Life Science Marketing Group

North Carolina Biotechnology Center

March 10, 2020
12:00–12:15  Greetings & lunch
12:15–12:20  Announcements
12:20–1:00   Strategies for the Perfect Product Launch
1:00         Wrap up
Strategies for the
Perfect Launch

“It takes a lot of hard work to make something simple, to truly understand the underlying challenges and come up with elegant solutions. To be truly simple, you have to go really deep.” ~ Steve Jobs
The “Perfect” Launch
Reality
“It takes a lot of hard work to make something simple, to truly understand the underlying challenges and come up with elegant solutions. To be truly simple, you have to go really deep.” ~ Steve Jobs
“The one thing I know is the revenue forecast is completely and totally made up. You have absolutely no idea.”

~ Brad Feld, The Foundry Group, August 3, 2015
The real game changers are even rarer. Only about 1 in 300 new products significantly impacts customer purchase behavior, the product category, or the company’s growth trajectory.

~ Getting To Know Tomorrow’s Customers, New Markets Advisors

90% of startups fail
Of which, 90% fail due to market factors (not product dev)
~ Steve Blank

75% of VC-backed startups fail to return capital invested
~ Scott D. Anthony, The First Mile

ONLY 14% of new product launches are innovative BUT generate 61% of profits
~ Harvard Business Review

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The Problem – Enormous Costs

Assumption: A scalable revenue model at launch

70% of startups scaled prematurely ... may explain 90% failure rate.
~ Startup Genome Report
Product Development & Market Development

Product Development
- Concept
- Prototype
- Product Dev

FDA

Market Development
- Product Launch
- Launch to Scale
Product Development & Market Development

Product Development
- Concept
- Prototype
- Product Development

FDA

Product Launch

Market
- Market Entry

Repeatable Sales Process

Development
- Market at Scale
Revenue vs. Valuation
Product Life Cycle

- Time drives valuation
- Revenue drives valuation
- Efficiency drives valuation

Incremental vs. Disruptive

New/Innovative
NEED A CONTEMPORARY MARKET ENTRY MODEL
Fundamental Shift

GOAL is the Repeatable Sales Process

Revenue is an indicator, not the goal
Start Selling Earlier --- Data IQ

**Outsider**
Internal Assessment

- Market data & reports
- Secondary market research
- THE Business Plan

➢ Assumption-based
➢ Get to “Engaged with” NOW

Key Insight:
Market Size

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**Engaged**
Engaged with

- Primary market research
- Customer/decision maker interviews
- Pilot programs
- MVP release
- KOL engagement

Key Insight:
Unmet Need

➢ Exponential improvement in data quality
MVP – Tech Model

Time and Capital
MVP – Regulated Model

High expectations with regulatory clearance & market launch

Critical Time with high uncertainty & high visibility

Product Development

Time and Capital

Market Development
Product Development & Market Development

Product Development
- Concept
- Prototype
- Product Development

Data IQ

MVP for Medtech

FDA

Market Development
- Product Launch
- Market Entry
- Repeatable Sales Process
- Market at Scale
Market Segmentation

Entry Points

Different from market segmentation
- More refined, more granular
- Bottom up; Not top down
- Assumption to be tested

Target customer; target use
- Specific “buyer” profile
- Very specific use with high pain & high benefit
Entry Points vs. Market Segmentation

1. Harvard
2. Universities
3. The World
Who? Smart Revenue

- Shared vision
- Visionary; risk takers (target customer)
- Seeking solution to same problem (target use)

- Selection process (not sales to all comers)
- Antithetical for professional salespeople
Selection Process
Probability Weighted Against ... Success

1. 84% chance of poor selection (NOT an Innovator or Early Adopter)
2. Identifying specific use case with greatest functional (clinical) and economic value
3. Navigate through adoption to reach Normalization

Innovators 2.5%
Early Adopters 13.5%
16.0%

Entry Point

Total Sales
Healthy Sales Team Performance

Common Scenario
Not a performance issue --- A leadership & strategy failure
Who?

The Process

Very different from professional sales – often diametrically apposed

1. Skillset ... of Professional Market Entry
   • Innate ability plus ... Learned skill set plus ... Experience
   • The cowboys, rebels & troublemakers
   • “the visionary doer” or “the renaissance rep”

2. Hiring
   • Different hiring profile
   • Compensation designed to accommodate risk & team perspective

3. Different Management Style
   • Bottom up; egalitarian

Mark Leslie & Charles Holloway, in their 2006 HBR article, The Sales Learning Curve, refer to these specialty salespeople as “renaissance reps”.

“fewer people who could operate in a chaotic learning environment, versus a process-driven, execution one.”

~ Steve Blank's 9/17/2019 blog, AgileFall – When Waterfall Sneaks Back Into Agile
Agile Market Entry

An iterative framework that efficiently uncovers and codifies the proven repeatable sales process (RSP) for innovation.

RSP can then be executed by a professional sales organization to scale revenue.

4 Ps of AME
- Positioning (Leadership)
- Operating Principles
- Execution Practices
- People
The Problem – Enormous Costs
Agile Market Entry

5x ROI of AME

1 | A Running Start $ $
2 | Lower Early Sales Burn $ $$
3 | Prevent Premature Scaling ($$$$$$)
4 | Revenue Inflection at Scale $$$$$$
5 | Develop New Markets $$$$$$

Benefits of AME

- Measured Burn – reduce early spend
- TruePath to growth stage sales and accelerating revenue
- Increase enterprise valuation
Thank you for participating

See you at our April 28 program!

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