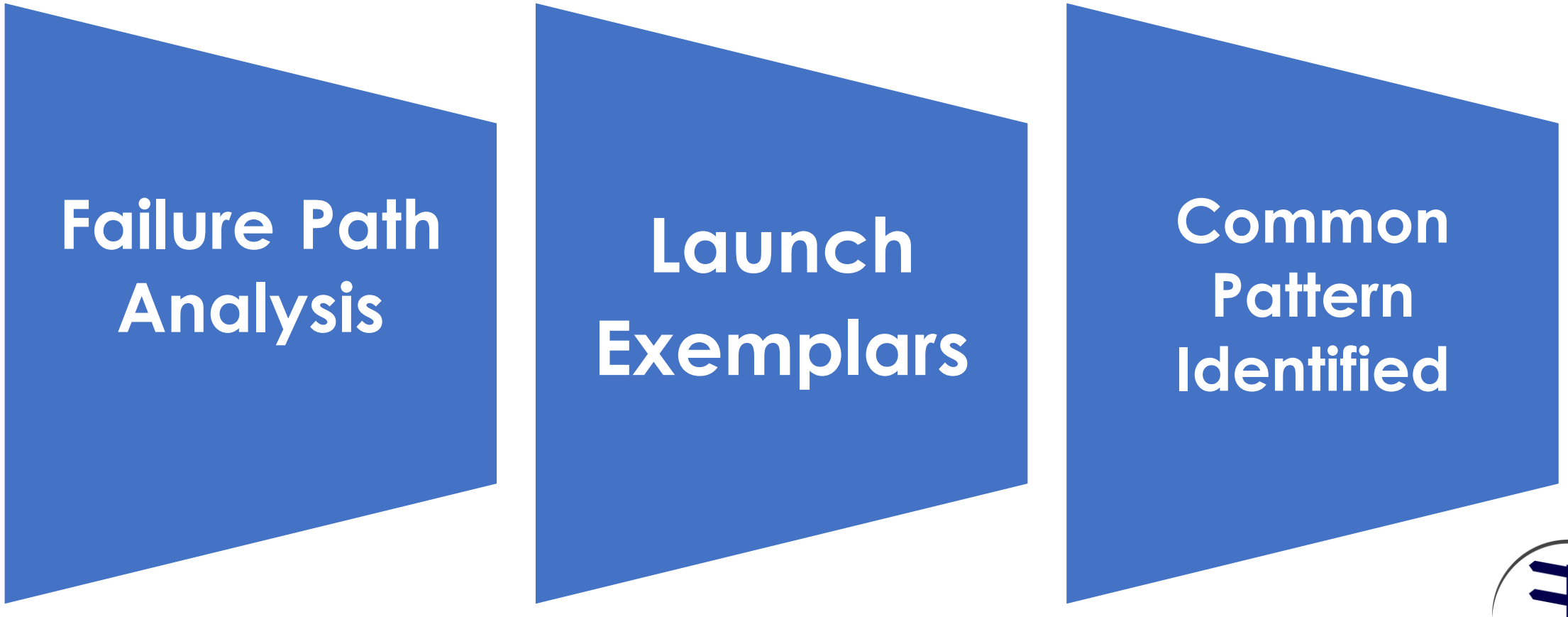
Understanding Why: The Launch Code Project



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Cataloging What Goes Wrong at Each Stage

Failure Paths Are Similar Across Industries

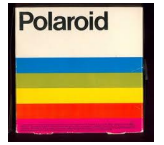
Discovery	Assessment	Cross Functional Alignment	Go to Market Execution	Risk Management	Continuous Improvement
× Uneven Sampling	× Cognitive Biases	× Late Involvement	× Poor Timing Synch	× Seller Distraction	× One and Done
× Inadequate Interviews	× Running to Solutions	× Conflict Orientation	× Lack of Ops Coordination	× Enabling Competitors	× Locked Product
× Leading The Witness	× Narrow View of Client	× Lack of Trust	× Calendar Timing Friction		× Biased History Making
× Sales Excluded	× Advancing a Position	× Multiple Metrics Used	× Single Feature Chasing		
× Speaking as Client	× Ignoring Marketplace				
× Out of Date Data					

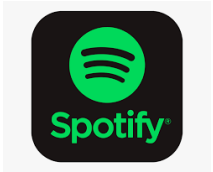
Identifying Exemplars

Sustained Growth, Financial Results, & New Product Introduction

Private Equity & Venture Backed

Historic





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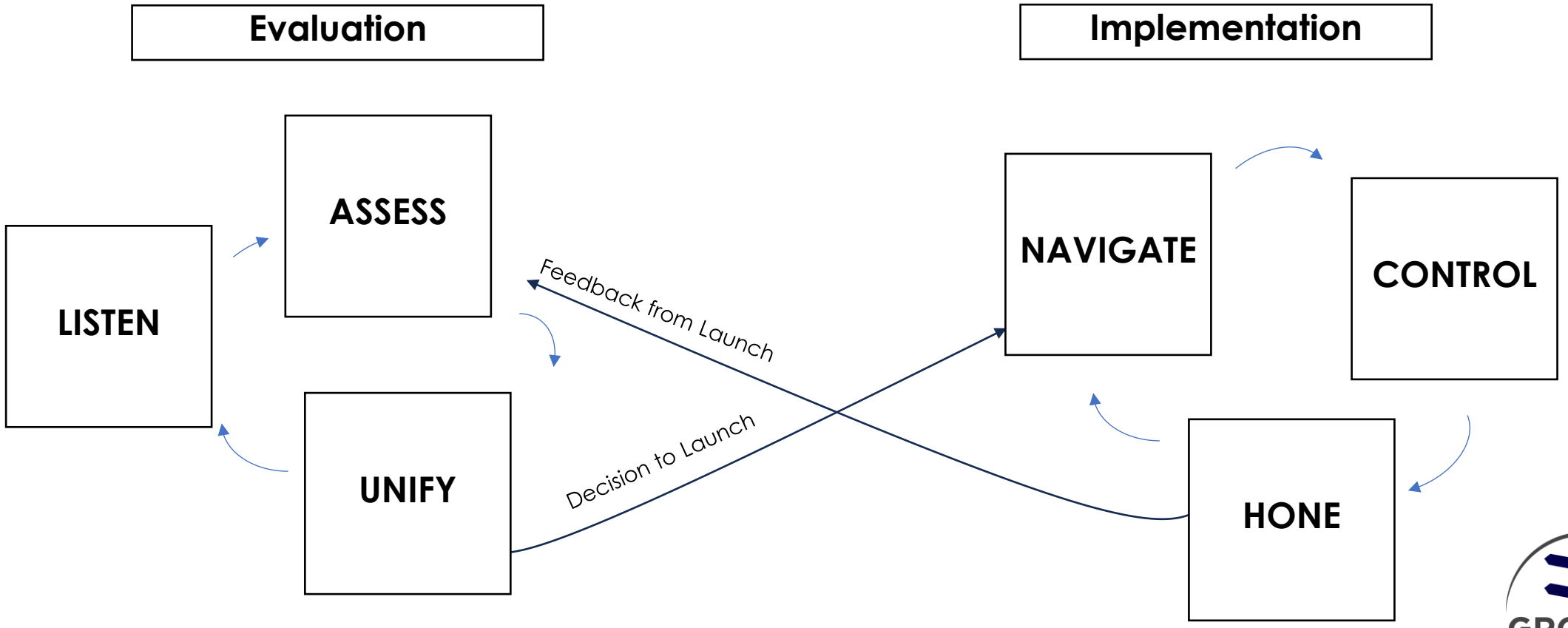

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L

Listen to your clients

- ✓ Clients deeply in development & refinement process
- ✓ Wide &accurate customer sampling
- ✓ Environment to receive honest client feedback
- ✓ Warmed up a target market

Bloomberg

Polaroid

ClickUp

WILEY
EDUCATION SERVICES

ANALOG DEVICES

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A

Assess the Opportunity

- ✓ Viability & timing assessed
- ✓ Stage gated review process
- ✓ Scoring rubric to govern decisions
- ✓ On-going activity with multiple reviews

MEDBRIDGE

S&P Global

Schneider Electric

ThermoFisher SCIENTIFIC

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U

Unify the Team

- ✓ Success & failure jointly envisioned
- ✓ Common measurement and tracking tools
- ✓ Aligned incentives & planning
- ✓ Full organization engaged

ThermoFisher SCIENTIFIC

ATLASSIAN

Spotify

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N

Navigate the Launch

- ✓ Detailed go-to-market plans built
- ✓ Daily activity cadence, & metrics targets defined
- ✓ Team selected for performance & consistency

CEB
WHAT THE BEST COMPANIES DO

SUPERMICRO

planview

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- ✓ Empowered launch leader
- ✓ Daily measurement & management of all activity
- ✓ Hold opportunities in reserve
- ✓ Client feedback tracked and synthesized

MOODY'S

leidos

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H

Hone the Process

- ✓ Iterate quickly, leveraging customer insights
- ✓ Conduct robust retrospectives
- ✓ Create a common repository of key learnings
- ✓ Hone the process after each launch

ANALOG DEVICES

Informatica

Board.org® PART OF FiscalNote

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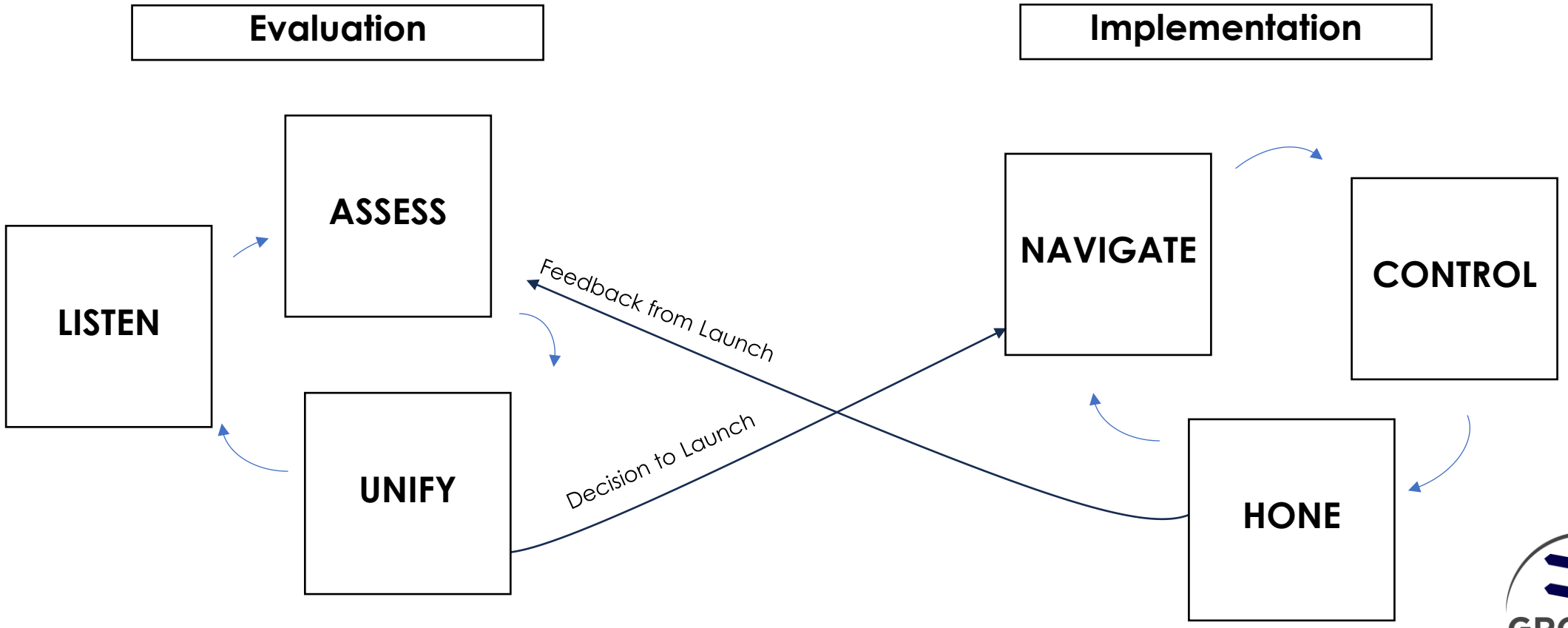

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Thank you

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