

Implementation of a Global Product Launch Management Process with a digital workflow for all global entities



The Client – dormakaba

dormakaba offers a comprehensive portfolio of products, solutions, and services for doors and secure access to buildings and rooms. This includes locking systems, fully networked electronic access solutions, physical access and automatic door systems, door hinges, fittings, door closers and stoppers, time recording, operational data acquisition, hotel locking systems, and high-security locks.

Management Task:

- Empirical studies show that more than 70% of all newly launched products and solutions in Germany flop
- dormakaba has had similar experiences with varying degrees of success internationally
- Most common reasons for flops:
 - Unstructured approach
 - Lack of a global, uniform process
 - Chaotic procedures, such as
 - Displaying pilot projects at fairs
 - Selling prototypes without final series approval
 - Offering products that have not yet been assigned an SAP item number and are not logistically documented, with no prices and conditions set
 - Prematurely informing the market through uncoordinated posts and communication media without the product even being sold
 - Competitors can gain a temporal advantage in imitation due to unprofessional appearances
- No central approval for market appearance by a 'Director Global Launch Management'
- Creation of a globally valid process for all interfaces for a global product launch (Director Global Launch Management)

Management Solution:

- Over a 24-month project period, an innovative launch process was created, coordinated with all interfaces
- Integration of the process not only in marketing, product management, sales, but also in R&D, quality, logistics, production, IT, finance, pricing, PR... and key customers
- Documentation of the process in a digital ticketing system

The Result:

- The flop rate for launches was reduced by at least 90% in the first year
- New product launches were uniformly successful internationally or less successful, due to the uniform process
- Product successes were achieved globally and 'Lazy Dogs' were completely eliminated
- Significant revenue growth with new products
- Optimal customer satisfaction as new products could be delivered immediately after the launch

Conclusion:

Structured and globally uniform procedural approach demonstrates corporate professionalism in sales, enhances brand value, and customer loyalty.