IWA CASE STUDY · PRODUCT LAUNCH

A patented product with zero sales — to fastest in the company.

+26% margin. 130% of growth target, Yr 1 & 2.
The launch didn't fail on selling — on marketing.

CASE STUDY · FORTUNE 500 SUPPLIER · PRODUCT LAUNCH & GO-TO-MARKET · INDEPENDENT · NO CHEMISTRY SOLD

A patented product with zero sales became the fastest-growing product in the company

A Fortune 500 supplier held a patented, genuinely differentiated technology — and could not position, market, or sell it. With a minimal marketing team, it had built the product first and then gone looking for a market, positioning the product around a discharge-compliance standard that was not actually an issue for customers. For years, market penetration failed outright; the company could not even secure a trial. Rebuilding the marketing and launch process from the ground up raised margin 26%, beat Year 1 and Year 2 growth targets by 30%, and delivered the fastest-growing product in the company.

ENGAGEMENT	STARTING POINT	MARGIN	GROWTH VS TARGET	OUTCOME
Product launch rebuild	**0 sales, 0 trials**	**+26%**	**130%, Yr 1 & 2**	**Fastest-growing product**

Challenge — What Was Happening

A Fortune 500 supplier held a patented, genuinely differentiated technology — and could not sell it. Years of R&D and protected IP had produced a real product with no route to market.

With a minimal marketing team, the company had built the product first and then tried to find a market for it. It was positioned to meet a discharge-compliance standard that was **not actually an issue** for customers — solving a problem no buyer was trying to solve.

For years, market penetration failed outright. The team could not even secure a **trial** of the material. There was no process to understand the customer, the competition, the value proposition, or the right buyer profile.

Intervention — What We Did

- Built a **full marketing and launch program** from scratch, engaging management, sales, technical, R&D, marketing, and communications as one team
- Named the specific points where the previous launch had broken down — customer understanding, regulatory read, and unvalidated value proposition
- Started fresh with a structured **7-step marketing program**
- Built the internal and external teams, sales training, and CRM tooling to **execute it and keep it running**

Baseline — Where It Started

The Numbers On Day One

- **0 sales** — no revenue after launch
- **0 trials** — could not even get the product evaluated
- Years of R&D invested; IP protection and patent maintained
- A real, differentiated technology with no market traction

The Positioning Problem

- Messaging built around discharge compliance and meeting new discharge limits
- Those discharge limits **did not exist** — a non-problem for the buyer
- Product built first, market sought afterward
- No customer, competitor, or value-proposition work behind the launch

Root Cause

ROOT CAUSE FINDING

The product did not fail because it was weak, because the sales team could not sell, or because compensation was wrong. It failed because **the foundational marketing work was never done.** The company had engineered a solution and then searched for a problem to attach it to — landing on a discharge limit that customers did not face.

Without validated answers to **who the customer is, what the competition offers, and what the buyer actually values**, even a patented, differentiated technology has no path to a first trial — let alone a sale.

The Fix — A 7-Step Launch Program

1. **Evaluated the supplier** — the technology, its true capabilities, and the internal realities around it
2. **Analyzed the competition** — who was already in the space and how they positioned
3. **Studied the customer and operating environment** — including the actual regulatory picture, not an assumed one
4. **Interviewed customers**, then **validated the value positioning with those same customers** before going to market
5. **Built internal and external channel-focused teams** for content development and support
6. **Built and ran company-wide sales training** so every rep could sell the right message to the right buyer
7. **Built custom CRM dashboards** to monitor opportunity progress, and helped teams evaluate and execute sales operations around the new product

VALUE DELIVERED

+26% margin

A validated value proposition enabled a price increase and a 26% margin lift — plus 130% of growth target in Year 1 and Year 2, and the fastest-growing product in the company

MARGIN	YEAR 1 GROWTH	YEAR 2 GROWTH	RANKING
+26%	**130% of tgt**	**130% of tgt**	**Fastest-growing**

RESULTS DELIVERED

- **Positioning** that resonated with every customer, enabling higher pricing and a **26% margin increase**
- **Reset** the growth benchmark, then hit **130% of target** in Year 1 and Year 2
- Still **one of the fastest-growing products** in the company
- So differentiated that competitors have yet to beat its performance or price

DURABLE ADVANTAGE

- From **zero sales and zero trials** to a market-leading growth story
- Pricing power created by **validated value**, not discounting
- **Adopted company-wide** as the new internal standard process for every product launch
- A **repeatable launch process** the teams still run — not a one-time campaign
- Retains the original compliance benefit if the regulatory environment ever demands it

The turnaround didn't stop at one product: the program we built was adopted as the company's new internal standard process for every product launch that followed. Launches rarely fail because the sales team can't sell, the product doesn't work, or the comp plan is wrong. They fail because the foundational marketing work — customer, competition, positioning, validated value — was never done right. And it isn't only companies with small budgets: some of the biggest failures happen at organizations with the largest teams, the strongest processes, and formal phase-gate systems.