

Embedding Launch Excellence

The Brief

Instrumentation/Software | Global | Publicly Held

Most of our recent launches were not successful, with people pointing to process problems. We need to improve the efficiency and quality of our existing launch process. **Help us update our global launch planning guidance and templates.**

Lime Soil Test™ Challenges

- Marketing Way had been previously defined. Marketing and culture factors—not process factors—were largely behind unsuccessful launches
- Marketers were too internally focused and unable to create value propositions that resonated with customers. Marketing leaders lacked core marketing skills to elevate their teams
- Teams resisted following the already established process. Responsibilities varied by team, and people were not held accountable to requirements
- Teams were overwhelmed in their daily work and lacked project management skills to lead cross-functional teams effectively

Lime Treatment Pathway

- Partnered with Global Lead via **CMO Strategic Advisor** executive coaching to navigate complex group of stakeholders and influence important cultural shifts
- **Streamlined existing approach** (rather than starting anew), closing gaps to address culture (e.g., RACIs, ways of working), and amplifying **Marketing Way** best practice
- Developed a user-friendly **Launch Planning Handbook**, flexible **Tool and Template Kit**, and **e-learning module** to make it compelling (and easy) for marketers to follow the process
- Deployed **Mastery-in-Action workshops** to all marketers to build value proposition skills
- Designed a **Leading Marketing Excellence** program with key leaders to elevate skills and foster pull-through and accountability within teams

Impact: A predictable launch cadence helping the company be more customer-centric

- For the first time across divisions, there is **enthusiasm and proactive pull** that “we need to follow this”—launch planning is no longer a template-filling exercise
- Teams are able to take a step back and ensure that customer needs and “why they buy” are at the core of their launch strategy—**value propositions are becoming more customer relevant**
- Process clarity is **reducing the churn on decision-making**, preventing surprises that delay launch, and helping launch leads efficiently coordinate activity across functions and divisions

It's more than simplifying a process, it's about getting people to use it. Lime helped us develop a set of amazing launch resources that, for the first time, people are excited to use. Their expertise also helped us have the difficult conversations we needed to have with senior leadership and teams to work toward a more customer-oriented, accountable culture. We created something with staying power!

—Global Lead, New Product Commercialization