



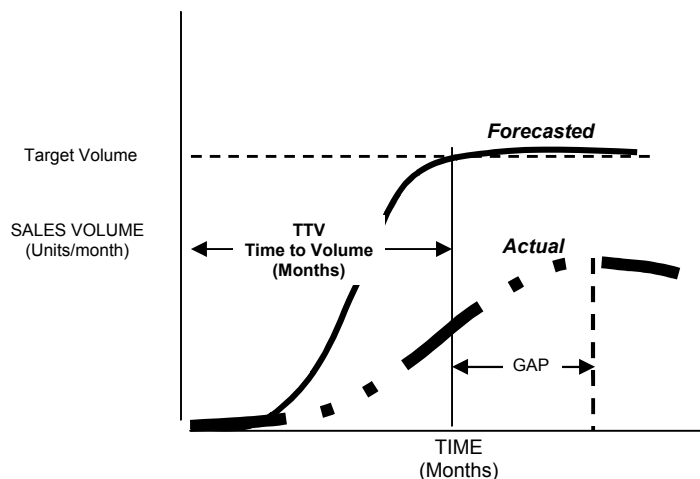
# Applied Systems Thinking

Use the Power of Structure to Create Lasting Change

## Improving New Products Launch A Case Example by Michael Goodman

### Background

A California-based software firm wanted help with problems related to the roll out of their new software products and poor sales performance of these products. They were asking **“Why has the rollout of our new products failed to meet forecasted expectations?”**



The executive VP was convinced their sales problem was systemic in nature and required a new and different approach for its ultimate resolution. He also felt that the field (sales, marketing, and service) and the “factory” (software developers) needed to work together efficiently and leverage their resources if the issue was to be resolved. There was a lot of blame and finger pointing going on between the two groups.

### Systemic Analysis

After an initial gathering of all the top leaders in the organization (60 people) and the launching of a cross-functional team, a set of systems maps was generated that revealed what was driving the launch



strategic recommendations including an early warning and measurement system around their new software launches that were readily supported by all the senior managers.

A complete description of this case example, is available at

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Using Systems Thinking to Facilitate New Product Launch