Category

Commercial Excellence

New Product Commercialization & Launch Playbook

A staged readiness model for taking a product from GA-ready to fully sold, so launches produce pipeline instead of a press release nobody in sales can act on.

- Practitioner
- Intermediate
- Template Included
- Workshop Ready

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- 8 minute(s)

Overview

A launch playbook that ties positioning, pricing, enablement, and a tiered go-to-market plan to a single readiness gate — so new products generate qualified pipeline in the first 90 days, not just announcement buzz.

How far ahead of GA should we start the launch process?

Eight to ten weeks for a Tier 1 launch, four to six weeks for Tier 2. Tier 3 launches can run on a two-week lightweight version of the same gates. Starting later almost always means enablement gets compressed or skipped, which is the single biggest driver of slow post-launch pipeline.

What if engineering's GA date slips — does the whole plan reset?

No. Decouple the enablement and positioning work from the GA date itself; most of Gates 1-3 can be completed against a target date range and simply held until GA is confirmed. Only the first-wave campaign and outreach need a firm date to trigger.

How do we decide the launch tier objectively instead of by opinion?

Score against three criteria: projected first-year revenue, whether it requires a new buyer persona or sales motion, and strategic/competitive weight (does it close a stated gap against a named competitor). Two or more "high" scores usually means Tier 1.

What's a realistic 90-day pipeline target for a new product?

There's no universal number — it should be back-calculated from your existing win rate and average sales cycle for comparable products, then adjusted down 20-30% for the fact that a brand-new offering has no reference customers yet. Setting it before launch, even if it's imperfect, is what matters.

Who owns the win/loss feedback loop after launch?

Product marketing should own collection and routing, but the loop only works if product and sales leadership commit to reviewing it on a fixed cadence (weekly for the first month, then monthly) rather than on an ad hoc basis.

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