

Core Parts of a MRD

最主要的功能

Why a new product

What is this product

How to make money/impact with this
product

1 Executive Summary

Provide a general 2-3 paragraph summary of the product, outlining the most important aspects of the project. Include a brief description of the product and its business objective. Also generally highlight any issues that may have emerged during the course of developing the MRD that **warrant high-level attention when deciding whether or not to proceed further.**

McKinsey Structure

1.1 Situation

1.2 Complication

1.3 Problem Statement

1.4 Recommendation

2 Product Rationale

2.1 High-level Product Description

Provide a brief summary of the product, basic enough for people not intimate with the project to understand so that anyone can adequately explain the product after reading this section. The description should address questions such as: What is the product? What is the major business objective of the product? Describe the market need the product solves. Use diagrams if necessary. Provide the reader with the customer need and whether or not this is an incremental or major change to existing functionality or performance.

2.2 Fit with Strategic Plan

Provide a description of how the product aligns with the strategic plan, specifically product strategy (is this a new development or line extension), and corporate objectives. Why is this product important to the company, strategically and/or financially?

2.3 Product Line Overview

Describe which of the company's other products this product integrates with. Does this product replace any existing products? Does this product overlap in function with any existing products? Identify any other product dependencies.

2.4 Target Market

2.4.1 Market Definition, Customers & Segments

Define market, segments, and targets.

Describe market segments to be tested.

Are target customers existing customers?

Or will they be new to the company?

Market Opportunity

- Market size
- Growth, and any assumptions
- Assumptions
- Subscribers
- projected churn data

2.4.2 Market Demand

Is there currently a market for the product?
Will be able to capture share of an existing
market, or will demand generation be
required?

Market Validation

- Traction
- Pre-Order
- Beta Sign-up

Persona

Name – Name each persona.

Role – What is the persona's role in the product purchase decision? (user, buyer, influencer...)

Goal – What problem is the persona trying to solve that your product provides some or all resolution to?

Background – What is the persona's background that informs how it reacts to your product?

Attitude – What is the persona's attitude toward the product or actions that you're asking it to take?

Behavior – What is the persona's observable behavior with respect to your product offering?

Insight – Do you have any other insights into the persona's reaction to your product that hasn't been covered elsewhere?

2.4.3 Value to Customer

For specific segments, what is the value proposition to the customer? How does this product meet this specific segment's needs?

2.4.4 International Considerations

Describe any unique international considerations. Will there be any international roll-outs? What is the opportunity?

2.5 Timing Considerations

Describe the market window for successful project launch timing requirements or considerations (from customer perspective) for concept check, beta releases, and launch.

2.6 Competitive Analysis

List our competitors' products and a comparison to ours.

Specifically consider competitive pricing and feature-by-feature comparisons.

Describe potential strategies to displace competitors' shares and why the new product will drive customers away from the competitors (e.g. company, strengths, weaknesses, differentiation, and how the new product stacks up).

Outline the product's competitive advantages.

Outline the competitive landscape.

Competitive Overview

Major Competitors

5-Forces Analysis

3 Business Case

3.1 Market Opportunity

Describe market size, growth, and any assumptions. Include subscribers and projected churn data if available. Present credible data.

3.2 Return on Investment Analysis and Business Projections

Projection of potential **revenues** and **costs** (incremental and actual).

Analysis of return on investment.

Provide multiple business cases given varied assumptions (**base case, worst case, aggressive case**).

Highlight all assumptions.

3.3 Success Metrics

Describe the key metrics that will determine whether this product is successful. Are we focusing primarily on customer acquisition? Retention? Revenue growth? Cutting costs? How will we measure these success factors, and what is the time horizon for meeting objectives?

4 High-Level Resource Requirements

4.1 Internal BU Requirements for Development

Provide a brief estimate of the number of engineering heads that will be required to design and develop this product from within the sponsoring BU, along with the length of time that will be required (e.g., three FTEs for 4 weeks).

Provide a similar estimate for the UED resources that will be required.

4.2 Cross-BU/Platform Resources Required

Highlight any work that will be required from other business units and/or from platform engineering/UED in order to develop the product and discuss whether those groups that will be required to contribute to the product have resources available and are in agreement with the proposed plan.

5 Risk Assessment

5.1 Market Risks

Provide answers to the following questions and describe other potential market risks:

- What happens if the launch date is missed?
- What could competitors do that would change the market dynamics?
- What could customers do that would change the market dynamics?
- How could barriers to entry change?

5.2 Financial Risks

Provide answers to the following questions (if appropriate) and describe other likely financial risks:

- What happens if costs double?
- What happens if our market size estimates are $\frac{1}{2}$ or double?
- What happens if service/support costs are double?
- What happens if our price must be cut in half?
- What could go wrong?

5.3 Brand/PR Risks

5.4 Abuse/Legal Risks

6 Go-To-Market Strategy (PMM)

Comprehensive go-to-market strategy plan includes product roll-out, (ads, PR, promotions, etc.), broader sales/marketing, licensing/pricing, and partnerships.

6.1 Launch Strategy

Provide general details on launch strategy for the product. Address questions such as the following: How will you engage customers? What is the product rollout strategy? What channels will be used? Where on site will users be targeted? Are there plans for any offline marketing? Provide a description of the marketing costs required to launch.

6.2 Marketing Strategy

What is the high-level ongoing marketing plan? What are the opportunities for cross-sell and upsell? When and where will customers be presented with offers for the service?

6.3 Pricing Strategy

Define the packaging and pricing strategy (e.g., value added, willingness to pay, competitive benchmarks, add-ons/options, upgrades, support/services). If there is a migration path from a previous generation product then identify this.

6.4 Partnership Strategy

Describe third party partnerships required to bring product to market. Assess potential deal economics as required and discuss and licensing issues.

6.5 Customer Care

Summarize what the project team has learned from customers about the support services they would like or require. If there are any major gaps in assessment of requirements or ability to deliver, these should be either be resolved offline (if simple) or the issue(s) should be highlighted and resolved during the negotiations at the Product Requirements Definition Phase (if complex).

7 Market Research Requirements/ Test plan

7.1 Test objectives & type

What are the open questions that need to be resolved (e.g., pricing, positioning)?

What kinds of test will be performed to answer the open questions outlined above? (e.g., conjoint test, focus group)

7.2 Test timing & scheduling

What is the proposed timing for the tests? How much time will be required to provide insights and results? How will answers feed into decision making in the product cycle (e.g., at Concept, Alpha, other)?

8 Project team

Provide names for Marketing, Engineering,
QA Testing, Production, Platform
Engineering, Customer Support, Network
Services, Finance, Business Development.

9 Financials Summary
