

Last-Mile Commercialization Orchestration

Trigger window: 60–90 days pre-launch.

When to call us — the fire: The acute one. Backorders forming, supplier integration unresolved, manufacturing committed to specs that aren't holding, sales asking for collateral that doesn't exist. You need a named operator running the program — not a consultant writing memos about it.

What you get: Embedded operating leadership through launch. Daily standups, cross-functional brokering, supplier escalation, manufacturing recovery, sales enablement under pressure. We orchestrate the last mile — closing the gap between technical readiness and commercial delivery in the hardest window in the launch.

Duration: 8–12 weeks. Starting at \$40,000.

Proof: REV Group — three years of integration hell on an acquired product line under live sales contracts. CAD library recreated in Pro-E from scratch. Design and quality standards built from zero. Four times the throughput at exit. Pattern repeated at Solventum Dental: three product launches in three years through soft-spin, hard-spin, new branding, new operating model, and multiple rounds of restructuring including transitions in my direct leadership.

