

Why Market Activation Fails

A Conversation with Bob Lurie at The Executive Roundtable

Thursday February 22, 10am ET

THE
MATERIAL
GROWTH
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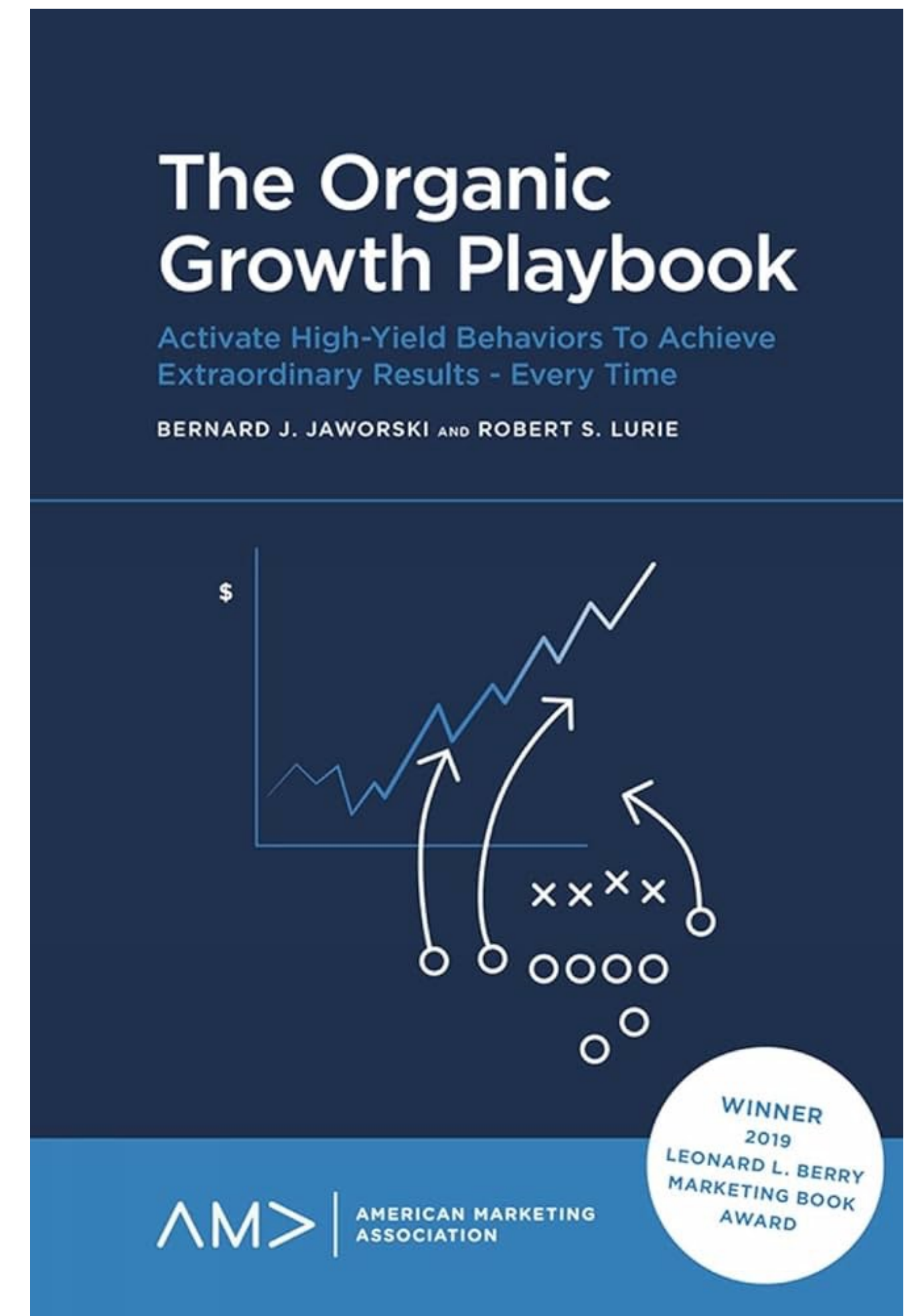
Bob Lurie PhD

Bob Lurie is the former Vice President, Corporate Strategy for Eastman, a position he recently left and which he held for for 8 years.

Prior to joining Eastman, he was co-managing partner of Monitor Group. He founded Monitor's marketing and growth practice, known as M2C, and led it through more than a decade of its own double-digit growth.

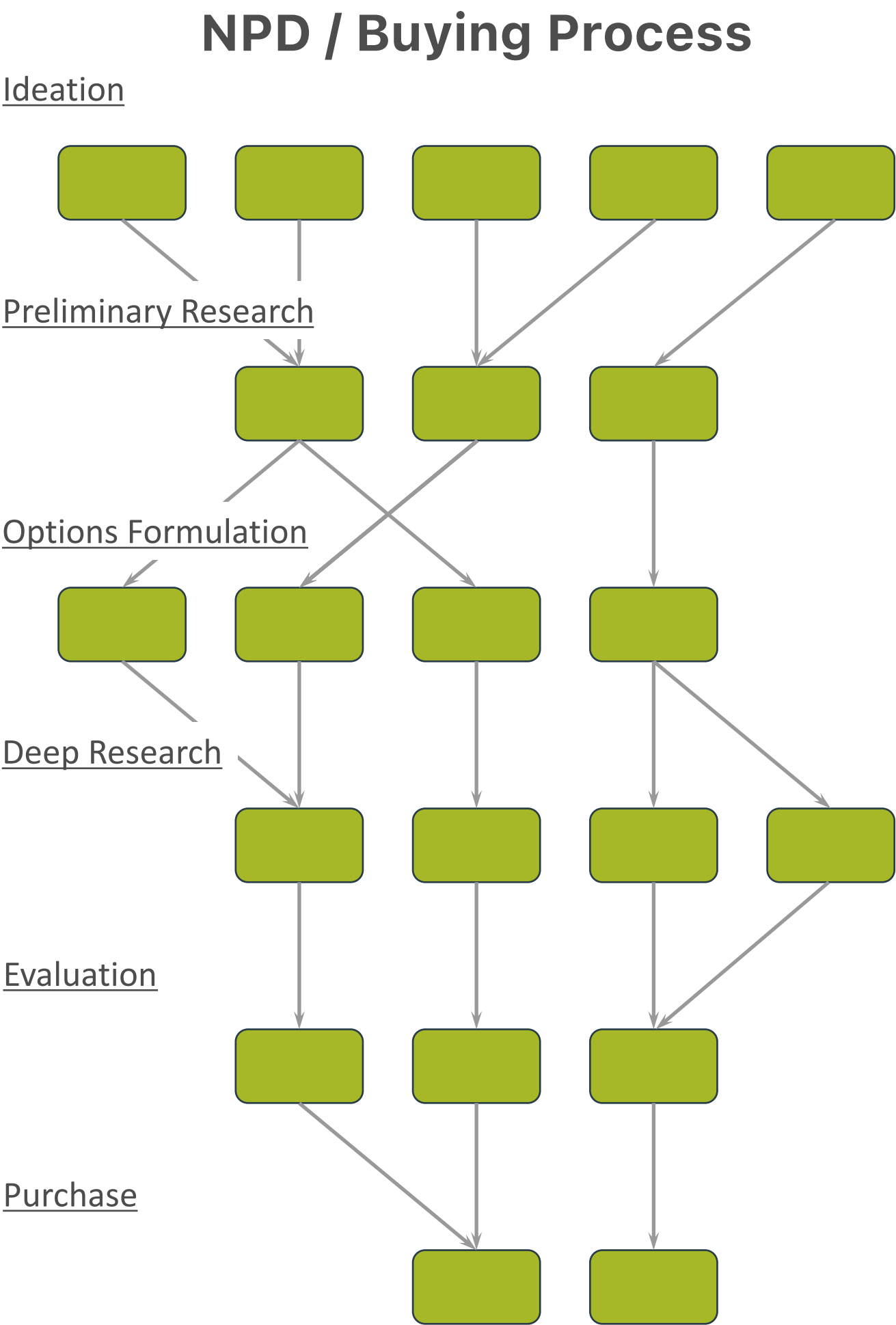
He was the architect of the innovative approach to organic growth that fueled M2C's success and laid the groundwork for his book [The Organic Growth Playbook](#). He has helped numerous organizations embed these ideas through large-scale marketing transformations.

Bob earned his PhD in economics from Yale University.





Most Critical Buying Activities Occur Upstream – Out of Sales’ Sight

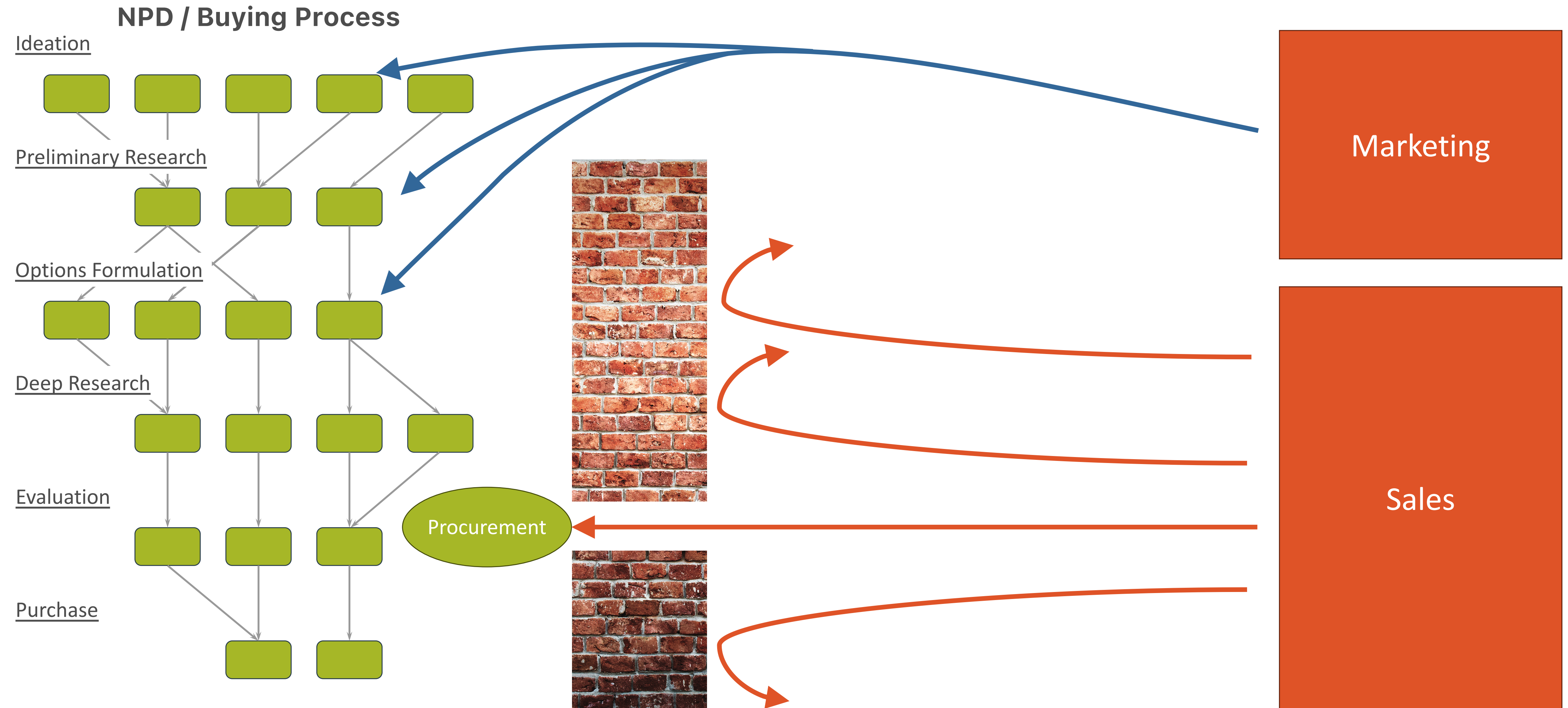


- UPSTREAM**
Behavioral Objective
- Change the test / Do the new test
 - Consult early with vendor to get ideas and data
 - Ask a friend/parent instead of only an online search

- DOWNSTREAM**
Outcome/Result
- Buy “X” [from me] instead of “Y”
 - Buy/Use more “X”

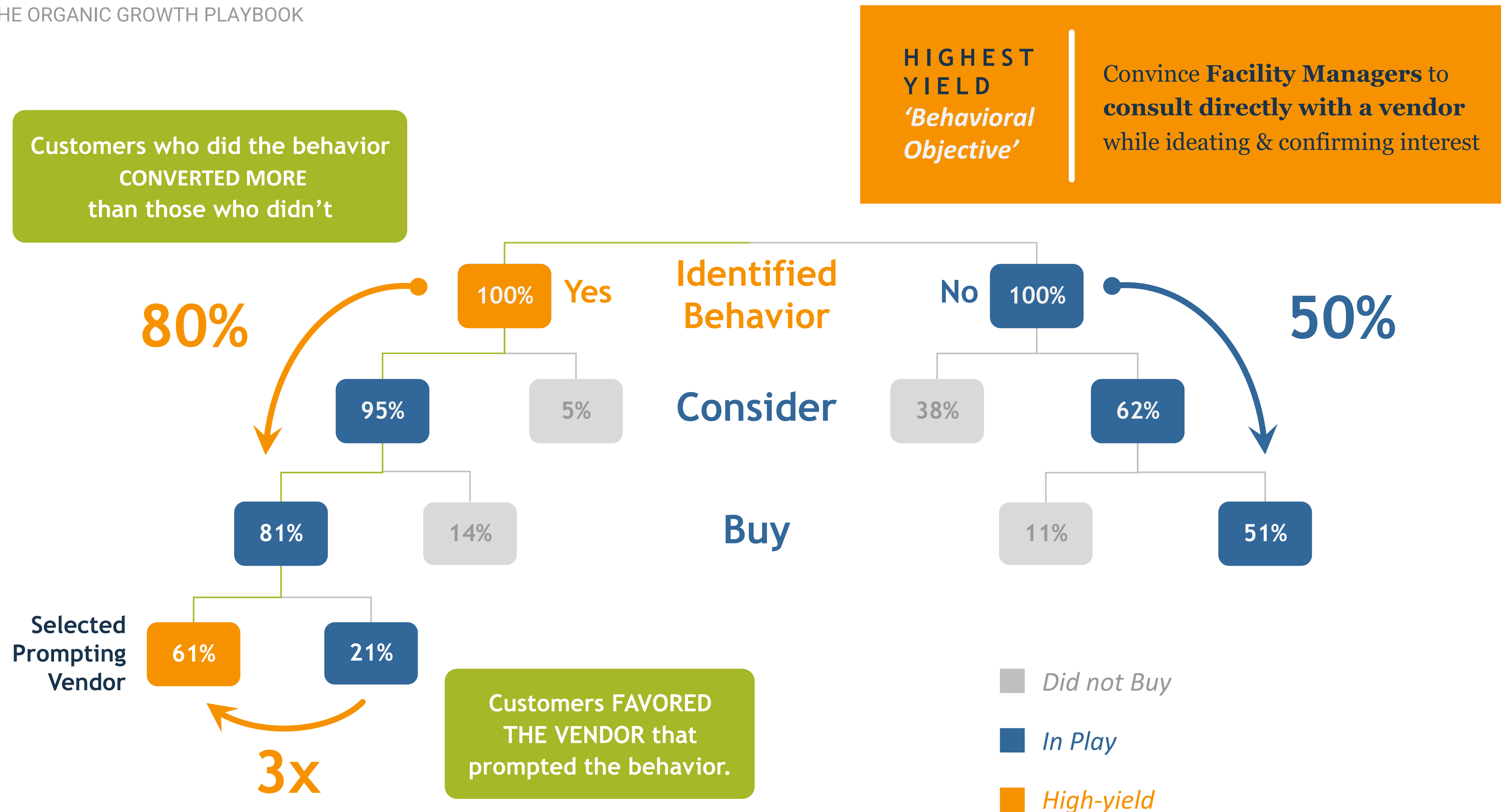
PRO	CON
<ul style="list-style-type: none">• EFFECTIVE<ul style="list-style-type: none">▪ Activates purchase behavior (direct ROI)▪ Often unbranded▪ Customer appreciates	<ul style="list-style-type: none">• FOCUS required• Feels RISKY<ul style="list-style-type: none">▪ Unfamiliar▪ Lots of options▪ Limited budgets
<ul style="list-style-type: none">• FAMILIAR / INTUITIVE• Essential for deal CAPTURE<ul style="list-style-type: none">▪ “ask for the order”	<ul style="list-style-type: none">• INNEFFECTIVE<ul style="list-style-type: none">▪ Purchase behavior pre-determined▪ Customer is wary▪ A LOT of waste

Precision is Critical to Changing Upstream Behavior and Outflanking Procurement



High-yield Behaviors Impact Results Disproportionately

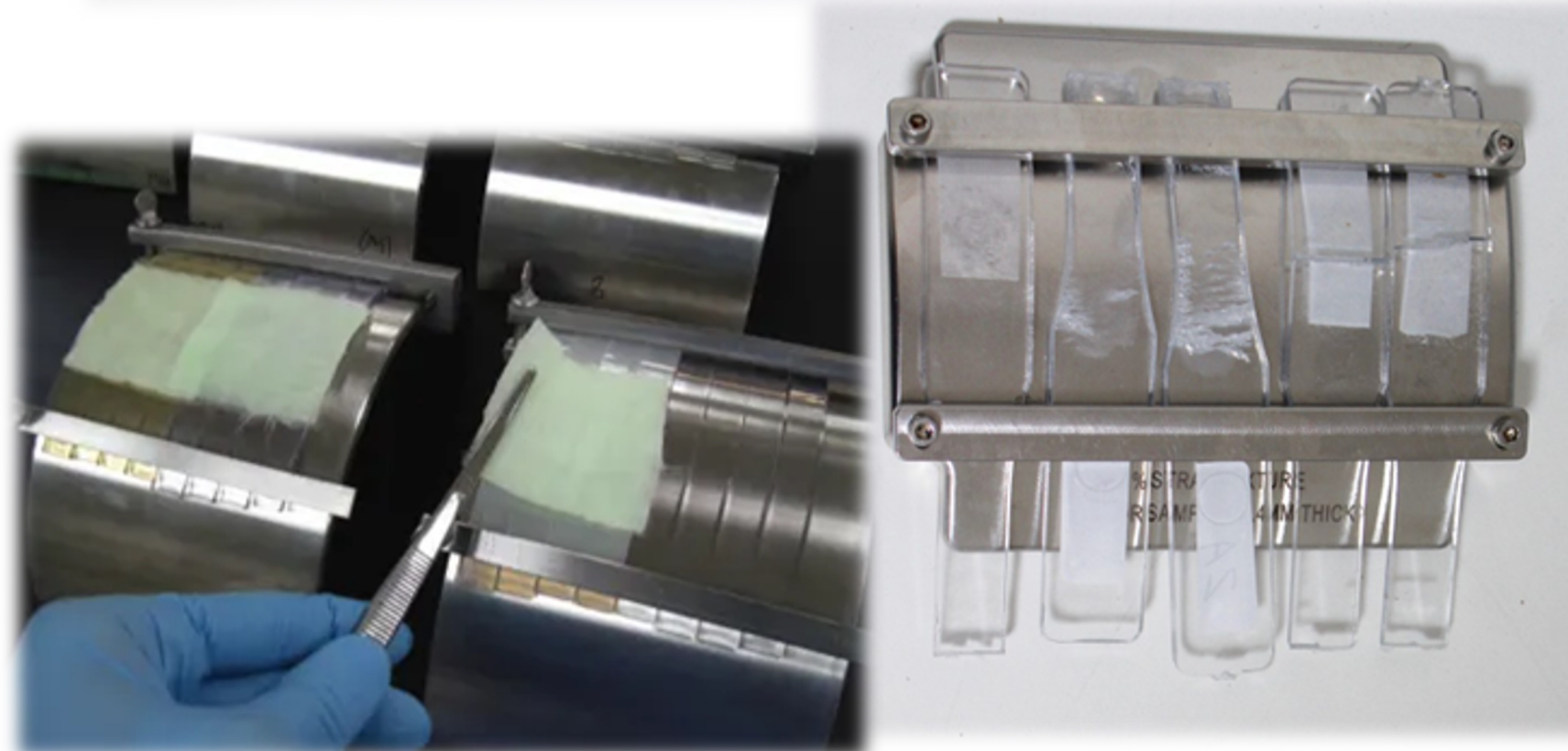
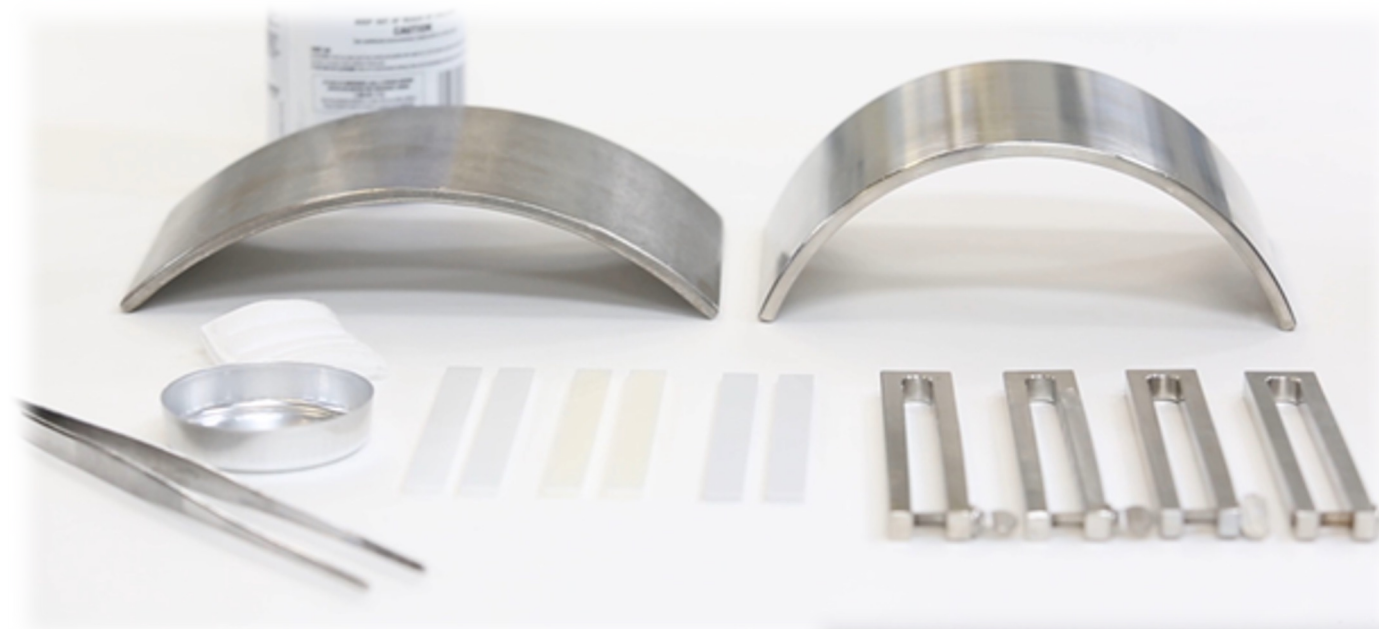
ENSERV – from THE ORGANIC GROWTH PLAYBOOK



Medical Device Example – After a traditional launch failed, Resin supplier re-launched with a two-prong marketing campaign

1. 'Unbranded' content effort to educate and provide support to buying unit about new test methods
2. 'Branded' sales content focused on specific customer buying units

Team built the needed capabilities (and data) to demonstrate and convey the unique value proposition



Activated the market through a multi-pronged communication plan

Disinfect with confidence.

Choosing plastics for medical device housings and hardware can be challenging. Many common cleaners can cause plastics to crack, craze, discolor, or become sticky. Health care facilities need powerful disinfectants to help prevent the spread of infection-causing pathogens via surfaces. So how can you be confident in the plastic you choose?

TEST HOUSING MATERIAL PERFORMANCE USING THIS SIMPLE 4-STEP TEST.

1. Select the appropriate jig.

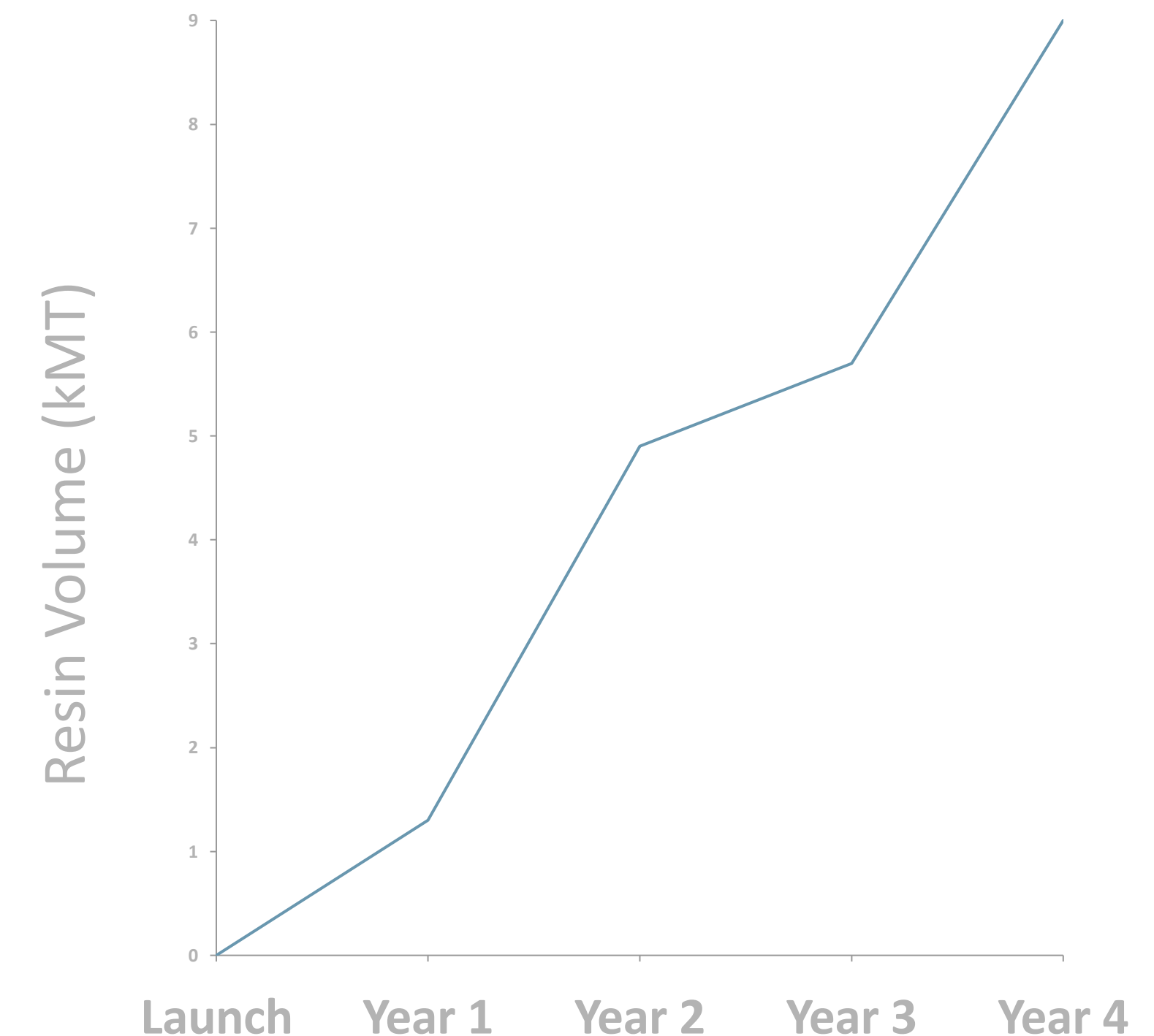
Choose the strain level that most appropriately reflects environmental stress cracking.
2. Load flex bars onto jig.

Remember to load some control samples that will not be exposed to chemicals.
3. Apply chemicals to the flex bars using presoaked pieces of cotton.

Chemicals such as commonly used hospital disinfectants, lipids, drugs, or drug carrier solvents can be used. Enclose the entire sample jig in a plastic bag to prevent evaporation and leave at room temperature for 24 hours.
4. Perform reverse side impact test. This is the differentiating step.

Unload the samples, and run a reverse side impact test on the exposed and control samples.

Relaunch effort generated 5 kMT of sales by year 2 (37% share) within primary, targeted segment



Consistent results across Industry & Geography

1.5 – 2X increase in rate of growth

NORTH AMERICA, EU

Sector / Business	Baseline Growth Rate	Post Playbook Rate <i>3 Yr Avg</i>
Pharma Drug A	10.0%	22.0%
Pharma Drug B	8.5%	14.0%
Medical Devices A	5.0%	11.0%
B2B Software	2.5%	6.0%
Snacks	0.5%	3.0%
Retail Financial Services A	4.5%	6.0%
EU Telephony	-20.0%	-5.0%
Beverages <i>Bottled Water</i>	2.0%	3.5%
Disability Insurance	1.0%	12.0%

SOUTH AMERICA, AFRICA

Sector / Business	Baseline Growth Rate	Post Playbook Rate <i>3 Yr Avg</i>
Class 5-7 Trucks	0%	4.5%
Retail Financial Services	2.5%	4.0%
Beverages <i>Soft Drink</i>	1.5%	2.5%
Telephony / ISP	8.0%	11.0%
Pharma Drug C	6.0%	10.0%
Nutraceuticals	-2.0%	4.5%
Material / Chemical D	1.5%	4.0%

ASIA / PACIFIC

Sector / Business	Baseline Growth Rate	Post Playbook Rate <i>3 Yr Avg</i>
Pharma Drug A	4.0%	13.0%
Pharma Drug B	3.0%	8.0%
Medical Devices A	12.0%	20.0%
B2B Software	3.0%	10.0%
Snacks	0.5%	5.0%
Retail Financial Services A	5.0%	12.0%

Are you seeking Growth?

OFFER: 45 min complimentary conversation

PURPOSE:

- discuss your organization's specifics

Contact Information

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To see our Event Schedule and to Register:

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