

PRODUCT STRATEGY

DISCOVERING, DEVELOPING, MANAGING
AND MARKETING PRODUCTS AS A BUSINESS

Northwestern | Kellogg
School of Management

EXECUTIVE EDUCATION

OVERVIEW

Every company that sees technology as a competitive differentiator needs a product strategy. And every person who touches a product inside of an organization directly contributes to its success or failure.

What if you could learn a cradle-to-grave approach for managing and optimizing the life of a product or service in just 8-weeks online? Let's call it a bootcamp in thinking like the CEO of your product or service. Designed for busy professionals like you, Kellogg's Product Strategy program online delivers big picture thinking in convenient learning modules plus live sessions with renowned Kellogg faculty.

Kellogg Executive Education is a thought leader in understanding how product strategy serves as the foundation of business growth. Professor Mohanbir Sawhney—a globally-recognized scholar, educator, and author at the intersection of marketing, innovation, and technology—will guide you through a deep dive into optimizing value for the customer and for the firm through strategic product management techniques.

Whether you are seeking growth by launching new products and services, or need to manage the lifecycle of existing ones, Product Strategy offers approaches that are used by many of the top technology-driven companies in the world today.

Who is this program for?

- Business managers and leaders who are materially involved at any point in a product's lifecycle, from cradle-to-grave
- Those who may be directly responsible for product or portfolio strategy, or who play a more indirect role such as in sales, marketing, operations, finance, or R&D
- Professionals at companies who are focused on using technology as a competitive differentiator, even if your vertical market isn't 'tech'
- Professionals wanting to take on a more formal product management role

Participants come from a wide range of industries that include:



Pure-play technology companies including software, hardware, electronics, networking, and e-commerce



Industrial products companies including consumer durables, medical equipment and devices, automotive, construction, and agricultural



Tech-intensive services firms such as banking/fintech, law firms, IT services, and consultancies



“Product strategy is not only for product managers. Every person who touches a product or service contributes to its success or failure.”

-Mohanbir Sawhney

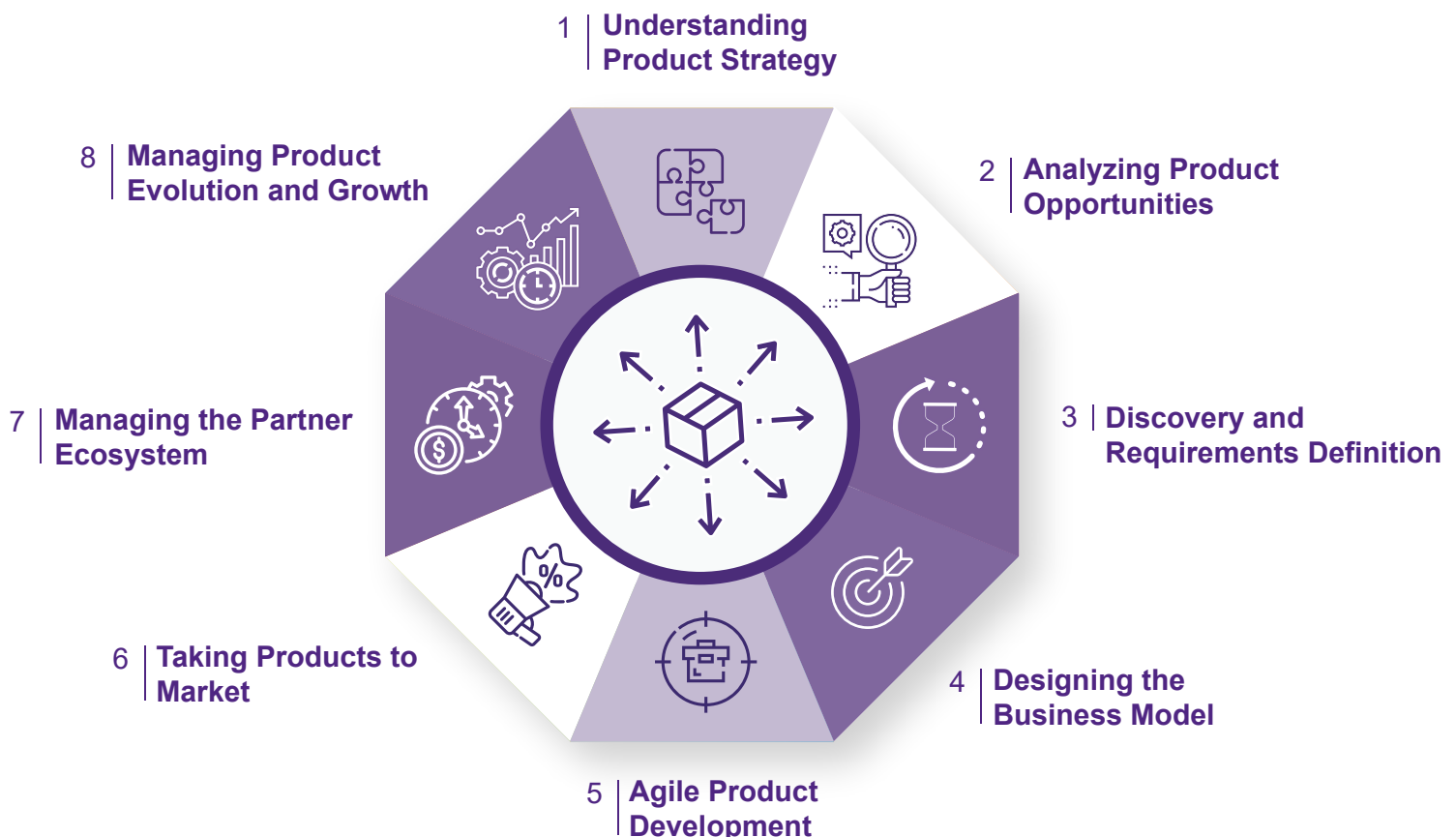
KEY TAKEAWAYS

During this program, you will:

- Analyze new product opportunities to arrive at 'go' or 'no-go' conclusions efficiently
- Assess the pros and cons of various business models including SaaS and pivot to another business model when your current one isn't delivering growth
- Develop a go-to-market strategy using the 7-Elements Framework
- Create buyer personas, positioning, and messaging based on proprietary tools from the Kellogg School of Management
- Learn from real-world custom case studies and examples based on the faculty's own consulting experience with top tech firms such as Microsoft, AT&T, Salesforce.com, and Facebook
- Create agile requirements grounded in the 'jobs-to-be-done' framework, user stories, and epics
- Manage partner ecosystems and learn how to create win-win partnerships

YOUR LEARNING JOURNEY

Kellogg Executive Education brings cutting-edge marketing and strategy practice to business leaders in an interactive, collaborative online environment. In addition to video lectures, you'll learn from live webinars with Professor Sawhney and course leaders; real-life case studies and examples from industry giants like Microsoft, AT&T, Salesforce.com, and Facebook; and customized assignments and quizzes to reinforce the learning. Throughout the journey, you will receive one-on-one guidance and clarification from a dedicated facilitator.



PROGRAM MODULES

Over the course of eight weeks, you'll discover how product strategy is the foundation of business growth. You'll touch upon every stage of the product strategy lifecycle—learning strategies for growth from cradle to grave—and to think like a CEO of your product or service.

Module 1

Understanding Product Strategy

Learn why it's critical to have a product strategy, and how it may vary in different types of organizations.

- Managing products as a business
- Product strategy in startups
- Product strategy in professional services companies

Module 3

Discovery and Requirements Definition

Apply the discovery hypothesis framework, create user stories, and build a wireframe to outline an opportunity to deliver an urban mobility solution for school kids.

- Discovery as product and customer
- Creating the discovery hypothesis
- Minimum viable product (MVP) framework

Module 5

Agile Product Development

Learn the principles of agile development and use these principles to influence a team over whom you have no direct authority, such as an engineering team.

- Principles of agile development and scrum
- Transitioning to agile
- Managing remote teams
- Influence without authority

Module 2

Analyzing Product Opportunities

Evaluate new opportunities based on the 'jobs-to-be-done' framework.

- Defining the opportunity and hypothesis
- Analyze the 'jobs-to-be-done' approach
- Evaluating the opportunity

Module 4

Designing the Business Model

Learn which situations are appropriate for each type of business model and analyze the economics of a SaaS pricing model.

- Business model taxonomy
- Freemium, Marketplace, and SaaS models
- Choosing the right model and when to pivot

Module 6

Taking Products to Market

Learn how to define and understand your key audiences and choose the most appropriate route(s) to market.

- Understanding personas, positioning, and messaging
- Develop and execute the go-to-market plan
- Best practices for product launches

Module 7

Managing the Partner Ecosystem

Learn to define the elements of the 'whole offer' and how to design and manage partnerships effectively.

- Defining, evolving, and creating the 'whole offer'
- Diagnosing the capabilities gap
- Designing partnerships for different company sizes

Applied Learning Opportunity

Let's put these theories to work in practice. Throughout this program, you will work on several application exercises designed to give you hands-on experience working with these concepts. These exercises are largely based on Professor Sawhney's real-world consulting experience and are unique to this online program.

Module 8

Managing Product Evolution and Growth

Build on the strengths of your existing strategies and tactics to drive new growth. Learn about product evolution and the impact of decisions on your product line. Conduct a road-mapping exercise for an innovative new product in the medical supplies industry.

- Increasing share of wallet, share of market, and size of market
- Growth through partnerships
- Growth hacking strategies
- Making product decisions – adding, pricing and sunseting products

Build a Wireframe

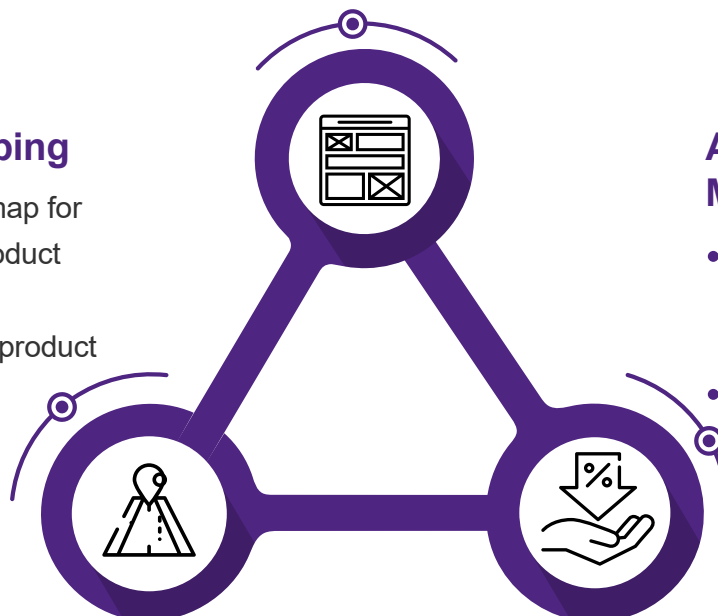
- App for transporting urban kids in autonomous school buses
- Based on a real case study with Bosch
- Use the user friendly tool Balsamiq

Product Roadmapping

- Build a strategy roadmap for a medical supplies product
- Translate the strategy roadmap into a Trello product roadmap

Analyze a SaaS Pricing Model

- Understand the unit economics of a SaaS company
- Build the revenue and profit analysis for subscription businesses



INDUSTRY EXAMPLES

Through real-world case studies and examples from multiple industries, you'll see how the theories are put into practice.

Apple

Innovative business models: Learn how Apple uses the 'Razor-Razorblade' business model to capitalize on the revenue from applications and services associated with its core product, the iPhone.

Microsoft

Defining product opportunities: Go beneath the surface to understand how the Surface Pro was developed, setting a new standard in the 2-in-1 laptop market.

Uber

Application of customer insight: Explore the 7 Sources for Customer Insights including analogies—looking at what works in other industries. Could Uber's 'on-demand' marketplace model be applied to other industries such as dermatology?

Cisco

The role of customer care in finding opportunities: Tapping into the voice of customers led to an entirely new business segment for Cisco with voice-over-IP solutions that their customers were asking for.

Other companies that are included as examples or as use cases in the program include:

- Adobe
- Airbnb
- Bosch
- IBM
- John Deere
- Reliance Jio
- Samsung

Note: All product and company names are trademarks or registered trademarks of their respective holders. Use of them does not imply any affiliation with or endorsement by them.



PROGRAM FACULTY

Mohanbir Sawhney

Associate Dean for Digital Innovation;
McCormick Foundation Chair of Technology;
Clinical Professor of Marketing;
Director of the Center for Research in Technology and Innovation

Professor Sawhney is a globally-recognized scholar, teacher, consultant, and speaker in business innovation, modern marketing, and enterprise analytics. He has written seven management books, as well as dozens of influential articles in leading academic journals and managerial publications. His most recent book, *The Sentient Enterprise: The Evolution of Business Decision Making*, was published in October 2017 and was on *The Wall Street Journal* bestseller list.

Professor Sawhney's research has been published in leading journals such as *California Management Review*, *Harvard Business Review*, *Journal of Interactive Marketing*, *Management Science*, *Marketing Science*, *MIT Sloan Management Review*, and *Journal of the Academy of Marketing Science*. He is a frequent contributor to publications such as *Fortune*, *Forbes*, and *Financial Times*.

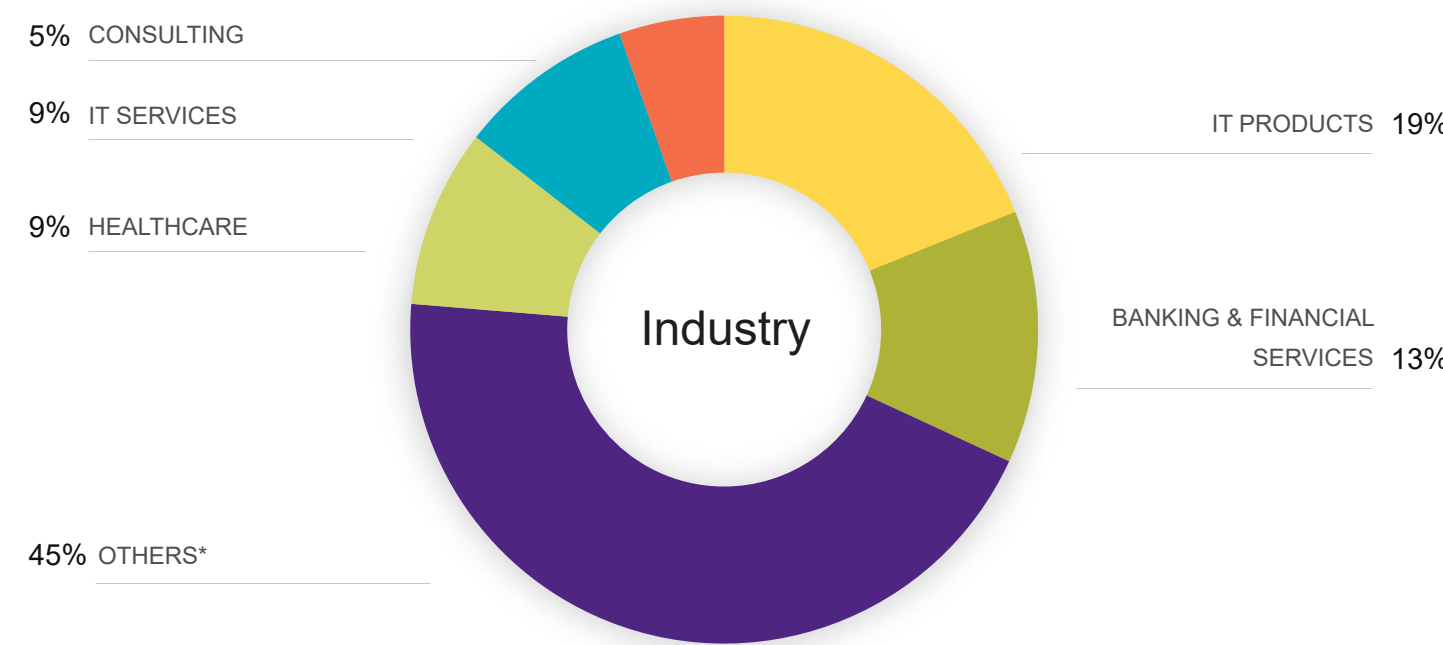
Professor Sawhney's speaking and consulting clients include Accenture, Adobe Systems, AT&T, Boeing, Cisco Systems, Dell, DuPont, Entergy, Ericsson, Fidelity Investments, GE, General Mills, Goldman Sachs, Honeywell, Intuit, Jenner & Block, Jones Lang LaSalle, Johnson & Johnson, Kellogg Company, McDonald's, Microsoft, Nissan Motor, Raytheon Missile Systems, Rockwell Automation, SAP, Sony, Teradata, and Textron Inc.

Professor Sawhney holds a Ph.D. in Marketing from the Wharton School of the University of Pennsylvania; an MBA from the Indian Institute of Management, Calcutta; and a Bachelor's degree in Electrical Engineering from the Indian Institute of Technology, New Delhi.

PARTICIPANT PROFILE

On your journey to learning product strategy, you'll be in good company. Past participants come from a wide range of industries, job functions, and management levels.

Participants by Industry



Others - includes Ecommerce, Education, Electronics / Hardware, Energy, Fast Moving Consumer Goods, Media, Real Estate, Retail, Telecommunications and more.*

Participants by Work Experience



Representative Companies

Participants include representatives from companies such as:

- Adobe
- Capgemini
- Ernst & Young
- Fiat Chrysler Automobiles
- General Electric Company
- Nielsen Holdings Plc
- Oracle Corporation
- PricewaterhouseCoopers
- Salesforce.com
- Siemens
- Tata Consultancy Services Ltd.
- Walmart eCommerce

Participant Titles Include:

- CEOs & Managing Directors
- Chief Marketing Officer
- Senior Director, Strategic Product Partners
- Director of Product Marketing
- Vice President - Product Management
- EVP Global Sales & Marketing
- AVP Product Strategy and Development
- Head of Product
- Global Product Manager
- Brand Manager
- Product Manager
- Digital Strategist



PARTICIPANT TESTIMONIALS

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“The vast experience of Prof Sawhney - his huge variety of examples truly brought the concepts to life!”

Darrell Vian, Group Head of Packaging

“The combination of video presentations and related weekly assignments were most valuable to me as I was able to extract and apply useful information as an exercise, but then also in professional practice.”

”

Kristine Gregorio, Director, Special Projects

“

“The expertise of the instructors, their interest in hearing from students and the level of engagement they provided was exceptional. This is the first online course I've taken and I really enjoyed the flow along with the course modules, assignments and real-world examples.”

Jill Hardy, Former Director Customer Innovation

“Sessions with Professor Sawhney were great to deepen our understanding in the content, and use cases covered in the entire module. I learnt some very new frameworks - JTBD, how to expand the market and get new non-users as well as exploring product opportunities in the over-served market. In general, this program has helped me to understand how to approach a product management and strategy role.”

”

Milind Patil, Business Manager - Collaboration Services

CERTIFICATE

Upon successful completion of the program, Kellogg Executive Education grants a verified digital certificate of completion to participants. This program is graded as pass or fail; participants must receive 80% to pass and obtain the certificate of completion.



After successful completion of the program, your verified digital certificate will be emailed to you in the name you used when registering for the program. All certificate images are for illustrative purposes only and may be subject to change at the discretion of Kellogg Executive Education.

Note: This online certificate program does not grant academic credit or a degree from Kellogg School of Management.

A photograph of a modern building with curved glass facades and wooden paneling, set against a clear blue sky. The building features multiple levels with balconies and a large, curved staircase in the foreground. The overall aesthetic is contemporary and architectural.

ABOUT EMERITUS

Kellogg Executive Education is collaborating with online education provider Emeritus to offer a portfolio of high-impact online programs. By working with Emeritus, we are able to broaden access beyond our on-campus offerings in a collaborative and engaging format that stays true to the quality of Kellogg.

Emeritus' approach to learning is based on a cohort-based design to maximize peer-to-peer sharing and includes live teaching with world-class faculty and hands-on project-based learning. In the last year, more than 100,000 students from over 80 countries have benefitted professionally from Emeritus' courses.

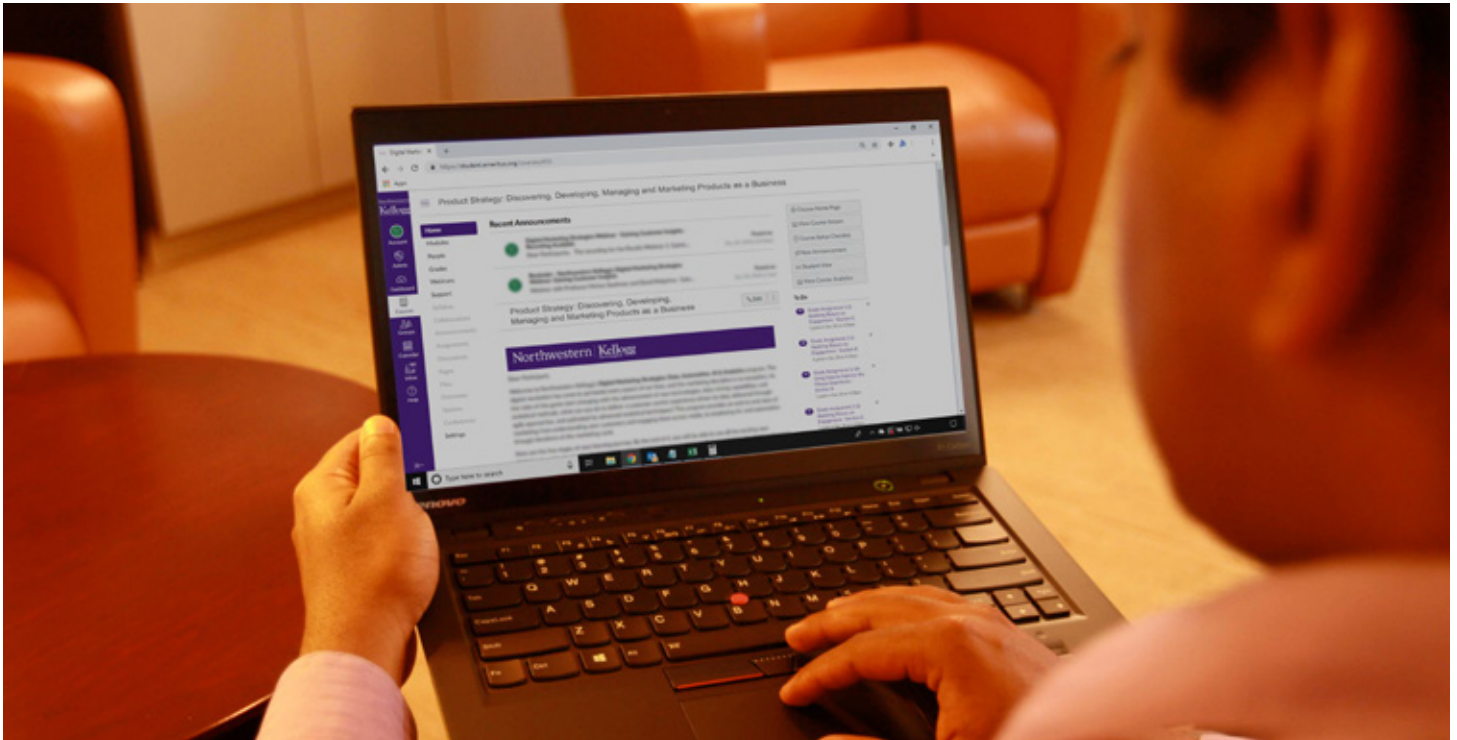
DURATION

2 months, online
4-6 hours/week

PROGRAM FEES

\$2,850

THE LEARNING EXPERIENCE



Our programs are designed to meet the needs of individual learning styles, while also leveraging the power of peer learning. This is achieved through a user-friendly learning platform that enables participants to easily navigate the program content to achieve learning objectives.

KEEPING IT REAL

Our pedagogical approach is designed to bring concepts to life, including:

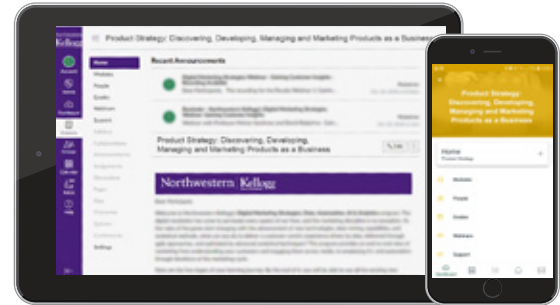
- Byte-sized learning techniques
- Real-world application
- Peer learning discussions
- Live, interactive teaching



KEEPING IT CONVENIENT

Access to program content is flexible and available through multiple devices, allowing working professionals to easily manage schedules and learn remotely—anytime, anywhere. Participants enrolled in the program obtain access to learning materials in a modular approach, with new content released weekly. Program modules include a variety of teaching instruments, such as:

- Video lectures
- Discussions
- Class materials: articles, cases
- Quizzes
- Surveys
- Assignments



To further personalize the program modules, live teaching sessions are scheduled during the program, often with Q&A. For participants who are unable to attend these sessions live, a recording is made available so nothing is missed. Our industry-leading learning platform allows participants to create a profile, connect and collaborate with peers, and interact with academic/industry experts such as program leaders and teaching assistants.

KEEPING IT INTERESTING

Our globally-connected classrooms enable participants to seamlessly interact with their peers to complete group assignments and stay on track toward program completion—having culturally enriching encounters along the way.

Program Requirements

To access our programs, participants will need the following:

- Valid email address
- Computing device connected to the internet: PC/laptop, tablet, or smartphone
- The latest version of their preferred browser to access our learning platform
- Microsoft Office and PDF viewer to access content such as documents, spreadsheets, presentations, PDF files, and transcripts

Other Requirements

Programs may necessitate the usage of various software, tools, and applications. Participants will be informed about these additional requirements at the registration stage or when the program begins. Our program advisors are also available to respond to any questions about these requirements.

Easily schedule a call with a program advisor to learn more

SCHEDULE A CALL

You can apply for the program here

APPLY

CONNECT WITH A PROGRAM ADVISOR

Email: learner.success@emeritus.org

Phone: US: +1 315 502 3308

UK: +44 128 291 1923

SG: +653 129 4131

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