torpedo

The B2B Launch Readiness Report 2026

250 technology marketing, product and GTM leaders reveal the factors behind their launch readiness and success.

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Foreword

At Torpedo, we believe B2B launch success can be made more predictable. With so much investment and ambition at stake, businesses need confidence in their readiness and a clear approach to turning a launch into lasting growth.

We commissioned this research with Coleman Parkes to examine the practices associated with stronger launch readiness. We do this by drawing on the experiences of 250 senior B2B technology launch decision-makers across North America, the UK and Europe.

What stands out to me is the gap between recognising what matters and putting it into practice consistently. Understanding buyers, testing the proposition and aligning teams all feature strongly. Yet even the most prepared organisations have opportunities to strengthen their approach and leave less to chance.

I hope this report prompts useful conversations across your organisation and helps you identify where to strengthen your own approach. I would welcome your thoughts on the findings and your experiences of bringing important launches to market.

Andrew Sinclair-Pearson
CEO, Torpedo
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01 Introduction:

The state of B2B launch readiness

Major business-to-business launches are substantial undertakings, requiring months of preparation, sizeable teams and significant investment. This year, organisations embarking on a B2B launch are typically beginning formal planning six months ahead, mobilising 13 full-time staff (or equivalent) and spending an average total marketing budget of $1.81 million[1].

Results are mixed. A quarter (26%) of organisations exceed their launch objectives, half (48%) meet their objectives, and a quarter (27%) see mixed success or feel their launch has underperformed (Fig. 1). Most commonly, they achieve measurable pipeline or revenue within 90 days (46%), improve retention or expansion among existing customers (40%) or increase their win rate against competitors (35%) as a result of their launch.

This research explores how organisations can meet and exceed their launch objectives by translating survey data into an index of launch readiness (see How we allocated readiness scores). The organisations we surveyed were grouped according to their approach to B2B launches, and organised into four categories. From most prepared to least prepared, these categories are: Leading Readiness organisations, Established Readiness organisations, Developing Readiness organisations and Low Readiness organisations.

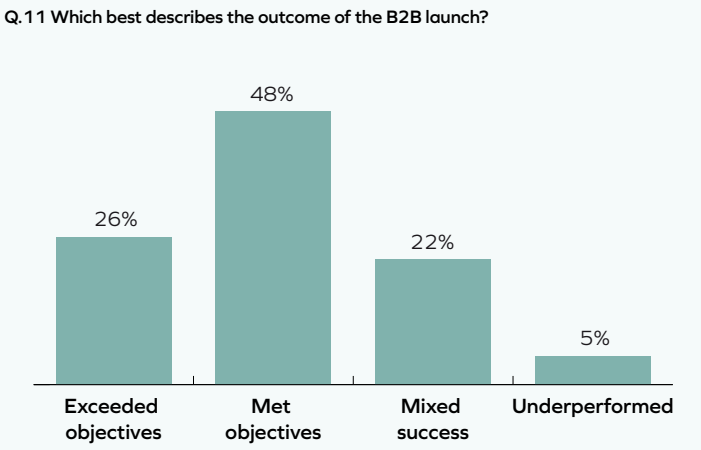


Fig. 1 A quarter of organisations exceed their launch objectives, half meet their objectives, and a quarter see mixed success or feel their launch has underperformed

[1] Research participants were asked to answer a proportion of survey questions in reference to one recent B2B launch to which they had contributed.

It is immediately clear that the most prepared organisations are, in general, achieving more success. 85% of Leading Readiness respondents are meeting or exceeding their launch objectives, compared with 59% of Low Readiness respondents (Fig. 2). For example, 51% of Leading Readiness respondents report achieving measurable pipeline or revenue within 90 days, compared with 43% of Low Readiness respondents.

However, even Low Readiness organisations are seeing some wins: 23% of this group are exceeding their objectives. Conversely, an organisation can exceed its objectives while still having areas of its launch approach that could be improved. The challenge, then, is to create the conditions that make strong performance more consistent and repeatable every time – making launch success more predictable.

Q.11 Which best describes the outcome of the B2B launch?

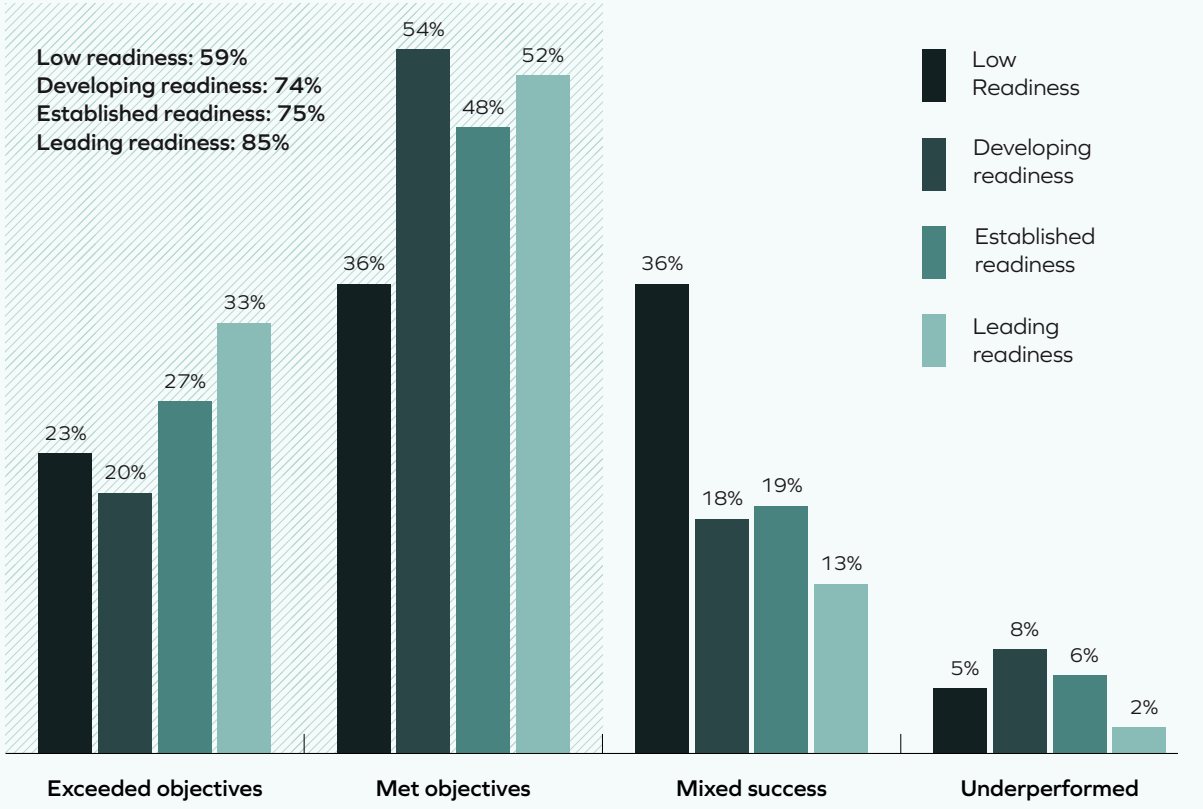


Fig. 2 Many more Leading Readiness respondents are meeting or exceeding their launch objectives compared with Low Readiness respondents

The launch environment is complex: while about a third (30%) of companies are launching into an established category, 70% are entering emerging, new, repositioned or lower-awareness categories (Fig.3). For example, one in five (18%) state that they created or attempted to define a new category with their launch, while one in ten (9%) created a subcategory within an existing market. Amid these challenges, launch readiness can become a reliable differentiator for success.

Q.3b Which best describes the market / category context of your B2B launch?

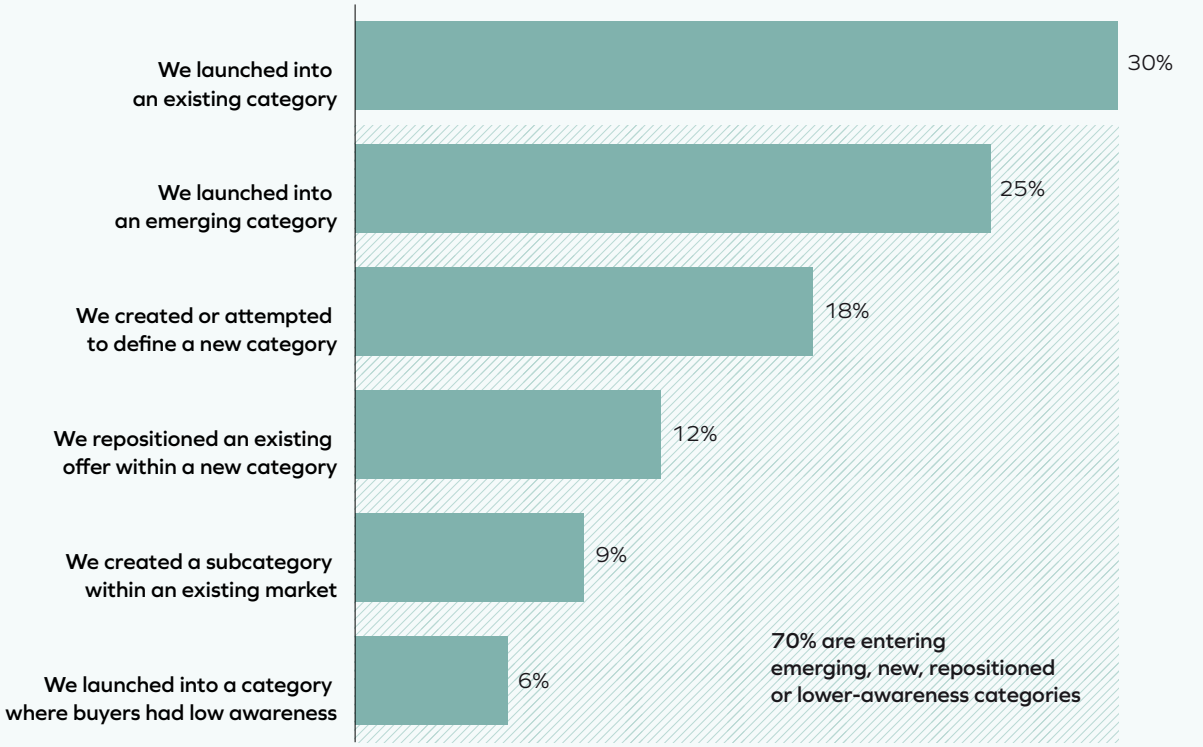


Fig. 3 While about a third of companies are launching into an established category, seven out of ten are entering emerging, new, repositioned or lower-awareness categories.

So, what makes launches succeed or underperform? Which behaviours, capabilities and decisions are linked to stronger outcomes?

Our research shows that higher spending is not necessarily associated with better outcomes. Half (51%) of B2B launches with budgets of $50k–$249k generated measurable pipeline or revenue within 90 days, compared with four out of ten (40%) of those spending over $1 million.

30% of the smaller-budget group report more competitive win rates versus 46% of the $1 million plus group. By increasing readiness, even organisations with restricted budgets can produce strong results. This is good news for venture-backed start-ups and scale-ups, who typically have an average launch budget of $312k while other types of organisations are spending an average of $2.19 million.

This report offers a comprehensive survey of the state of B2B launch readiness across North America, the UK and Europe. Based on our data, we conclude with an eight-point readiness plan designed for organisations who want to improve their launch readiness – in order to consistently exceed their B2B launch goals.

> **‘You have to treat this like a strategic imperative for the company, and everyone has to be bought in and aligned.’**
>
> **CMO, USA**

Readiness insight: Consistent processes set Leaders apart

54%

More than half (54%) of Leading Readiness organisations have a mature, repeatable or embedded launch methodology, compared with 22% of Low Readiness organisations.

This suggests that stronger preparation is not simply about individual launch activities, but about developing processes that can be applied consistently.



Regional insights into B2B launches

Organisations in North America have larger budgets for B2B launches, commonly spending $2.75 million on a launch in comparison to $1.17 million for a typical European company.

Nearly two thirds (61%) of North American organisations report generating measurable pipeline or revenue within 90 days of their B2B launch, compared with half (50%) of UK companies and fewer than a third (28%) of enterprises in Europe.

38% of North American companies are launching into an established category, while this is the case for only 30% of UK organisations and just 23% of companies in Europe.

How we allocated readiness scores

The Launch Readiness Index draws on responses from marketing leaders who had recently been involved in major B2B launches. Respondents assessed their organisation's current approach to preparing for its next major B2B launch across 18 measures of launch readiness, covering five areas. Based on these responses, organisations were grouped into four categories: Low Readiness, Developing Readiness, Established Readiness and Leading Readiness.

These five areas were:

01 **Operational readiness**
(e.g. did you define roles, responsibilities and decision-making ownership before launch activity began?)

02 **Market and buyer readiness**
(e.g. did you understand your target customers, their needs and the problems being solved?)

03 **Brand readiness**
(e.g. did you ensure consistent brand messaging across launch channels and touchpoints?)

04 **Proposition readiness**
(e.g. did you test or refine positioning, messaging or creative before the launch?)

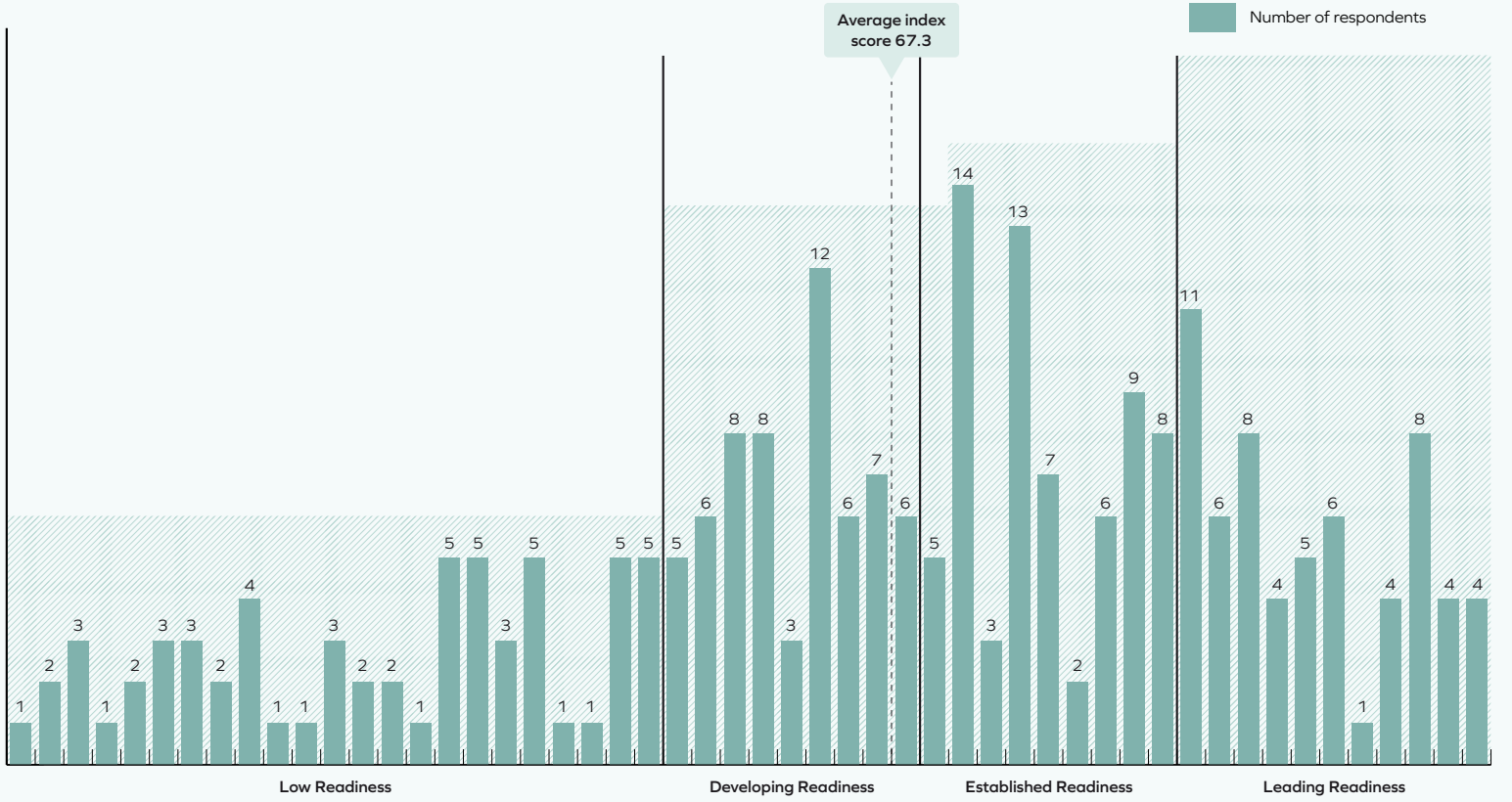
05 **Activation and optimisation readiness**
(e.g. did you measure performance and optimise post-launch activities to inform future plans?)[2]

[2] Responses were collated for Q17a.1, which assessed 18 measures of launch readiness. Each response was converted from the original 5-point maturity scale into a 0 – 100 score. The measures within each pillar were averaged, then the 5 pillar scores were weighted equally at 20% each to create an overall Launch Readiness Index out of 100.

We found an even distribution of respondents across Low Readiness (61 organisations), Developing Readiness (61 organisations), Established Readiness (67 organisations) and Leading Readiness (61 organisations). The average launch readiness score was 67/100. No organisation scored higher than 88/100, indicating that all the organisations surveyed have the opportunity to improve their launch readiness.

Index Score	Group	What it means
0 - 59	**Low Readiness**	Launch processes are generally less established, with greater reliance on ad hoc or inconsistent approaches
60 - 68	**Developing Readiness**	Some launch practices are becoming established, but maturity is uneven across the framework
69 - 77	**Established Readiness**	Launch practices are generally consistent and more formalised across the organisation
78 - 100	**Leading Readiness**	Launch practices are highly mature, with well-defined, documented and tested approaches across multiple areas

Market representation: distribution map of organisations who achieved each score in the launch readiness index



02:

Research priorities for pre-launch readiness

Using research assumptions

Most organisations are relying on assumptions as well as research to make major launch decisions. But does this affect their success?

When asked to name the sources of insight or evidence that inform their launches, organisations cite customer interviews and primary research (53%), sales and service team feedback (45%), existing customer feedback (41%), market research (36%) and analysis of their competition and/or their previous wins and losses (31%).

However, while they are eager to conduct research, many do not conduct testing around their findings, instead relying on internal assumptions. This is most common when making decisions about willingness to pay (with 58% relying on internal assumptions), channel preferences and route to market (53%) and competitive differentiation (47%). More than a third of organisations are also relying on assumptions about market demand (40%) and how buying committees make purchasing decisions (36%) (Fig. 4).

However, our research shows that it's normal for launch preparation to involve educated guesses rather than fully tested and validated information. Just 2% of all the companies we surveyed say that all key assumptions about their launch were validated using customer or market evidence. While it may not be realistic to test every assumption, organisations should focus on validating those that could have the greatest impact on their launch.

> **'We have, at the end of the day, lots of data from our customer base. We don't know prospects, but we know very well the customer base..'**
>
> **GTM Leader, Telco, Europe.**

Q.7 In which areas did your organisation rely most heavily on internal assumptions rather than validated customer or market evidence for your B2B launch?

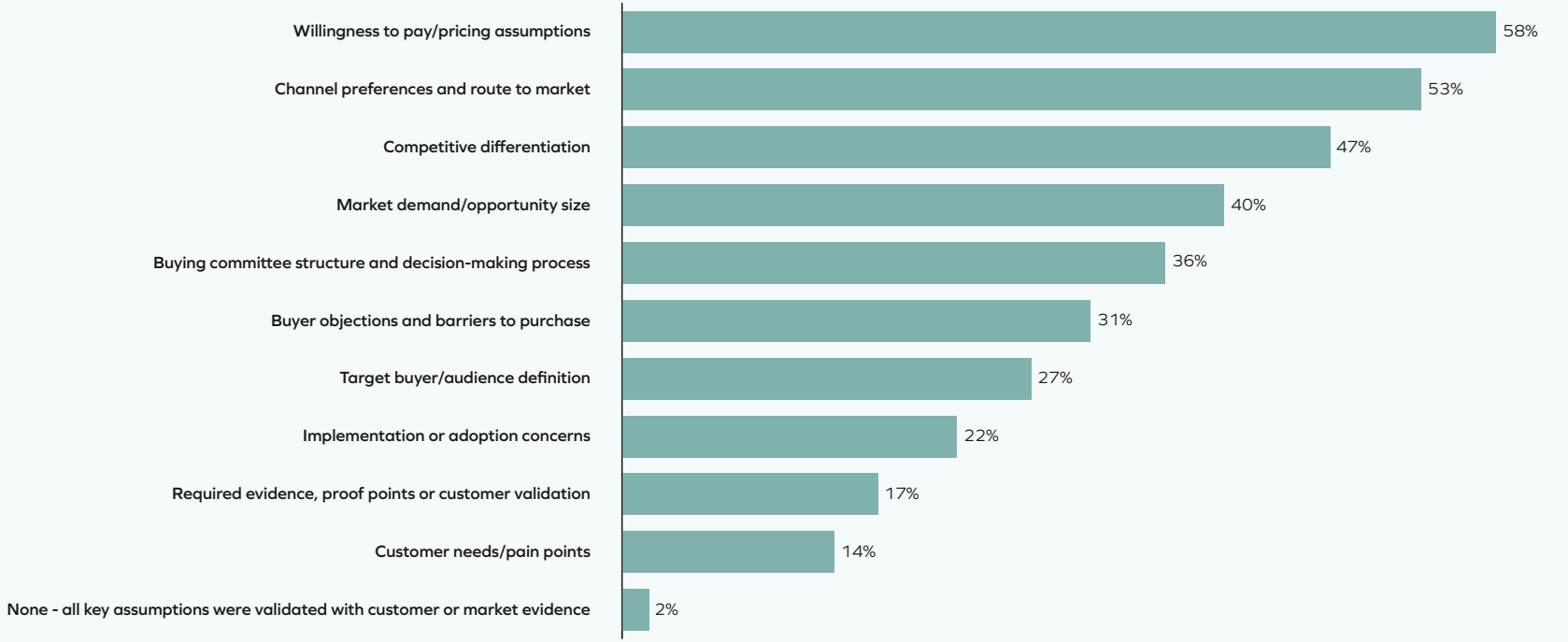


Fig. 4 Many organisations do not conduct testing around their findings, instead relying on internal assumptions

Understanding the customer journey

One factor that does seem tied to success is whether organisations have a detailed understanding of their target market, including the specifics of the customer journey. A Growth Leader at a telecommunications company in Europe notes, 'The most important thing is understanding customer needs… You can have the very best product, the best launch, the best name, the best pricing, and the best media production, but if you're not addressing a specific customer need, you will for sure fail.'

Organisations are confident that they have a broad knowledge of their customers. Eight out of ten companies (80%) agree that prior to their last big launch, they had a strong understanding of the primary customer or need their launch was setting out to solve, while 68% felt they knew why customers would choose them over alternatives. Six out of ten (62%) understood the concerns or objections their customers might have to overcome. However, just half (53%) were fully aware of the different stakeholders involved in the buying decision, while a similar number (49%) understood what evidence customers would need before making a decision to purchase (Fig. 5).

Q.6 Before the B2B launch, how well did your organisation understand the following aspects of your target market?



Fig. 5 Just over half of companies were fully aware of the different stakeholders involved in buying decisions

Our research shows that Leading Readiness organisations have a deeper understanding of their customers than Low Readiness organisations. This applies to their customers' primary problem (89% for Leading Readiness compared with 59% for Low Readiness), why customers would choose them (75% vs 54%), possible customer objections (72% vs 46%), buying stakeholders (61% vs 28%) and the evidence their customers need before purchase (62% vs 28%) (Fig. 6).

When planning their launch, Leading Readiness organisations are also much more likely to include buyer persona and buying committee mapping in their launch plans. 52% of Leading Readiness organisations plan for a launch by creating a research-informed profile of a typical purchaser and charting the roles and priorities of different people involved in a B2B purchasing decision, in contrast to just 33% of Low Readiness organisations.

Q.6 Before the B2B launch, how well did your organisation understand the following aspects of your target market?

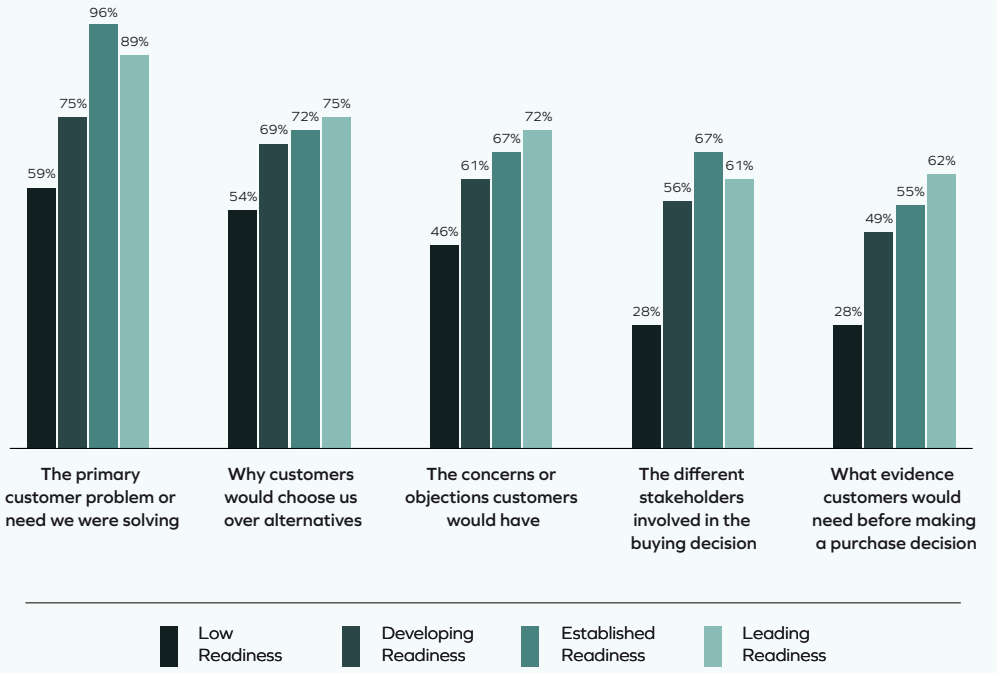


Fig. 6 Leading Readiness organisations have a deeper understanding of their customers than Low Readiness organisations



Key insight

A broad understanding of customer needs isn't always enough. Leading Readiness organisations are much more likely to understand who influences buying decisions and what evidence customers need before making a purchase. Mapping these details before launch can help organisations develop more relevant propositions and address potential barriers earlier.



Regional insights into pre-launch research… and assumptions

Companies in the UK are more likely to refer to sales, customer success, support or service team feedback (55%) when planning a launch than are organisations in North America (44%) or Europe (37%).

European companies are especially likely (56%) to make assumptions about competitive differentiation, in comparison to organisations in the UK (44%) or North America (40%).

'It all starts with customer discovery, so we need to make sure we understand well what their problems are. To do that we use different methodologies – one of the best we've used lately is called jobs-to-be-done, combined with outcome-driven innovation. In that methodology you try to map what customers do for all the steps in their jobs, and identify value statements, then ask them how important each one is and how satisfied they are with their current solution and what that current solution is.

By doing that you understand…[each statement's] importance, [the level of] satisfaction [and] the competitive landscape… Then you can calculate what's called the opportunity size. Taking into account importance and satisfaction… you get a clear map of which value statements are important, which you can then convert into functionality, and which are not.'

Product Director, UK



Variation by organisation's ownership or funding structure

Venture-backed organisations are more likely than other organisation types to rely on internal assumptions around competitive differentiation (54%, compared with 45% of other organisations). They are also more likely to cite assumptions about buying committee structure and decision-making (48% vs 33%). This suggests that, despite their emphasis on growth and commercial opportunity, some venture-backed businesses may still face challenges validating how they stand out in the market and how purchasing decisions are made.

Actively testing these assumptions with target buyers can help organisations sharpen their positioning, better understand buying dynamics and reduce the risk of launching with an incomplete picture of the market.



Regional insights into market understanding of buying groups

There's strong regional variation in how well organisations understand the different stakeholders involved in buying decisions. In North America, two thirds (69%) agree they are very clear on who is included in this group, while in the UK this falls to 58% and in Europe it's just over a third (36%).

Similarly, North America is ahead when it comes to understanding what evidence customers would need before making a purchasing decision. 58% state that they have a comprehensive understanding of this factor, falling to 55% in the UK and just 36% in Europe.

03:

Adding value with positioning and strategic planning

The importance of launch positioning

Our research shows that companies who achieve successful B2B launches are able to turn market knowledge into a compelling, differentiated proposition. They know what they want to achieve and why customers should choose them. Research participants agree that the factors with the greatest influence on launch success are deep market understanding (63%), clear positioning and differentiation (57%) and cross-functional collaboration (52%). These elements are all more important than levels of financial investment (28%) or post-launch customer support (22%).

Let's look more closely at the second of these factors. Everyone agrees that launch positioning matters. It's the most commonly included element in launch plans, incorporated by 57% of organisations (Fig. 7). More than half of research participants (57%) believe that clear positioning and differentiation is one of the top five factors influencing the success of a launch. Yet even while organisations acknowledge the importance of a strong launch proposition, nearly half (46%) lack a well established process for testing and refining their positioning, messaging or creative assets pre-launch. Only one in five (20%) has a well-defined and documented testing process to refine their launch proposition.

One Marketing Director at a telecommunications provider that values proposition testing comments, '[For us,] a value proposition is not created by the marketing department in isolation… At my company it's validated with customers before we ever go to market.'

Q.8a Which of the following elements were included in your B2B launch plan?

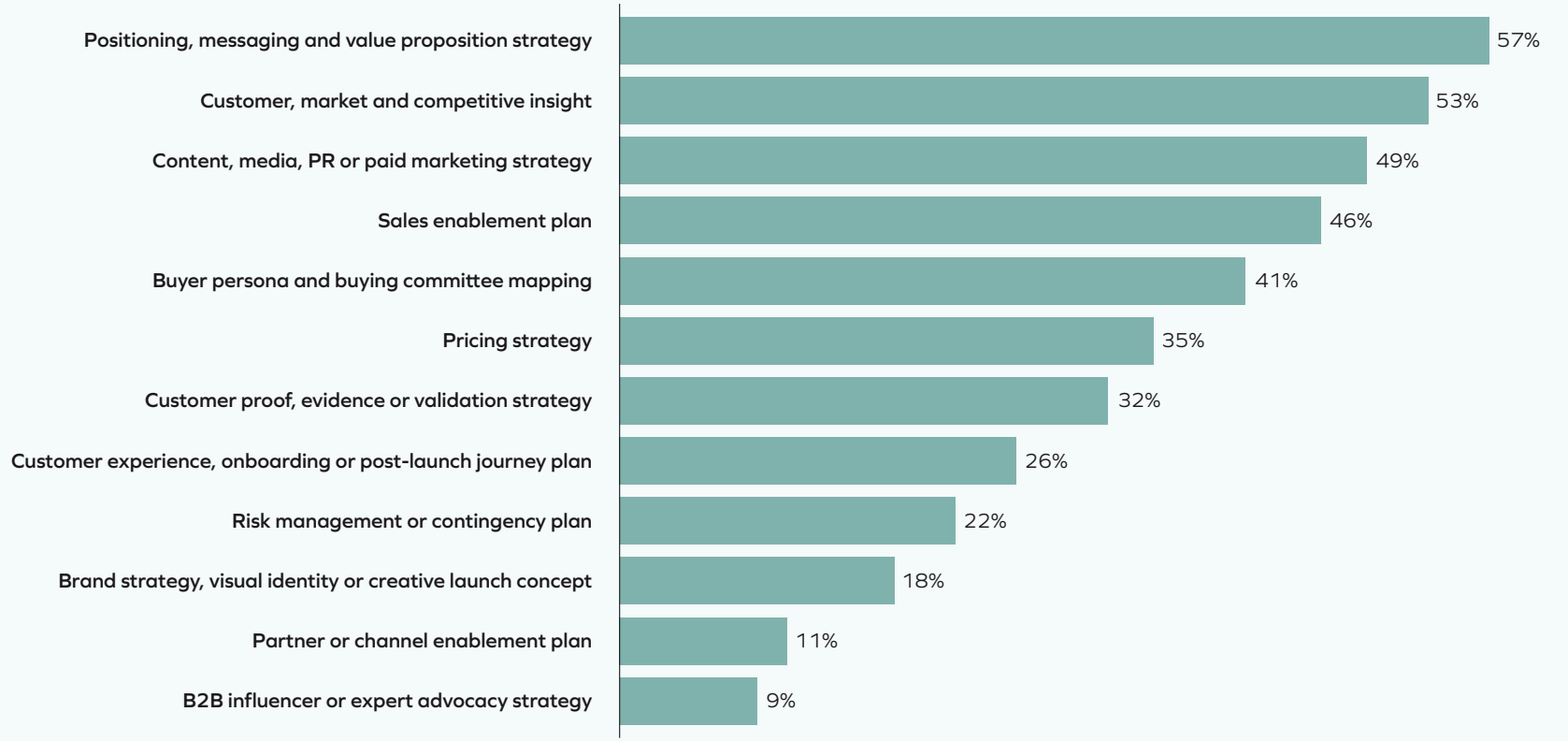


Fig. 7 Launch positioning is the most commonly included element in launch plans

What's interesting is that there is an association between having a strong pre-launch proposition testing process and overall launch readiness. A third (33%) of Leading Readiness organisations are refining and validating their launch positioning using an established strategic system, while this is true of only 7% of Low Readiness companies (Fig. 8).

In practice, this can mean building customer testing into the launch process rather than treating it as a final check. Organisations can use customer interviews, focus groups and early product testing to assess whether their proposition addresses genuine needs, before using that feedback to refine positioning, messaging and creative. Involving Product, Sales and Marketing throughout this process can also help ensure that the proposition is relevant, differentiated and deliverable.

Q.17a Which best describes your organisation's current approach to each of the following success factors for its next major B2B launch?

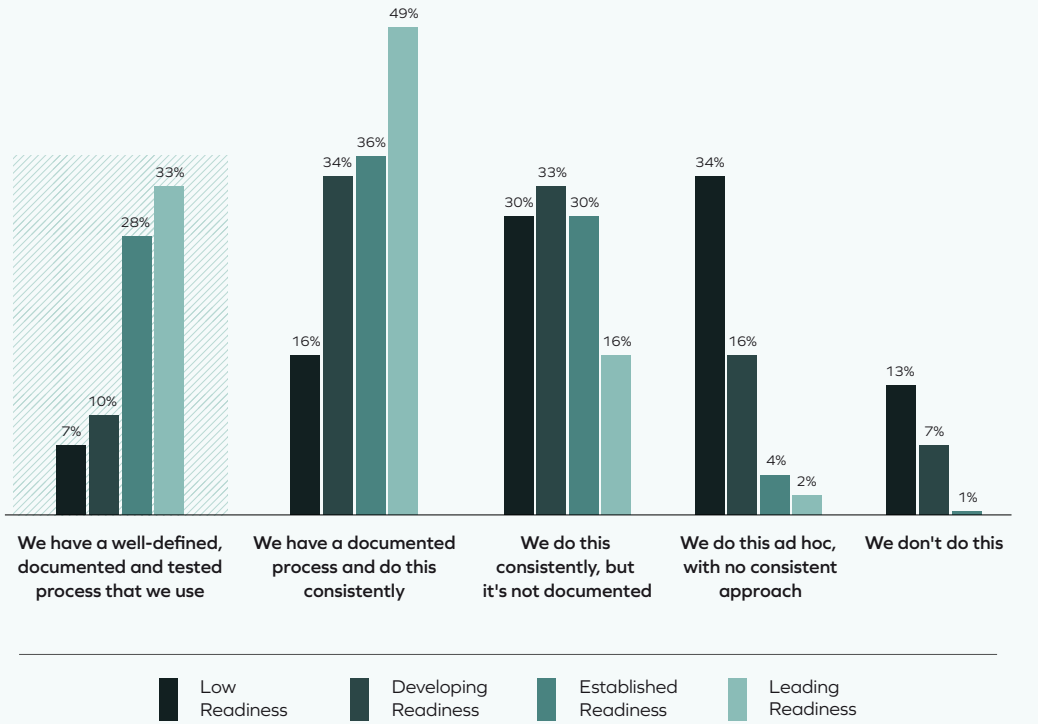


Fig. 8 A third of Leading Readiness organisations are refining and validating their launch positioning using an established strategic system, versus only 7% of Low Readiness companies

Key insight

Developing a strong proposition is only part of the challenge. Organisations also need a consistent way to test and refine it with customers before launch. Building validation into the process can help sharpen differentiation, improve messaging and reduce the risk of going to market with untested assumptions.

Regional insights into the value of launch positioning

UK-based organisations are the most enthusiastic about the value of launch positioning. 64% agree that it's a major factor in launch success, in comparison to 58% in Europe and 49% in North America.

Variation by type of launch

65% of market/company expansion or change launches included a positioning, messaging and value proposition strategy, compared with 49% of launches for new products or services. One possible explanation is that expansion and change initiatives challenge organisations to articulate a broader strategic shift, establish relevance in new markets and clarify how their offering or identity differs from alternatives.



Variation by organisation's ownership or funding structure

Over two thirds (68%) of venture-backed organisations have at least a documented and consistent process for testing and refining positioning, messaging or creative assets. This is true of only 50% of other organisations. This may reflect the greater emphasis on growth, customer acquisition and product-market fit often associated with venture-backed businesses.

But organisations do not need venture capital or start-up-level growth ambitions to benefit from these practices. By adopting the discipline of continuous testing and learning, they can validate customer assumptions, sharpen differentiation and improve go-to-market effectiveness.

> **'Developing a value proposition is an iterative, cross-functional process involving all the different departments, combining customer insights, competitive analysis, commercial modelling, and real-world testing to ensure the proposition is relevant, differentiating, meaningful, and financially viable.'**
>
> **CMO, Germany**

The relevance of brand

It was interesting to see whether research participants felt their existing brand would typically contribute to the success of a launch. Three quarters (73%) believe that their brand reputation significantly increased customer trust in a recent B2B launch, while six in ten (64%) say that their existing credibility is significantly reducing buyer risk.

Over half (59%) say that customers really did recognise their expertise even before the launch. Brand is seen as less powerful when it comes to participation in two-way conversations with audiences or engagement with wider social or cultural trends – only 40% state that their brand helps them enter conversations faster.

Leading Readiness organisations are especially confident that their branding is working for them. Eight out of ten in the Leading Readiness group (82%) feel that their brand reputation is having a powerful effect on customer trust, while only around half (54%) of those in the Low Readiness group would say the same (Fig. 9).

For those entering a new category who don't have a strong and established brand, it's important to think strategically about branding opportunities.

Q.13 To what extent did your existing brand contribute to the success of your B2B launch?

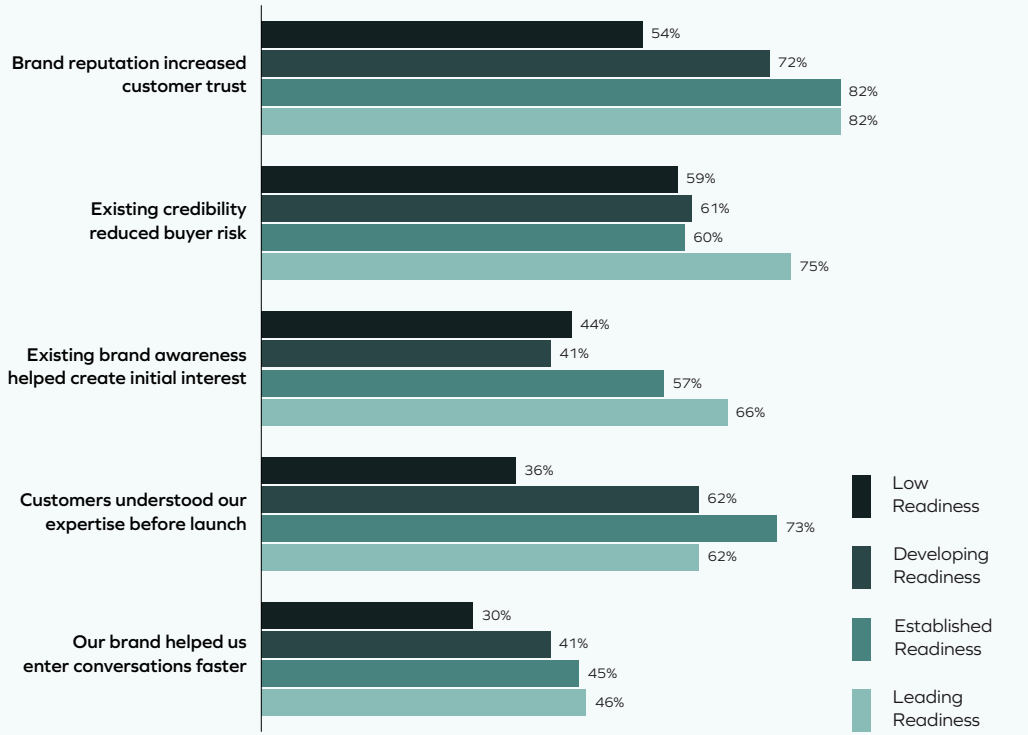


Fig. 9 Eight out of ten in the Leading Readiness group feel that their brand reputation is having a powerful effect on customer trust

A product director at a UK company explains their approach when launching a new solution with no brand equity of its own. **'We worked with another agency well known in the market for branding on a lengthy and complex piece of research to define the name and all the components of the brand – tone, colours, narrative, the visual and textual elements. Once we landed on the name and those elements, which tied back to positioning and messaging, we used our machinery – presence [with] our customers, digital presence – to get people to hear about the new brand and what it could do for them.'**

'A brand, by definition, creates trust, reduces perceived risk, and gives customers the confidence to adopt a new product or service. Particularly in telco, where the market is so commoditised, interchangeable, dense and saturated, and where customers make long-term purchasing decisions, a strong brand significantly increases consideration, conversion [and] customer loyalty.'

Marketing Director, Germany

'Whatever we bring to market, we try to leverage that parent brand, because the parent brand is associated with trust and quality.'

Product Director, UK



Key insight

An established brand can help build customer trust and reduce perceived risk, but organisations entering new markets or categories cannot always rely on existing brand recognition. For these organisations, developing a clear identity, understanding what matters to buyers and building credible proof points are particularly important in establishing trust from the outset.



Regional differences in brand recognition

There is a wide regional variation in whether organisations feel that their customers recognise and acknowledge their expertise on the basis of their existing brand. Branding is a bigger deal in North America, where 71% agree that this statement is true to a significant extent. Meanwhile, only 59% of research participants in the UK say the same, and just 48% in Europe.

04:

Planning and coordination for effective delivery

Planning the launch

Beleaguered B2B marketers may feel that most of their problems would be solved if there were more hours in the day. But it turns out that time isn't a major factor in the success of a launch. There is some variation in how long different types of launch take to plan: typically, the enhancement, relaunch or repositioning of a product, service, platform or brand takes about five months, while expansion into a new market, the launch of a new company or a strategic change initiative takes around eight. But looking at the data, Leading Readiness organisations and Low Readiness organisations both allocate a similar amount of time to plan a typical launch: between five and six months.

There is one major difference in how Leading Readiness and Low Readiness companies plan for a launch – and it's to do with their processes. When research participants were asked about the structure, rigour and consistency of their launch methodology, there was an even spread from those who have no consistent launch processes, or processes that lack consistency (34%) and those who confirmed that they have a mature, repeatable launch methodology that, at its best, is continuously improved (36%). However, when organisations are grouped by Readiness, the picture changes: 54% of Leading Readiness organisations sit within the two highest maturity stages, alongside only 22% of Low Readiness companies (Fig. 10).

Q.16 Which of the following best describes your organisation's approach to the launch process?

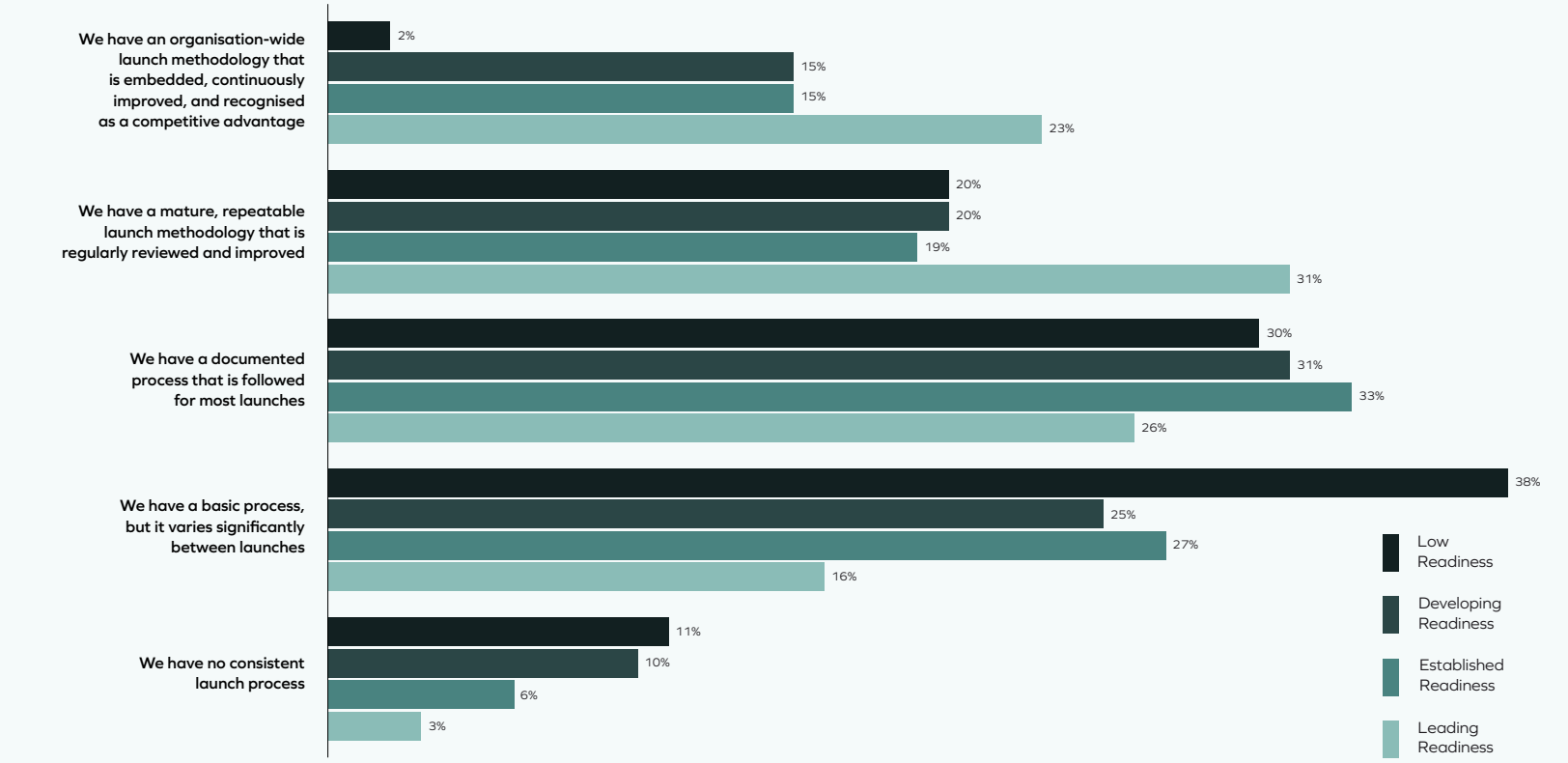


Fig. 10 Over half of Leading Readiness organisations sit within the two highest maturity stages, alongside only a fifth of Low Readiness companies

Key insight

Leading Readiness organisations aren't necessarily allowing more time for launch preparation, but they are more likely to use mature, repeatable processes. This suggests that building consistency into how launches are planned and delivered is more important than simply extending the planning period.

'Since [a previous] launch, we build an edition every year, changing the events, but keeping the same [processes]. And we have been increasing our market share over the past five years.'

Marketing Director, UK

'To keep everyone aligned we use a single integrated launch plan with milestones and dependencies, executive dashboards tracking readiness and performance, weekly steering committee meetings, daily stand-ups in an agile way during the launch period, shared risk and issue logs, and common KPI dashboards across all functions.'

CMO, Germany

Cross-functional alignment is critical

Another factor that comes into play at this stage is decision-making agreement across teams. One American CMO explains that they have a comprehensive process for ensuring cross-functional alignment. 'When… we draft the press release, seated at the table is representation from technology, because they're going to have to build and develop whatever it is; leadership from sales, because they're going to have to sell this; leadership from marketing, because we have to package it, place it, message it. And then executive leadership. So we have full buy-in from the whole ecosystem at the table from the get-go.'

Our research shows that this meeting may well be increasing the company's chances of launch success. Over half of research participants (52%) ranked cross-functional alignment as one of the top five most important factors influencing how well a launch might go. And it turns out that Leading Readiness organisations are much more likely than Low Readiness organisations to involve relevant teams from the beginning of their launch preparation (Fig. 11). For example, 66% involve Marketing/Product Marketing from the very start of their launch prep, compared with 44% of Low Readiness organisations. Similarly, 54% of Leading Readiness companies involve executive leadership from the get-go, compared with 39% in the Low Readiness group.

Q.10a Which functions were involved in planning your B2B launch from the beginning?

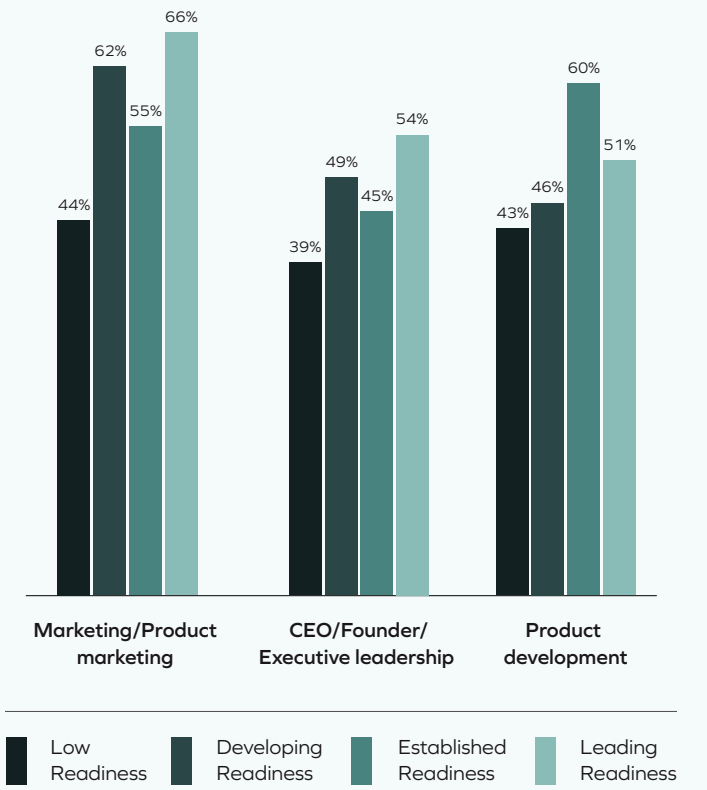


Fig. 11 Leading Readiness organisations are much more likely than Low Readiness organisations to involve relevant teams from the beginning of their launch preparation

The majority of research participants have formal alignment practices in place to ensure agreement and accountability across their enterprise. 70% agree that they set milestones, decision gates and success measures in a consistent and well documented way. 67% say they consistently define roles, responsibilities and decision-making ownership before launch activity begins. And 60% ensure that before they get started, they align commercial goals, investment priorities and success measures.

The message is clear: organisations who want to improve their launch readiness must improve these alignment practices.

> **'To create a business case we bring people together from different functions. [The product at the centre of this launch] involved AI, so the data science team was one of the important stakeholders. Then we have tech, product, marketing, sales, and professional services… The initial business case was built by these stakeholders because we were asking for investment in people, technology and content.'**
>
> **Product Director, UK**



Key insight

Involving teams early is important, but bringing people together is only the first step. Organisations also need clear agreement on commercial priorities, who owns key decisions and how success will be measured. This helps turn collaboration into coordinated action throughout the launch.



Regional insights into early cross-functional involvement

One notable variation by region in relation to the launch planning period is the involvement of sales teams. Under a third (30%) of North American companies bring sales to the table early when planning a B2B launch, in contrast to four out of ten (40%) companies in the UK and over half (52%) of European organisations.

Allocating budget

There's one final important question about the preparatory stages of a B2B launch. How should an organisation manage its budget? Many research participants feel that line items in their budget are allocated too much or too little resource (Fig. 12). Media and advertising attracts mixed views. While it accounts for the largest proportion of launch marketing budgets on average (27%), it is also the area most commonly identified as overfunded (23%). Yet nearly a third (31%) of organisations believe it was underfunded. This suggests that there is no single approach to budget allocation that works for every launch. What matters is whether investment reflects the objectives and requirements of the launch. Technology and AI tools (36%) and customer research (26%) are also commonly identified as underfunded areas, while customer experience (19%) and sales enablement and training (16%) are among those considered overfunded.

Q.12b Looking back, which, if any, of these areas do you believe were underfunded and which were overfunded?

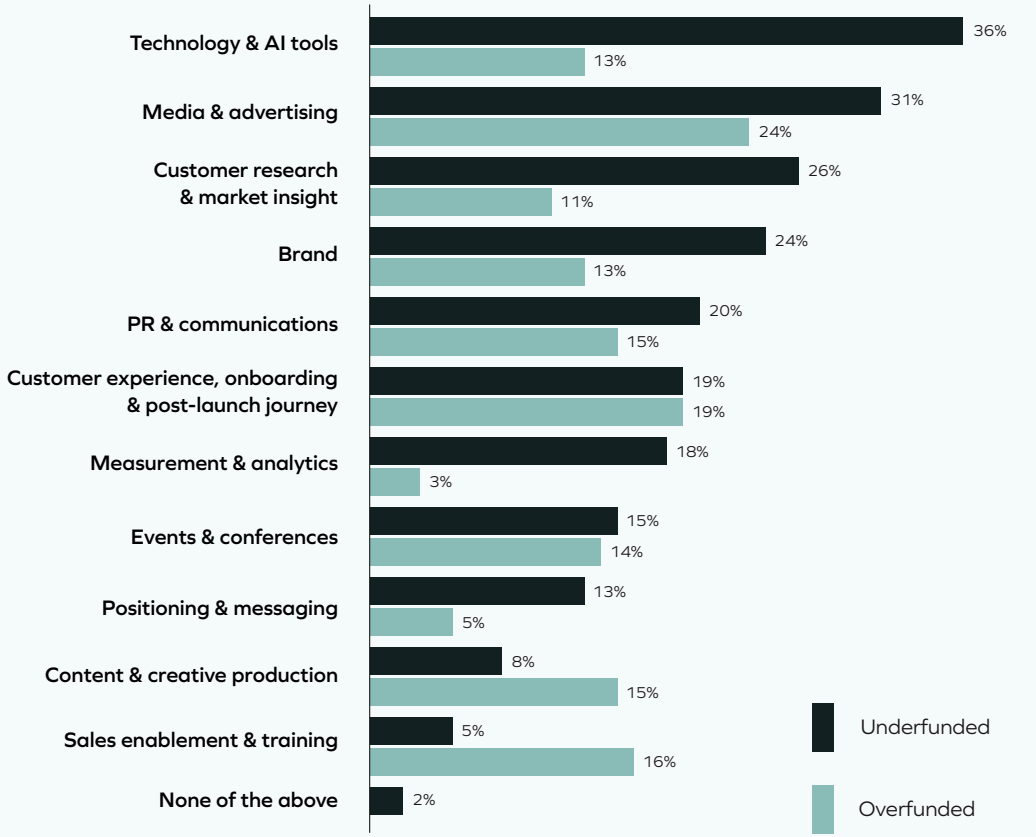


Fig. 12 Many research participants feel that line items in their budget are allocated too much or too little resource.

Leading Readiness organisations are much more likely to have a well-defined, consistently documented process for aligning commercial goals, investment priorities and success measures before launch activity begins (90%, compared with 31% of Low Readiness organisations).

It doesn't seem to matter too much whether companies are working with a smaller budget: even with more restricted financial resources, it's still possible to achieve a competitive launch. However, it's notable that high-budget organisations are more likely to have instituted more carefully reviewed launch process methodologies: 47% of those with a marketing budget of over $1 million have more structured, established launch methodologies, compared with 17% of those with budgets between $50k and $249k. Those working with higher budgets do tend to take a more cautious approach and rely on more established processes.

'We rarely commit the full budget upfront; we typically launch small pilot campaigns, run A/B/C/D tests on creatives, messaging, offers, audiences and channels, and [then] once the hypothesis is proven, we scale the combination that performs best.'

Marketing Director, Germany

'As a company, and as a marketing team, we have deep knowledge and we use lots of business cases. So for us, at the end of the day, the KPI prioritises the budget. The [line of business] with the highest ROI should have the budget, and other projects should be handled another way.'

Growth Leader, Europe



Key insight

There's no one-size-fits-all budget for a successful launch. Organisations need to assess whether investment is going to the areas that matter most for their objectives, and remain prepared to adjust spending as they learn what is working. Having a clear process for reviewing and reallocating budgets can help make better use of available resources.

05:

Getting a helping hand to support the launch

Working with partners

B2B launches require specialist expertise, market perspective and a speedy turnaround – so it's no surprise that most organisations seek external support. Our research shows that only 18% of launches are delivered entirely in house, while 62% are planning to use external partners/specialist support for their next major launch.

It might seem surprising, but our research discovered that Leading Readiness organisations are especially eager to draw on external support. Over three quarters (77%) state that they intend to do so for their next big launch, in comparison with just under half (49%) of Low Readiness organisations (Fig. 13). Despite boasting efficiently managed internal processes, the Leading Readiness group values the use of partners in their quest for success.

Q.21 How likely is your organisation to engage external partners or specialist support for its next major launch?

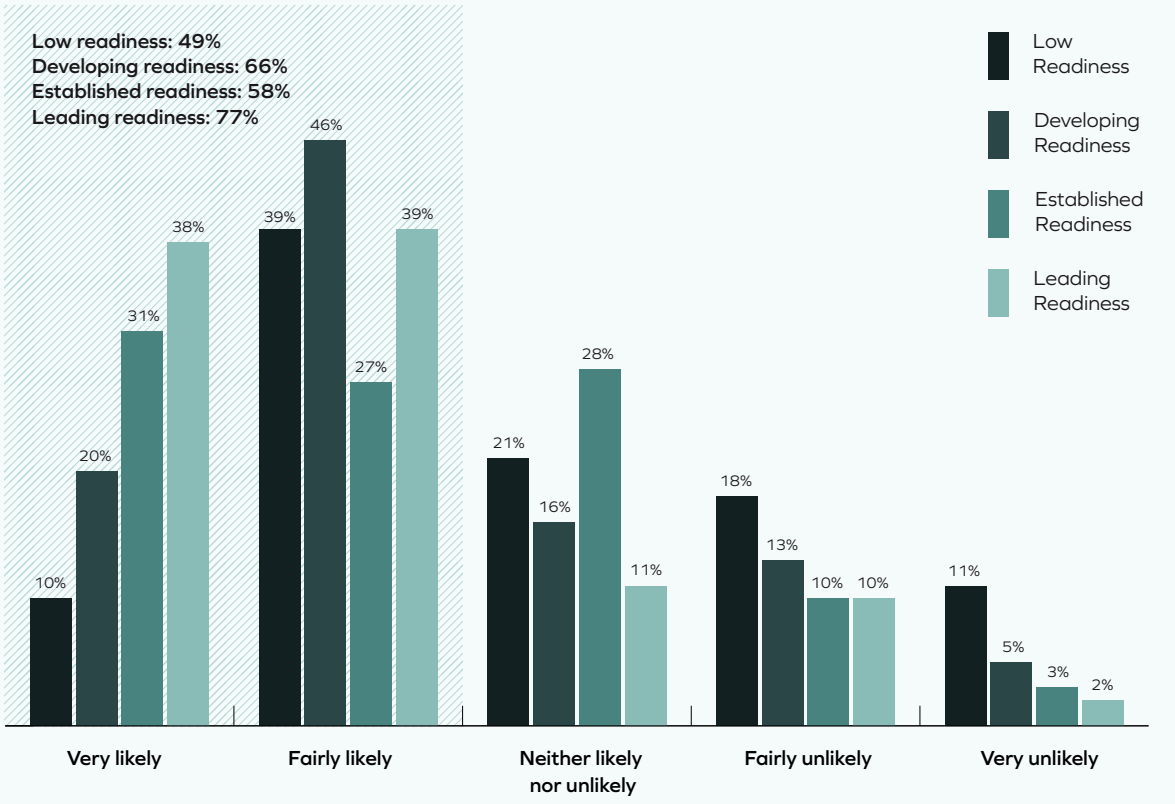


Fig. 13 Over three quarters of Leading Readiness organisations intend to draw on external support in comparison with just under half of Low Readiness organisations

The data shows that usually, companies want external partners to support them with three key capabilities: strategy and planning (identified by 53% of research participants), customer insight and research (named by 46%) and positioning and messaging (cited by 42%).

A Marketing Director at a telecommunications provider comments, 'The best partnerships combine our business context with the partner's domain expertise to deliver faster, better outcomes – our role internally is to define the business problem, the strategic direction and the success metrics, while external partners create value by bringing differentiated expertise, proven methodologies, scalable delivery and continuous innovation that would be prohibitively expensive or too slow to maintain entirely in-house.'

The companies who are achieving the most success with their B2B launches say that external expertise is a valuable resource. Our research shows that this resource proves especially useful when launches involve more strategic complexity: 25% of launches that involved expansion into a new market were mostly delivered by external partners, compared with 18% of launches for a new product or service and 9% of product or service enhancements and brand relaunches.

> **'They brought structure, they brought knowledge, they had access to tools that I didn't have to do the analysis and the research.'**
>
> **GTM Leader, USA**



Key insight

Leading Readiness organisations are more likely to seek external support despite having more mature internal processes. This suggests that external partners are not simply used to fill capability gaps, but can also bring specialist expertise, fresh perspectives and structure to more complex launches.



Regional insights into external partner use

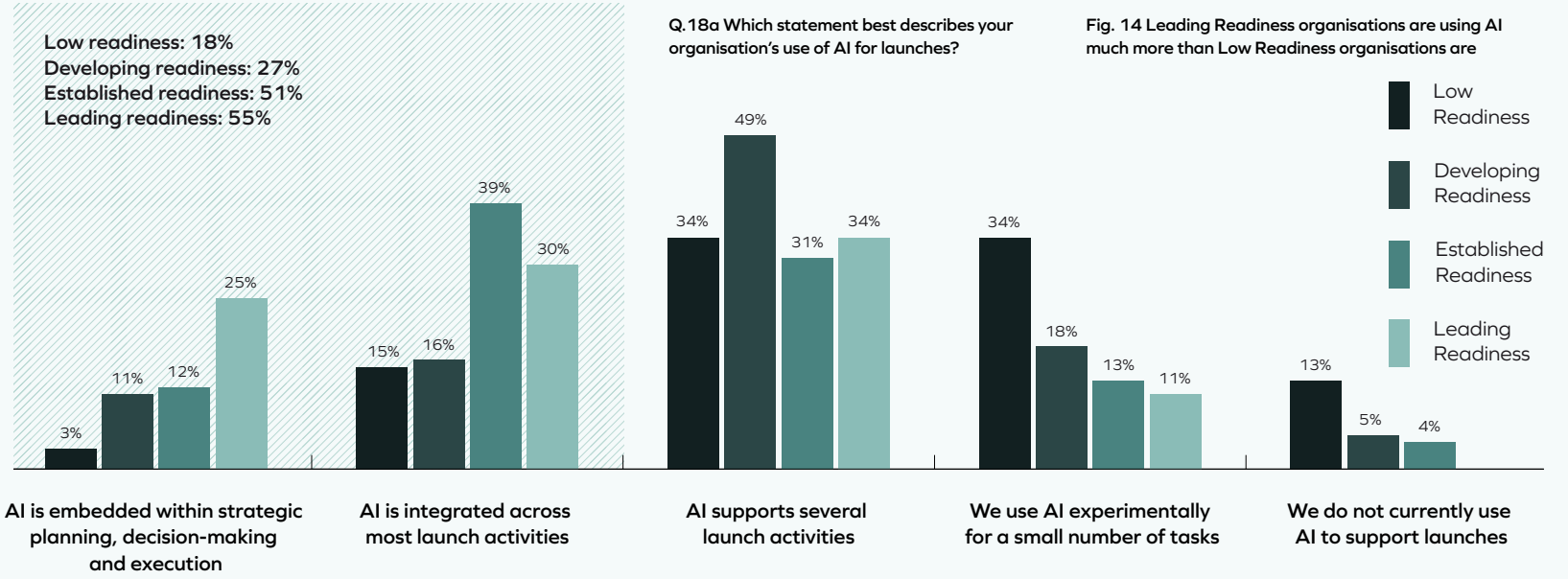
UK organisations are especially enthusiastic about working with external partners, with 73% intending to do so for their next major launch, in comparison with 69% in North America and 48% in Europe.

55% of companies in the UK name customer insight as the area where they want external support. Lower numbers seek out external partners to support on customer insight in North America (49%) and Europe (34%).

Using AI

Of course, we can't report on B2B launches in 2026 without exploring the topic of AI. The vast majority of organisations (94%) use AI to support their launches, most often for content creation and creative production (54%), market research, customer insights and segmentation (46%) and in positioning and messaging (44%). Seven out of ten B2B marketers (70%) believe that in the future, one of the top five areas where they will use AI is market research, customer insights and segmentation.

Right now, more than a third (38%) of organisations use AI extensively in their B2B launches, with 25% integrating it in most launch activities, and a further 13% embedding it within their organisation's strategic planning, decision-making and execution in the run-up to a launch. However, this level of AI adoption is considerably higher amongst Leading Readiness organisations (55%) than Low Readiness organisations (18%) (Fig. 14). This points to a relationship between AI adoption and launch readiness, with more prepared organisations making greater use of AI across their launch activities. However, the findings do not establish whether AI is helping to improve readiness or whether organisations with more mature processes are better placed to adopt it. The opportunity is to use AI where it can strengthen research, planning and execution, while retaining the human judgement needed to guide these activities.



However, there are some concerns about limitations or challenges around these technologies: over half (57%) associate AI with inaccurate information, while 48% are worried about hallucinations, 47% about poor quality outputs, 41% about generic content and 35% about governance or security concerns. AI adopters still need to steer their use of these technological shortcuts with evidence and strategic judgement, and resort to human experts for strategic nuance and creative value.

Key insight

AI is becoming a common part of B2B launches, but more extensive use does not guarantee better outcomes. Its value depends on how effectively it is integrated into launch processes, with appropriate oversight to manage quality, accuracy and security concerns.

'From a marketing and sales-forecasting perspective, we use AI all the time. We use it for modelling purposes – finance is heavily involved in the process, needing to understand the man-hours, what it's going to take to get the product to market.

We [also] use AI in our execution planning – it allows us to monitor all the pickups across all our omni-channels, whether it's digital, webinars, SEO and geo-tracking… We're constantly evaluating and monitoring, and we can flip those levers quickly.'

CMO, USA



Regional insights into AI usage

More than six out of ten European companies (63%) are using AI for content creation, in comparison to 54% of UK organisations and 45% of companies in North America.

North American enterprises are leading the way in AI usage for customer insight. Over half (53%) are applying AI technologies to solve this issue, alongside 51% of companies in the UK and 36% in Europe.

06:

Iteration and improvement in the post-launch review

Nearly every organisation takes a moment after a launch go-live to look back at their performance. 94% conduct some form of post-launch evaluation. However, 43% say that this review is largely ad hoc and undocumented: only half (51%) conduct a structured review using defined measures, documented conclusions and next steps.

Leading Readiness organisations believe that there are benefits to a more structured review process that can inform future decision-making. 61% of this group are setting out to capture learnings in a structured, documented post-launch review process. Just 39% of Low Readiness organisations are doing the same thing (Fig. 15).

High budget organisations (those spending $1 million or more on their B2B launch) are also more likely to conduct structured post-launch reviews: 67% of this group conducts structured reviews versus 49% of those spending $250k–$999k – and 23% of those spending $50k–$249k. With more budget at stake, a process that enables organisations to capture learnings and fine-tune their approach is a wise investment.

Q.15 Did your organisation conduct a review of the B2B launch's performance after go-live?

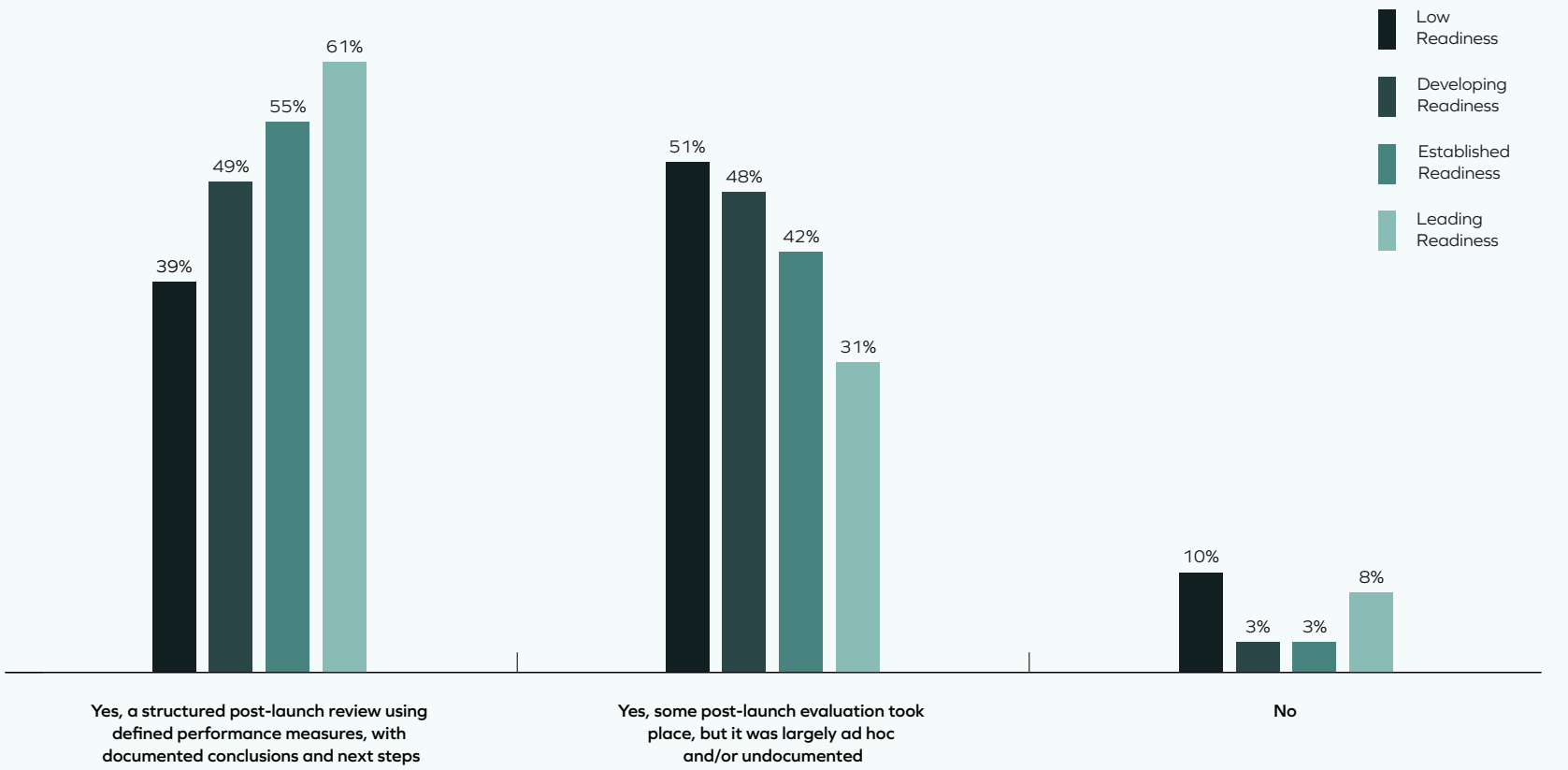


Fig. 15 Leading Readiness organisations are more likely to conduct structured post-launch reviews



Key insight

The value of a post-launch review comes from what an organisation does with the findings. Documenting what worked, what fell short and why can help teams make better decisions, refine their approach and build on lessons from one launch to the next.



Regional insights into the post-launch review

The UK is ahead when it comes to the post-launch review: 66% of UK companies say their reviews are structured and documented, and incorporate insights to be used in future launches. 60% of North American organisations say the same, while in Europe this falls to just 30%.



Variation by organisation's ownership or funding structure

Venture-backed start-ups and scale-ups stand out for their emphasis on testing positioning before launch, with 68% having at least a documented and consistent process, compared with 50% of other organisations. However, they are less likely to have a mature or organisation-wide launch methodology (22% versus 40%) or conduct structured post-launch reviews (26% versus 58%). This suggests that their stronger focus on proposition testing is not always matched by the processes needed to capture learning and improve future launches.

While venture-backed organisations may place a strong emphasis on growth, formalising the process of reviewing launch performance could help them translate results into actionable learning. Establishing clear measures of success and documenting lessons learned can support better-informed decisions, more effective future launches and continuous improvement as the business scales.

07:

Torpedo’s eight-point plan for success with B2B launches

Drawing on the behaviours and practices associated with stronger launch readiness, Torpedo's eight-point plan outlines practical steps organisations can take to improve their approach and make successful B2B launches more consistent and repeatable.

01

Understand the buying group

Understanding your customer means going beyond the problem your product solves. Before launch, research the needs, priorities and concerns of your target buyers, map the buying group stakeholders involved in purchasing decisions, and identify the evidence each will need before choosing you. This can help build a clearer picture of what matters most throughout the buying journey.

02

Prove the proposition

Expert marketers acknowledge that clear positioning and differentiation are key to launch success. But for positioning, messaging and creative assets that cut through, you should be testing and refining your proposition. Use a repeatable, documented process to validate your launch positioning.

03

Establish brand trust

Marketers agree that a trustworthy brand can help steer your B2B launch to success. Brand reputation can make all the difference to customer confidence, so in between those periods in which you're rushing to meet launch deadlines, it's worth going back to the big picture and asking if your branding is working for you. For those beginning the branding process for the first time, ensure that you approach this opportunity strategically, for example, by deploying detailed research or sourcing expert advice.

04

Develop a reliable launch methodology

Plenty of organisations are taking an ad hoc approach to B2B launches. But to get ahead of the pack, you should develop a consistent, repeatable launch methodology. This systematic approach can be honed and improved to build on past successes and aim even higher. Only 54% of Leading Readiness organisations tackle B2B launches with a structured, rigorous approach – meaning that many high achieving organisations could still find room for improvement here.

05

Align everyone from the start

Cross-functional alignment is an important ingredient in any successful launch. Make sure to involve stakeholders at the very beginning of your launch preparation process so that all perspectives are included from the start – and everyone's on the same page. Before preparation for the launch begins, it's essential that everyone agrees on project milestones and how success will be measured. Clarify who is involved and which tasks and decisions they are responsible for. Plus, ensure commercial goals and investment priorities are integrated into launch plans. A documented process saves time and sets up future launches for success.

06

Refine your approach to budget

Our research shows that many experienced marketers are aware of budget lines in their B2B launch that are under- or over-funded. If you're prepared to adjust budget allocations during your launch, you can use financial resources more wisely. Many Leading Readiness organisations deploy a documented process to align budget with commercial goals and investment priorities, enabling them to fine-tune budget allocations with greater success.

07

Draw on external expertise

It's worth considering whether you have all the resources you need in-house, or whether you would benefit from external support in the run-up to your B2B launch. Leading Readiness organisations are actually more likely than Low Readiness organisations to utilise expert partners. The data shows that getting support from outside the organisation is especially valuable for launches that involve more strategic complexity.

08

Build the learning loop

You're probably conducting post-launch reviews – but are they working as hard for you as they could be? Ad hoc reviews can only garner limited insights. By making sure that your post-launch review process is structured and documented, you can compare outcomes, discover new learnings and improve future decision-making.

08:

About this survey, Torpedo and Coleman Parkes

About this survey

The Torpedo B2B Launch Readiness Survey 2026 was conducted by Coleman Parkes Research in August and September 2026. The research comprised a qualitative phase of eight in-depth interviews conducted to inform and contextualise the survey and a quantitative survey of 250 senior B2B technology launch decision-makers.

Research participants were marketing leaders across North America, the UK and Europe, with titles including CEO, CMO, CPO, VP Product Marketing, Product Director, Marketing Director, GTM Leaders, CBO and Demand Generation Marketing Leader. We surveyed a range of companies, from venture-backed start-ups and scale-ups (20%) through to established enterprises. Annual revenue ranged from less than $5 million to more than $5 billion. On average, companies had launched six major B2B products, services or solutions over the previous three years. They included B2B software companies, digital transformation providers, data and analytics providers, cybersecurity companies and telecommunications providers.

About Torpedo

Torpedo are B2B launch specialists. We help ambitious technology and industrial companies bring their most important products, propositions and strategic changes to market. By aligning strategy, positioning, brand and go-to-market activation, we make launch success more predictable.

For more information, contact
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See more at
torpedogroup.com

About Coleman Parkes

Coleman Parkes is a full-service B2B market research agency specialising in IT/technology studies, targeting senior decision-makers in SMB to large enterprises across multiple sectors globally.

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