

Half our launches solve problems buyers don't have.

The next one won't.

Our pipeline is built on internal ideas and slow tests. Buyers already describe the products they want, and rivals' launches show where the category is going. We can see both before we commit spend.

WHERE WE STAND

1 in 2

launches missed year-one targets

14 mo

average idea-to-shelf time

3

rival launches in our space this year

0

concepts tested on live buyer evidence

LAUNCHES HITTING YEAR-ONE TARGET

Category best		68%
Category avg		44%
Us		50%

Last 3 years of launches; category figures from shelf and review data.

WHY • THREE LAYERS OF EVIDENCE

Human Intelligence • leads
Unmet needs and complaints that point to the next product.

Product Intelligence
Every rival launch, formula and claim — and where whitespace sits.

Machine Intelligence
What AI says buyers should look for, so launches answer it from day one.

WHAT BUYERS SAY

"I'd pay more for one that's actually breathable. Every 'breathable' one I've tried isn't."

Unmet need — 1 in 7 sensitive-skin reviews

WHITESPACE • NEED VS PRODUCTS THAT ANSWER IT

Truly breathable		9%
Plant-based, same performance		18%
Heat & humidity comfort		6%
Overnight + sensitive		24%

PIPELINE CHECK • 8 CONCEPTS

Linked to a sized buyer need	3 / 8
Clear of rival claims	5 / 8
Pre-tested with buyers	0 / 8
AI-ready benefit story	1 / 8

Two whitespaces are large and empty: heat comfort and true breathability.

THREE MOVES

01 Re-rank the pipeline

Score every concept on buyer need and whitespace.

02 Fast-track heat comfort

Brief built on real buyer language.

03 Test before prototype

Personas and live evidence first.

What we do next, what we expect and how we measure it.

01 What we do next

ACTION	WHEN	LAYER
Score 8 concepts need, whitespace, rival Kill or back · Innovation lead	Days 1–14	PRODUCT
Heat-comfort brief from buyer language With Insights · R&D	Days 7–28	HUMAN
Persona tests all live concepts Before prototype · Innovation	Days 14–35	HUMAN
Rival launch watch weekly Formula + claim moves · R&D	Ongoing	PRODUCT
Launch story check what AI will say Before go-live · Innovation + eCom	Days 60–90	MACHINE

02 What we expect · 90 days

8 / 8
concepts scored on evidence

–3 mo
idea-to-decision time

2
concepts stopped before spend

1
new brief in a sized whitespace

03 How we measure it

Concept score Need, whitespace, rival	MONTHLY
Decision speed Idea to go / stop	MONTHLY
Persona test results Appeal and barriers	PER CONCEPT
Rival moves New claims and formats	WEEKLY
Board readout Pipeline before / after	DAY 90

Baseline locked day 1. Current 8–concept pipeline is the starting point.

THE TEAM GETS
Win plan
Ranked pipeline

Content bank
Claim and benefit language

Action decks
Gate-review decks

Buyer personas
Test concepts in hours

The ask: approve evidence scoring for every gate and fast-track the heat-comfort brief.

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