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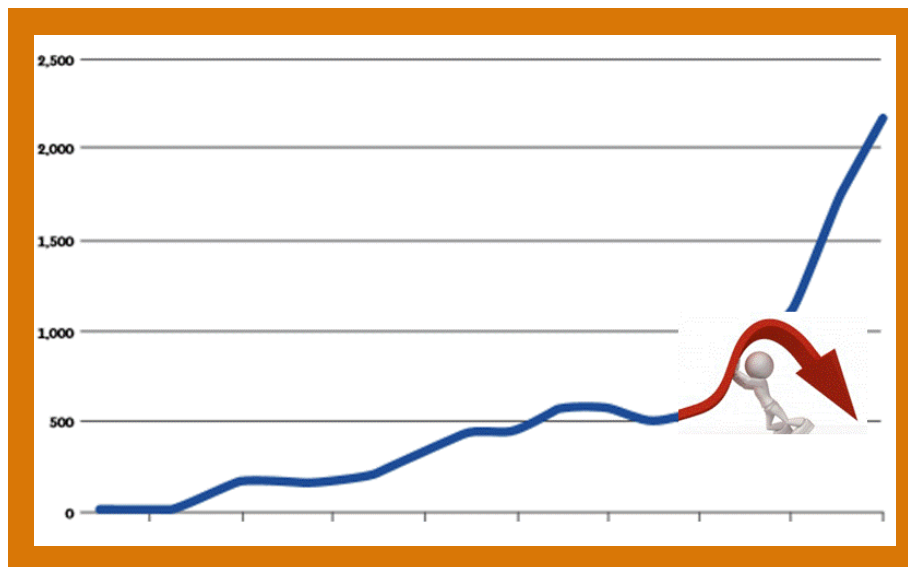
# Sales Playbook for (Disruptive) Product Launch

*Executive Summary*

# The Innovation Death Spiral – An All Too Common Product Launch Story

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A big media splash accompanies the release of the new, breakthrough product. Leadership sets arbitrary goals, lacking historical data. The organization executes the untested launch plan. Sales start promisingly but quickly falter. Salespeople miss quotas and the company falls short of revenue targets. The executive team responds by increasing pressure and implementing new strategies. Yet, the launch remains stuck in a cycle of overspend and underperform. Eventually, the executive team is replaced, and optimism gives way to disillusionment and failure.



## The Challenge by the Numbers

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- 75% of VC-back ventures fail to return the capital invested

**Source: *The First Mile* by Scott D. Anthony**

- 90% of startups fail within five years
- Market risk, as opposed to product risk, accounts for 90% of startup failure

**Source: *Steve Blank Innovation and Entrepreneurship blog***

- Premature scaling accounts for 70% of the failure of new ventures

**Source: *The Genome Startup Report***

- Only 14% of new products that are innovative (as opposed to incremental, me-to or line extensions) BUT generate a massive 61% of profits; Innovative products contribute 10X profits.

**Source: *Blue Ocean Strategy*, W Chan Kim and Renee Mauborgne, HBR, October 2004**

# Conventional Sales Frameworks Don't Work for Disruptive Products

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Modern sales methodologies like SPIN, The Challenger Sale, and Customer-centric assume starting with a proven sales process. These frameworks are designed to implement repeatable processes, which all sales professionals require as a fundamental tool of their trade.

**Disruptive products**, however, change market behavior, change how we solve existing problems, or create new markets entirely (typically addressing existing, unmet needs). These innovations don't fit within the scope of traditional sales methods.

Using conventional sales frameworks for disruptive products causes two major issues:

1. Delaying, or outright preventing, achieving market scale and,
2. Premature scaling (or wasted sales and marketing spend).

Despite this, traditional sales frameworks are often used by default simply because they are familiar. In a void, they are what we know.

## Need for a Contemporary Sales Framework for Disruptive Products

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By definition, there is NO proven sales process at the launch of disruptive products. There can't be. When doing something for the very first time, which is the case with the sales process for a disruptive product, the sales process must be discovered. It cannot be built, created, or conceived - it has to be discovered.

## Different Types of Product Launches – Disruptive vs. Incremental

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Incremental innovations, me-too products, and line extensions have similar enough or adjacent products with the historical product and market data to build or create a product launch plan and then reasonably expect to execute 'on-plan'.

By contrast, for a disruptive product, many of the underlying assumptions anchoring the marketing and sales strategy and tactics need to be validated or invalidated. Some are hidden or unrecognized and will only surface once the product is being actively sold.

**Disruptive product launches require a different approach – a different sales framework. A different operating framework.**

# The Agile Market Entry (AME) Sales Framework

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The Agile Market Entry framework is, at its foundation, a discovery-base sales framework designed to efficiently discover, test, validate, and codify the repeatable sales process (RSP) required by a professional sales team to enter the scale stage of the product life cycle – and hockey-stick revenue growth.

The AME sales framework addresses the two primary missteps common to disruptive product launches, by,

- Discovering, testing, validating and coding the RSP (repeatable sales process), AND
- Expending the 'Goldilocks' amount of resources (time and capital) - not too little, not too much but just right - to achieve market scale, and therefore preventing premature scaling.

## For Complex B2B Sales

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AME is designed for complex, B2B sales where skilled professional sales reps are calling directly on customers.

### Primary Objective: Efficiently Discover your RSP (Repeatable Sales Process)

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The primary sales objective, the North Star goal, becomes discovering the RSP as efficiently as possible - in the shortest time while expending the appropriate amount of resources – time and capital, both human and financial.

You can generate revenue without an RSP. In fact, to launch a disruptive product, you must generate revenue without an RSP.

- But your sales team CANNOT reliably and efficiently generate revenue without an RSP, AND
- Your sales team CANNOT scale revenue without an RSP.

# The Four P's of AME (Agile Market Entry)

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## The Purpose or Goal

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Efficiently discover and deliver the RSP required by the professional sales team to do their job.

## The Principles

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The foundational operational concepts of the AME sales framework from which the practices and tactics are derived.

Key foundational principles include,

- A discovery-base framework (versus an execution-base framework of conventional sales frameworks).
- An iterative, learning process appropriate for operating within the Cynefin complex domain.
- Using the scientific method to test critical assumptions or hypotheses. The scientific method is a structured way to operate in a discovery-based model.
- Develop the RSP based on the principle of Total Sales. The responsibility of a professional sales organization is moving an opportunity from lead to close (see sales cycle diagram). Total Sales, required to develop an RSP, starts with determining your market entry point or beachhead market and ends with a satisfied or delighted customer (not with the purchase or close). Total Sales is comprised of aspects including R&D, marketing, sales, and customer service or customer support.

## The Practices or Tactics

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The step-by-step process of discovering the RSP.

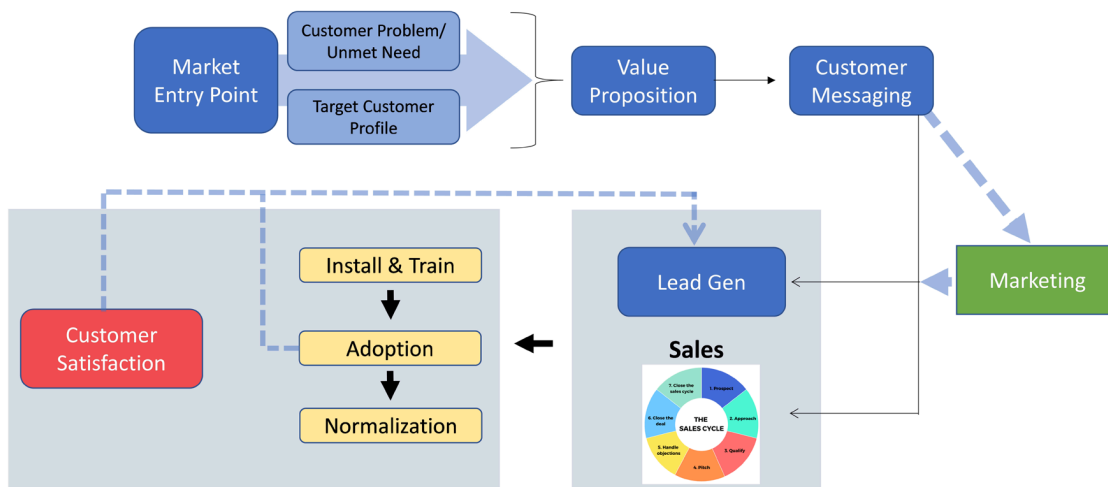
## The People

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The required skillset, management style, and compensation (comp) plan to build and manage an AME sales team.

# Developing (or Discovering) Your Repeatable Sales Process (RSP)

## The Repeatable Sales Process (RSP)



The major components to developing the RSP:

### 1. Market entry point

- Ideal customer profile(s), and
- A big problem the customer wants to solve

### 2. Clear and compelling value proposition (for each market entry point)

### 3. Messaging and market-language fit

### 4. Lead gen (generation) engine

- Reliable and cost-effective
- Generating the high-probability leads (that translate into closed sales and revenue)

### 5. Mapped out sales process

- Distinct, accurate and complete steps
- With data-proven metrics (time and ratios)

### 6. Adoption to Normalization – 'from happy buyer to satisfied customer'

- Effective installation and training
- Steps of the adoption journey from close of sale to normalization

**Definition of Normalization - when the utilization of the new, disruptive product/technology becomes the customer's new norm or new status quo.**

As you can see, the conventional sales process (noted as "Sales" in the RSP diagram) is only one of the components of developing the RSP. Total Sales composes all the components of developing the RSP and is the responsibility of the AME sales team. But as you can see, some of the components of the RSP are generally considered the responsibility of other business functions. The beachhead market or market entry point, the value proposition, and customer messaging are typically owned by product dev or marketing. Lead generation typically falls on marketing. The install and training are the domain of the customer service or success team.

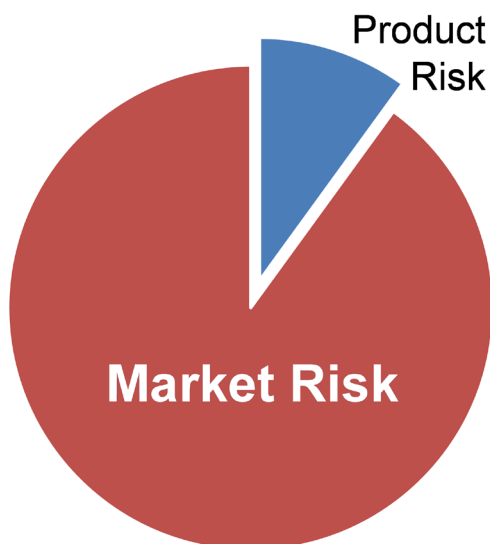
Here's why I consider these components also the responsibility of the AME sales team. And you do too, if you want to be successful!

1. All of these aspects or components critically impact the success (or failure) of the sales function and therefore, are critical to developing the RSP.
2. All of these components start and end with the customer and impact the overall customer experience. If any one component breaks down, it has a direct impact on sales and the performance of the sales organization.
3. At the time of the launch of a disruptive product, each of these aspects is unknown, at least partially if not completely.

**It is the responsibility of leadership, specifically sales leadership, to provide the professional sales team with a proven RSP. Without it, a sales rep or sales manager cannot perform their job. It is a basic tool of every sales rep. Just like a hammer is to a carpenter.**

# RSP: Pre-Launch

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Ninety percent of the overall risk of bringing a disruptive product to market is market development risk, not product development risk. Therefore, any effort and investment that increases the probability of market success (or decreases the market risk) has a 10x impact on your overall success.

*Does this fact align with your planning and use of your capital resources?*

The highest priority of the sales function before launch is to de-risk the market development as much as possible. Following the logic, it is not just the highest priority of sales, but the whole enterprise.

Components of the RSP for which it is possible to de-risk pre-launch are your market entry point, value proposition, and customer messaging (or product-language fit). The effort to de-risk your value prop and messaging is dependent on the accuracy of your market entry point(s) assumptions. If you end up invalidating your pre-launch market entry point(s) assumptions upon launch, it will likely require starting over with the discovery and development of your value proposition and messaging.

## Primary Tool: Customer Discovery or Direct Customer Interviews

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Market development, both pre- and post-launch, is a contact sport and the field of play is your market, or to be absolutely clear, your potential customers.

Before you have a product to sell, the primary tool to play the game of market development is customer discovery or direct customer interviews. You can use market data/research and market surveys to provide background information, but the only useful tool for understanding your market and customer is the one-on-one customer interview.

## Beachhead Market or Market Entry Point(s)

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A market entry point has two components.

1. **Target customer profile:** This is the hypothesis of the specific profile of your first customers. It is the profile of the most likely customer to buy your product at the outset. In most cases, the more specific your profile, the more likely you are to be successful in acquiring your first customers.
2. **A specific problem:** A problem your target customer already wants to or is trying to solve. If you want to have early market success, you need to be solving an existing customer/market problem. One of my biggest red flags is when I hear someone say they "have a great innovation; we just need to educate our market".

*"When I hear that founders are looking to 'educate their market', I get nervous. In order to educate somebody, you need to fully capture their attention and get them to suspend their current beliefs and consider, adopt and master a new way of operating. I ran an education business, and I must say that is a herculean task."*

— Matt Lerner, SYSTM

## Value Proposition

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A value proposition is a clear statement offering three things:

1. **Relevancy.** Explains how your product solves customers' problems or improves their situation.
2. **Quantified value.** Deliver specific benefits.
3. **Differentiation.** Why the ideal customer should buy your product to solve their problem instead of from the competition or stay with their status quo.

## Messaging that Generates Qualified Leads

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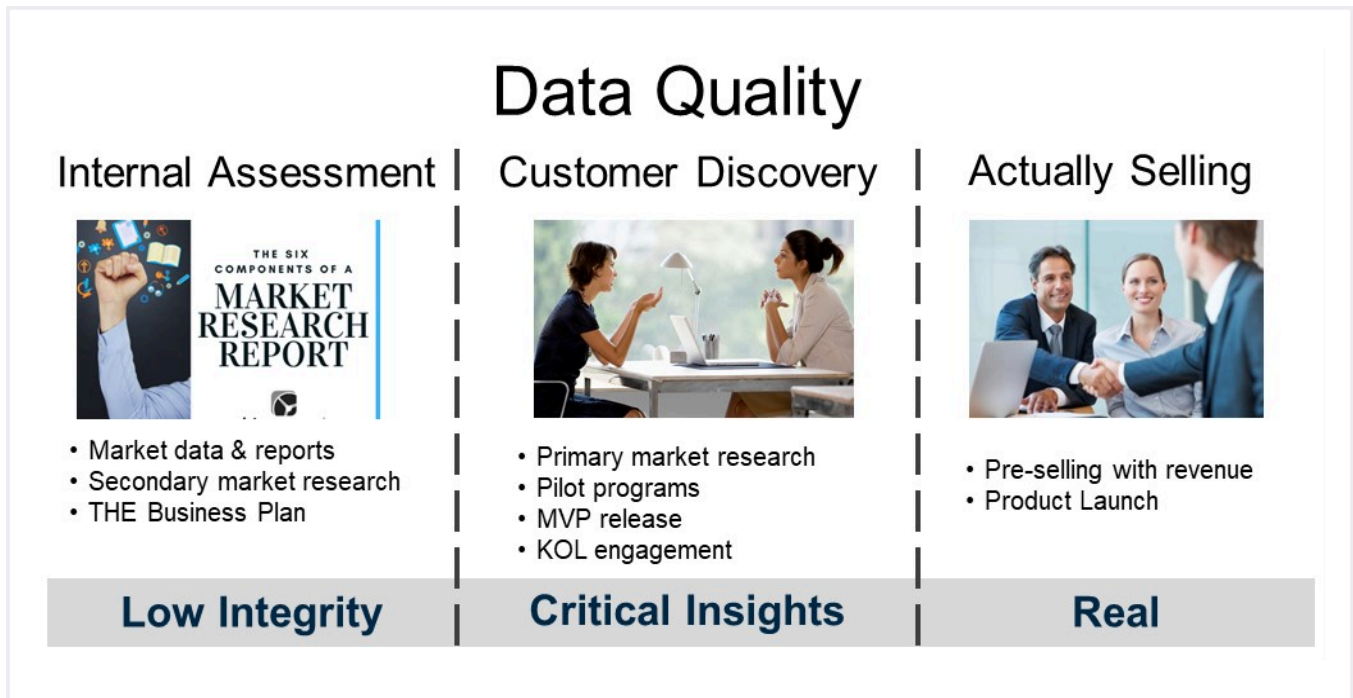
Knowing your value proposition, the customer problem you solve and the unique benefits you deliver as a result, is one thing. Next, you will need to discover the market messaging to find your product-language fit. Before launch and before you have a product or service to sell, you can and should start to test and find the messaging that will compel your customer to act e.g., responding to your marketing tactics.

This is the perfect example of market development being a contact sport when the inclination (and all too common practice) might be to build your launch marketing tactics without engaging your market (customer),

# Pre-Selling

The easiest way to jumpstart pre-selling the product launch is to tap into all the prospects or potential customers you encounter during the pre-launch customer discovery. If done well, you will have had hundreds, if not thousands, of customer discovery conversations with potential customers at this point. Some will have identified as your early customer target profile. Your ideal market entry point(s).

The quality of your market data increases the closer you get to selling or asking a prospect to pay for your product. The first time you get 'true' market data is the moment you ask the first prospect to pay for your product. A primary principle of AME is to press every customer discovery interview or engagement as close to a sale as possible. For example, requesting a physician to provide their time for free to conduct a customer discovery interview, as opposed to offering a paid honorarium. Not only does payment automatically bias the data, but just the fact that a physician is willing to give you their time for no compensation is a significant data point.



# RSP: The Launch ... or The Moment Selling Begins

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With the launch of a product or service, you're selling for the very first time. Obvious! But it is worth making the point because many product launches are sabotaged by executing the launch plan before discovering the proven repeatable sales process for the sales team TO EXECUTE. Operating without a proven RSP means every sales rep is operating at less than optimal efficiency - at 50%, 40%, 30%, or even worse. Operating without the RSP is just wasting limited resources. Resources that can never be recovered.

When using the AME framework, you will be ready to turn on your lead generation tactics and begin selling on day 0. The difference with AME is you will be starting with highly qualified sales leads (as opposed to lists of target customers) and vetted market messaging (as opposed to marketing's best thinking). This does NOT mean that you won't have false assumptions buried in these aspects of your RSP; you likely will. You may even need to go back and optimize your market entry point(s) or even rethink your market entry point(s) altogether (a pivot).

As you turn on your lead gen tactics and fire up your sales team be diligent to remain in discovery mode. Do NOT slip into execution mode where you don't question your underlying assumptions and hypotheses.

**Revenue is not your primary objective. While revenue is an important indicator, your primary objective is to discover your repeatable sales process - as quickly as possible.**

**Your metric of success is time – the time to discover your RSP and achieve market scale.**

## Building Demand Generation Tactics

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Building effective demand generation starts with your market entry points and tested messaging, and working with marketing (an internal team, outside marketing resources, or a combination) to develop your lead gen tactics. Without tested (and validated) market entry point(s) and messaging developing lead gen tactics is a best guess based on uncertain assumptions – a shot in the dark.

Early sales and marketing for a disruptive product or service is a healthy mix of expertise and creativity. Both a practiced discipline and an art form. It requires experimentation. Approach optimizing your lead gen with discipline, creativity, and curiosity. A common mistake is to launch with a big marketing campaign often characterized by a costly public relations campaign, a large marketing effort, and trade show booths at major national or international professional meetings. These tactics aren't efficient (take significant time and require large budgets), nor reliably lead to the desired outcome – qualified leads for the sales team.

Design efficient (controlled in both time and expense) and measurable marketing campaigns to test 1) messaging and 2) whether you're generating quality leads for sales.

Marketing should own demand generation in partnership with the AME sales team. The partnership is critical as the effectiveness of lead gen is ultimately determined by the conversion into sales. If lead gen does not result in revenue, it's not effective regardless of what marketing metrics (i.e., number of leads, clicks, or click-throughs) are met.

## Sales Process and Cycle

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This is the nuts and bolts of sales. This is what is conventionally considered the sales process. It starts with a lead, generated by marketing, and ends when the customer makes a purchase.

I'm going to assume that there is an experienced salesperson on your team and not provide Sales 101.

Critical to this step of the RSP is understanding the stages of your sales process that can be grossly segmented into lead, qualification, proposal, and close. The stages of the sales process are product, market, and company-specific.

At or after launch, it's highly probable you will need to optimize your sales process and stages. Even with comprehensive customer discovery, post-launch you will still uncover both false assumptions and blind spots or gaps in your sales process. This is just the nature of disruptive products, or doing something for the first time. So be aware, stay curious, and be diligent in discovering and validating the stages.

While you'll likely be able to get a good understanding of the stages of your sales process prior to launch, your assumptions about the timing and ratios moving between stages of your sales cycle will be **WRONG** and will need to be discovered and validated with data that can only come from selling.

So ...

- Map out the steps early,
- Once selling, gather data and track meticulously,
- Be diligent in assessing the patterns,
- And reassess and re-evaluate periodically.



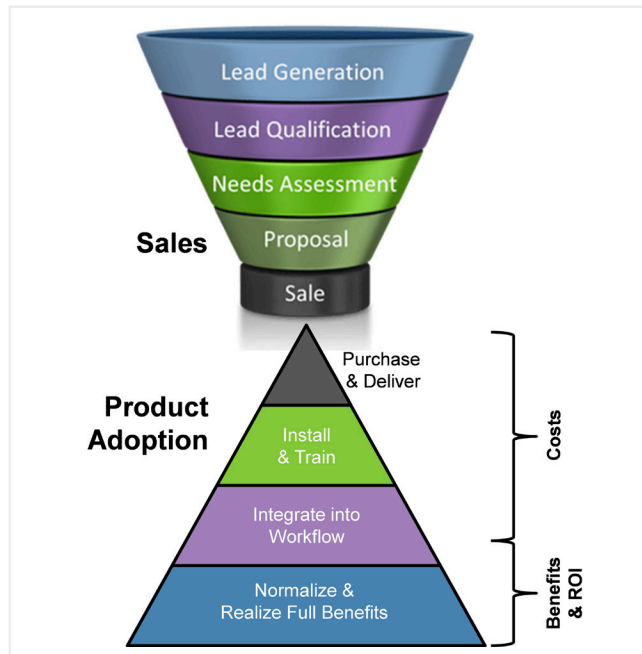
And discover, validate, and codify your sales process including the stages and timeframes.

**Important Note.** What is commonly referred to as the sales cycle, sales pipeline, or sales funnel, I am calling the sales process. For mature products (or the launch of incremental/me-too products), this conventional definition of the sales process is sufficient. When launching disruptive products, it is insufficient. The sales cycle or sales funnel is only a component of the RSP or repeatable sales process.

**Everything discussed up to this point is just the first part (maybe half way point) of the repeatable sales process for a disruptive product launch.**

# RSP: Post-Sale ... or Getting to Normalization

## Happy Buyer versus Satisfied Customer



At the point of the close of the sale, you have a happy buyer. If the job isn't completed all the way to the satisfied customer, the sales process falls apart. This is critical for disruptive products, where at launch there is no proven process for creating a satisfied customer. Going from the happy buyer to the satisfied customer is still unknown and needs to be discovered, just like the first part of the sales process.

If the sales team drops that ball at the close of the sale, it can result in,

- Turning happy buyers into unsatisfied, highly unsatisfied, and irate customers
- No repeat revenue
- No reference customers (critical to crossing the chasm from the early adopters to the early majority and 84% of the market)
- Leaves an opening or void for fast-follower competitors
- Poor market reputation and negative branding
- Customer churn
- A catalyst to the Innovation Death Spiral

The key to discovering the path from the happy buyer to the satisfied customer is to understand and engineer the product adoption by your customer.

Disruptive products, by definition, are likely to require the customer to change some behaviors and practices. Getting a customer to change their behavior is often the greatest challenge for disruptive products (short of changing a customer's beliefs). The inertia of status quo – or the customer's current way of operating - is by far the greatest competition for disruptive products. Therefore, understanding and engineering the customer adoption process to address the required behavior change is a primary key to market success (or failure). If done well, it's a primary challenge that can be transformed into a significant customer value and competitive advantage. If done poorly, it can, and will likely, lead to market failure.

The **adoption stage** is the process of beginning and continuing to use a new product. This is the most intensive and complex stage where a disruptive product is most likely to fail to gain traction, and a new customer loses the interest and desire to use a new product.

The **normalization stage** is when the new product or technology becomes the customer's new norm. It's when using your new product becomes the new status quo for the customer. Understanding and engineering the adoption of a disruptive product is designed to achieve this transition when using your product becomes the new default norm for the customer.

Normalization is the endpoint of the RSP. It is only when you've codified the process from beginning to end – the end being the normalization of your product in the hands of your customer – that you have a proven repeatable sales process - and you're prepared to achieve scale market.

Closing a new customer but failing to successfully navigate the product adoption stage is worse than never winning the customer in the first place. By getting a customer to buy - closing the sale - but failing to convert into a satisfied customer, all the invested time and expense to close the customer is wasted – it becomes both a lost customer and a loss of all the resources invested to acquire that customer.

To compound this loss, these are the buyers who instead of becoming reference accounts and your market validation, become the dissatisfied, highly dissatisfied, or irate customers which can lead to a negative market brand.

## Closing the Brand Loop

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With completing the repeatable sales process – from market entry point, to lead gen, from lead to close, and finally from happy buyer to (highly) satisfied customer - the loop is closed and your satisfied customer then leads back to the front of the sales pipeline by feeding your lead gen engine. Your satisfied customer becomes,

- Your up-sale
- Your reference account
- Your case studies and use cases
- Your podium speaker
- Your site visit for new prospects
- The author of peer-reviewed publications
- Media coverage and stories
- The buzz in the marketplace
- The source of viral marketing
- The path from your innovators and early adopters to the 86% of the rest of the market – the early majority and beyond

This is a positive loop. It is one of the most, if not the most, challenging things to do in business - the successful launch of the disruptive product. By definition, it's inherently risky but if done well, you can avoid adding risk and making it more challenging than it already is. And reap the resulting benefits.

# The AME Sales Team

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Every professional sales organization is built, trained, and managed to efficiently execute a proven sales process. When launching a disruptive product, by definition, there is no proven sales process. It still needs to be discovered ... and distilled, validated, and codified.

A professional salesperson executes a proven sales process. It is a basic tool of the trade. A sales professional is not equipped and trained to discover the sales process. It is the responsibility of sales leadership to provide the sales team with the repeatable sales process necessary to do the job. Without the RSP, leadership is setting up the sales team to fail, or at the very least, grossly underperform.

One of the keys to discovering the RSP is starting with the right people. The right team. Your AME sales team.

Other aspects critical to the AME sales team are 2) setting the right goals, 3) effective management, and 4) compensation. Let's start with getting the right people on board.

## Selecting the Team

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The AME Sales team is analogous to the special forces in the military. Roland Bertezko, author and former German army paratrooper, captures it well when he says,

***What really sets [Special Operations Forces soldiers] apart is their attitude, which is a unique mixture of unpretentiousness paired with an almost childlike curiosity which comes with fluid, differentiated and unorthodox thinking. It's not that they are smarter than other soldiers, but that they think differently. Unconventional warfare requires counterintuitive and "out of the box" thinking which you won't find in conventional units. It's the way [they] approach a problem that makes them special:***

- There are no concepts, be formless!
- Consider nonmilitary solutions to solve military problems
- Base your decisions on facts and not on opinions like "we are the best" or static military concepts
- Understand the paradoxes of unconventional warfare

Bertezko could just as easily be describing the characteristics of the ideal sales person for launching a disruptive product and discovering the RSP. The renaissance sales rep as described by Mark Leslie and Charles Holloway in the Harvard Business Review article, *The Sales Learning Curve*.

Similar to the military where a special operations forces team is deployed to address special situations, the product launch team – or the AME sales team - is deployed to solve the unique situation and challenges of a new product launch, particularly for disruptive products. The AME team is not better or smarter than the professional sales team; it is different. They think and operate differently. They have a different skill set from professional sales.

They can be found in the high-performing cowboys, rebels, and troublemakers on a sales team. But those with the necessary skill- and mind-set are small in number – probably less than 10% of sales professionals.

Some clues and tips to finding them within your sales team.

- Challenge common wisdom or leadership mandates
- Come up with their own solutions
- Go to the mat for their customers
- Develop unusual or *off-the-book* strategies, tactics and collaborations
- Call on different types of customers; sell into new market segments
- A penchant to *go off* reservation
- Restless in their jobs hence their rebellious nature and tendency for creating "mischief"
- Will interact with other parts of the company, particularly R&D, to do their job
- Will take a broad view often times suggesting new strategies or challenging existing strategies

Many of these are behaviors typically scowled upon and discouraged, if not stamped out, within sales teams. When executing a proven sales plan, you don't want reps going 'off-reservation' and defying leadership. But when assembling an AME team these are the characteristics to screen in, not out.

## Goals and Objectives

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We discussed this previously. The goal for the AME team is singular – discover, validate, and codify the RSP as efficiently and quickly as possible. And deliver the RSP to the professional sales team to scale revenue.

Focusing or mandating the AME team to meet revenue goals will likely prevent the AME team from discovering the RSP. At best it will delay the discovery. Revenue needs to be viewed as an indicator for the AME team; not a primary goal.

**The metric of success is the TIME from product launch to market scale.**

## Team Management

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Once equipped with an RSP, a professional sales team can be given a quota and directed to execute the sales plan.

However when discovering the RSP is the job, managing the team requires a different management style. The management style is much more egalitarian. The team is best served by a servant manager, leading from the front and guiding the team to keep it on the critical path. Instead of giving the team a plan and a script, the servant manager provides the boundaries or rules of engagement and encourages the team to use their complete skill set to test and solve the problem ... discovering and identifying the repeatable sales process. This is very different than the conventional top-down management style often pervasive in professional sales. And much like the special forces military team.

## Compensation

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Early-stage sales for a disruptive product is one of, if not, the most challenging, unpredictable, and riskiest activities in business. Ninety percent of startups fail and 90% fail due to market development.

Most salespersons are rewarded and compensated based on revenue generated. However, the primary objective of the product launch is not revenue; it is discovering the RSP and minimizing the time from launch to scale.

The AME sales team's comp plan needs to address these factors as well as the added risk and uncertainty of their job (compared to growth-stage sales with a proven RSP).

# Course-correcting a Struggling or Failed Launch

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Most struggling launches fall into two broad categories.

**No market need or demand.** You'd be surprised, or maybe not, that many product launches fail because the product doesn't meet a market need. The customer doesn't have a problem to solve. In most cases, the product should never have been built or developed. The solution is to shut it down and avoid wasting any more resources (time and capital). Alternatively, you can apply the principles and practices described in this Playbook to explore another market.

A subset of the no market need or demand category is a product that is too early. This is a real challenge for disruptive products. There is a true advantage to being early – the first mover. You want to be early but there's a fine edge between being early and being too early. AME is ideal for a disruptive tech that is too early.

- By avoiding premature scaling – the entry point for The Innovation Death spiral, which often leads to the death of these companies, and
- By timing the scaling of the company to when the market is poised and ready to grow – the entry point for the classic hockey-stick growth curve

**No RSP** is the other category. There are two critical differences when using the AME framework to course-correct a struggling launch (as opposed to using AME from the outset as described in this Playbook).

1. You've already spent critical resources (time and capital) so you're likely under elevated pressure to perform.
2. To offset #1, you already have critical data buried with your existing customers, sales team, and the rest of your organization to begin to develop the RSP. Get to work and use this playbook to discover, validate, and codify your RSP.

# The Handoff (to Sales)

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A professional sales team needs an RSP to operate; without it, they will fail. You now have it. Package it up and deliver it to your professional sales team – and your marketing and customer success teams.

The AME sales team can either integrate into the sales team or ideally move on to launch other disruptive products or open new markets.

**Every disruptive product needs to be delivered to your professional sales organization with a proven repeatable sales process.**

## Leverage a Disruptive Product to Upsell your Whole Product Line

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For established companies with mature products in competitive markets, a disruptive product, if leveraged effectively, can spark the growth of your whole product line. Truly disruptive products with a proven market and RSP meet a true unmet need. In competitive markets with strong vendor/sales rep loyalty, disruptive products are the most effective method to crack and open competitive accounts.

**You've just created the greatest weapon to open competitive accounts – a truly disruptive technology that addresses a critical problem your customers want to solve and the RSP to sell into these accounts.**

If done well, a disruptive product can uplift your whole company.

## Beyond This Product Launch

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You now have a trained team with unique and valuable skills (that will become more proficient with each disruptive launch). To integrate them into the sales team would be a lost opportunity.

Your AME sales team is now an asset and a competitive advantage. Put it to work creating and exploiting new opportunities.

# A Different Kind of Product Launch Story

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The first customers are closed and on-boarded quietly by a small but deft AME launch team that started engaging and testing the market when the product was still an idea. In parallel with the quiet launch, the AME team is working closely with marketing to test and validate three lead gen strategies targeting the two high-probability market entry points. By all indications, the new product is off the radar of competitors.

With twelve highly-satisfied customers in one of the initial market entry points and two validated lead gen tactics, the company brings the new product out of stealth-mode with a full market launch by the whole sales force armed with,

- A repeatable sales process,
- Strong customer use cases and testimonials,
- Aggressive yet achievable revenue goals and sales quotas,
- And an effective national lead gen program generating highly-targeted prospects.

While the top line revenue isn't yet grabbing the attention of investors, the total launch spend has been a fraction of the most recent product launch. There are other noticeable differences.

- Six months after coming out of stealth-mode, revenue is consistently accelerating month-over-month, 75% of the sales force is at or above their quota,
- Using the new product leads, the sales force is successfully gaining entre to previously impenetrable competitive accounts,
- The AME sales team has delivered the RSP for the second market entry point and the sales force hits the ground running,
- And the AME team has refocused on entering adjacent markets.

The marketing and product managers who teamed up to introduced the AME sales framework to the company have been promoted and tasked to build out the AME sales team for all future product launches across the company. But first they've been asked to help with two recent struggling product launches by other divisions – one developed internally and the other a high-profile acquisition.



**Agile Market Entry (AME)** is a sales framework designed specifically to meet the unique challenges from launch to scale for disruptive products and opening new markets. The end result delivers the proven repeatable sales process (RSP) required by a professional sales team to scale revenue.



**Use AME to:**

- Accelerate the path from launch to the growth stage of the product life cycle
- Achieve market scale,
  - In less time, while
  - Using less resources (avoid premature scaling)
- Optimize enterprise valuation
- Course-correct a struggling product launch

# What We Do

ViaVerus works side-by-side with startups and businesses looking to generate first-to-market sales for new products and services.

Starting with the premise that value is established in the market, we engage with your markets early to validate ... or just as important, invalidate ... a product plan. Through our true path approach we uncover your customers' true needs, identify the optimal pre-launch sales strategy, set the foundation for an effective marketing plan and then execute through market entry.

## Primary Services

- De-risk a product launch
- Launch planning and optimization
- Sales execution from launch (or market entry) to scale
- Relaunch underperforming products using the Agile Market Entry framework



***“ Executing on ViaVerus' initial plans has positioned EA (Expression Analysis) as the recommended market leader despite being a much smaller company than our key competitors. “***

~ Don Holzworth, Chairman and CEO of Constella Group  
and Chairman & former CEO of Expressions Analysis

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Prove demand. Fund development. Launch with confidence.

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