



Launch Marketing Council

Four keys to unlocking the magic of launch marketing.

White Paper #3 November 2018.



November 2018

A White Paper from the Launch Marketing Council

With over 40% of product launches failing in the first year alone (percentage increasing to 85% in the second year), Five by Five, a global independent launch marketing agency, set up this Launch Marketing Council to get senior marketers thinking and digging deeper into why this may be the case and what solutions could be identified to help fix this disparity in knowledge and understanding. Our intention is to share the experiences from these senior marketers and bring insight to launch strategies that help entrepreneurs, marketing departments and business owners improve their success rate of launch.

The council members are chosen from a variety of industries and a variety of company sizes in order to get the broadest viewpoint possible. The aim is to have a council meeting per country once every six months across the UK, Australia and USA giving senior marketers the opportunity to contribute freely to this white paper. The members will continue to be refreshed to help bring in a diversity of perspectives and expertise.

I would like to thank Irina from Erbolgy and Benjamin from Diageo for their contribution to this meeting with their very insightful and differing case studies. It was interesting to see the huge variation in their approaches to launching a new product, taking into perspective the size of the companies they work for. Their insight helped trigger some very thought-provoking discussions.

It's amazing to see how many brands still treat product launch as 'business as usual'. Yet when you dig deeper into it, you see that, although many companies recognise there is a difference, few actually still treat it in a different light. Everything from the mentality to the people involved should incorporate a completely new mindset.

Following on from the first paper that came from our Australian contingent, our council meeting delved into the four key areas that came out as being core subjects to explore further – purpose, data, team and the entrepreneurial approach. The aim with each paper is to gradually build up a bigger picture of this new discipline through learning from companies' different methodologies and approaches.

Finally, I'd like to thank you if you provided your consent to be contacted by me when you subscribed. This will likely be once or twice a year to gather your opinion and let you know of new white papers. My personal commitment is to ensure your permission remains highly coveted and your privacy respected.

Nick Lawton, LMC Founder and Global CEO, Five by Five.

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Launch Marketing Council. November 2018.

Executive summary.

The Launch Marketing Council gathered in London in September 2018 to explore and share best practice with regards to launching new products, brands and businesses. This report is about distilling expertise from a variety of practitioners and is designed to equip you with the insight and tools you need to improve future launches.

Participants in the London 2018 council:

- Jeremy Basset, former Head of Unilever Foundry, CEO of CO-CUBED – Chair.
- Luke Johnstone, Co-Founder, Pack'd.
- Irina Turcan, Co-Founder, Erbolgy.
- Benjamin Lickfett, Head of Emerging Technologies & Digital Innovation, Diageo.
- Jo Chapman, Global Launch Excellence Director, GSK.
- Nick Lawton, Global CEO, Five by Five.
- Gemma Greaves, Chief Executive, The Marketing Society.
- Mark Scott, Brand and Marketing Agency Director, National Trust.
- Adizah Tejani, Marketing and Technology Advisor (ex-Level 39).
- Rose Lewis, Co-Founder, Collider.

With 61% of people failing to remember a launch from the last 12 months, launch marketing is clearly a discipline which requires significant focus and improvement. In this report we explore four key considerations for planning and executing a memorable launch fit for the 21st Century.

The council meeting included the presentation of two case studies (one startup, one corporate), followed by a discussion on the key elements which underpin successful launch marketing campaigns. These discussions have been distilled into four keys to unlocking successful launch marketing campaigns.

Firstly, we have a lot to learn from entrepreneurs. The founder of Erbolgy, a recently launched healthy snack-food startup, shared the importance of being close to the 'coalface'. This proximity to the end user fuels a business with insights, which can then power a more responsive approach to product development and the optimisation of communications.

Secondly, in a world awash with data, it's clear that 'paralysis by analysis' is often stifling agility during the launch phase. Several council members affirmed the need to 'get back to instinct' in the early stages of a launch. Data is hugely important, and vital in planning a launch if used correctly, but it should not suffocate responsiveness.

Thirdly, the right team is crucial to delivering successful results. Regardless of whether this is your internal team or (most likely) an extended team including agencies and other partners, it's vital to identify the key people, get them involved and keep them aligned. At launch phase, the smaller the team, the more agile you can often be – guidance from members was to 'be selective' in who you bring into the core team. One small idea which yielded a big difference in one corporate, was to get every team member engaging with consumers every day – consumers are more than your insights, they are your business. Empower those leading the launch to be able to make quick decisions.

Finally, throughout the process, remember your 'why.' Knowing and reflecting on the business' ultimate purpose can provide clarity in decision making and help the launch stay on track. Focus on the problem, not the product, and take a consumer-centric approach. After all, consumers will take note if a clear sense of mission is protected and nurtured, and a passionate culture within the launch team will help bring out the best in everyone.

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Introduction.

Despite the huge amount of energy, expertise and resource poured into launching new innovations, a recent launch marketing report found that 61% of consumers can't recall a single launch from the last 12 months. As marketers, we have a long way to go to perfect the art of launch marketing.

The launch of a new product, brand or an entirely new business is arguably the most important milestone of startups and corporates alike. The narrative, processes and metrics for launching something new are vastly different to how we market existing products and it's vital we realise this distinction.

The process for launching a brand or product today has evolved significantly since the early 2000s. The disruption of industries, the emergence in new marketing technologies and evolution of consumer behaviours have transformed the way we launch new products and brands. Some of the key areas of transformation raised by council members include:

- **Channel diversification:** While TV remains the most effective channel for driving memorability of campaigns, it is now the least used channel for launching innovations. The perception of high costs in creating TVC assets has driven marketers towards social media and experiential marketing as core platforms for launch marketing.
- **Consumer-centric focus:** It has never been easier for the consumer to have a loud, influential voice when it comes to products and services. Consumers play a key role during the launch phase and successful launches harness the power of influencers in each stage of the process, from product design through to launch and beyond.
- **Startup speed:** Many young companies – sometimes with only one founder – have proven that they can beat corporates with their speed to market and their social influence. It has never been easier to start a company, so cutting through the noise of so many new products and services hitting the market can be a challenge for larger, more bureaucratic companies. After all, don't be afraid to test and fail.
- **Design:** Design has always been an important factor in marketing communications, but the rise of user experience (UX) means that even the most established industries have had to rethink their design to keep up. Increasingly, companies like Uber and Airbnb are proving that strong design and UX can replace millions of pounds in launch advertising spend.
- **Purpose:** Transparency, authenticity and provenance are what consumers are increasingly looking for when deciding how to spend their money.
- **Storytelling:** Brands that successfully articulate their story can build a genuine connection, making them more likely to succeed. Stories are crucial in a world where consumers are far more conscious of their economic, environmental and social responsibilities.

With so much to consider when it comes to launching a new product, we asked our council members to distil their ideas into four key elements. These are presented below.

Four key insights to a successful launch.

This report explores four key considerations for planning and executing a memorable launch fit for the 21st Century. We consider how taking an **entrepreneurial approach** is key to delivering the demands of the 'now' generation; how to balance **data vs. instinct** when making quick decisions; the importance of **getting the right people on board** throughout the launch journey; and the role of **purpose** in getting a product to market.

Case study 1: Startup – Erbology.

Irina Turcan is Co-Founder of Erbology, a nutrition startup that turns powerful plants into wholesome snacks, boosters, oils and cooking ingredients. Erbology was launched in 2016 in response to dismay over excessive consumption of synthetic supplements and intensive agriculture practices.

Think quick, stay flexible.

Erbology's first functional drink was pure Organic Sea Buckthorn Juice, made from a berry that was relatively unknown in Britain, where it was launched.

The label on the 250ml bottle advised taking three to four tablespoons straight or diluted in water or smoothies. However many consumers were turned off a 250ml bottle being sold for £7.99 without necessarily understanding it could be diluted. There were also issues with retailers and wholesalers not knowing enough about the juice's benefits. Instead of killing the product, Erbology introduced a £2.99 40ml shot bottle to educate consumers about the recommended daily allowance, and to prove the value of the larger bottle.

Erbology capitalised on its product range by responding quickly to consumer feedback. After learning that people preferred its signature Organic Tigernut Granola without milk or yoghurt, the company created a new snack pot of dry granola for on-the-go consumption. It also changed its packaging to reflect this on-the-go trend, putting the product in a smaller box that easily fits in a handbag. By continually engaging with its consumers and closely observing the way people were consuming its products, Erbology was able to quickly adapt to suit its consumers' needs.

Gathering better (cheaper) data directly from consumers.

Erbology didn't have huge corporate databases to look to for consumer insights so it relied on small-scale real consumer feedback. With little budget for educating the target market, it worked directly with its most loyal consumers by sending them samples of its newest products. When it was turned down by retailers and wholesalers it went direct to consumers (via online channels), putting the company even closer to its consumers.

Going direct to consumers allowed Erbology to collect data and insight into who its audience really was and gave it a sense of direction for future products. When it launched in the US, it started online to understand where to focus geographically, the responsiveness of various segments and the popularity of its product range. This process not only helped to inform but also funded a more full-scale launch in key markets within the US.

Mission critical.

Turcan's mission is all about bringing powerful plant-based ingredients to market. The company started with organic oils, powders and boosters, but quickly found new ways to present the ingredients in other forms. After its initial launch, it wasn't long before it moved into snacks, and then made access to the plants even easier by creating engaging content and tips on how to use the products. By keeping true to the goals and values behind the startup's creation, Erbology was able to increase its customer base rapidly and in line with its mission.

Key insight 1: Entrepreneurial approach.

When a new product or brand is being launched, by definition it's new to the market. Despite this obvious difference to 'business as usual' in the product life cycle, we're still seeing 'marketing as usual' practices being applied to this sensitive and delicate launch stage.

With so many different products and services launching every day, startups need to employ the best, and cheapest, methods of cutting through the noise. We can learn much from assessing what works for startups, and employ similar tactics and mindsets in the broader launch marketing discipline.

Speed and adaptability.

With the rise of social media as an effective marketing channel, media diversification is key for a successful launch. TV is not the only channel for widespread launches – and so faster and more agile planning is required to be able to successfully manage multiple channels, multiple assets and multiple consumer segments in real-time.

A deep understanding of how target audiences use different media outlets is crucial, as is having access to talent to produce the right kind of messaging, content and narrative that speaks to the consumer.

Startups speak about always being in 'beta', meaning they are constantly testing new ideas on different platforms to find what works best – not just before the launch, but during the initial phases too. Companies need to be able to quickly adapt to what is and isn't working, and be ready to deploy new – better – content and updates across the many different channels they are using to launch.

"Corporates have financial benchmarks which are reported every quarter, but when you launch a product, it's a clean slate – no benchmarks, therefore there's much more liberty."

Benjamin Lickfett, Diageo.



Tight feedback loops.

What can startups teach incumbents about launch marketing? Successful startups invest heavily in serving their consumers first and in building strong personal relationships with their early adopters. Social media also allows for fast feedback from consumers, but comes with the expectation of speedy responses – something not all brands are capable of delivering. By keeping launches tighter and smaller at the early stages, startups can gain valuable, rich feedback from the most engaged consumers, building trust in their core user base and ultimately building a better product.

There are limits, of course, to early experimentation and the startup beta-testing approach if you are a large corporate. The problem with scale is that it breeds attention – too much attention too early can be detrimental. Google Glass is a point in case – a beta pilot launched with a global campaign which attracted significantly more attention than the team and product warranted during the initial experimental process.

Diageo could never beta-test an orange-flavoured Guinness as it would be all over the trade press, so other ways and means must be found and adopted to mimic the startup experimentation and testing period to gain valuable feedback, without jeopardising the brand. An example might be launching a product without the main brand name on the topline, as explored further in the Diageo case study which follows.

Streamlined teams.

Startups are working with limited budgets, which means their teams have to be streamlined. For corporates, access to too much resource creates its own challenges. Unwieldy teams breed frustration, slowness, resentment and, ultimately, poor quality of work. Companies must be brave in selecting only the most crucial team members for launch projects, break down internal hierarchies, and ensure that those who lead the launch have the power to make quick decisions and move things forward with ease.

"Startups are pioneering a new approach to marketing with tools and insights that help them launch on almost no budget. Look at Dollar Shave Club – they launched in such a way no one could compete, and in the end Unilever acquired them for \$1 billion. There's more venture money going in the direct-to-consumer space than ever before, because launches can be done so cheaply."

Rose Lewis, Collider.

Passion (not just a product).

Startups usually form as a result of a founder having a passion for solving a problem. They tend to spot some kind of issue that needs solving, and make a conscious decision to dedicate time, money, guts and sometimes their own sanity to trying to solve it. That might not always be the best approach to launching a new product, but much can be taken from the idea of starting with a passion and building a solution around it – as opposed to simply finding a gap in the market, and exploiting the opportunity for financial gain.

Without passion, many opportunities for creative thinking around hurdles are lost to laziness, opportunities for looking at challenges from all different angles are lost to frustration, and opportunities for defying convention to get things done are lost to toeing the line. Without passion, a launch will most likely be a continuation of the norm, not an industry-changing, consumer-satisfying, truly memorable event. Companies must empower their launch teams to own their products, and nurture them with passion.

"Big companies are focused on doing, not thinking. They are pressured to keep going on the treadmill and rarely have the opportunity or the inclination to stop and think about what makes most sense. With smaller companies, they have to be more careful about decisions as it could be the difference between the success and failure of the startup."

Jo Chapman, GSK.

Key insight 2: Data vs. instinct.

Go to any marketing industry conference and someone will tell you that 'Data is King'. Data analysis, when utilised well, can indeed be a powerful tool in separating good opportunities from bad, in spotting unseen trends and insights in consumer behaviour, and in helping resolve tough decisions which need to be answered quickly.

Sometimes though, too much reliance on cold, hard data can be detrimental to the development of new products and services. If there's not enough data to reference because the product is new, a gut feeling or instinct can be much more powerful. Using too much analysis can lead to middle-average insights, as opposed to seeking out the powerful, full-of-opportunity outliers. Data is also a difficult thing to analyse properly, so unless there's a highly experienced team member who can wrestle with many different forms of data, the insights might not even be true to the market – data analysis can be nuanced at times.

"Corporates tend to look at the broad landscape and find gaps in the market, based on these impersonal datasets. Entrepreneurs look at one big problem they know exists and focus on solving it. Startups can go with gut instinct, big companies have to be reliant on lots of data justification to back it up."

Benjamin Lickfett, Diageo.

Size of the dataset.

Many large corporates have access to huge databases full of customer data, but few take full advantage of this resource. Whether it's hard to access or simply intimidating to handle, it can be difficult to extract meaning and insights. Sometimes, sticking to a small sample of consumers who carefully describe their thoughts and feelings, can be a much more powerful way to gain insights about the product, service or brand.

Data isn't just terabytes of sales information and consumer profiles stored in the cloud, it's also opinions, comments, observed behaviour and many other complex inputs – much of which comes from getting your hands dirty and engaging with consumers personally.

Done is better than perfect.

When it comes to launching something, it will always seem like there is more to be done before it is ready for market. However, the only way to truly get insights about what is working and what is not, is to get it out and observe the consequences. Strategising in board rooms for months on end is only useful to a point, and corporates would do well to keep the mantra of 'done is better than perfect' in mind. If a tight feedback loop is planned for and adopted by the team, and the propensity for speed and adaptability is high, then a 'launch and learn' approach always allows for on-the-go optimisation.

Talk to consumers, and continue to talk to them.

Consumer insight is key at every stage – before, during and after the launch. It might mean directly asking loyal consumers what they like, looking for feedback from those who detract, or simply keeping a keen eye on the behaviours that influence sales, product usage and recommendations. Consumers are where the most insight can be gleaned and provide the largest ROI in terms of research time.

"An advantage you have as a startup is that your product is created off the back of a genuine consumer problem, and so the product does exactly what it was set out to do. The founders often have to want the product themselves, so it really does fulfil a known consumer need."

Luke Johnstone, Pack'd.

Case study 2: Corporate – Diageo.

Diageo has been launching new brands for decades and is well-versed in how to build upon already successful brands. Brand extensions, such as Baileys Coffee, were routinely launched by the main brand team, and while this is effective for incremental launches, there is a lack of ability to pivot, learn and operate at speed when working in new territories.

Experimenting on the periphery.

In order for Diageo to move into new markets and experiment outside its mass market brands, it established Distill Ventures – a startup accelerator and acquisition mechanism within the innovation team. Startups which are of interest to Diageo get support and funding, and Diageo has the option to acquire the companies later on in their journey if they prove to be successful.

Operating in the periphery allows Diageo to launch new products outside its core marketing teams, avoiding issues such as 'strategic fit', 'cannibalisation' and 'range architecture', while also allowing it to act more like a startup in terms of experimentation and market-testing. Having the separate innovation team means that new launches can have one dedicated champion. It also means that accountability starts and ends in one place, allowing the organisation to continue working on 'business as usual' without distraction.

The main business can then get involved when the time is right. For example when Gordon's Gin released a pink version, consumer demand was proven within five months and the broader organisation could immediately scale up production by 1000%. There is power in combining the agility of a startup with corporate scale.

Launching like an entrepreneur.

Hop House 13 – a part of the Guinness family of products – initially started as an experimental project in the innovation team. They started with a digital-only launch, eschewing pricier TV advertising, in order to test and learn and see how the product would sit in the market. This also allowed them to tell the provenance story and play in the craft beer space. As part of the launch, they involved local brewers and consumers in Ireland and were able to build a unique, personal following around the brand, which they couldn't have done in the mass market.

Another example is Baileys Almande – a version of Baileys which is dairy-free. This was a segment Diageo had never targeted and thus had limited experience in the area. The innovation team was recruited to help understand this consumer. They employed an artificial intelligence (AI) company to help understand and process huge amounts of conversation data online, to work out what subjects dairy-free consumers cared about. Instead of using a traditional research agency, they were able to gather unexpected insights. For instance, people who liked the dairy-free lifestyle tended to drive blue cars! They also worked with influencers in the space, letting go of some control of the brand, to ensure the right people were engaged. The influencers became part of the brand story and Diageo recognised the fact that these influencers knew more about the dairy-free market than it did. In the first two days, 6,000 people signed up to get a sample and one year after the product launched, it was Diageo's fastest growing SKU.

Building an intrapreneurial culture.

Intrapreneurial thinking is being built into Diageo's DNA. By enabling people to have greater autonomy, they have the liberty to try things, move faster and experiment with different, sometimes better, business models. It also allows for an openness towards trying non-traditional approaches. For example, a dairy-intolerant Diageo team member was empowered to drive and inform many parts of the project. The challenge is in replicating that approach across other parts of the business, hence the need to build the culture into the business as a whole. Having buy-in from the top down helps, such as support from the CEO or CMO.



Key insight 3: Building an empowered, effective team.

A streamlined team who can execute the launch effectively and thoroughly is an absolute must. Too many opinions and ineffective communication channels slow down decision making and breed frustration and resentment among those powering the launch. It's important to keep the internal audience of the broader company engaged and informed to avoid miscommunication and lack of buy-in from supporting staff, but consideration must be given to who needs to know and at what time.

"Keeping people motivated is crucial. If people have already been involved in an intense launch, you need to continue the momentum into other projects and launches, and encourage a culture of excitement, involvement and purpose."

Gemma Greaves, The Marketing Society.

Getting the right people involved.

It is crucial, particularly in large organisations with many stakeholders, to identify early on who needs to buy into which parts of the launch project and at what time. When does the financial budget holder need to have full oversight of the project? When does the broader marketing team need to be made aware of the launch messaging? When does the CEO need to know? Selecting the right stakeholders and working hard to get their feedback, and ultimately alignment and buy-in, is crucial if the project is to be smooth, streamlined and utilise the best talent from within the organisation. It is also key to identify non-marketers who have relevant skills to get involved in the launch, to ensure many different approaches are employed in the idea generation and execution process.

Don't waste time getting everyone on board.

Not everyone in the company needs to be part of the launch process. Not only is convincing everyone to be enthusiastic a long job, it might actually be impossible. As the phrase goes, too many cooks spoil the broth, and after working hard to get the opinions of consumers, core team members and crucial stakeholders, a whole load of extra opinions might simply put the team into a state of decision paralysis and halt the project from moving forward. If too many people are included, offence can be taken when all opinions aren't taken into account – again a factor in slowing down and harming the process for the sake of politics. Focus on the key people needed and use the time to get and keep them aligned.

"There's been a change in the last 10 years – decision making criteria in corporates has expanded and things are taking a lot longer to sign off, with a longer list of stakeholders. This doesn't tally up – there's a disconnect between the huge stakeholder universe and alignment with the marketing manager's vision."

Nick Lawton, Five by Five.

Listen to those at the coalface.

Staff members who are on the ground interacting with retailers and consumers gain valuable insights that should be taken into account ahead of any launch. After all, they are the ones interacting with retailers and consumers every day. Their engagement is significantly more intimate than those in head office – their ideas and feedback should be key, both in the planning process and in adaptation of the launch campaign as it develops.

Those on the front lines are positioned to spot opportunities to better the product, service or brand. When there are multiple people on the ground engaging in a launch, it is crucial to avoid over-segmenting the campaign and causing confusion between head office and the executors. It can be easy to get carried away with different formats and plans, but best to let those experts do their job and use their own instincts.

"It is key to listen to all the key team members and make sure everyone is taking a long-term approach. Bring people along with you and communicate the evolving plan. Sometimes marketers can forget internal communications."

Adizah Tejani, Marketing and Technology Advisor.

Role of middle management.

Those in management roles, flitting between different launches, might not always have the most passion for each launch project. If they are going from the launch of a stock cube to the launch of a shampoo at a large corporate with many different product lines, it is difficult to foster ownership, dedication and passion for each and every project.

Empowering less experienced members of the team with ownership and responsibility could do wonders for team morale and quality of output. The people at the top and bottom of an organisation tend to be more comfortable making decisions when it comes to launch. The middle echelons seem to be more concerned with the consequences, with a fear of failure potentially debilitating their decision making process. This makes sense, the people at the top have the power and the people at the bottom don't really know any different!

"Marketers can be the worst people to launch a brand. Consider the engineers and the entrepreneurs: look at the incredibly successful Rapha cycling brand – built by a passionate entrepreneur who made up a retro cycling brand from Italy, and built coffee shops and bike stores in one. A marketer wouldn't have taken that approach."

Benjamin Lickfett, Diageo.

Key insight 4: Purpose.

Startup or corporate, you need to have passionate, dedicated and brave people who keep purpose as the guiding light. The reasons behind a launch shouldn't just stem from a gap in the market, but from a desire to fix a problem or bring something brilliant to people who need it most. Keeping these emotional drivers front of mind during the launch process can ensure decisions are made with the core purpose in mind – preventing the team from going off track – and can keep morale strong when the inevitable hurdles and challenges present themselves.

Know your 'why'.

"Brands like Nike and Apple always hold onto their 'why' – the spirit of why they started always lives on in their brand. Most organisations don't have a clear North Star to follow, but they must have done when they started. Companies need to go back to their original 'why' and live that every day."

Rose Lewis, Collider.

As TED speaker, Simon Sinek, says: 'Start with why'. The idea is to get to the crux of why each business exists – what is its reason for operating, its biggest goal and its emotional driver.

When thinking about a launch, it is vital to understand the 'why' at the centre of the project to ensure that every decision has its roots in something concrete. Having a strong 'why' which flows throughout the launch and the brand eliminates the need for over-segmentation, as everyone is on the same page. Consumers are also increasingly keen to buy products that show a real sense of mission, provenance and transparency of why and how they exist in the world. It makes sense to find ways to communicate the 'why' throughout the launch.

"At National Trust it's not about the brand itself – it's about the places and the connection and benefits people get from them, whether that's a country house or the coast. Our mission internally has been about getting the brand out of marketing. The internal culture plays a huge part in creating a positive brand experience for our supporters. If you arrive at one of our places and the welcome isn't warm, there's little engagement and you see 'keep off the grass' signs, the whole positive experience can be unpicked straight away. It's important that our people understand the role they play in creating a positive brand and to focus on the benefit that people get from places – it goes back to our founder's story and it's why we do what we do."

Mark Scott, National Trust.

Create a passionate culture.

A successful launch – and business – requires a culture that allows people's passion for the job to shine through. Give permission and ownership to those leading launch projects to foster their hunger to succeed, and ensure that those who are showing passion within the team are encouraged and empowered. Only by fostering a passionate culture will the best work be produced – and ultimately, the most enjoyable, successful launch be executed.

"Your story is more important than ever – transparency and provenance are key, but the story has meaning only if your product makes perfect sense. People want to support and be part of something that is driven by passion and quality. So, to stand out, it is vital to have that mission and purpose front and centre."

Irina Turcan, Erblogy.

Conclusion.

We believe a successful launch should incorporate learnings from the four key focus areas outlined in this report.

An **entrepreneurial approach** is crucial for ensuring speed and adaptability is built in from the start. Continuous consumer interaction, tight feedback loops and an agile approach to product/service development are key to delivering what consumers demand. Harnessing the passion and energy that drive an entrepreneurial approach are what will take a launch into memorable territory.

When it comes to **data**, make sure you take into account both data and **instinct**, especially when it comes to launching entirely new product or service categories. To get the best insights on your product, talk to your consumers and continue to talk to them. Sometimes focussing on a small group of consumers and carefully unpicking their thoughts and feelings can be the most powerful way to gain insights. Don't let the launch get sidetracked by over-strategising. Adopt a 'launch and learn' approach, and be ready to optimise the product on the go.

Spend time getting the **right team** in place. Identify the key people, get them involved and keep them aligned. Be selective – don't waste time trying to get everyone on board. Make sure you also identify when the best time is to bring each person on board. Listen to colleagues who interact with customers every day – they are your eyes and ears on the ground. Empower those leading the launch to be able to make quick decisions.

Finally, throughout the process, remember your 'why.' Knowing and reflecting on the business' ultimate **purpose** can provide clarity in decision making and help the launch stay on track. Consumers will take note if a clear sense of mission is protected and nurtured, and a passionate culture within the launch team will help bring out the best in everyone.

What's next?

Five by Five created the Launch Marketing Council to explore and gain expert insight into the world of launch marketing, and share information and best practice among practitioners. The ultimate goal is for launch marketing to be recognised as a discipline in its own right.

You can find out more about future Launch Marketing Council activity at launchmarketingcouncil.com and get in touch with Five by Five at info@fivebyfiveglobal.com.

You can also access:

- Previous Launch Marketing Council reports on the [Launch Marketing Council website](http://launchmarketingcouncil.com).
- Five by Five launch marketing research reports on fivebyfiveglobal.com.

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