Chameleon Case Study

WHAT'S A CHAMELEON PRODUCT LAUNCH?

A Chameleon product launch is a common B2B challenge. It's designed to fit in, not stand out, and is made from the things that already surround it. Though it's adaptable, it can become invisible without the right launch strategy.

A Chameleon may get lost within the legacy of its predecessor, or because of an inability to show difference or stand out. It might also become too complicated, or so targeted that it's irrelevant to potential new clients. Here's how we overcame those challenges with a client of ours.

The Client

We worked with a large management consultancy to create a bundled product that included both new and pre-existing services. It was packaged in a way that would better suit the needs of its big brand clients in the pharmaceutical industry.

The new product was essentially a portal or hub proposition. We conducted market research to find out which aspects of the platform should be prioritised.

Research

We took survey respondents through a comprehensive demo of the platform's new beta version. Initial response to the look and feel of the platform was very positive. Respondents liked the single-platform, one-stop-shop approach and the visual format. Purchase drivers were the ease of the platform, and its efficiency and accessibility.

But we also identified some challenges. Data quality was one, which was appropriate within the context of the demo version. Differentiation was another, due to similar products that already existed in the market.

Some elements of the hub were more favourable or relevant than others. By measuring sentiment around each of them, we got a clear picture of which modules to prioritise and where to focus our efforts moving forward.

Strategy

Our Strategy team took these insights and used them to inform the new proposition and user experience, while messaging around the launch amplified the most popular parts of the research platform.

The research recommended a pricing model based on 'freemium' licences, to encourage early adoption. Customers expect information to be freely available, so a 'hard-edged' payment structure was likely to obstruct early adoption.

Sales objections around cost were inevitable, with multiple modules varying in value delivered to multiple stakeholders. Building a movement around a 'free' minimum viable product would serve longer-term marketing and awareness, as well as sales needs.

Visual Identity

The product needed to feel like a new solution, and avoid what is often the case with B2B tech products – pre-existing services repackaged into something new.

We created a brand new name and identity for the research hub. Once we had the new name, we had a new product.

The visual identity of the platform was particularly important since we needed it to stand out from the rest of the business' product portfolio, as well as other, similar offerings available in the wider market.

It was important that the visual identity found a balance between new themes that could stand out, while staying true to the master brand.

Outcome

As a result of our research, strategy and planning, the product was launched in a targeted way and was received positively, while the freemium approach was trialled for specific use cases with great success.

We weren't dealing with an entirely new proposition, but we created something that was tailored to the needs of the pharma research audience. That, together with an eye-catching visual identity, ensured the new product wouldn't get lost or struggle to show how it was different.

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FOR READING

Get in touch

+44(0)20 3772 8899

bhs@octopusgrp.com