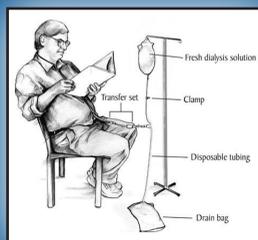


This case is a classic example of the idiom, “developing the right message is as important as developing the right product.” I was asked to help a company develop a launch plan for a product that was expected to cut revenue by 25%. Sounds pretty stupid, right? Well, I was asked because no one in the company wanted any part of launching a “dog” product like this.

## The Challenge

To understand why a company would even consider introducing such a product, you need an explanation. Peritoneal dialysis patients replace their lost kidney function by infusing a 2L sterile solution into their abdomen (the peritoneal cavity) through a catheter, 4 times per day. The same compounds present in urine pass from the blood-stream into the abdomen, and after a fixed time period this solution full of toxic compounds is drained out and fresh solution is reinfused into the peritoneal cavity for another treatment. That’s 8L of fresh solution used daily by the patient.



The new product, a 2.5L container size would allow patients to get nearly the same treatment dose using three containers (a total of 7.5L). The company believed that many patients stopped therapy (called “burnout”) because of the challenge in infusing 4 bags per day. Moving to 3 bags would potentially reduce burnout, so the patient would remain on therapy longer, increasing the life-time value of the patient even though revenue per day decreased.

## The Marketing Innovation

I was not convinced that this product strategy would drive up life-time value as much as expected because there was considerable evidence that most patients stopped therapy for other reasons. I discovered that the 8L treatment dose was designed based on 70kg patients. But the average patient undergoing treatment was much larger. Therefore, it made sense to me that a larger dose was needed to optimize therapy and the 2.5L container was a great way to deliver that increase.

I also noticed that automated peritoneal dialysis (a machine-based overnight approach) infused larger fluid amounts while patients slept. This suggested that patients could tolerate larger fluid amounts in their abdomen. Together, these findings indicated that the company could increase toxin removal by replacing the 2L container with a 2.5L container. Substituting one 2.5L container would increase patient treatment dose as well as company revenue and profit. It would avoid the 25% revenue decrease.

The Development team modeled the dose impact to verify my conclusion and the Medical Affairs team performed patient trials to verify the clinical impact. Once the product was cleared through the FDA we launched the 2.5L container with the new marketing strategy.



# The Results

Promoting the product as “one size does not fit all patients”, customers were convinced to replace the 2L container with the 2.5L in larger patients during the overnight dose. Our sales team taught clinicians how to use a table containing our modeling results to show the impact of adding one to four 2.5L containers for patients of all sizes. This was supported with reprints of the clinical trial results. As comfort level grew the larger size replaced daytime doses in larger patients.

**Impact of Four 2.5L Fill Volumes (70 kg patient)**

Fill Volume (L)	Daytime Dose (L)	Overnight Dose (L)	Total Volume (L)	Urea Index (UI)	Urea Reduction Ratio (URR)
2.0	2.0	2.0	4.0	0.85	0.85
2.5	2.0	2.5	4.5	0.90	0.90
3.0	2.0	3.0	5.0	0.95	0.95
3.5	2.0	3.5	5.5	1.00	1.00

**Impact of Substituting One, Two or Three 2.5L Containers (70 kg patient)**

Substitution	Daytime Dose (L)	Overnight Dose (L)	Total Volume (L)	Urea Index (UI)	Urea Reduction Ratio (URR)
1x 2.5L	2.0	2.5	4.5	0.90	0.90
2x 2.5L	2.0	3.0	5.0	0.95	0.95
3x 2.5L	2.0	3.5	5.5	1.00	1.00



The 2.5L container was priced higher on a per liter basis; but moving to one larger sized container cost less than 10% more per day. The company achieved incremental profit growth of \$2.5M in the first year and multiple millions in the ensuing years.

But that's not all. These concepts served as a springboard for a focus on peritoneal dialysis adequacy, lasting nearly 15 years. Leading nephrologists continued to expand the clinical knowledge about dialysis adequacy; numerous papers were published. The company developed a kinetic modeling software program that helped nephrologists to appropriately calculate dose for peritoneal dialysis patients of all sizes. The company also developed new products for delivering optimal dialysis doses. All of these products, studies and marketing activity resulted in incremental profit contribution of \$500M to the corporation.



# Conclusion

With the wrong message, a company cannot obtain maximum benefit of the products it sells. And in this case, the company used incomplete data to form a message that minimized the benefit of its new product.

Marketing creativity is different from product development creativity. Companies value engineers or chemists because they develop product features; the value of marketing is its ability to translate those features into benefits desired by the customer. A successful marketing message conveys those benefits in a way that compels a customer purchase. In this case, creative marketing turned the “dog” into a winning product.

This case study is intended to show that when marketing creates the right message, it can produce tremendous commercial results. Marketing innovative thinking and creativity is necessary to create the best message.

Foresight works with companies that are faced with marketing challenges like this company. We apply the clarifying lenses that help companies deliver improved marketing performance in such areas as: developing product positioning, messaging and branding, preparing product launches, investigating marketing customer needs, formulating marketing strategy, developing digital and non-digital marketing campaigns, and creating compelling sales collateral.

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