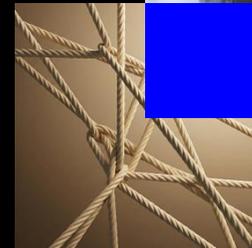


GLG

Mastering the product development stage-gate

March 2026



New product development takes on...



...uncertainty & risk from inadequate diligence...



...but can be process-oriented to enable launch confidence.

The spooky stats...

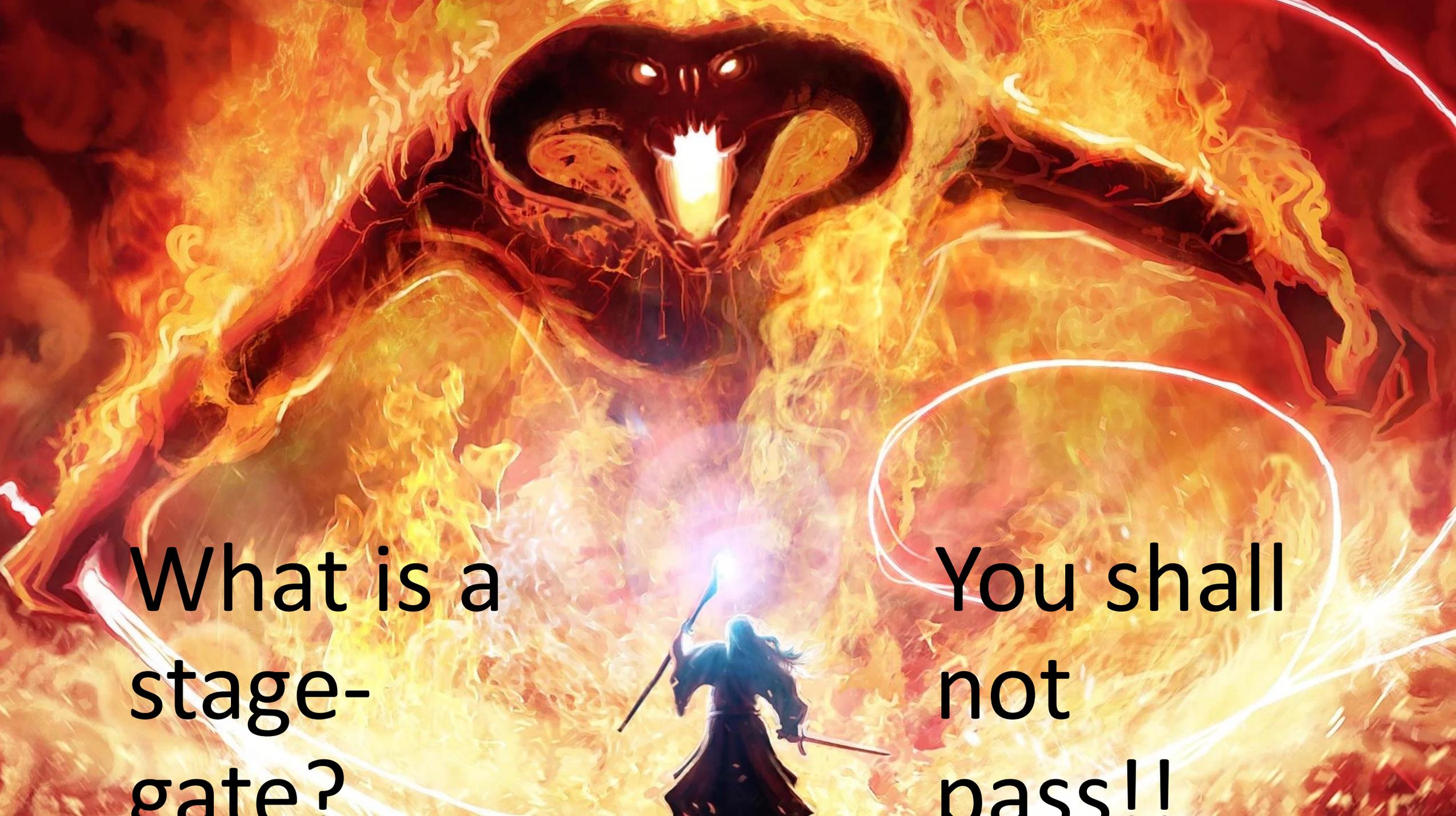
- **95%** of new products launched fail to reach their goals.¹
- **42%** of startups & new products fail because there was no market need ("gut feel" error).²
- "Flying Blind" ~**80%** of businesses do no formal market research before a debut.³
- **34%** of failures are due to a lack of product-market fit, as the product solved a problem customers don't prioritize.⁴
- Large enterprises waste ~**25%** of R&D/IT budgets on redundant or unnecessary projects due to poor prioritization.⁵

A COMPETITIVE EDGE

Companies that align products with customer needs are

2.7 times more likely

to achieve top-quartile financial performance.⁶



What is a
stage-
gate?

You shall
not
pass!!

What is the purpose of a Stage-Gate Process?

- Organizations divide end-to-end product development into a series of Stages to help with R&D pipeline management.
- Gates are structured points in the process to ensure high-potential products or features receive funding & focus.
- A structure & singular framework helps align management and R&D teams.
- Having a framework enables all stakeholder to know what it takes to progress ideas.

EXAMPLES



Formulation Change: Customer testing shows no meaningful improvement in performance or willingness to pay versus the current formulation

Decision: Stop & rethink before scaling.



Market Potential: Sizing & competitive analysis point to ~\$500M addressable market with strong growth, fragmented competition, and clear unmet needs

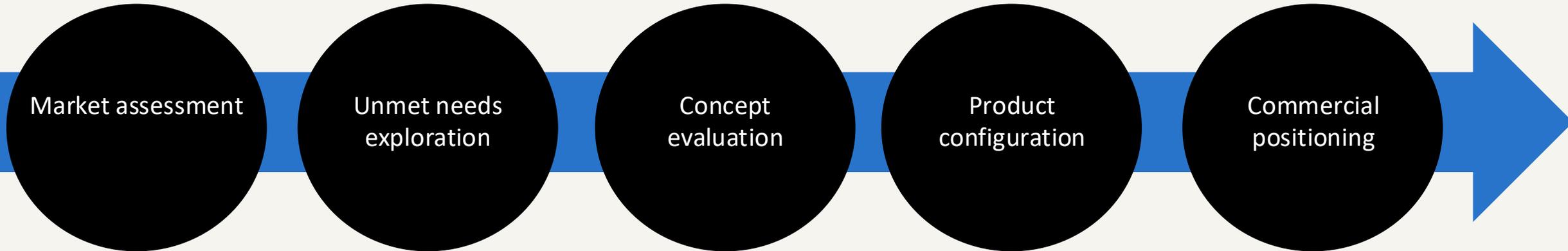
Decision: Advance concept and initial investment.



Price Increase: Research confirms fewer than 30% of customers would accept a proposed increase without switching or downgrading

Decision: Revise pricing strategy before launch.

The stage-gate journey



OPPORTUNITY MAPPING

- Is the market worth pursuing?
- Is it growing?

CUSTOMER PAIN POINTS

- Are there frustrating parts of the customer journey?
- Are existing offerings falling short?

HIGH POTENTIAL SOLUTIONS

- Does the idea solve an identified need?
- Does it demonstrate value?

OPTIMIZED OFFERINGS

- Have we identified the right feature mix?
- Is there proven willingness to pay?

SALES ENABLEMENT & MESSAGING

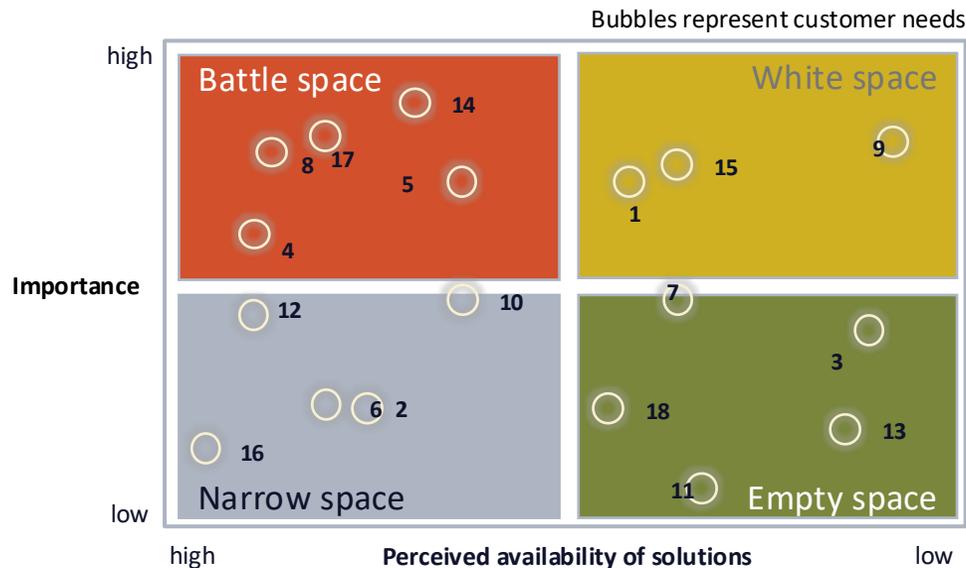
- Is our messaging optimized?
- Is our solution easy to acquire & integrate?

MARKET ASSESSMENT

Mapping the market opportunity

Client Problem: Validating a new category entry through market sizing, competitive benchmarking, and customer experience gap analysis

GLG Demand Space Quadrant Map Output:



RESEARCH QUESTIONS

- I. Opportunity sizing to examine market potential & anticipated growth
- II. Map the key players in the ecosystem
- III. Evaluate the end-to-end customer journey and opportunities in the value chain where a new partner could play a role

METHODOLOGY

Phase 1: Qualitative exploration | N=10 1:1 60-minute interviews moderated by an SME with emphasis on current solutions used, trends in the market, and map the user-journey.

Phase 2: Quantitative solidification | N=100 15-Minute Online Survey to generate validation of phase-1 findings, use demand space exercise to identify the importance and availability of key features.

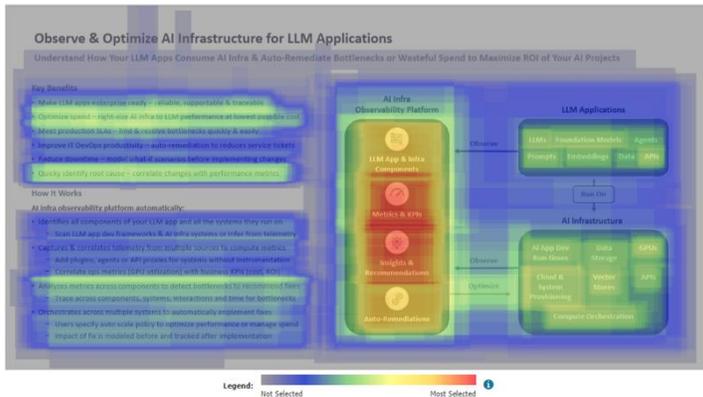
IMPACT

The dual-approach with demand space output delivered a strong sense of market opportunity, how to enter the space, and where current providers are falling short.

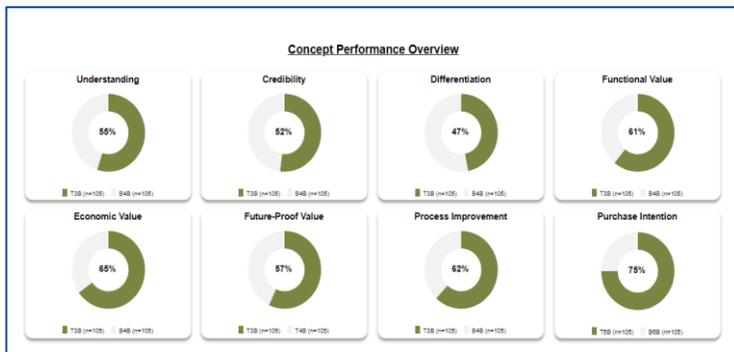
Iterative Product Development

Client Problem: Accelerate product launch by identifying and validating high-potential product offerings through agile R&D partnership and deep analysis of unmet consumer needs

Concept highlighter
Concept ratings quantify the customer feedback.



Key performance indicators
Concept ratings quantify the customer feedback.



RESEARCH QUESTIONS

- I. Which product features are must have & what formats are preferred?
- II. Pain-points in the end-user journey?
- III. Preferences across a collection of potential product ideas?

METHODOLOGY

Phase 1: N=10 Purchasers & Users took part in a 4-Day Online Discussion Board

- Days 1-2 - Product preferences, unmet needs followed by reactions to product concepts.
- Days 3-4 - Re-exposed to a smaller set of re-imagined concepts.

Phase 2: A fresh N=10 Purchasers & Users evaluated 3 concept variations, expressing purchase likelihood, comparisons to existing versions, improvements, and various diagnostics.

IMPACT

This fast-paced research brought the Strategy & R&D teams together to quickly identify unmet needs, iterate on concepts, and identify the ideal solutions to progress to leadership.

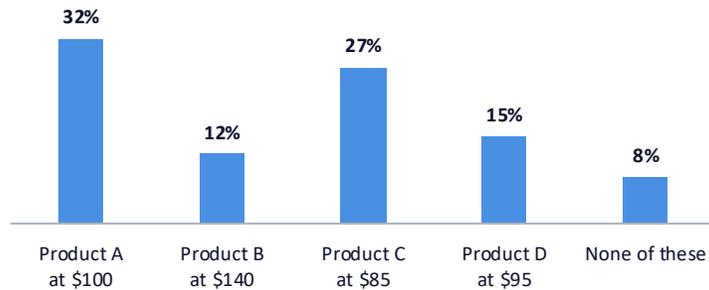
PRODUCT CONFIGURATION

Solidification of Pricing Strategy

Client Problem: Validate the value proposition and pricing power of a potential cybersecurity offering to ensure product-market fit before committing to full-scale development.

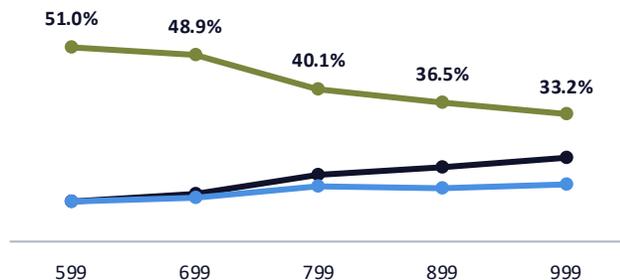
Share of preference

A market simulator creates hypothetical competitive scenarios and simulate each product's share of preference among target buyers.



Price sensitivity analysis

A demand curve shows customer preference for varied pricing a competing products



RESEARCH QUESTIONS

- I. Is there a need for this cybersecurity disaster recovery solution?
- II. Which industry verticals and business sizes have that need?
- III. At what price ranges would customers pay in advance for uninterrupted service?

METHODOLOGY

N=300 senior decision makers across North America from various industry verticals and company sizes.

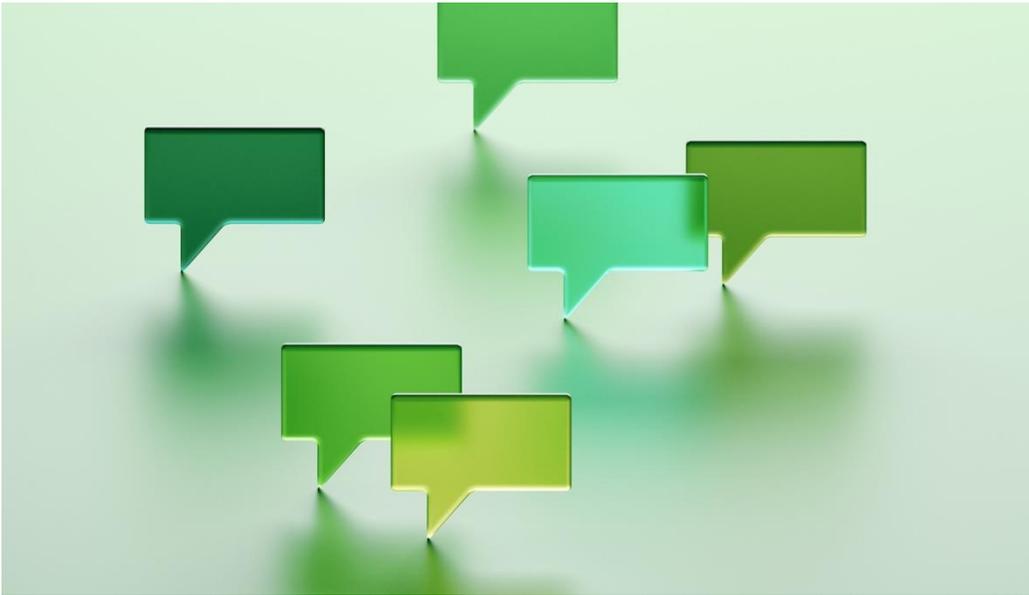
15-minute survey included concept evaluation diagnostics and a Price CheX exercise – a trade-off approach with static product profiles only varying price to generate price sensitivity curves.

IMPACT

Confirmation of overall interest reaching the desired threshold, as well as key information on specific industry and business sizes more likely to opt-in. Pricing curves & market simulator enabled product owner to understand willingness-to-pay and build an effective pricing strategy.

Pre-Launch Communication Evaluation

Client Problem: A technology provider planned to inform customers of upcoming large-scale product changes and sought to optimize the messaging strategy around the rollout



RESEARCH QUESTIONS

- I. Clarity of the overall messaging?
- II. Satisfaction with the new product changes?
- III. Impact of the messaging on brand perceptions?

METHODOLOGY

Phase 1 | Original plan to execute a N=200 survey with customers across the globe to assess messaging KPIs & confirm ability to proceed with the communication.

Phase 2 | Due to the results of Phase 1 a second qualitative phase with N=20 qualitative interviews were conducted to more deeply understand perceptions of the messaging.

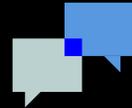
IMPACT

While Phase 1 was thought to be a check-the-box exercise, the quantitative results illustrated major levels of confusion with the communication.

Phase 2 successfully enabled a deeper understanding of communication confusion points, enabling the product marketing team to alter the messaging before launch.

Tips and tricks

Stage-gate product development



STRATEGIC ALIGNMENT

Bring leadership on the journey & ensure their voices are heard (required) at the right points



STAGES THAT MATTER

Work out the right number and detailed phases which work for your organizational structure & goals



BEST PRACTICES

Build strong alignment on what it takes to move across stages & where the bar to success lives



A PROCESS WITH FLEXIBILITY

Leave room for creativity (2 phases in 1) and a mechanism for fast-tracking rocket-ship ideas

Thank you

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