



BITS Pilani

Pilani Campus

Product Strategy & Planning

Rahul Mohandas



Discussion Topics



- Introduction
- Business Strategy Vs Product Strategy
- Essence of Product Strategy
- Product Lifecycle

Corporate Adventures – 1996 – 2019



Sales transaction system handling over INR 30 Cr/ day



Brand scorecards monitoring brands with revenues of over EUR 25 Bn/ year



Travel systems handling over 1.2 Mn transactions/ month

Now A Solopreneur



Personal Background



Learning Facilitator

Product Management Leadership Development



MASTERS' UNION

Advisor



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You Are...



Motivation

- Career progression
- Gain respect of colleagues with your knowledge

- Age: 30–35 years
- Married with kid(s)
- Tier 1 / 2 city
- Working in IT service / product company

Goal

- Apply knowledge
- Certification
- Promotion

Everyday activities

- Working long hours during the week – evening calls
- Spend “time” with family
- Weekends – attend classes
- Weekdays – assignments/ mandatory reading

Frustrations

- No time for anything else
- Too much to do
- Hard to stay motivated

Tell Me More...



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My Learning Philosophy



- 1 Understand concept
- 2 Examples of application
- 3 Case Study application
- 4 Retrospective application
- 5 Real life application

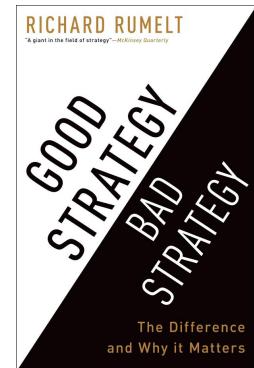
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Recommended Reading

A Founder's Guide to Gaining Competitive Advantage with a Strategy That *Actually* Works
"A giant in the field of strategy"—McKinsey Quarterly

No Bullsh*t Strategy

Writer of Acclaimed Newsletter *The Hidden Path*
ALEX M H SMITH



[Amazon Link](#)

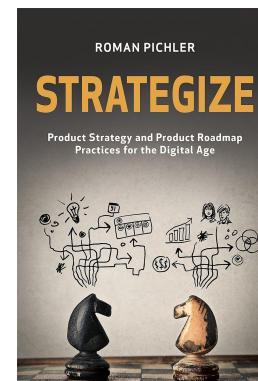
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Regular Reading

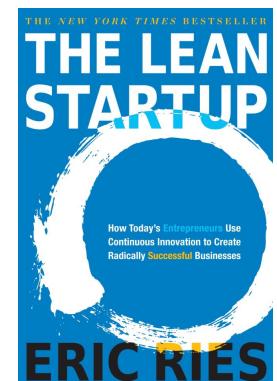


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Additional Reading



[Amazon Link](#)



[Amazon Link](#)

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Class Structure



Slides

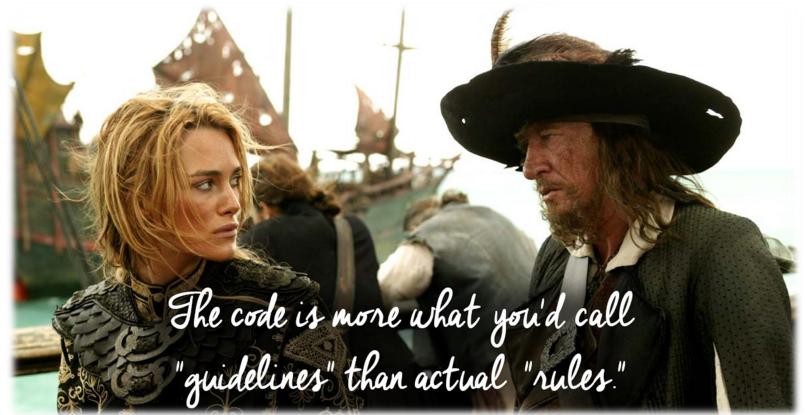


Class Discussion



Discussion Forum

A Word Of Caution



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Why Do You Need A Vision Or Strategy?



- Thoughts???

Vision



Definition:

- The vision is a concise and inspirational statement that articulates the desired long-term future state or purpose of an organization. It answers the question, "What do we aspire to achieve?"

Purpose:

- The vision provides a broad and overarching sense of direction. It is a guiding beacon that inspires and aligns the efforts of the entire organization toward a common goal.

Source: Chat GPT

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What Is The Vision Of

Google

OpenAI



Vision Evolves Over Time



Twitter
Social media website



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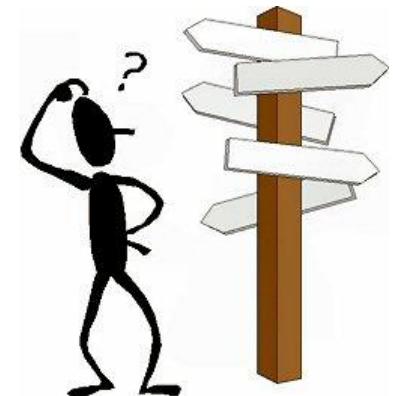
What Is The Vision Of



Vision Paralysis



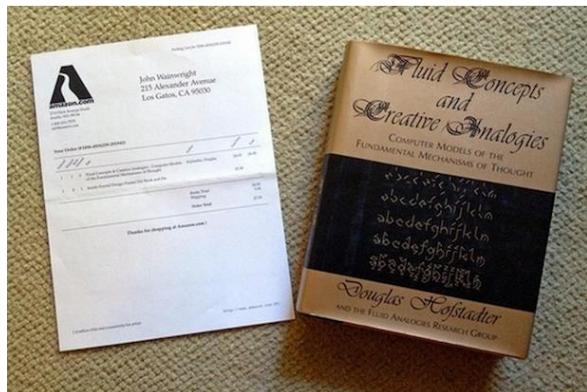
"To be Earth's most customer-centric company,
where customers can find and discover anything
they might want to buy online, and endeavors to
offer its customers the lowest possible prices."



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Amazon's 1st Customer Order



Read more: [Article from The Atlantic](#)

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Essence of Strategy



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Goals

Definition:

- Goals are specific, measurable, and time-bound objectives that an organization aims to achieve. They represent key milestones or targets that contribute to the fulfillment of the vision.

Purpose:

- Goals break down the vision into actionable and manageable steps. They provide a roadmap for progress, allowing organizations to track their achievements and measure success.

Source: Chat GPT

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Strategy



Definition:

- Strategy is the overarching plan or approach devised to achieve the goals and, ultimately, realize the vision. It involves making choices on how to allocate resources, compete in the market, and address challenges.

Purpose:

- Strategy outlines the methods and tactics an organization will employ to reach its goals. It involves decision-making about where to focus efforts, how to differentiate from competitors, and how to adapt to a dynamic environment.

Source: Chat GPT

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What is Opportunity?



Opportunity



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A time or set of circumstances
that makes it possible
to do something

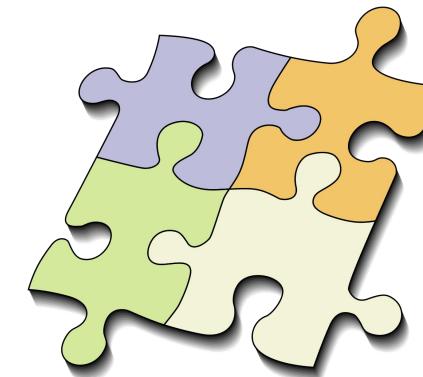
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Philip Kotler's CCDVTP Framework



Create
Communicate Value Target Profit
Deliver

Business Vs Product Strategy

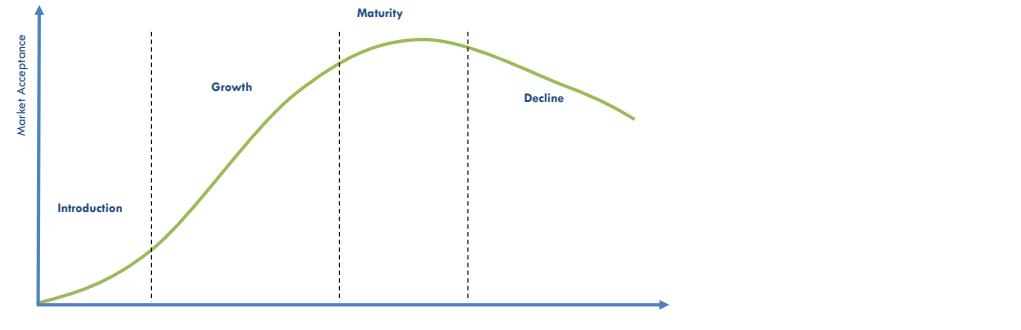


Create, Communicate & Deliver Value to the Target Market at a Profit

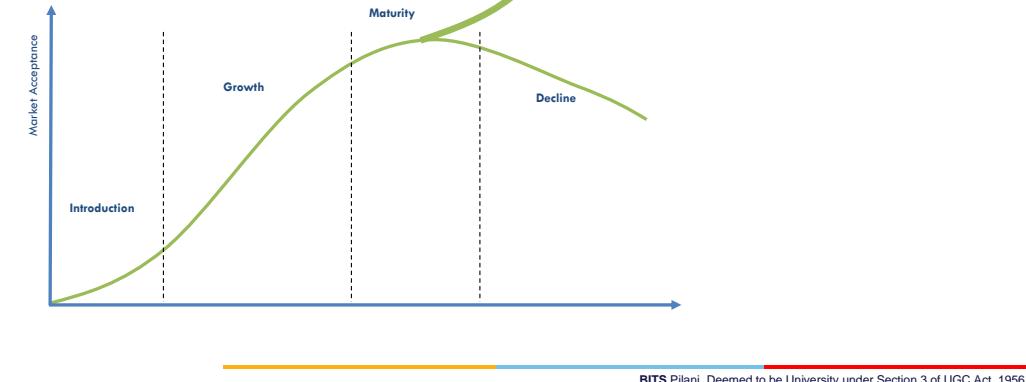
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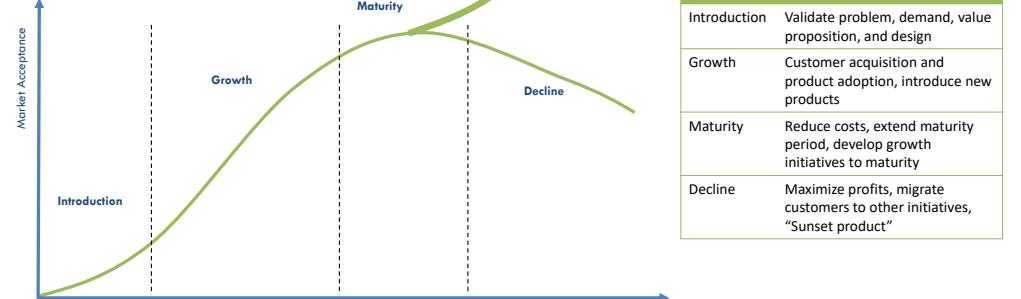
Product Life Cycle



Delay The Inevitable



Focus Areas



See More: <https://www.raahulmd.com/post/product-lifecycle-a-practitioners-perspective>

Strategy – Distills To Themes



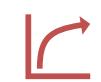
Based on Goals



Strengths



Opportunities



Product Lifecycle



Example

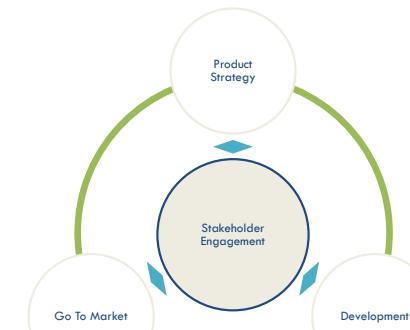
Corporate Travel
Booking Tool
Used By
Large Corporations



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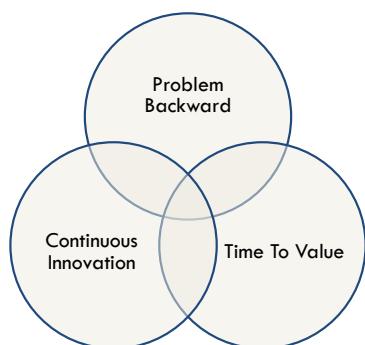


A Product Management Framework



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Product Mindset



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Juniper soars 21% on reports Hewlett Packard Enterprise close to \$13-billion deal

Reuters - Last Updated: Jan 09, 2024, 10:12:00 PM IST

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Synopsis
HPE, grappling with sluggish demand in its traditional server business, is looking to tap into Juniper's offerings such as network security and AI-enabled enterprise networking operations (AIOps).



Juniper Networks' shares climbed nearly 21% on Tuesday after reports **Hewlett Packard Enterprise** was nearing a \$13 billion deal for the networking gear maker to capitalize on the boom in artificial intelligence.

A deal could be announced as early as this week, a person familiar with the matter told Reuters on Monday.

HPE, grappling with sluggish demand in its traditional server business, is looking to tap into Juniper's offerings such as network security and AI-enabled enterprise networking operations (AIOps).

Revenue from Mist AI, Juniper's cloud-based AI platform that helps enterprises streamline operations across wireless and wired networks, has nearly doubled over the "last couple of quarters", CEO Rami Rahim said in December.

Read more: [Link to Economic Times Article](#)

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Next Week

- Your Take On Week 1
- Product As A Value Exchange
- Product As An Investment
- Costs – Fixed Vs Variable

Feedback Please



Or Click here: <https://forms.office.com/r/UqYd8qSFE8>

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Questions



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S2-24_SEZG508 Product Strategy & Planning Lecture No. 2 – Sunday, 2 Feb 2025 Rahul Mohandas

Discussion Topics – The Money Problem

- Discussion on Week 1
- Product As An Investment
- Product As A Value Exchange
- Understanding Costs

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Discussion On Week 1



Essence Of Strategy



Product Lifecycle



CCDVTB

Why Do Companies Shut Down?



Philip Kotler's CCDVTP Framework



Create
Communicate Value Target Profit
Deliver

Let's Play A Game



Create, Communicate & Deliver Value to the Target Market at a Profit

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Evaluating Investments



Space Travel

Coffee Shop

Evaluating Investments



Coffee Shop

Bank Account

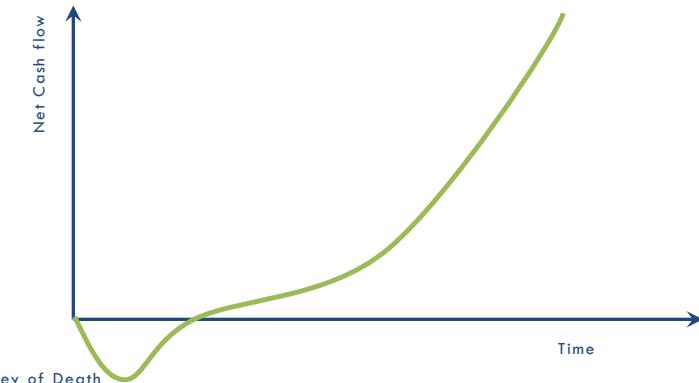
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Investing In Products



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What else would you consider while investing?



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Key Money Considerations



How do we make money today?

Can we make money faster?

What about tomorrow?

Philip Kotler's CCDVTP Framework



Create

Communicate

Value

Target

Profit

Deliver

Create, Communicate & Deliver Value to the Target Market at a Profit

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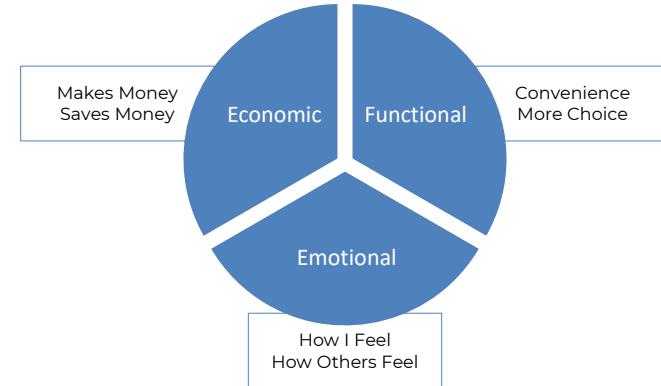
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Product As A Value Exchange

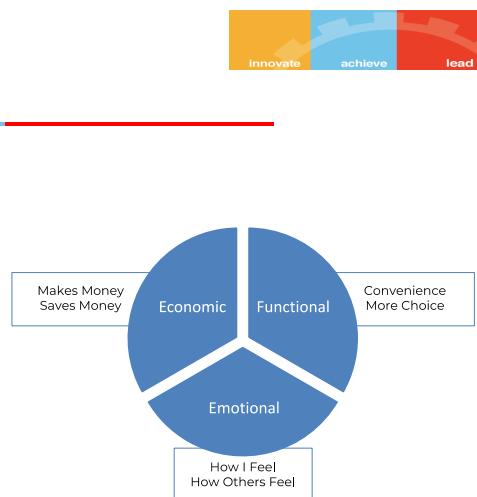
What is Value?



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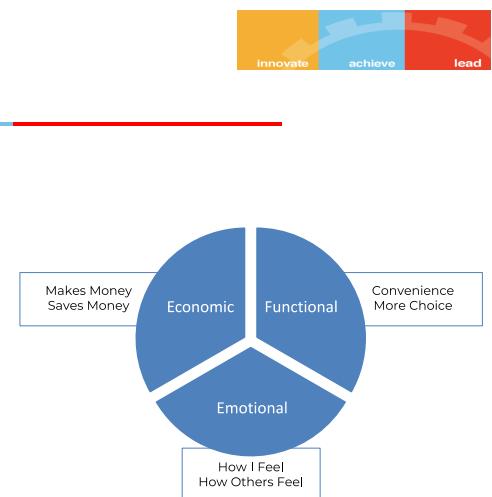
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Value Elements



Value Elements

Software solution
that automates
compliance
reporting for banks



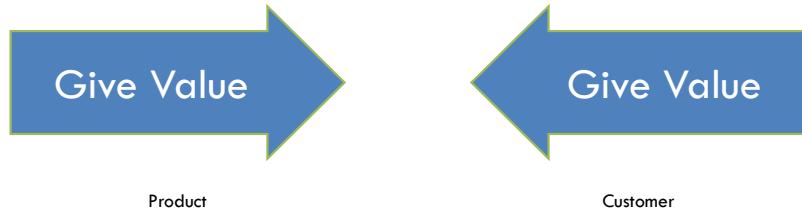
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Value Exchange



Understanding Costs (Investments)

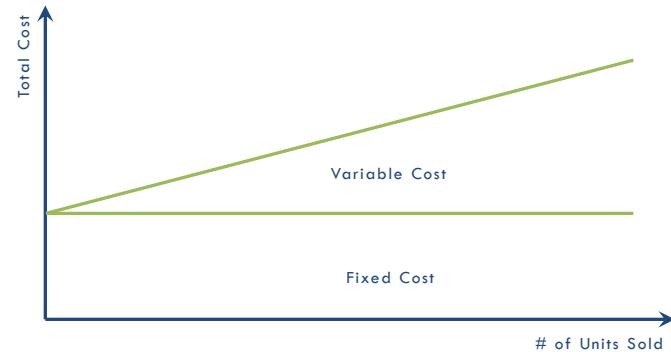
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What Are Typical Costs?



Fixed Vs Variable



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The Zappos MVP



<https://www.rahulmd.com/post/an-mvp-before-the-days-of-mvp-the-zappos-story>

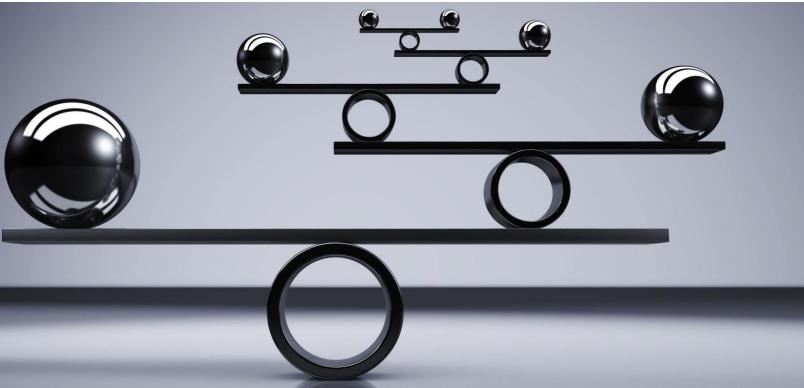
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Asset Light Model



Fixed Vs Variable



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Philip Kotler's CCDVTP Framework



Create

Communicate

Value

Target

Profit

Deliver

Create, Communicate & Deliver Value to the Target Market at a Profit

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Next Week

- Discussion – What is the value your product is delivering?
- Porter's Generic Strategies
- Porter's 5 Force analysis
- PESTLE Analysis
- Value Network

Questions



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Lecture No. 3 – Sunday, 9 Feb 2025
Rahul Mohandas**



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Discussion Topics

- Discussion – What is the value your product is delivering?

Industry Analysis Frameworks

- Porter's Generic Strategies
- PESTLE Analysis
- Porter's 5 Force analysis

Discussion On Week 2



Value Exchange

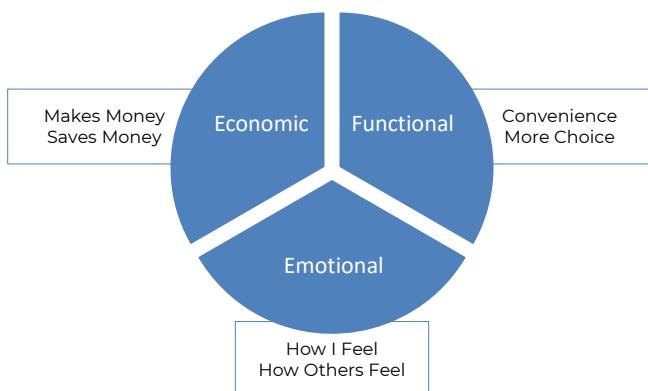


Product as an investment



Costs

What is Value?



Why Do You Need A Strategy?





Porter's Generic Strategies

3 Generic Strategies

Cost Leadership
Differentiation
Focus

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Cost Leadership



Objective: To be the lowest cost producer in the industry



Benefits: low cost can improve margins or help offer lower prices

Differentiation



Objective – To offer a unique product or service



Benefits – Makes it hard to copy

Focus



Objective – Focus on a specific niche segment



Benefits – Meet the unique needs better than anyone else

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PESTLE?



Political



Economic



Social



Technological



Legal



Environmental

Political



What is the country's political situation, and
how can it affect the industry?



Geopolitics



Political divides



Policies

Read more: <http://pestleanalysis.com/>

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Economic



What are the prevalent economic factors?



Economic Growth



Inflation



Interest Rates



Disposable Income

Social



What are the social trends and its impact?



Cultural Trends



Demographics

Read : [Link to Economic Times](#)

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Technological



What are emerging technology trends and how can it affect the market?



Innovation



Awareness

Legal



What is the legal structure and is it likely to change?



Labor



Safety



Privacy



Tax

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Environmental



What are the environmental concerns for the industry?



Sustainability



Carbon Footprint

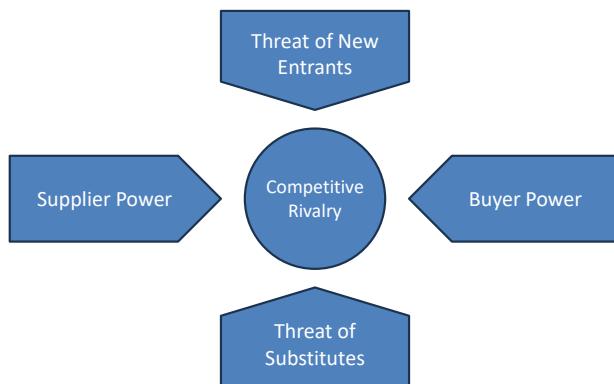
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Porters 5 Force Analysis

Porters 5 Force Model



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Competitive Rivalry

- # of competitors
- Industry trends
- Quality differences
- Switching costs
- Loyalty
- Exit barrier
- ...



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Supplier Power



- # of suppliers
- Size of suppliers
- Uniqueness of supplier product
- Ability to substitute suppliers product
- ...



Buyer Power



- # of buyers
- Size of buyer
- Size of orders
- Are they organized
- Price sensitivity
- Switching cost
- Ability to substitute
- Information available
- ...



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Threat of Substitutes



- # of substitutes
- Relative price performance of substitutes
- Perceived level of differences
- Switching costs
- ...



Threat of New Entrants



- Entry barrier
- Brand loyalty
- Capital requirements
- Policies
- Capabilities required – People/ Distribution/ Experience
- Access to suppliers and distribution channels
- Switching costs
- ...



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Let's Try...



- Netflix Content Strategy -> Original & Exclusive
- Do a 5 force analysis for Netflix to identify the forces and opportunities



Over to the Miro board

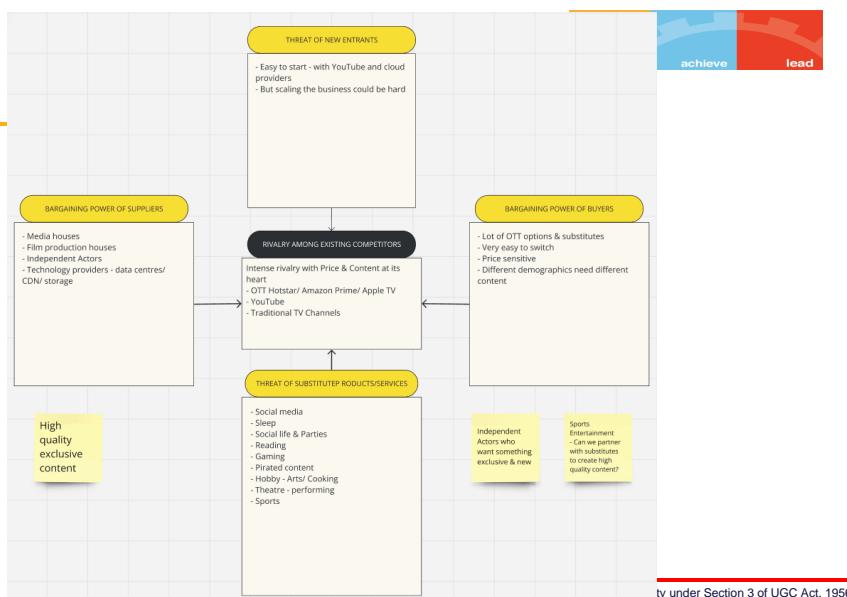


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Next Week



- Your Take On Week 3 + Discussion on NetFlix shows where they partnered with substitutes
- Category definition
- Competitive benchmarking
- Value flow
- Co-opetition
- Scenario planning

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Questions



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The image shows the iconic yellow clock tower of BITS Pilani against a clear blue sky. Below the tower, the university's logo and name are displayed. The slide title "Product Strategy & Planning" is centered in white text, and the author's name "Rahul Mohandas" is in smaller white text to the right.

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Product Strategy & Planning

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Lecture No. 4 – Sunday, 16 Feb 2025
Rahul Mohandas

Discussion Topics

- Your Take On Week 3 – 5 Force Analysis for NetFlix + Paytm

Week 4

- Product Category
- Competitive benchmarking & Co-opetition
- Value flow & Scenario planning

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Discussion On Week 2



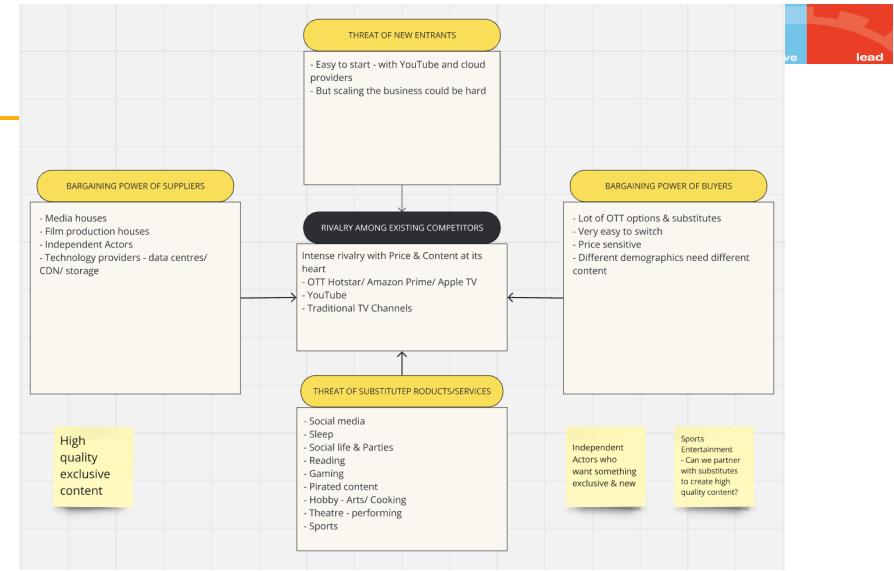
Generic Strategies



PESTLE



Porters 5 Force Analysis



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Thirsty?



What are the top 3 things that come to mind?

Product Categories

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Personal Data Storage



What comes to mind?

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Personal Storage Evolution



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Personal Storage Evolution



What are the Dimensions along which
the Industry has evolved



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Dimension for E-Commerce?

<>



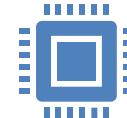
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What About Laptops?



Laptops



Processing Power



Storage



Weight



Screen Size

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Latent Dimensions



Category Evolution



Standard Category Dimensions



Latent Dimensions

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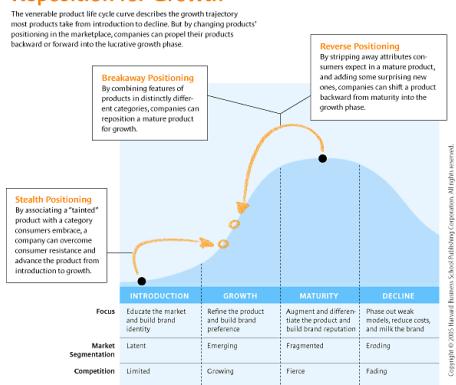
Use technology to innovate and improve on
standard/ latent dimensions

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Disruptive Positioning



Reposition for Growth



Read More: <https://hbr.org/2005/05/break-free-from-the-product-life-cycle>

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Category Disruption



Reverse Positioning



Breakaway Positioning

Read More: <https://hbr.org/2005/05/break-free-from-the-product-life-cycle>

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Reverse Positioning



- Strip away
- Just retain the core



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Breakaway Positioning



- Add a few ingredients
- Make a new category



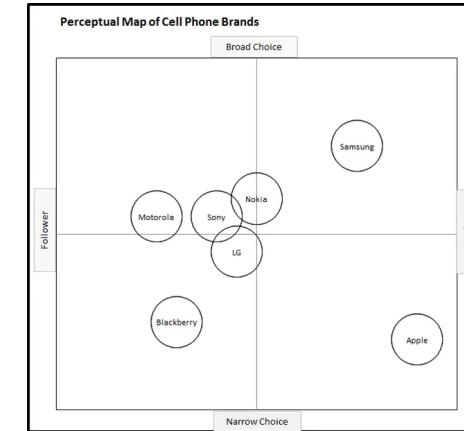
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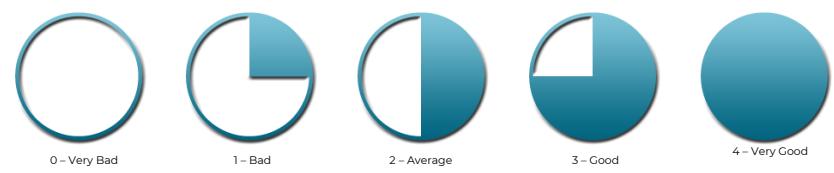
Competitive Benchmarking & Co-opetition

Perceptual Maps



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Harvey Ball Font



Gartner Magic Quadrant



Read more: <https://www.gartner.co.uk/en/methodologies/magic-quadrants-research>

	Factor 1	Factor 2	Factor 3	Factor 4
Product 1				
Product 2				

Heatmap



	Innovation	Desirability	Selection	Price
Brand 1	5	5	2	2
Brand 2	4	3	4	5
Brand 3	2	3	3	4
Brand 4	2	2	4	3

Win At Any Cost?



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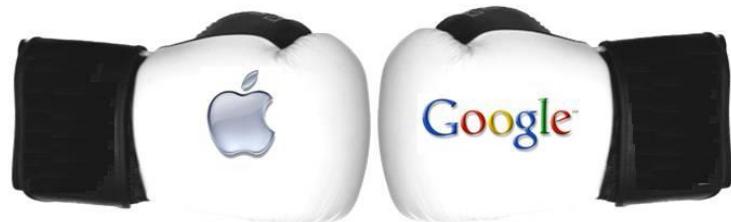
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Example – Toyota Vs Maruti



Co-Opetition – Co-Operation + Competition



Which is the default search engine on Safari?

Read More: [Economic Times - These Cars Arent Really Toyotas Own But Account For 50% Of Its India Sales](https://www.economictimes.com/industry/automotive/these-cars-arent-really-toyotas-own-but-account-for-50-of-its-india-sales)

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Read More - <https://www.rahulmd.com/post/minimum-viable-product-a-non-linear-approach>

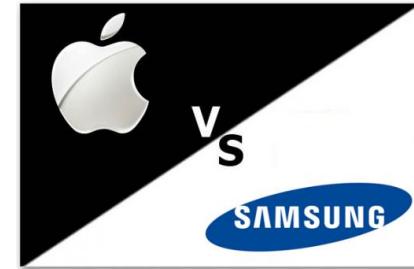
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Who Supplies Screens For iPhone 15?



Who Supplies Screens For iPhone 15?



Read More: <https://9to5mac.com/2023/09/12/iphone-15-displays-samsung/>

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Value Flow & Scenario Planning

E-Commerce



- Manufacturer
- Distributor
- Seller
- Technology
- Payment Gateway
- Logistics (Returns?)
- Buyer

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Flow – Goods/ Money/ Information

Goods Flow



Money Flow



Information Flow



Note: This is an oversimplified flow to explain the concept

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Caution!!!

If someone is making less money after you bring out your product, what value are they getting in return?

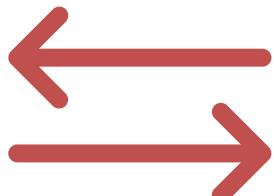
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When You Take An Action...

... How will other players in the ecosystem, including competitors, react?

- What do they stand to lose/ gain today?
- What is the implication of this loss/ gain on tomorrow?
- How critical is the loss/ gain?
- ...



Next Week

- Your Take On Week 4
- Capabilities
- Core competencies
- SWOT Analysis
- Strategic partnerships/ outsourcing
- Sustainable competitive advantage

Questions



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A photograph of a yellow clock tower with a red and white decorative top, set against a clear blue sky. The tower is part of the BITS Pilani campus.

Product Strategy & Planning

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Lecture No. 5 – Wednesday, 19 Feb 2025
Rahul Mohandas

Discussion Topics

- Your Take On Week 4



Discussion On Week 4



Category Management



Competitor benchmarking

Category Disruption



Reverse Positioning



Breakaway Positioning

Read More: <https://hbr.org/2005/05/break-free-from-the-product-life-cycle>

What we have covered so far...



We talked about:

- Product Lifecycle & Understanding of Value
- Looking at product development as an investment
- What's happening in the industry – 5 force analysis/ PESTLE/ Generic strategies
- What's happening in the Category – Dimensions, Competition & Co-opetition

Discussion Topics



Week 5 - Organisational capability

- Capabilities
- Core competencies
- SWOT Analysis
- Strategic partnerships/ outsourcing
- Sustainable competitive advantage



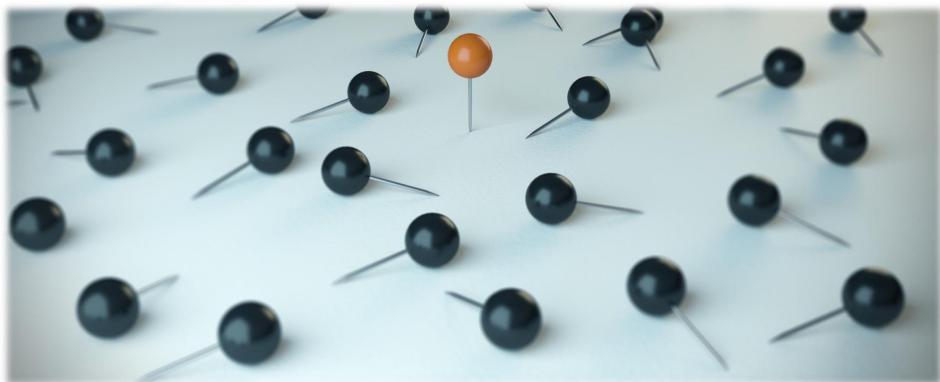
Capabilities

What Capabilities...

... does a Product Team need to succeed?

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Which Is The Most Important Function?



What Challenges...

... Would AWS have faced while starting out?



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Core Competencies

Let's Analyze Reliance Industries

Source of Advantage
Hard to Imitate
Applicable to multiple markets

1. Ability to execute LARGE projects – petrochemicals/ jio
2. Ability to raise capital
3. Ability to influence policy

What Are Core Competencies?



Source of
Advantage



Hard to Imitate



Applicable to
Multiple Markets

Read more: <https://www.intemarketing.org/marketing-information/marketing-basics/core-competencies-hamel-and-prahalad.pdf>
http://elearn.ac/wp-content/uploads/2017/07/The-Core-Competencies-of-the-Corporation_HBR_PRAHALAD-AND-HAMEL.pdf

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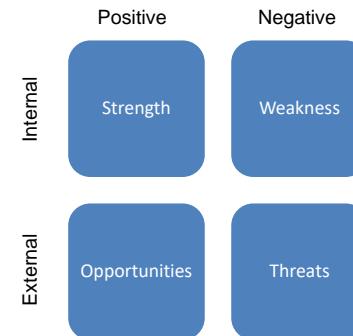
Things To Keep In Mind

- Startups may not have any core competencies as an organization
 - The founders would have their own core competencies
- The organization needs to identify and develop core competencies over time
- Often, it's a combination of core competencies which provide an advantage



SWOT Analysis

SWOT Analysis Framework

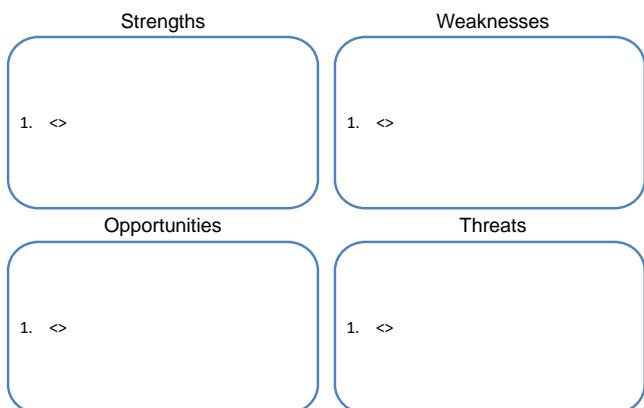


Read more: <https://www.forbes.com/advisor/business/what-is-swot-analysis/>

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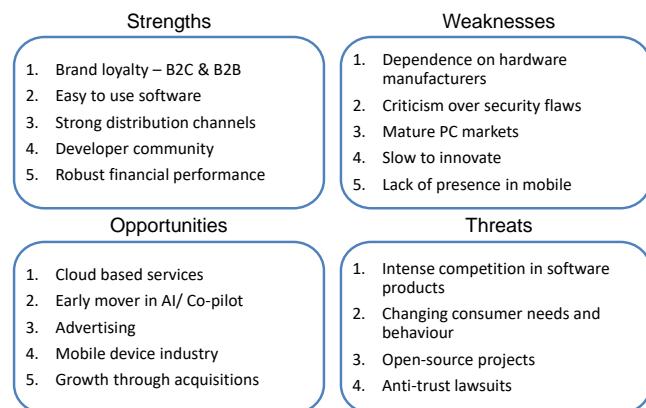
Microsoft SWOT



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Microsoft SWOT



Inspired by - <https://strategicmanagementinsight.com/swot-analyses/microsoft-swot-analysis/>

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What will you do with a SWOT Analysis?



Leverage **Strengths**
make the most of **Opportunities**,
while addressing relevant **Weaknesses**
ensuring you don't trip up on **Threats**

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Strategic Partnerships Vs Outsourcing

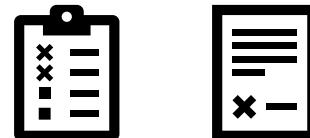
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What Is Outsourcing?

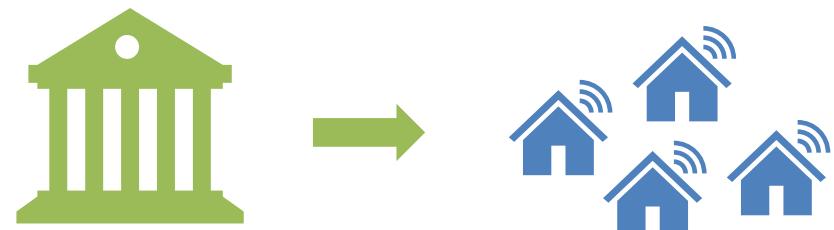


Certain business
functions, processes,
tasks, or services

Contracted to External
Providers



E-Surveillance Company



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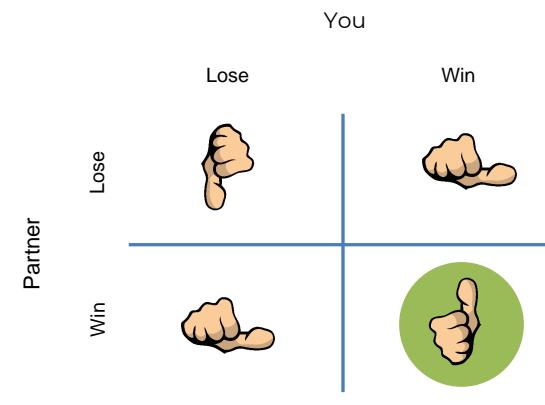
Potential GTM Partner?



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Key To Successful Partnerships



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Build Vs Partner



- \$ Cost
- ⌚ Time to Market
- 📚 Access to Expertise
- ⚠ Risk management
- 🤝 Vendor Partner relationships
- ✓ Strategic Alignment
-

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Sustainable Competitive Advantage

Paytm Soundbox Was An Innovation



BUT!!!



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Sustainable Advantage



Focus on Customer Value



Increase Switching Cost



Focus on Core Competencies



Lead with Continuous Innovation



Increase Barriers to Entry



Protect IP



...

Next Week



• Your Take On Week 5

Week 6 – General Considerations

- Limiting factors
- Multipliers
- Inflection points
- Bias
- Impact of luck

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Questions



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Product Strategy & Planning

Rahul Mohandas


BITS Pilani
Pilani Campus



S2-24_SEZG508 Product Strategy & Planning
Lecture No. 6 – Sunday, 23 Feb 2025
Rahul Mohandas

Discussion Topics

- Your Take On Week 5

Week 6 – General Considerations

- Limiting factors
- Multipliers
- Inflection points
- Bias
- Luck





Key Takeaways – Week 5

What Are Core Competencies?



Source of
Advantage



Hard to Imitate



Applicable to
Multiple Markets

Read more: <https://www.intemarketing.org/marketing-information/marketing-basics/core-competencies-hamel-and-prahalad.pdf>
http://elearn.ac/wp-content/uploads/2017/07/The-Core-Competencies-of-the-Corporation_HBR_PRAHALAD-AND-HAMEL.pdf

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Limiting Factors

People & Resources



Knowledge/ Capability



Financial resources



Technology

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Market Perception



Track Record

Presence

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Example



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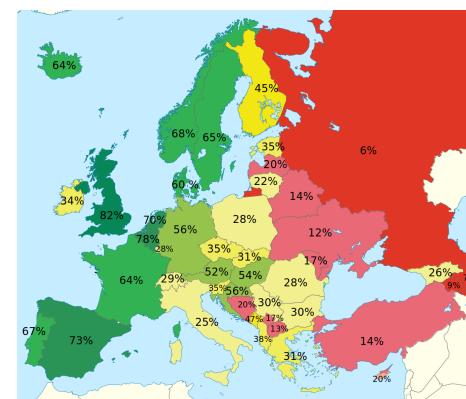
Example



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Targeting – European Enterprise Market



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PESTLE



- Political
- Economic
- Social
- Technological
- Legal
- Environmental

Example



Organizational



Culture



Structure

Example



Example



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Bottomline?



Honest Assessment
of
“What can hold you back?”



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Multipliers



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Essence of Multipliers



$$1+1 > 2$$

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Typical Multipliers



Scale & Efficiency



Platform

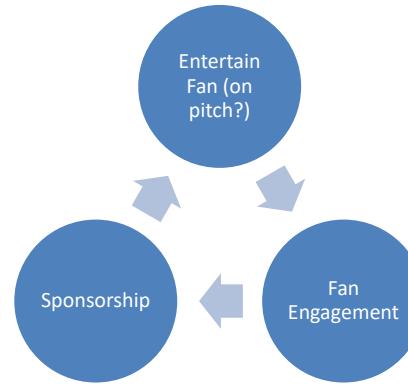


Ecosystem



Customer acquisition & Retention

Sports League

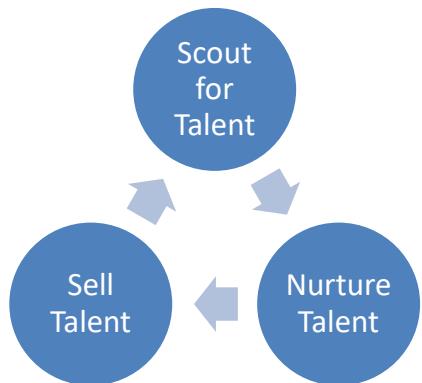


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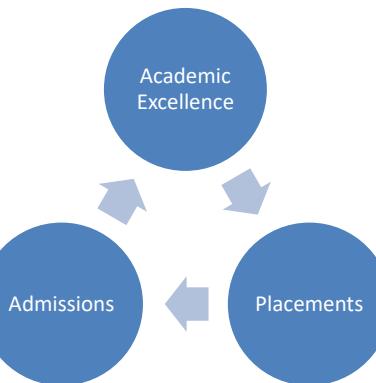
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Borussia Dortmund



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Academic Institution



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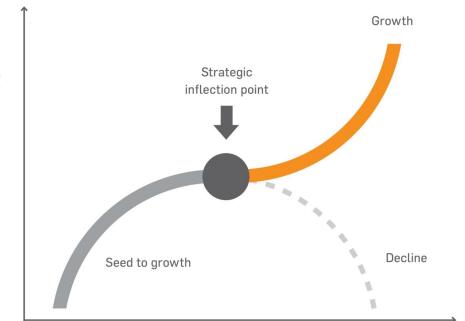


Inflection Points

Inflection Point

An event(s) that results in a significant change in the progress of a company, industry, sector, economy, or geopolitical situation.

A turning point - either positive or negative results.



Read more: <https://www.investopedia.com/terms/i/inflectionpoint.asp>

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Drivers

Technology disruption

Market shifts

Economic trends

Regulatory change

... ...

Examples



June 2007



Sept 2008

Your thoughts



What were the key factors coming together for an inflection point for Netflix?



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Bias

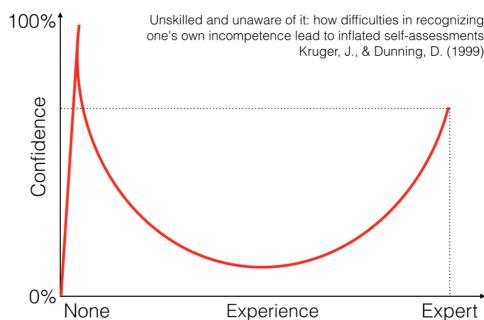
Overconfidence Bias



Being overly optimistic about how right they are.

Dunning-Kruger Effect

Unskilled and unaware of it: how difficulties in recognizing one's own incompetence lead to inflated self-assessments
Kruger, J., & Dunning, D. (1999)



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Confirmation Bias



Tendency to seek, interpret, & recall information that confirm existing beliefs.



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Sunk Cost Bias

Increased commitment to a previous decision despite negative information.

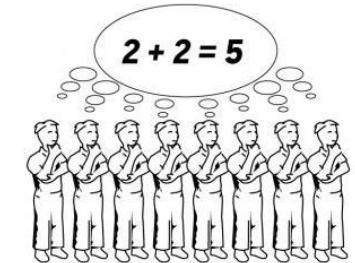


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GroupThink

When a group of people makes irrational or non-optimal decisions due to the pressure to conform.



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Other Biases

Availability Bias

Self serving Bias

Representative Bias

...

Read more:

<https://courses.lumenlearning.com/wm-organizationalbehavior/chapter/biases-in-decision-making>

<https://www.masterclass.com/articles/how-to-identify-bias>



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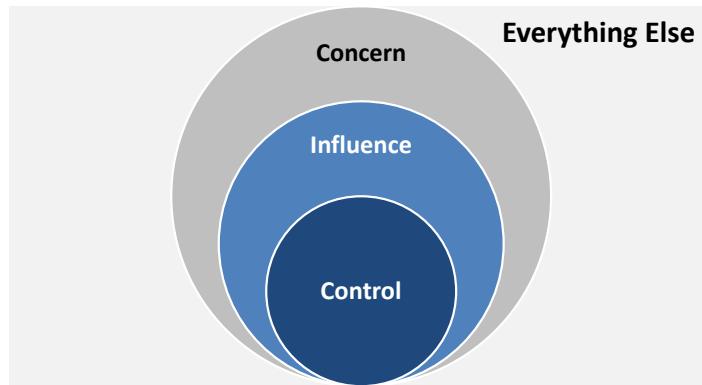


Impact of Luck



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Control/ Influence/ Concern/



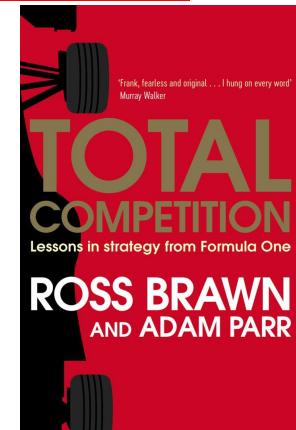
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Luck Is When ...

...

Preparation
meets
Opportunity



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Luck Surface Area



Extent to which an individual or organization
exposes themselves to opportunities for
serendipity, chance encounters, and fortunate outcomes

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Increase LSA



Networks &
Relationships



Knowledge &
Skill



Curiosity &
Exploration



Persistence &
Resilience



Embrace
serendipity

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Next Week

- Your Take On Week 6

Week 7 – Product Portfolio

- Product lifecycle - revisit
- Ansoff's matrix
- Backward/ Forward integration
- BCG matrix
- Product sunsets

Questions



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Product Strategy & Planning

Rahul Mohandas



**S2-24_SEZG508 Product Strategy & Planning
Lecture No. 7 – Sunday, 2 March 2025
Rahul Mohandas**



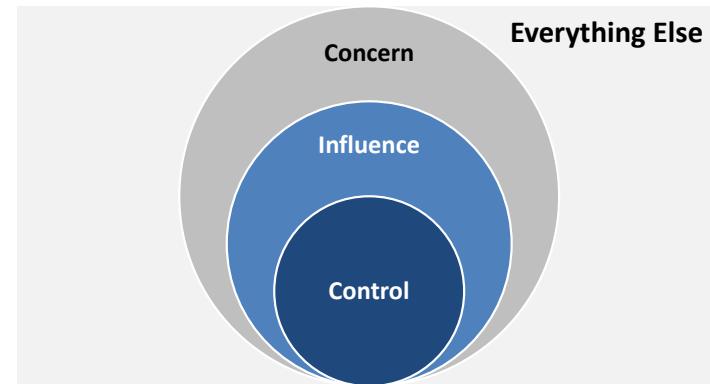
Discussion Topics

Your Take On Week 6

Week 7 – Product Portfolio

- Product lifecycle - revisit
- Ansoff's matrix
- Backward/ Forward integration
- BCG matrix
- Product sunsets

Control/ Influence/ Concern/



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Factors to Increase LSA



Networks &
Relationships



Knowledge &
Skill



Curiosity &
Exploration



Persistence &
Resilience



Embrace
serendipity



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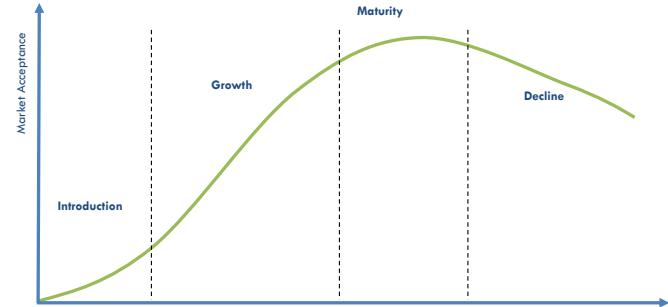


Product Lifecycle - Revisit

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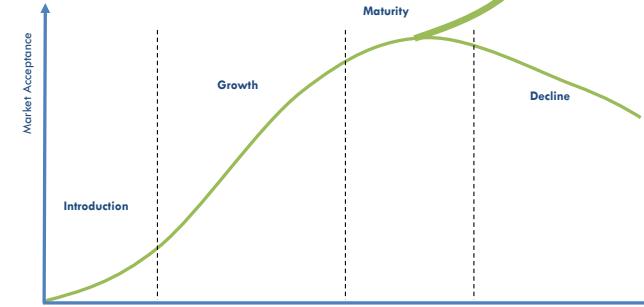
Product Life Cycle



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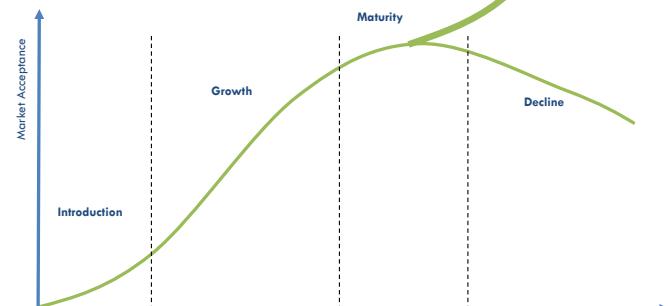
Delay The Inevitable



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Focus Areas



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3 Dimensions of Growth

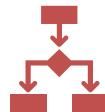
Phase	Key Focus
Introduction	Validate problem, demand, value proposition, and design
Growth	Customer acquisition and product adoption, introduce new products
Maturity	Reduce costs, extend maturity period, develop growth initiatives to maturity
Decline	Maximize profits, migrate customers to other initiatives, "Sunset product"



Rate



Direction



Method

Listen more: <https://podcasts.apple.com/in/podcast/hbr-on-strategy/id1683845677?i=1000696229388>
<https://hbr.org/webinar/2024/02/how-your-company-can-sustain-profitable-growth>

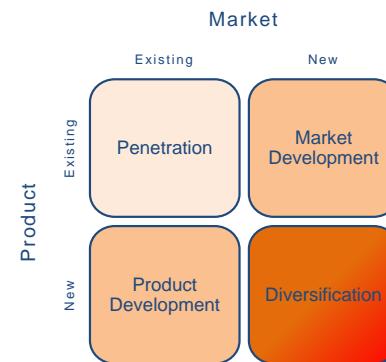
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Ansoff's Matrix

Ansoff's Matrix – Growth

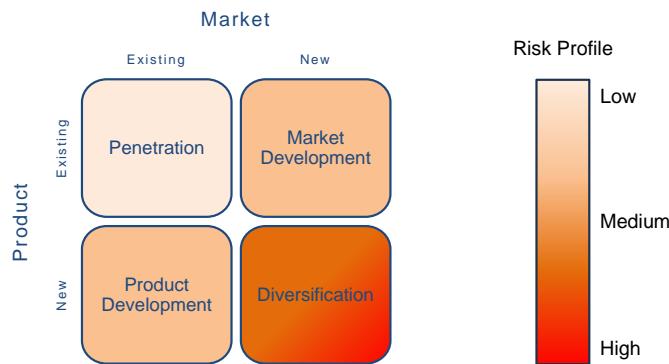


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Ansoff's Matrix – Risk Profile

Market Penetration



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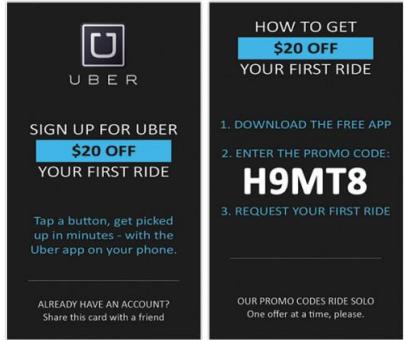
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Example



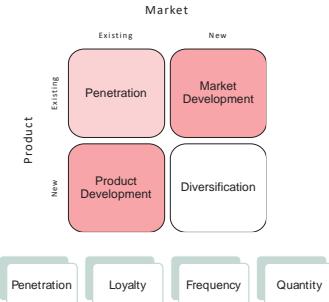
HOW TO GET \$20 OFF YOUR FIRST RIDE

1. DOWNLOAD THE FREE APP
2. ENTER THE PROMO CODE: **H9MT8**
3. REQUEST YOUR FIRST RIDE

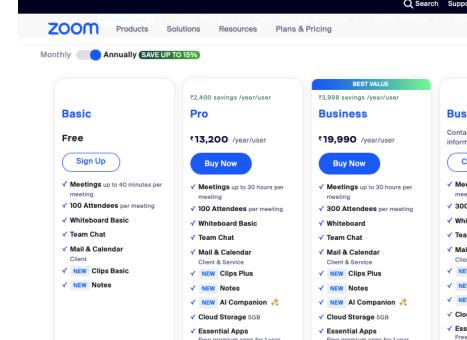
Tap a button, get picked up in minutes - with the Uber app on your phone.

ALREADY HAVE AN ACCOUNT? Share this card with a friend.

OUR PROMO CODES RIDE SOLO One offer at a time, please.



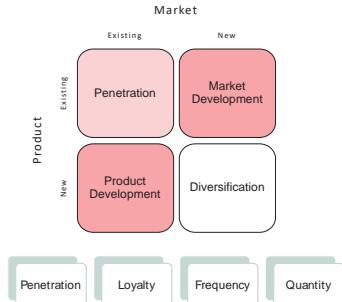
Example



ZOOM Products Solutions Resources Plans & Pricing

Monthly Annually **SAVE UP TO 15%**

Basic	Pro	Business	Business
Free	\$13,200 /year/user	\$19,990 /year/user	\$19,990 /year/user
Sign Up	Buy Now	Buy Now	Buy Now
✓ Meetings up to 40 minutes per meeting	✓ Meetings up to 30 hours per meeting	✓ Meetings up to 30 hours per meeting	✓ Meetings up to 30 hours per meeting
✓ 100 Attendees per meeting	✓ 300 Attendees per meeting	✓ 300 Attendees per meeting	✓ 300 Attendees per meeting
✓ Whiteboard Basic	✓ Whiteboard Basic	✓ Whiteboard Basic	✓ Whiteboard Basic
✓ Team Chat	✓ Team Chat	✓ Team Chat	✓ Team Chat
✓ Mail & Calendar Client	✓ Mail & Calendar Client	✓ Mail & Calendar Client	✓ Mail & Calendar Client
✓ NEW Clips Basic	✓ NEW Clips Plus	✓ NEW Clips Plus	✓ NEW Clips Plus
✓ NEW Notes	✓ NEW Notes	✓ NEW Notes	✓ NEW Notes
✓ NEW AI Companion	✓ NEW AI Companion	✓ NEW AI Companion	✓ NEW AI Companion
✓ Cloud Storage 5GB	✓ Cloud Storage 50GB	✓ Cloud Storage 50GB	✓ Cloud Storage 50GB
✓ Essential Apps	✓ Essential Apps	✓ Essential Apps	✓ Essential Apps
Free premium apps for 1 year	Free premium apps for 1 year	Free premium apps for 1 year	Free premium apps for 1 year



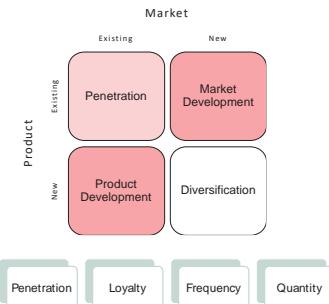
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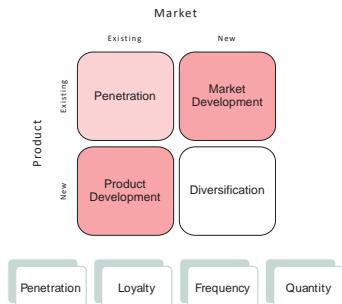
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Example



Example



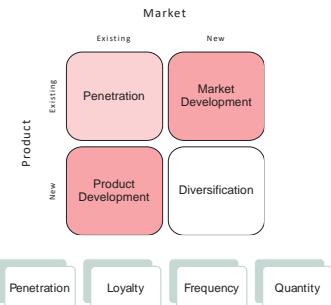
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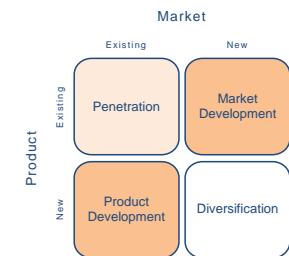
Example



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Examples

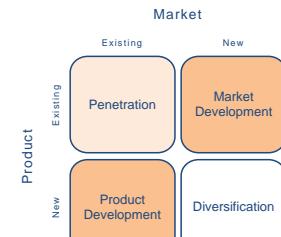


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Examples



Launching Tesla in India

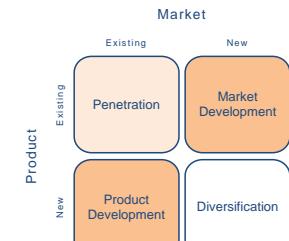


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Examples

OLA e-Scooter



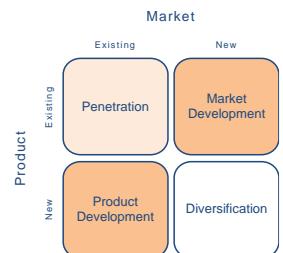
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Examples



Tata Nexon EV



Which Is Riskier?



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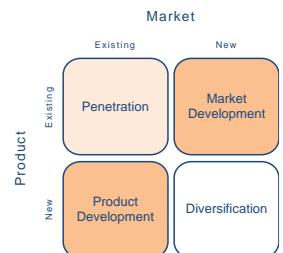
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Examples



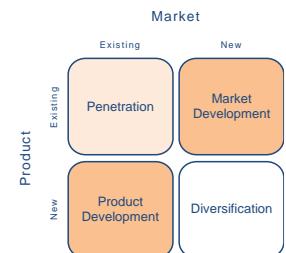
amazon advertising



Examples



Amazon AWS



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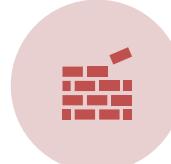
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Growth Methods - Backward / Forward Integration

Methods



Build



Acquire



Partner

Definition

Forward integration involves gaining control of the later steps, such as distribution or sales.

Backward integration involves gaining control of the earlier steps, such as material production or supply.

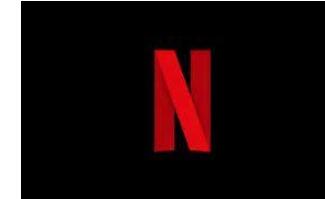
Example



Example



Example



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Example



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BCG Matrix



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Zomato to shut down intercity 'Legends' services with immediate effect; here's why

'Update on Zomato Legends - after two years of trying, not finding product market fit, we have decided to shut down the service with immediate effect,' said Zomato CEO.

Nikita Prasad
Published : 22 Aug 2024, 07:10 PM IST

Zomato has shut down its intercity 'Legends' services with immediate effect; Photo: Mint

Zomato announced on Thursday, August 22, that it has immediately shut down its intercity 'Legends' services. Deepinder Goyal, chief executive officer (CEO) of the online food delivery giant, said on microblogging platform 'X' "Update on Zomato Legends - after two years of trying, not finding product market fit, we have decided to shut down the service with immediate effect."

The intercity food delivery service has been discontinued. In July 2024, the company temporarily paused the service and restarted it with a few changes to make orders more profitable. Zomato Legends offered iconic dishes from 10 cities to other parts of the country. Following the shutdown, Zomato's food-delivery service will operate only within cities.

Also Read: [Mint Explainer: Zomato's Paytm deal and its big bet on entertainment](#)

Zomato-Paytm deal

The announcement comes one day after the food delivery app said it would acquire the movie and events ticketing businesses of fintech major Paytm for ₹2,034 crore. Zomato and Paytm parent company One 97 Communications boards had approved the all-cash deal.



Deepinder Goyal @deepigoyal · Follow

Update on Zomato Legends - after two years of trying, not finding product market fit, we have decided to shut down the service with immediate effect.

6:57 PM · Aug 22, 2024

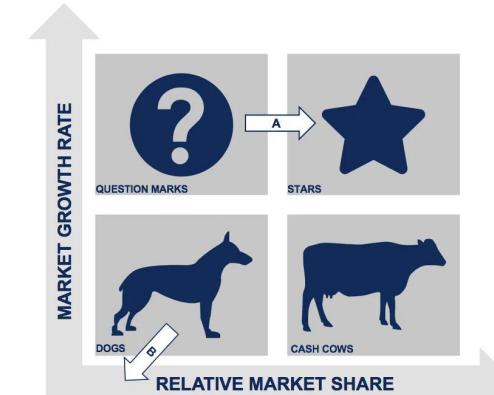
13.4K Reply Copy link Read 1K replies

Read more: <https://www.livemint.com/companies/news/zomato-to-shut-down-intercity-legends-services-with-immediate-effect-heres-why-11724333801730.html>

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BCG Matrix – Portfolio Management



Read More: <https://corporatefinanceinstitute.com/resources/management/boston-consulting-group-bcg-matrix/>

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Product Sunsets



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Considerations



Relationships

Legal & Contractual

Path forward

Lead time

Communication

Learnings

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Next Week

- Your Take On Week 7

Week 8

- Essence of Branding
- The Pirate Metrics framework
- Mid Sem Recap

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Questions



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Product Strategy & Planning

Rahul Mohandas

BITS Pilani
Pilani Campus



S2-24_SEZG508 Product Strategy & Planning Lecture No. 8 – Sunday, 9 March 2025 Rahul Mohandas

Discussion Topics

Week 8

- Essence of Branding & Positioning
- Pirate Metrics Framework
- Mid Sem Recap – Q&A



Essence of Positioning & Branding

Why Branding



Pricing Power



Distribution Power



Others

Product Positioning



Example

“Positioning is not what you do to the product; it’s what you do to the mind of the prospect.”

- Al Ries & Jack Trout



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Example



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Example



Read more: <https://www.unilever.com/news/news-search/2023/whats-in-half-a-billion-homes-on-the-planet/>

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Identify The Brand?



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What about...



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Positioning Statement



Building a winning brand positioning statement



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A Template for Positioning



For <target audience>, Who <face this problem/ need>,

<your brand> Provides <benefits over your competition>,

Because <reasons why the target audience should believe you>



Origin of Branding

Read more:

<https://www.investopedia.com/terms/b/brand.asp>

<https://www.talltimbercattleco.com/post/the-indelible-mark-understanding-the-importance-of-branding-cattle>

Essence of Branding



Make a Promise
&
Keep the Promise

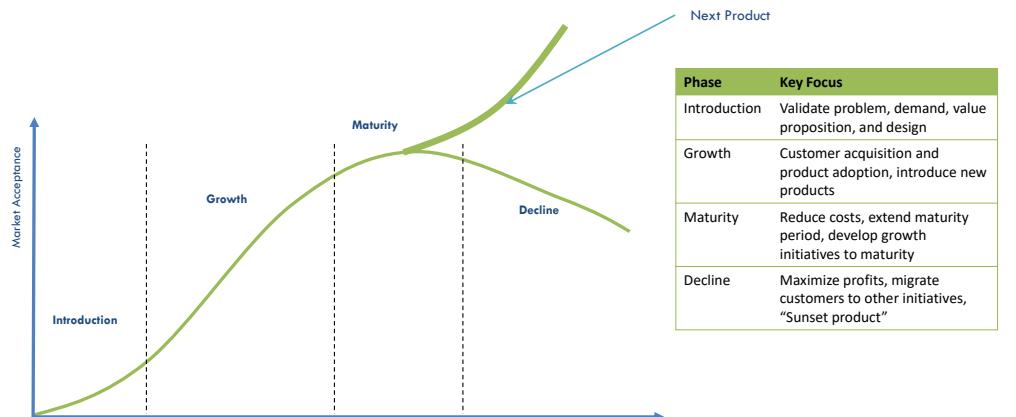
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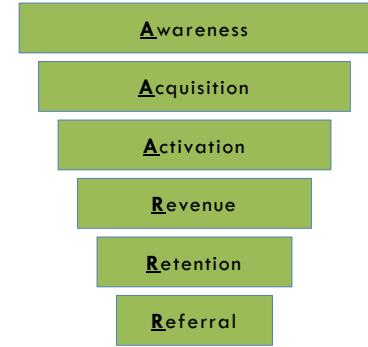
Pirate Metrics Framework



Product Lifecycle Revisited



AAARRR!!!



Leading Indicator



Metrics or data points that predict future performance or outcomes.

Provide early warnings or insights, helping make proactive decisions.

- In a sales context, the number of qualified new leads or inquiries is a leading indicator of future sales.

Lagging Indicator



Metrics that reflect the results of past actions or decisions.

They measure the outcomes or results of a process.

- Total revenue earned in a quarter is a lagging indicator of sales performance.



Awareness

Leading Indicator: Number of ad impressions or organic search traffic.

- Example: If a blog post ranks higher on Google, you may expect a rise in visits soon.

Lagging Indicator: Brand searches on Google.

- Example: An increase in direct searches for your brand name indicates growing brand awareness over time.

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Acquisition

Leading Indicator: Click-through rate (CTR) from paid ads or organic results.

- Example: A higher CTR from an ad campaign suggests more users will land on your site.

Lagging Indicator: Number of new website visitors.

- Example: The total number of unique visitors to your site after running campaigns for a month.

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Activation

Leading Indicator: Number of users reaching the signup page/ start filling out a form.

- Example: If 500 users click on "Sign Up," you might expect a certain percentage to complete registration.

Lagging Indicator: Percentage of new users who complete onboarding.

- Example: The percentage of users who finish setting up their profile after signing up.

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Revenue

Leading Indicator: Add-to-cart or checkout initiation rate.

- Example: If more users are adding items to the cart, it signals potential future purchases.

Lagging Indicator: Total revenue generated.

- Example: The actual revenue collected at the end of the month from completed transactions.

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Retention

Leading Indicator: Number of users who revisit within the first 7 days.

- Example: If a user logs in twice in their first week, they are more likely to stay engaged.

Lagging Indicator: Monthly active users (MAU) or churn rate. Example:

- If MAU is decreasing, it means fewer people are staying engaged with your product over time.



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Recap – Q&A

Referral

Leading Indicator: Number of users who click the "Invite a Friend" button.

- Example: If 10% of users click on a referral link, you can anticipate some will follow through with actual referrals.

Lagging Indicator: Number of new users acquired through referrals.

- Example: The total number of signups attributed to existing users sharing their referral links.



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Topics Weeks 1 – 7

Week	List of Topics	References	
1	<ul style="list-style-type: none">Course Introduction- Vision Vs Goal Vs Strategy- Essence of Product Strategy- Business Strategy Vs Product Strategy- Product Lifecycle	<ul style="list-style-type: none">- NoBS- GSBS- Classroom discussions	
2	<ul style="list-style-type: none">The Money Problem- Product as a Value Exchange- Product as an Investment- Costs – Fixed Vs Variable	<ul style="list-style-type: none">- Classroom discussions	
3	<ul style="list-style-type: none">Industry Analysis frameworks- Porter's Generic Strategies- Porter's 5 Force analysis- PESTLE Analysis	<ul style="list-style-type: none">- Classroom discussions	
4	<ul style="list-style-type: none">Competitor Analysis- Category definition- Competitive benchmarking- Co-operation- Scenario planning	<ul style="list-style-type: none">- Classroom discussions	
5	<ul style="list-style-type: none">General Considerations- Limiting factors- Multipliers- Inflection points- Bias- Impact of luck	<ul style="list-style-type: none">- GBSB- Classroom discussions	
6	<ul style="list-style-type: none">Organisational capability- Capabilities- Core competencies- SWOT Analysis- Strategic partnerships/ outsourcing- Sustainable competitive advantage	<ul style="list-style-type: none">- Classroom discussions	
7	<ul style="list-style-type: none">Product Portfolio- Product lifecycle - revisit- Ansoff's matrix- Backward/ Forward integration- BCG matrix- Product sunsets	<ul style="list-style-type: none">- Classroom discussions	



Next Week

Week 9 - Customer Research

- Research best practices
- Segmentation
- Technology adoption curve
- Understanding early adopters
- Co-creation

Questions



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S2-24_SEZG508 Product Strategy & Planning
Lecture No. 9 – Sunday, 16 Mar 2025
Rahul Mohandas





Discussion Topics

Thoughts from Week 8 – Positioning/ Branding

Customer Research

- Segmentation
- Research best practices
- Technology adoption curve
- Understanding early adopters
- Co-creation

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Segmentation

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Solve The Problem



Product/ Solution

Customer Need/
Problem

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Why Does Anyone Visit A Travel Site?

The screenshot shows the makemytrip.com homepage with a flight search interface. The search parameters are: From - Chennai (MAA, Chennai International Airport), To - Colombo (CMB, Bandaranayake Int'l Sri Lanka), Departure - 24 Oct'23 (Tuesday), Return - 29 Oct'23 (Sunday), Travellers & Class - 1 Traveller (Economy/Premium Economy). The search button is visible at the bottom.

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Are All Travelers the Same?



Example: UK Corporate Rail Traveler



Duty of Care



Corporate Account



Payment Method



Ticket Pickup



Loyalty Card



Partner Account

Example: Indian Agri Input Market



Segmentation



Farm Size



Crop



Location



Irrigation



Technology

Geographic – Where they are

Demographic – Who they are

Behavioral – What they do

Psychographic – What they think

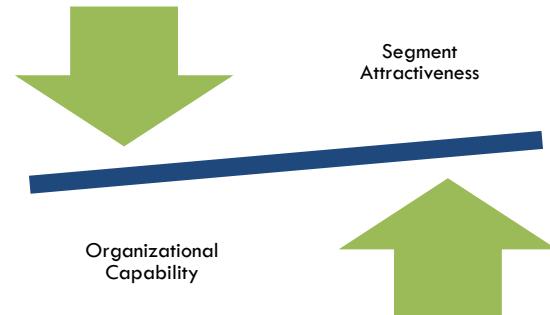
Why Do People Buy A Drill?



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Targeting



Read more:

<https://www.rahulmd.com/post/beach-head-strategy>
<https://www.rahulmd.com/post/role-of-mvp-in-the-beach-head-strategy>

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Research Best Practices



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Types of Customer Personas



User



Buyer

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Understand Your Customer



Think



Feel



Do

Types of Customer Research



Interview



Survey

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Ask Open Ended Questions



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Avoid Leading Questions



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5W1H



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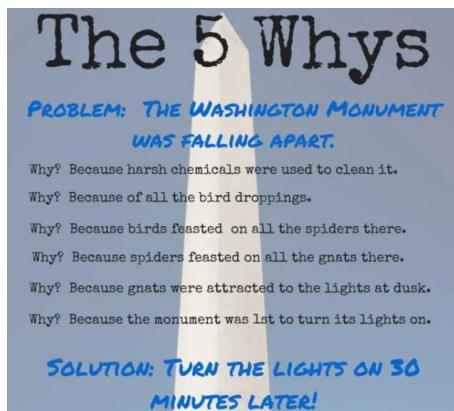
Observe Users

[This Photo](#) by Unknown Author is licensed under CC BY

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5 Whys

Image Source: <https://thekaizone.com/2014/08/5-whys-folklore-the-truth-behind-a-monumental-mystery/>

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Replace Why with What



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Customer Research - Personas



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Meet Abhishek – Job Aspirant



Motivation

- Improve quality of life for self and family
- Improve his standing in society
- Improve his financial position

Goal

- Get a well-paying job that offers stability and growth

Everyday activities

- Day job
- Thinking about the future
- Speaking to his friends and seniors

Frustrations

- Lack of steady job despite his education
- Inability to provide for family the way he would like to
- Unaware of opportunities
- Not sure what to do

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Image source: <https://www.dreamstime.com/royalty-free-stock-image-employment-tension-image14173596>

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Customer Journey Stages



Think

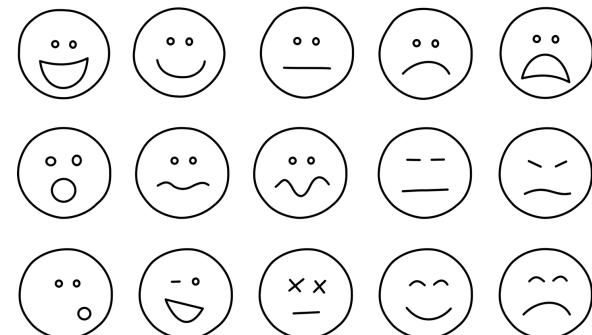
Feel

Do

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Customer Journey Emotions



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Mental Model - Customer Conversations



Curiosity

Humility

Respect

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Don't Just Listen To Your Customers



Read more: [Article on Mind The Product](#)

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Goal



Really understand the Problem and current solution

So that we can figure out how to
Solve it better (and differently) than current solution!

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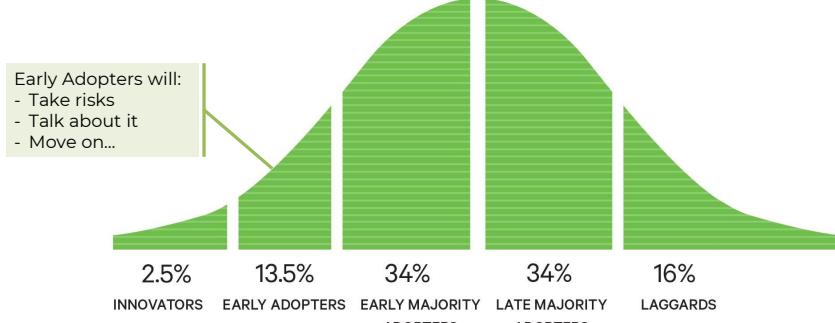


Technology Adoption Curve & Early Adopters

Technology Adoption Curve



EVERETT ROGERS - DIFFUSION OF INNOVATIONS 1962



Read more: <https://www.raulmd.com/post/understanding-early-adopters-the-bira-91-story>

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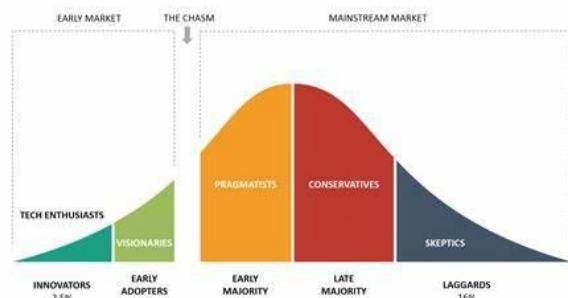
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Who Bought A Car Recently?



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The Chasm!



Link to Book: <https://www.amazon.in/Crossing-Chasm-3rd-Disruptive-Mainstream/dp/B0CH8QDWRG/>

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Strategy Co-Creation

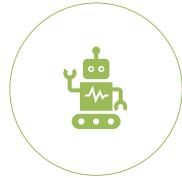
Customer Advisory Board



Industry Leaders



Nature Of Relationship



Co-create

Next Week



Week 10 - Pricing for Value Extraction

- Pricing anchors
- Price elasticity
- Pricing model examples

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Questions



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Product Strategy & Planning

Rahul Mohandas





S1-24_SEZG508 Product Strategy & Planning Lecture No. 10 – Sunday, 30 March 2025 Rahul Mohandas

Discussion Topics

Thoughts from Week 9 – Segmentation & Customer Research

Pricing for Value Extraction

- Pricing anchors
- Price elasticity
- Pricing model examples

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The 4Ps



Product



Place



Promotion



Price

Pricing Is The Lever



Product



Place



Promotion



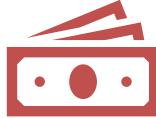
Price

Pricing is your lever to extract Profits from investments in
Product, Place and Promotion

If You Have INR 100



To invest in promotion to



Increase Sales Volume by 1%

Justify 1% Price Increase

Which has a higher impact on Profits?

1% Increase in Volume Vs Price

1% Increase in Volume

Original Sales	
# of units sold	100
Unit price	INR 100
Unit cost	INR 90
Profit	INR 10

Total Profit INR 1,000

1% Increase in Price

Original Sales	
# of units sold	100
Unit price	INR 100
Unit cost	INR 90
Profit	INR 10

Total Profit INR 1,000

1% Increase in Volume Vs Price



1% Increase in Volume

Original Sales	
# of units sold	100
Unit price	INR 100
Unit cost	INR 90
Profit	INR 10

Total Profit INR 1,000

1% Increase in Price

Original Sales	
# of units sold	100
Unit price	INR 100
Unit cost	INR 90
Profit	INR 10

Total Profit INR 1,000

Pricing Anchors



1% Increase in Volume

Original Sales	
# of units sold	100
Unit price	INR 100
Unit cost	INR 90
Profit	INR 10

Total Profit INR 1,000

1% increase in volume

# of units sold	
100	101

Total profit INR 1,010

Increase in Profit 1%

1% Increase in Price

Original Sales	
# of units sold	100
Unit price	INR 100
Unit cost	INR 90
Profit	INR 10

Total Profit INR 1,000

1% increase in price

Profit	
INR 10	INR 11

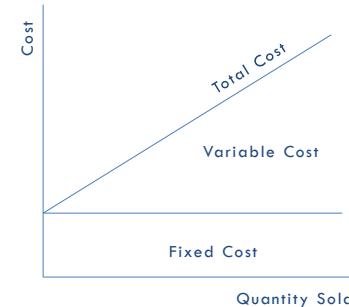
Total profit INR 1,100

Increase in Profit 10%

Key Considerations



Cost Structure



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Managing Fixed Costs



When launching a new product...



Read More: <http://rahulmd.com/post/understanding-early-adopters-the-bira-91-story>
<https://www.rahulmd.com/post/an-mvp-before-the-days-of-mvp-the-zappos-story>

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Customer Considerations



- How much is the price in comparison to their overall spend?
- Who is paying for it?
- Are there alternate categories?
- What are they doing with it?
- How easy is it to compare?
- How much time do they have?
- Are there switching costs?

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Value Considerations



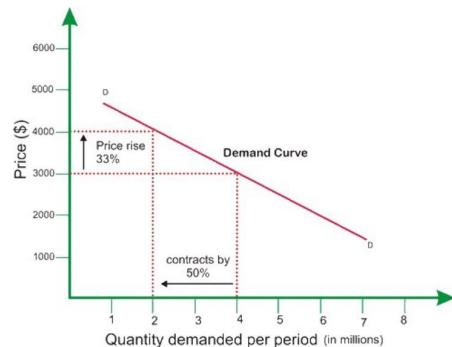
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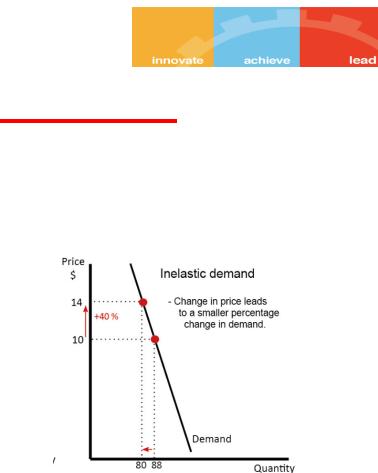
Price Elasticity

Price Sensitivity of Demand



If the price is set at \$3000, the products sold are 4 millions
If the price is increased to \$4000, the products sold are only 2 millions.

Inelastic Demand



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How BIRAs Increased Demand

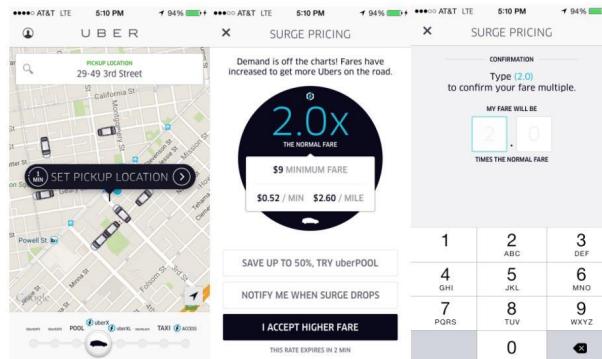


Read More: <http://rahulmd.com/post/understanding-early-adopters-the-bira-91-story>

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Example

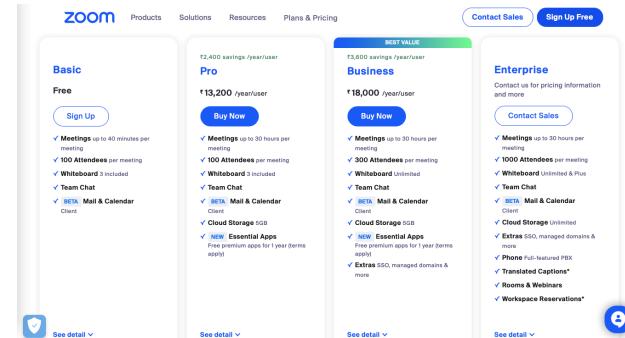


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Pricing Examples



Example



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Example



Example



Choose your plan:

Annual
\$ 9.95 /mo
12 months of access Billed \$119.40 every 12 months Ask up to 40 Tutor Questions ⓘ
Choose Annual
Save \$120 off the monthly plan

Quarterly
\$ 14.95 /mo
3 months of access Billed \$44.85 every 3 months Ask up to 20 Tutor Questions ⓘ
Choose Quarterly
Save \$60 off the monthly plan

Monthly
\$ 19.95 /mo
1 month of access Billed \$19.95 every month Ask up to 10 Tutor Questions ⓘ
Choose Monthly

iPhone 12 price drops from 65900 to just 31499! Check Amazon Happiness deal

iPhone 12 has witnessed a massive price drop during the Amazon Extra Happiness days sale. Get it under Rs. 32000 this way.

By HTTECH | Updated on: Oct 09 2022, 12:51 IST



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Example



Example



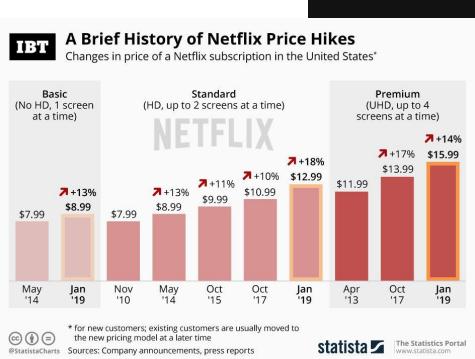
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Example



	Mobile	Basic	Standard	Premium
₹ 199	₹ 499	₹ 649	₹ 799	
Good	Good	Better	Best	
480p	480p	1080p	4K+HDR	
Computer	✗	✓	✓	✓
Phone and tablet	✓	✓	✓	✓
at the same	1	1	2	4
Shows	✓	✓	✓	✓

Example



Microsoft 365 Personal \$69.99/year



- For one person
- Sign in to five devices at once
- Use on PCs, Macs, phones, and tablets
- 1 TB of cloud storage
- Apps with premium features and offline access
- Identity, data, and device security
- Ad-free secure email

[Buy Now](#)

[Or buy at \\$6.99/month >](#)

Microsoft 365 Personal ₹ 4,899.00/year



- For one person
- Sign in to five devices at once
- Use on PCs, Macs, phones, and tablets
- 1 TB of cloud storage
- Apps with premium features and offline access
- Data and device security
- Ad-free, secure email

[Buy Now](#)

[Or buy at ₹ 489.00/month >](#)

Example



Bata

SNEAKER STUDIO NEW WOMEN MEN KIDS SALE BRANDS Search

Results within 30 Days

Men | Shoes | Casual Shoes

CASUAL SHOES FOR MEN (421)

Filter and sort

POWER MRP ₹ 1,699.00

POWER MRP ₹ 1,699.00

POWER MRP ₹ 1,399.00

Example



Our Flagship Program Post Graduate Diploma in Product Management

[Become a Product Manager in 10 months](#)

For professionals with 2+ years of experience in any field

Pay after placement

Cohort Starts on 24 February 2023

[Schedule a Call](#)



Backed By Combinator

Example



Read more - <https://www.rahulmd.com/post/understanding-value-based-pricing-lessons-from-a-surgeon>

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Example



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Example

SINGLE MALT BLENDING WATER

Select unit size

330-ML

750-ML



₹425.00

Common Pricing Strategies

- Dynamic Pricing
- Freemium Pricing
- Skimming Pricing
- Bundle Pricing
- Penetration Pricing
- Geographic Pricing
- Decoy Pricing
- Psychological Pricing
- Outcome-Based Pricing
- Value-Based Pricing
- Competition-Based Pricing
- Cost-Plus Pricing
- Premium Pricing
- Hourly Pricing
- Project-Based Pricing

Read More: <https://blog.hubspot.com/sales/pricing-strategy>

Next Week

Week 11 - Place, Promotion & Tying it all together

- Channels, Distribution
- Promotions
- Go To Market
- The Lean Canvas

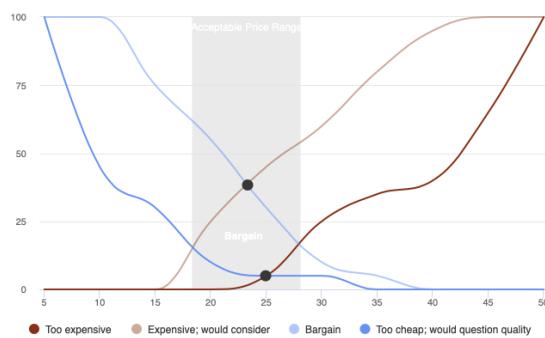
33



Additional Resources

Van Westendorp Analysis

1. Too expensive and would not buy
2. Expensive but would consider
3. Bargain price
4. Too cheap and would question the quality

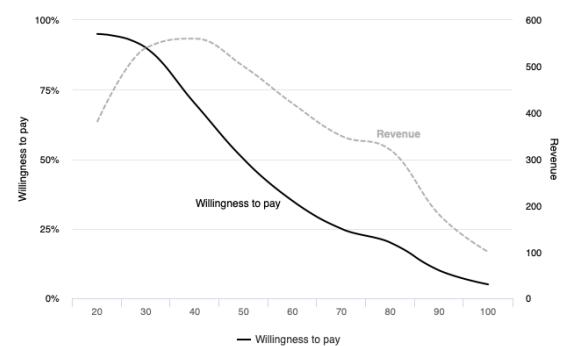


Read More: <https://www.surveymonkey.com/help/van-westendorp-analysis>

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Gabor Granger

To determine the optimal price for a product or service by building a demand curve.



Read more: <https://www.surveymonkey.com/help/gabor-granger>

Questions



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The image shows the iconic clock tower of BITS Pilani, a yellow structure with multiple levels and arched windows, set against a clear blue sky. Below the tower, the university's logo and name are displayed.

Product Strategy & Planning

Rahul Mohandas



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Pilani Campus

S2-24_SEZG508 Product Strategy & Planning
Session # 11 – Sunday, 12 Apr 2025
Rahul Mohandas

Discussion Topics



Thoughts from Week 10 – Pricing for Value Extraction

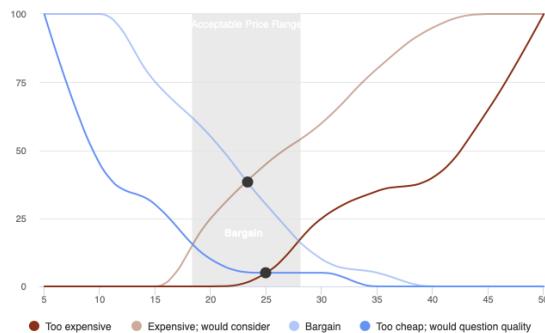
Place, Promotion & Tying it all together

- Go To Market
- Place (Channels, Distribution)
- Promotions
- The Lean Canvas

Van Westendorp Analysis



1. Too expensive and would not buy
2. Expensive but would consider
3. Bargain price
4. Too cheap and would question the quality



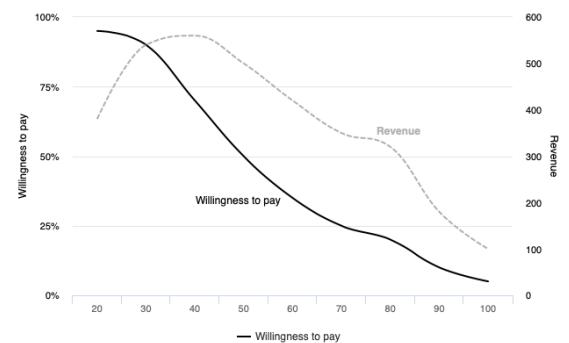
Read More: <https://www.surveymonkey.com/help/van-westendorp-analysis>

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Gabor Granger



To determine the optimal price for a product or service by building a demand curve.



Read more: <https://www.surveymonkey.com/help/gabor-granger>

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Go To Market



Go To Market (GTM) Strategy – Goal



On launch,
ensure the
“product”
reaches the
right audience,
and
delivers value

Various Elements of a GTM Strategy



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8



Place = Accessibility (Channels & Distribution)

The Doctor Story



Importance Of Place



Discover



Purchase



Service

10

How Do You Reach Your Customers?



Distribution Partners



12

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13

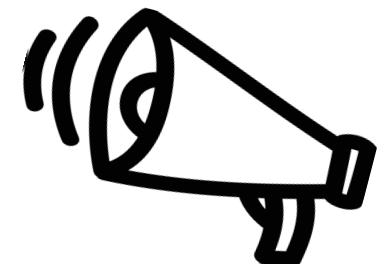
Promotions = Awareness



Marketing Vs Sales



Pull = Create Demand



Push = Cater to Demand

16

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Example



A screenshot of a mobile device showing a notifications screen. The top status bar shows signal strength, Airtel WiFi, battery level at 22%, and the time 17:03. Below the status bar, the screen displays a notification titled "Notifications". The notification content is: "Best places to ride or run" followed by a small profile picture of a person, "Use Routes for personalized suggestions to mix up your training.", and "Today at 13:01".

Example



A screenshot of a forum post on the EXELNODE website. The post is titled "Best Web Hosting 2020 - Domains - WordPress - Bluehost" and is made by a user named "Delorabegum". The post content is: "Bluehost is one of the largest website hosting providers and powers millions of websites. Learn more about our secure and reliable hosting services today! web hosting near me". The post has a timestamp of "06-14-2020, 07:45 AM" and a reply count of "1". The forum interface includes navigation links like "Find", "Next Oldest", "Next Newest", and search fields.

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Example



Example



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Awareness – More than Ads



Selling – More than Salesmen



M.R.P.: ₹ 24,999.00

Deal of the Day: ₹ 21,999.00 Ends in 03h 55m 15s

You Save: ₹ 3,000.00 (12%)

Inclusive of all taxes

Coupon [Apply ₹ 2,000.00 coupon](#)

[Details](#)

It's A Fast-Changing World



Read more: <https://www.socialsamosa.com/2022/07/zomato-uses-deepfake-and-ai-in-a-personalized-ad-starring-hrithik-roshan/>

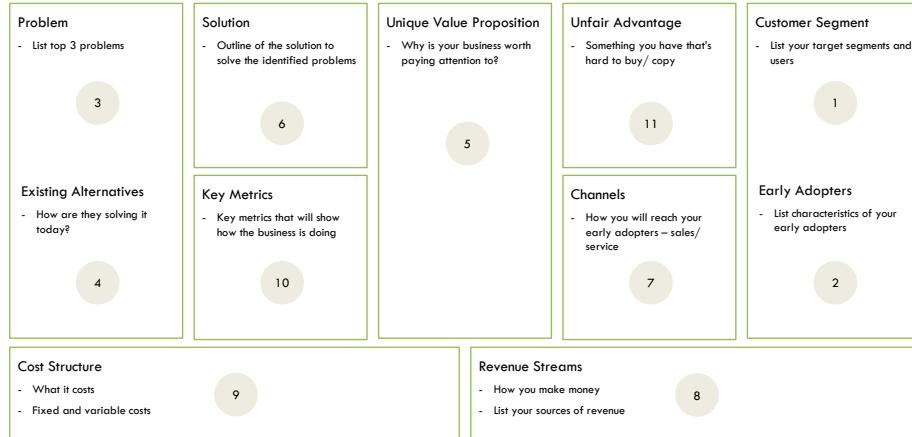
Lean Canvas



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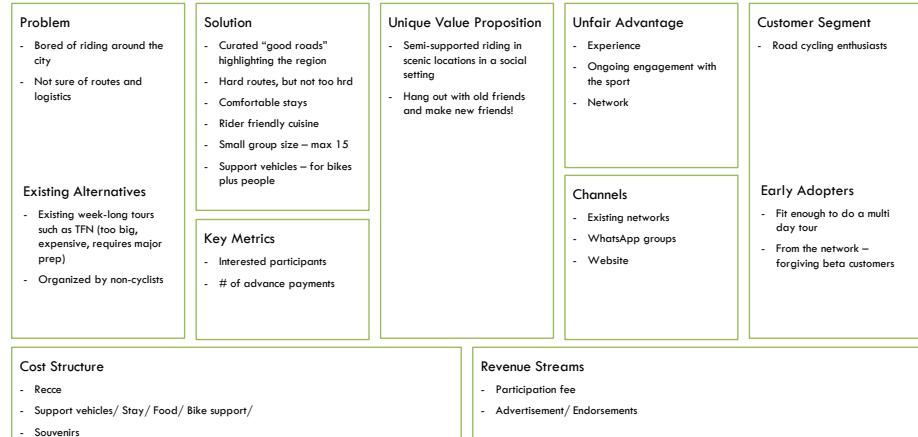
Lean Canvas Template



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Bike Touring Company



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Additional Resource



Lean Canvas

- <https://businessmodelanalyst.com/lean-canvas/>

Business Model Canvas

- <https://www.thepowermba.com/en/blog/business-model-canvas>
- <https://creately.com/guides/business-model-canvas-explained/>
- ...

Business Model Canvas - Template



3. Key Partners The people and organizations that take some of the responsibility off your shoulders. They might supply raw materials or finished goods, send customers your way, or act as a sponsor/enabler. Which external supporters are essential to the model? Who could make life difficult if they were to leave?	3. Key Activities Processes and tasks that must be completed in order for our customers to be served. These might include sales calls, workshop delivery, meal preparation or writing reports. In particular, these are the activities that you do particularly well.	1. Value proposition This isn't about what we sell them, but rather why it matters. These might be Gain Creators like increased social status, wellness, professional credibility or indulging our guilty pleasures. These might be Pain Relievers like fear of exclusion, social shaming, regaining wasted time, or reduced anxiety.	2. Customer Relationships Are we hoping for a long term or a short term relationship? Does each customer need to speak to a person, or use technology? Will we need to work harder to acquire our customers or to retain our customers?	1. Customer Segments What are their jobs, tasks and obligations? What are their hopes, dreams and aspirations? What are their core beliefs and worldviews? Do they have a good understanding of how they might get what they want?
	4. Cost Structure 7-8 biggest expenses – how much we spend, how frequently we spend it, and whether it changes as sales go up and down. These might include rent, wages, raw materials, advertising, fitting out the store, or paying commissions to other parties.	4. Revenue streams The prices each type of customer typically pays, as well as how frequently they come back. This helps us differentiate the big spenders from the one time shoppers, and highlights which offerings are purchased upfront versus those that are purchased over the following months and years.		

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Next Week

Week 12 – Strategy Communication

- Strategy & roadmap communication
- Internal vs external communication
- Aligning around the strategy
- Usage of personas & story telling

Questions



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Product Strategy & Planning

Rahul Mohandas



**S1-24_SEZG508 Product Strategy & Planning
Lecture No. 12 – Sunday, 27 Oct 2024
Rahul Mohandas**

Discussion Topics

Questions/ Thoughts from Week 11 – Place/ Promotion/ Lean Canvas

Week 12 – Strategy Communication

- Strategy communication
- Aligning around the strategy
- Usage of personas & story telling

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Strategy Communication

Should your strategy be a secret?



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Who from?

Internally – Why/ Why not?

External – Why? Why not?

How often should you talk about your strategy? Is communicating it once sufficient?

Would your strategy change? How can you set up the team for change in strategy?

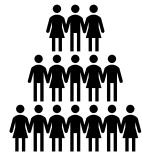
Should your strategy be a secret?

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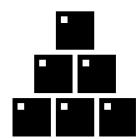
Align



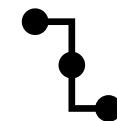
Goals



People



Resources



Processes

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Example

TopRankers (2019)



Background: Online marketplace for SSC/ RRB exam prep courses

Situation: Participants were signing up (though the UX was poor), but there were concerns around the course completion rate

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AAARRR!!!



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TopRankers



Background: Online marketplace for SSC/ RRB exam prep courses

Situation: Participants were signing up, but completion rate was poor

Product Strategy – Focus on improving:

1. Student Success
2. Pre-purchase experience

Additional Consideration: Improve empathy for customer



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Complete the Sentence



Slow & Steady
???

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Learning & Remembering



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Structure Of A Story

Catchy Title

Relatable Lead Characters with imagery

Problem or Villain

Solution



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Meet Abhishek – Job Aspirant



Motivation

- Improve quality of life for self and family
- Improve his standing in society
- Improve his financial position

- In his late 20's
- Lives in a tier 2 or smaller city
- Limited internet access
- Completed his graduation.
- Does not have a good job yet
- Limited financial income

Goal

- Get a well-paying job that offers stability and growth

Everyday activities

- Day job
- Thinking about the future
- Speaking to his friends and seniors

Fears/ Frustrations

- Lack of steady job despite his education
- Inability to provide for family the way he would like to
- Unaware of opportunities
- Not sure what to do

Abhi Kya Karega?



Based on conversations with friends and acquaintances, he learns that there is an exam which might help him get his dream job!

But there are several questions on his mind:

- Are the career prospects really as good as they say?
- How is the exam structured?
- Will I be able to crack it?
- What should I prepare?
- How should I prepare?

TopRankers??? Nice name



Then a friend tells him about this fantastic site called www.TopRankers.com that everybody who is preparing for this exam is raving about!

Abhi goes to www.TopRankers.com



Abhi goes to TopRankers.com

He sees a clean intuitive site which tells him which all exams they can help him with

He clicks on the exam of his choice

They show him a page with all the information he needs (job prospects, exam structure, past papers etc.)

They even have a diagnostic test he can take to see where he stands! WOW!!!

Abhi takes the Diagnostic Test



Abhi registers and takes the diagnostic test and within seconds of completing the test, xyz give him a summary of the results:

- Areas he is good at
- Areas he needs to practise some more
- Areas he needs to really work on

They even show him the best course he can take based on the areas he needs to work on!

They even have a dashboard where he can track his progress. This is AWESOME!!!

Abhi signs up for the course to get started



Abhi looks at the course, it looks expensive, but the faculty seem to be really good based on user reviews. He decides to pay and sign up, since he really wants to crack this test!

The dashboard gives him information about upcoming classes. It even has an option for him view classes that he missed because of his current job commitments.

As part of the course, he takes several tests. The dashboard has information about how his performance is in different sections since he has started the course.

His coaching center is also able to see his performance information and provide him additional help wherever required!

Its exam time!!!



Looking at his dashboard, Abhi is very confident about his preparations. He takes the exam and he comes out with flying colors!

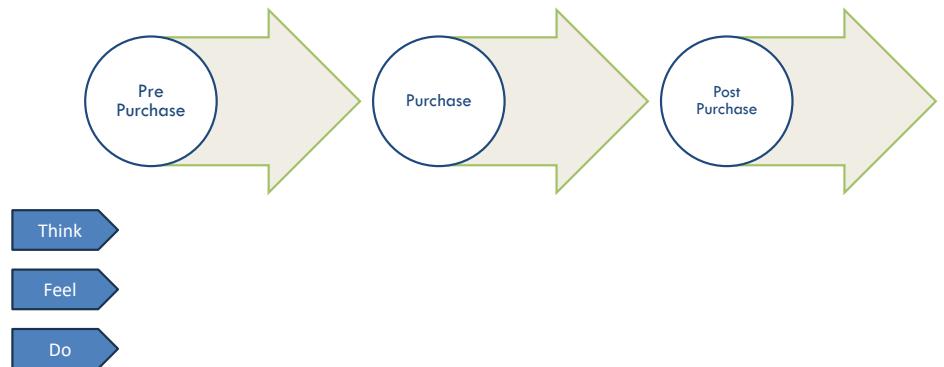
What is really cool is that xyz wants to celebrate his success and they offer him a reward for having done so well in the exam! As if clearing the exam wasn't reward enough!

He decides to tell his friends in the next batch to definitely try out TopRankers

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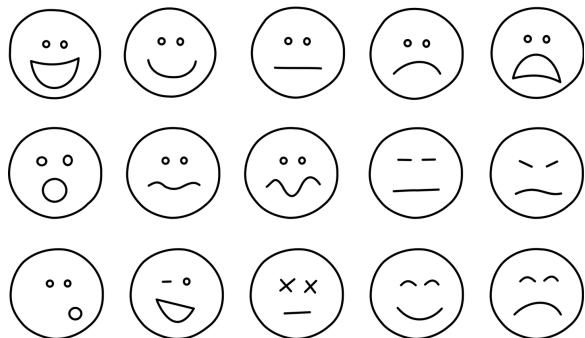
Customer Journey Stages



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Customer Journey Emotions



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Not Just At A Strategy Level!



Charts On A Dashboard

Supporting Key Decisions

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Other Considerations

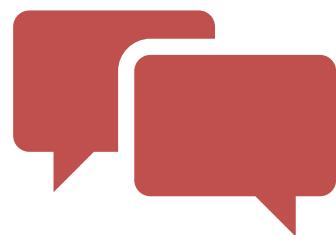
Be Transparent About Trade-Offs



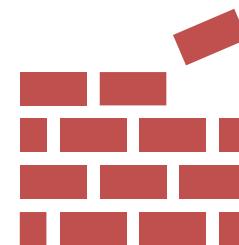
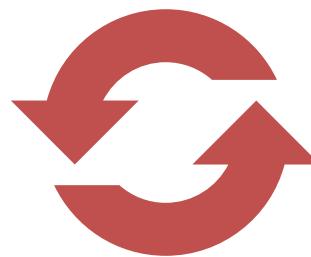
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Invite Feedback



Repeat, Reframe, Reinforce



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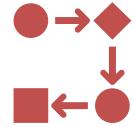
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Evolve



Learn



Iterate

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Next Week



Week 13 - Managing Risk

- Understanding Risk
- Risk management and mitigation
- Lean & Agile approach to risk

Questions



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The image shows the iconic yellow clock tower of BITS Pilani against a clear blue sky. Below the tower, the text "Product Strategy & Planning" is displayed in white. To the left of the text is the BITS Pilani logo, which includes the text "BITS INSTITUTE OF TECHNOLOGY & SCIENCE PILANI" and "बांगल एस्टेट कॉलेज". At the bottom right, the name "Rahul Mohandas" is written.

Product Strategy & Planning

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Discussion Topics

Week 13 – Managing Risk

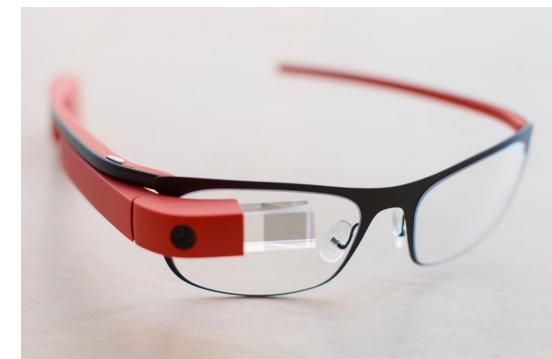
- Product Quiz
- Understanding Risk
- Lean Mindset
- Lean Approaches
- Agile Mindset

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Identify The Following Products



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What is common across all 3?



Read more: [Link To Forbes Article](#)

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Understanding Risk

What is Risk?



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What is Risk?

Possibility of Something Bad Happening

Source: <https://en.wikipedia.org/wiki/Risk>

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Risk Classification



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Risk Mitigation



- Reduce Probability
- Reduce Impact



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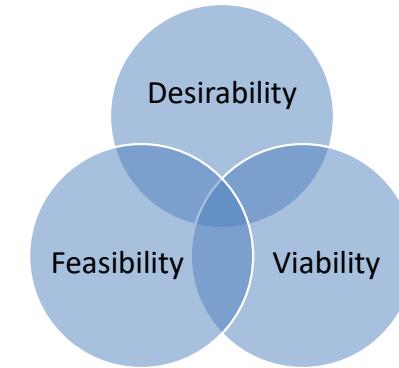
What Are The Risks to Product?



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Risks



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Desirability - Value Risk



The problem being solved is not valuable enough for customers to “pay” for it



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Desirability – Usability Risk



- Problem is real, but your solution is not usable



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Feasibility Risk

Not possible to solve using available technology



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Viability Risk

Not good business. Unit economics not profitable



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Problem

- Over 30,000 new products introduced every year, and 95 percent fail

– Harvard Business School – Prof Clayton Christensen

- The failure rate of new grocery store products is 70 to 80 percent

– University of Toronto - Prof Inez Blackburn



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Lean Mindset

What is LEAN?



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Lean

Lean is a way of thinking about creating needed value with fewer resources and less waste



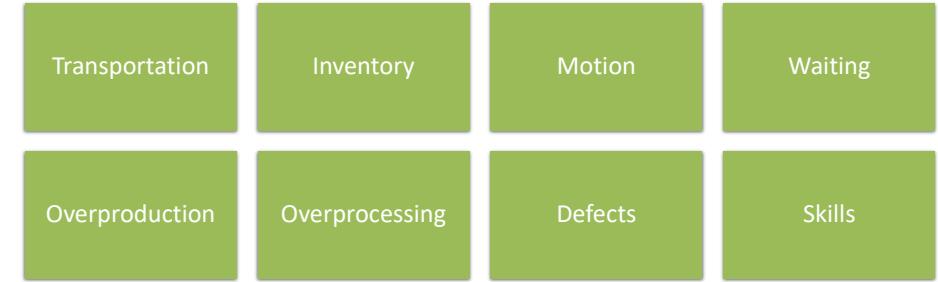
What Are Resources?



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Essence of LEAN – Minimize Waste!

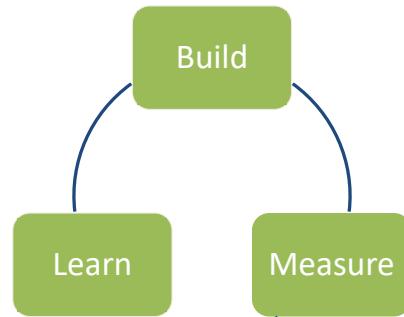


Read More: <https://theleanway.net/The-8-Wastes-of-Lean>

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Lean Startup



Checkout the Book - [The Lean Startup](#) – Eric Ries

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What's Happening Here?



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Lean Approaches

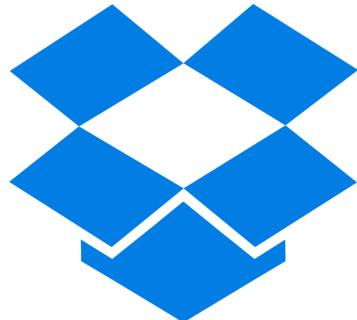


Read More: <https://www.news18.com/news/auto/the-journey-of-ola-electric-how-a-start-up-became-a-leader-in-indias-electric-revolution-5753785.html>

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My Favorite Concept Test / MVP Example

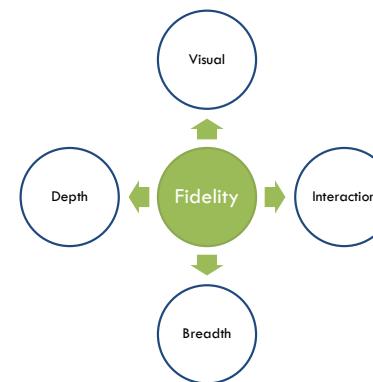


Read More: <http://rahulmd.com/post/mvp-the-dropbox-story>
Original Dropbox Video: <https://youtu.be/7QmCUDHpNzE>

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Prototype Fidelity Dimensions



Read more: <https://www.rahulmd.com/post/prototyping-should-not-be-about-technology>

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Usability Testing – Example



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Usability Testing – Best Practices



- Target segment
- User task definition
- Don't fall in love with your designs
- Iterative approach

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Progress Demos



Beta Programs



Set context

Show & tell

Get feedback

Build excitement



Identify



Define success criteria



Train & onboard



Periodic touchpoints



Feedback templates

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A/B Tests or Split Testing



Showing two versions of a “product” to predefined customer segments to determine which one performs better

Where can A/B tests be used?



- Call-to-Action (CTA)
- Website Performance
- Email Marketing
- Product Descriptions
- Pricing

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Agile Mindset

What is AGILE?



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Essence of AGILE

Ability to Quickly & Effectively Respond to Change

Where does
Lean and Agile
fit in with Risk Management?

Common Theme



Small incremental & iterative steps



Get Feedback & Identify if change is needed



Embrace Change



Collaboration



Iterative



Continuous Learning



Continuous Improvement

Next Week

Week 14 – Product Roadmaps

- Roadmap Considerations
- Best practices
- Prioritisation

Questions





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S2-24_SEZG508 Product Strategy & Planning
Lecture No. 14 – Saturday, 10 May 2025
Rahul Mohandas

Discussion Topics



Week 14 – Product Roadmap

- Roadmap Considerations
- Best practices
- Prioritisation



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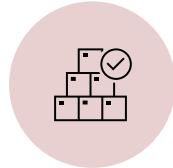


Considerations & Best Practices

3 Considerations



Input



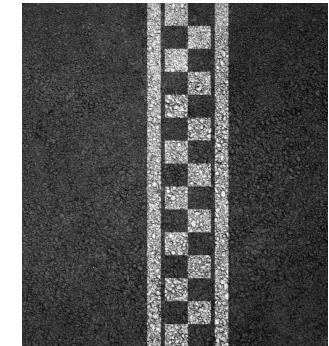
Output



Outcome

Terminology

Business Goals
Product Goals
Product Strategy
Product Backlog
Product Roadmap
Sprint Backlog



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Difference Between ...



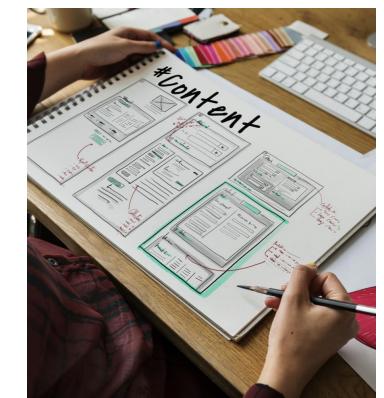
Product Backlog



Product Roadmap

Product Backlog

Laundry List of To Do Items



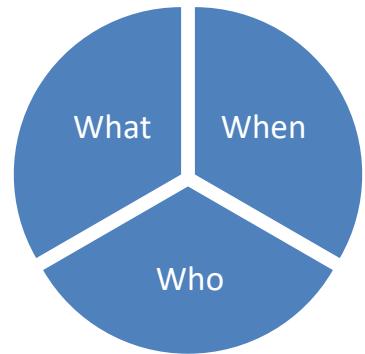
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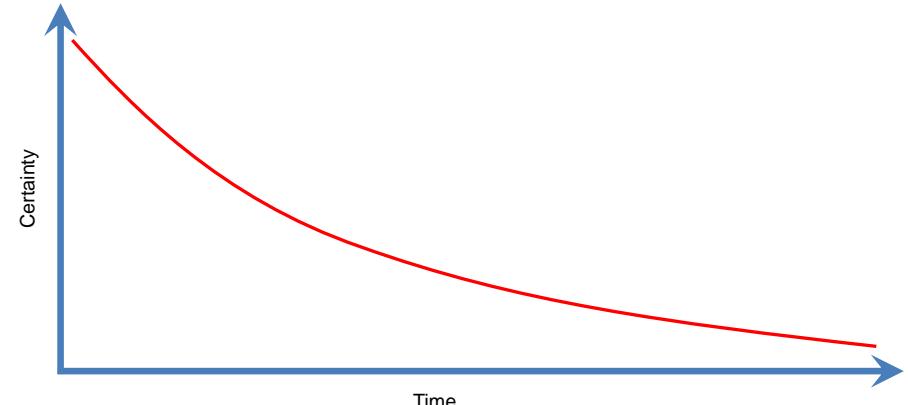
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Product Roadmap



Product Roadmaps will change



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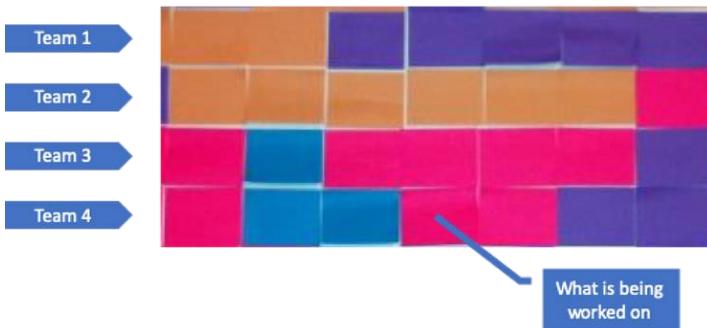
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Roadmap



Timeline

Read more: <https://www.rahulmd.com/post/what-makes-a-good-product-roadmap>

Short Term Roadmap



S15 – 1 May

S16 – 8 May

S17 – 15 May

S18 – 22 May

Team Starks

DRM Windows & Android

DRM – Migrate old videos

DRM iOS web

Supplier Reports

Team Beatles

Supplier Info Edits

Coupon Issue & Redemption

Coupon Issue & Redemption

Login with OTP

Strategic Priority Themes

Supplier Management

Sell better

Security & Privacy

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Discussion

- Who needs to see the roadmap and Why?

Discussion

- Should a roadmap change? Why?



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Discussion

- What are the challenges with maintaining a roadmap?

Key Principles

- Focus on Problems to be solved & Outcomes to be achieved NOT features & requirements
- Reduce Work In Progress
 - Identify the most critical "problems to be solved"
 - Focus on solving the most critical problems first rather than trying to solve everything
 - Small increments of work to solve the problem
 - Allows change in direction
- Validate early, Validate often – story review/ sprint demo/ release early & often
- Work is "DONE" when it starts delivering value



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What then...



... is the Sprint Backlog?



Prioritization

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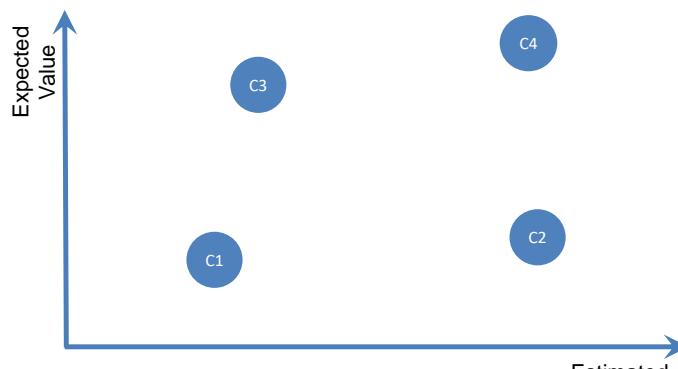
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Why...



... do we need to prioritize?

Prioritization Is An Investment Decision



Read more: <https://www.rahulmd.com/post/prioritise-4>

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Prioritize



Strategy



Feature



Story



Bugs

Popular Prioritization Frameworks



RICE

MoSCoW

Kano Analysis

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Read more about Kano Analysis - <http://foldingburritos.com/blog/kano-model>

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RICE



Reach * Impact * Confidence

Effort

= RICE Score

Parameter	Indicative Values
Reach	1 = Very Low
Impact	2 = Low
Confidence	3 = Medium
Effort	4 = High
	5 = Very High

MoSCoW



Must have

Should have

Could have

Won't have

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Kano Model

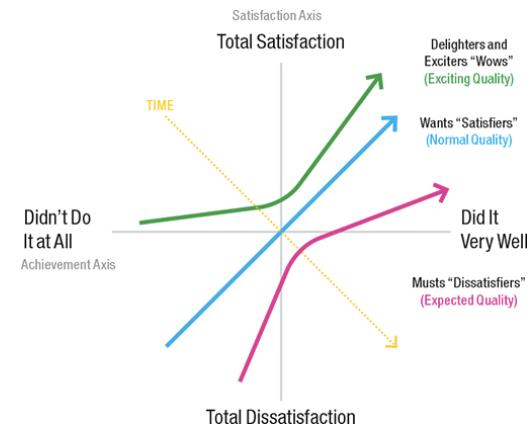
Customers' **Satisfaction** with our product's features depends on the **level of Functionality** that is provided (how much or how well they're implemented)



Read More: <https://foldingburritos.com/blog/kano-model>

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Kano Model



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Kano Analysis

If you are provided with the list of available parking slots, how do you feel?

- 1 ~~X~~ I like it that way
2. It must be that way
3. I am neutral
4. I can live with it that way
5. I dislike it that way

If you are not provided with the list of available parking slots, how do you feel?

1. I like it that way
2. It must be that way
3. I am neutral
4. I can live with it that way
- 5 ~~X~~ I dislike it that way

Functional (feature present)	Dysfunctional (feature absent)				
	1	2	3	4	5
1					X
2					
3					
4					
5					

Kano Evaluation Table

		Dysfunctional (feature absent)				
		Like it	Expect it	Don't Care	Live With	Dislike
Functional (feature present)	Like it	Q	A	A	A	P
	Expect it	R	Q	I	I	M
Don't Care	R	I	I	I	I	M
Live With	R	I	I	Q	Q	M
Dislike	R	R	R	R	R	Q

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Kano Model



User registration	Book a parking slot	Admin login	Delight	Performance	Mandatory	Indifferent	Reverse	Questionable	Total	Kano Category	Satisfaction Index	Dissatisfaction Index
19 57 20	54 25 15	27 15 11	22 27 72	1 0 5	2 1 2	125 125 125	0.6 0.66 0.3	0.66 -0.32 -0.22				
69 58 28	19 27 25	15 24 46	21 1 24	2 0 2	0 125 0	125 125 125	0.69 0.69 0.43	-0.71 -0.34 -0.58				
14 61 18	57 9 27	29 20 15	21 24 24	2 1 2	2 0 0	125 125 125	0.72 0.56 0.43	-0.28 -0.23 -0.48				
18 22 17	49 20 20	27 34 34	24 0 1	5 0 1	0 125 125	125 125 125	0.62 0.56 0.32	-0.58 -0.23 -0.29				
17 22 16	9 15 51	20 11 32	34 74 24	0 3 1	1 0 1	125 125 125	0.56 0.3 0.54	-0.59 -0.21 -0.67				
18 16	15 51	67 32	5 24	0 1	0 1	125 125	0.32 0.3	-0.29 -0.59				
17 16	20 51	34 32	0 24	5 1	0 1	125 125	0.3 0.3	-0.21 -0.67				
18 16	15 51	67 32	5 24	0 1	0 1	125 125	0.32 0.3	-0.29 -0.59				
17 16	20 51	34 32	0 24	5 1	0 1	125 125	0.3 0.3	-0.21 -0.67				

Kano Model



Category	Delighted	Performance	Mandatory	Indifferent	Questionable	Total	Satisfaction Index	Dissatisfaction Index
Delighted	0.6	0.66	0.3	-0.22				
Performance	0.69	0.66	0.3	-0.22				
Mandatory	0.59	0.56	0.36	-0.13				
Indifferent	0.72	0.69	0.43	-0.48				
Questionable	0.69	0.66	0.3	-0.22				
Total	0.62	0.56	0.36	-0.13				
Satisfaction Index =	$\frac{\% \text{Delighted} + \% \text{Performance}}{\% \text{Delighted} + \% \text{Performance} + \% \text{Mandatory} + \% \text{Indifferent}}$							
Dissatisfaction Index =	$\frac{\% \text{Mandatory} + \% \text{Performance}}{\% \text{Delighted} + \% \text{Performance} + \% \text{Mandatory} + \% \text{Indifferent}}$							

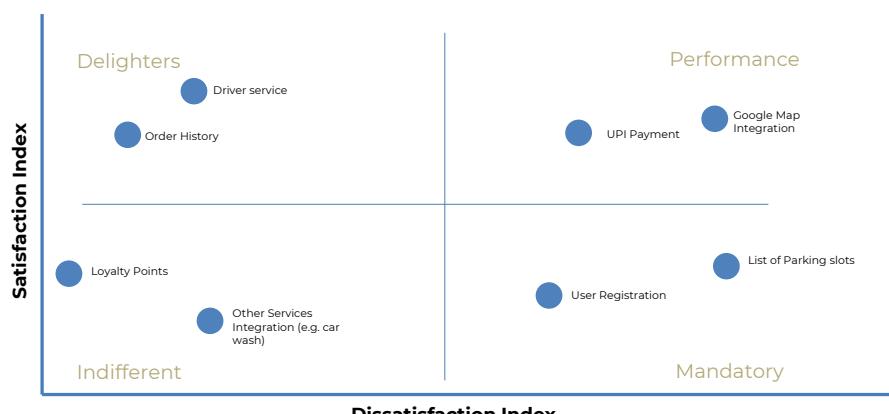
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Kano Model



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Additional Resources



Kano Model

- <https://foldingburritos.com/blog/kano-model>

What Makes A Good Product Roadmap

- <https://www.rauhulmd.com/post/what-makes-a-good-product-roadmap>

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Next Week (Tomorrow)

Week 15 – Innovation & Product led growth

- Types of Innovation
- Essence of Innovation
- Product Led Growth

Questions



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Product Strategy & Planning

Rahul Mohandas



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**S1-24_SEZG508 Product Strategy & Planning
Lecture No. 15 – Sunday, 11 May 2025
Rahul Mohandas**

Discussion Topics



Week 15 – Innovation & Product Led Growth

- Innovation
- Product Led Growth



Innovation

Did you have a Yahoo mail account in the past?



Do you still use it?

Why did majority move to Gmail?



- Better interface
- More storage
- Integrated into the google ecosystem – Android, Photos, Docs, YouTube, ...

Yahoo was not moving ahead fast enough!

Which Company Invented...



...The Digital Camera?

Which Company Invented...



...The Digital Camera?

Kodak did in 1975.

They launched DC40 in 1995. But Sony's Mavica FD5 in 1997 was the first commercial success.

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Why Didn't Kodak Succeed



High price



Market readiness



Inconsistent strategy –
reluctance to let go of the
printing business



Emerging competition



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Understanding Innovation

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Innovation or Invention?



Invention

Vs



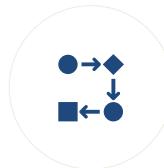
Innovation



Types of Innovation



Product



Process



Business Model

Product/ Process/ Business Model?



When they launched their online bookstore back in 1995

Product/ Process/ Business Model?



Product/ Process/ Business Model?



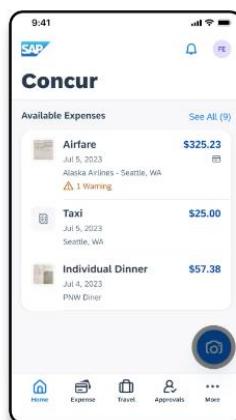
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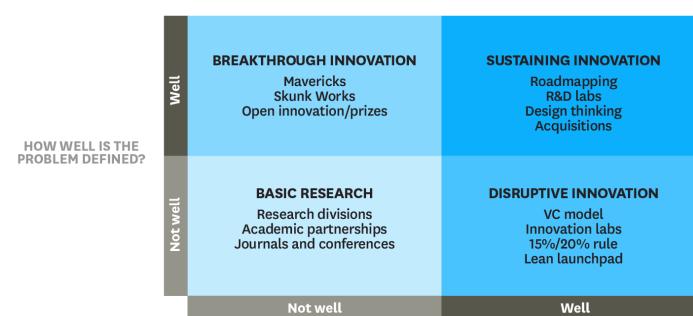
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Product/ Process/ Business Model?



Types of Innovation



SOURCE: GREG SATELL

© HBR.ORG

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512 Read more: <https://hbr.org/2017/06/the-4-types-of-innovation-and-the-problems-they-solve>

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Disruptive Innovation

- “Disruption” describes a process whereby a smaller company with fewer resources can successfully challenge established incumbent businesses.
- Specifically, as incumbents focus on improving their products and services for their most demanding (and usually most profitable) customers, they exceed the needs of some segments and ignore the needs of others.
- Entrants that prove disruptive begin by successfully targeting those overlooked segments, gaining a foothold by delivering more-suitable functionality – frequently at a lower price.
- Incumbents, chasing higher profitability in more-demanding segments, tend not to respond vigorously.
- Entrants then move upmarket, delivering the performance that incumbents’ mainstream customers require, while preserving the advantages that drove their early success.
- When mainstream customers start adopting the entrants’ offerings in volume, disruption has occurred.

Read More: <https://hbr.org/2015/12/what-is-disruptive-innovation>

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Example – Streaming in 2007

- Watch on a computer
- Poorer resolution
- Limited catalog
- Advantage – Watch anytime



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Digital Cameras - 1997

- Low resolution pictures
- Cumbersome to print
- Shutter lag
- Advantage – Review immediately



Sustaining Innovation

1. Incremental Improvements: Enhancements are evolutionary rather than revolutionary.
2. Focused on Existing Markets: These innovations serve the current customer base rather than creating new ones.
3. Improves Performance or Efficiency: Often involves upgrading features, reducing costs, or improving reliability.
4. Supports Competitive Advantage: Aims to maintain or strengthen the organization's position in its industry.

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Example

MS Office
Updates every month – minor improvements
Keeps it relevant

Example: Netflix

Device Support – TV/ Laptop/ Tablet/ Mobile/ ...
Better resolution
More content
Exclusive content



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Example: Digital Cameras

Improved resolution
Improved sharing
Response time
Video



Benefits

- Customer Retention: Keeps existing customers engaged by addressing their evolving needs.
- Revenue Growth: Encourages repeat purchases or upgrades.
- Competitive Edge: Helps maintain or improve market share.

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Challenges

- Limited Market Expansion: Unlike disruptive innovations, sustaining innovations do not typically open new markets.
- Risk of Complacency: Focusing too much on sustaining innovation can make organizations vulnerable to disruptive entrants.

Balancing Act

Sustaining innovation is critical for long-term success

Balanced with

Investments in disruptive innovation to prepare for future market shifts.

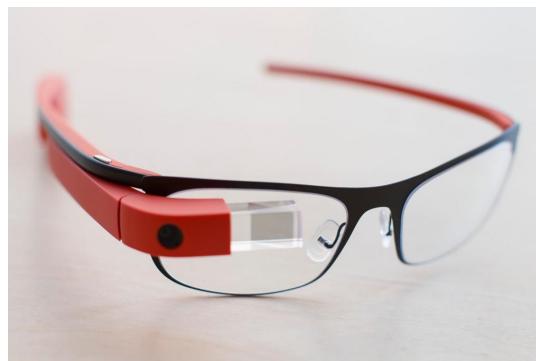
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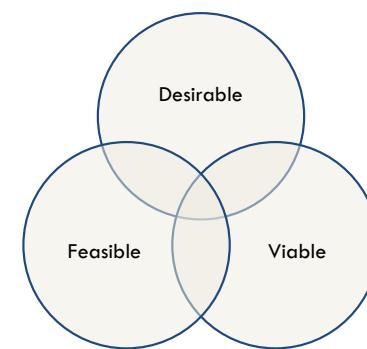
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Was This An Innovation?



Successful Innovations



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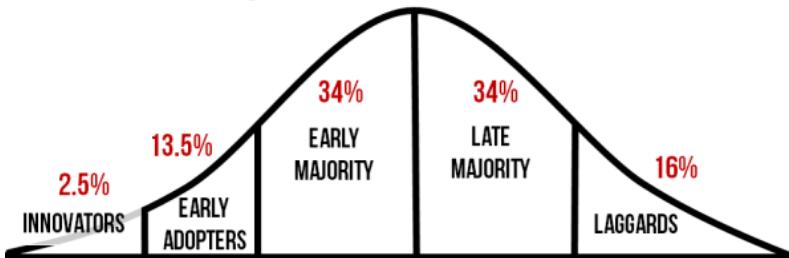
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Technology Adoption Curve



Everett Rogers – Diffusion of Innovations 1962



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Inspiration From Other Industries



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Inspiration From Other Industries



Read more: <https://www.bbc.com/news/technology-62142208>

<https://motorillustrated.com/bmw-now-offers-monthly-subscriptions-for-some-features/100931/>

Bottomline



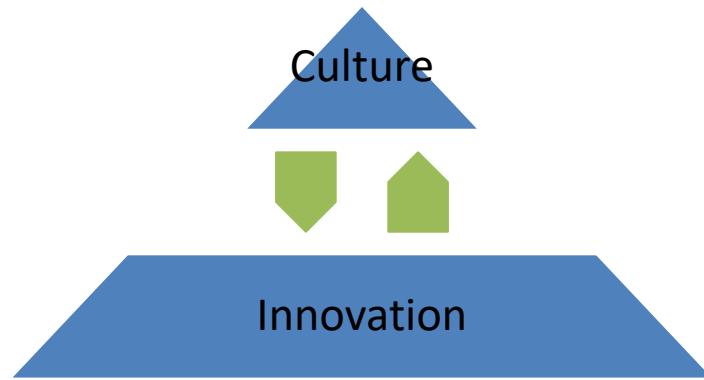
Don't worry about getting the definitions correct
Learn from other industries and bring it to your industry
Only time will tell if it is successful

Keep Trying,
You will Fail, but Learn and Move on

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Culture of Innovation



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Tip: PURSUE A Hobby



Formula 1



Music



Perfumes



Anything

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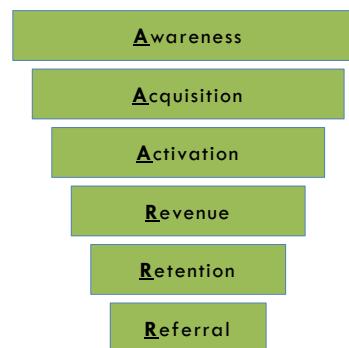
Product Led Growth



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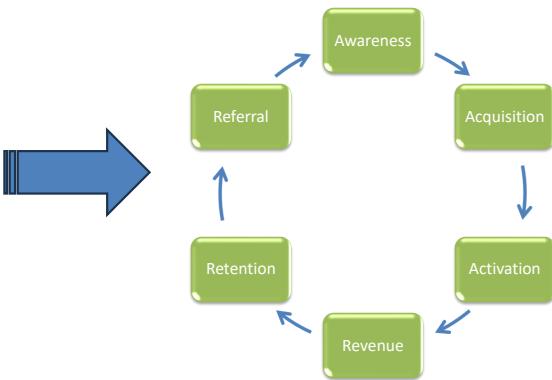
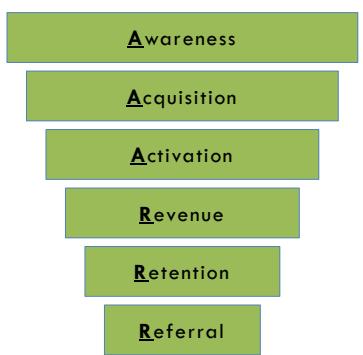
Remember This?



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Example



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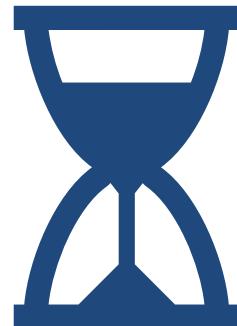
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Self Service

What should be self service?



Trial period



How long should the trial period be?

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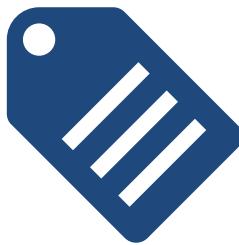
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Ticket Size



What should be the ticket size?

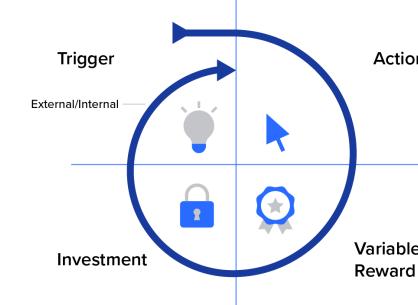


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The Hook Model

The Hook Model



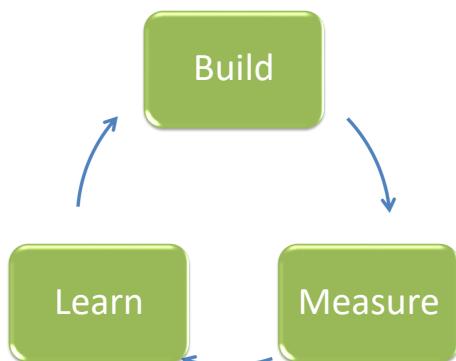
Source: Nir Eyal, *Hooked: How to Build Habit-Forming Products*, 2013

See more: <https://www.youtube.com/watch?v=-jXM4NymIcA>

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Lean Mindset



What are potential waste areas
in a PLG model?

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Next Week

Week 16 – Recap

- Lean Canvas
- Pattern Matching
- ...

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Additional Resources

- <https://www.toptal.com/product-managers/product-management-consultant/product-led-growth-frameworks>
- <https://mattyall.net/blog/product-led-growth>
- <https://hbr.org/2017/06/the-4-types-of-innovation-and-the-problems-they-solve>
- <https://hbr.org/2015/12/what-is-disruptive-innovation>
- <https://digitaltonto.com/2014/how-to-innovate-your-business-model-in-5-not-so-easy-steps/>

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Questions



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**S2-24_SEZG508 Product Strategy & Planning
Lecture No. 16 – Sunday, 18 May 2025
Rahul Mohandas**

Discussion Topics



Week 16 – Recap

- Core Competencies
- Lean Canvas
- Pattern Matching
- Anything else



Core Competencies

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What Is Competence?



- The ability to do something well or efficiently.
- A range of skill or ability.



What Are Core Competencies?



Source of
Advantage



Hard to Imitate



Applicable to
Multiple Markets

Read more: <https://www.intemarketing.org/marketing-information/marketing-basics/core-competencies-hamel-and-prahalad>
http://elearn.ac/wp-content/uploads/2017/07/The-Core-Competencies-of-the-Corporation_HBR_PRAHALAD-AND-HAMEL.pdf

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User Friendly Products

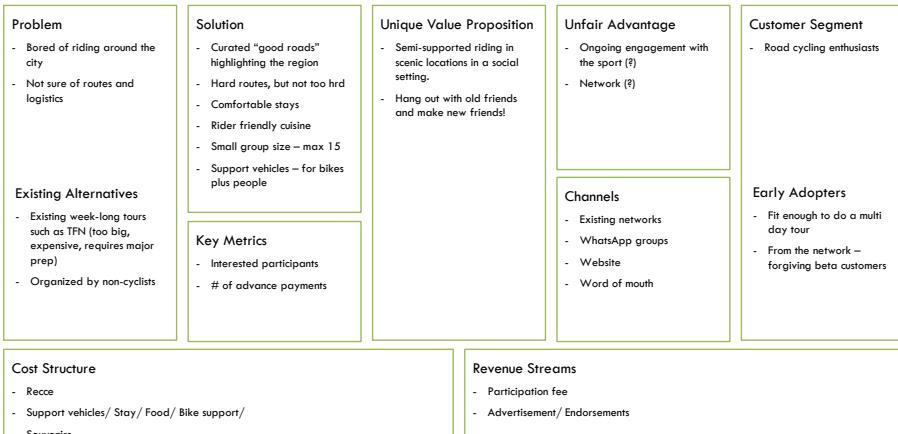


Is that an outcome or a core competence?

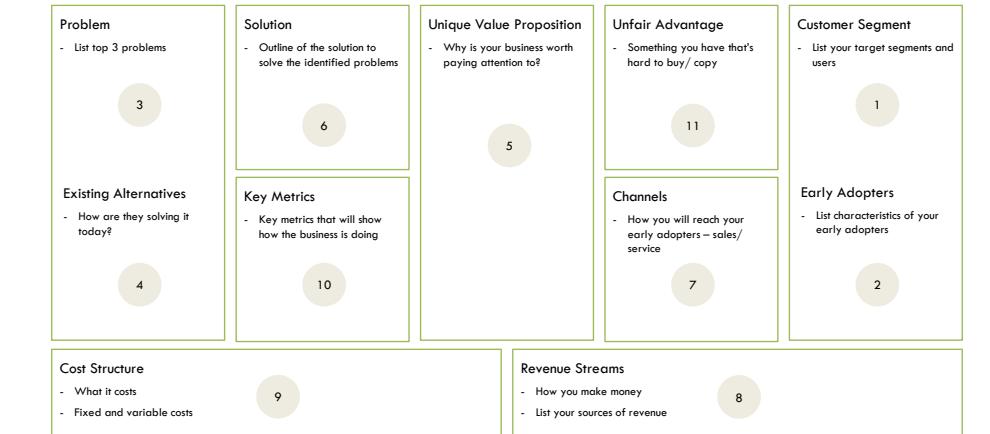


Lean Canvas

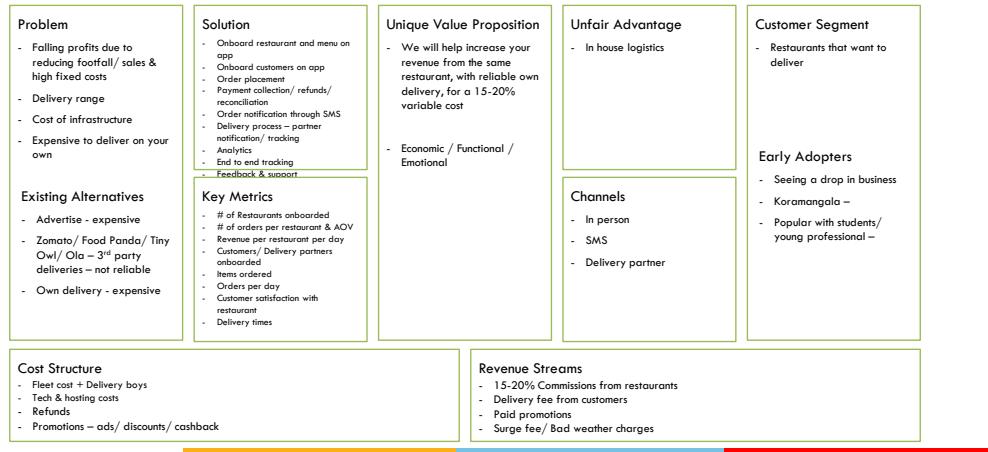
Bike Touring Company



Lean Canvas Template

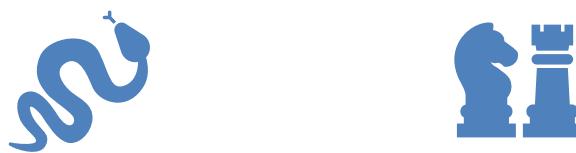


Lean Canvas for the Restaurant Side



Pattern Matching

Luck Vs Strategy



Chess

- Experienced chess players have studied and memorized many common opening move sequences, recognizing the patterns that emerge from these openings.
- As the game progresses into the middlegame, strong players look for pawn structures, piece placements, and positional patterns that suggest plans or reveal weaknesses to attack.
- Pattern recognition helps a player evaluate whether a position is advantageous based on patterns they have studied before related to piece activity, control of key squares, etc.
- Players try to steer the game into patterns and positions that are familiar to them and unfamiliar to their opponent, granting them an edge.
- A big part of chess strategy involves anticipating your opponent's threats and intended playing patterns several moves in advance based on the position on the board.
- Grandmasters rely heavily on their familiarity with established patterns and plans that they have studied extensively through practice games, books and databases. Recognizing these patterns allows them to find good moves more quickly.



Muscle Memory



Bicycle



Swim

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Questions



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Week	List of Topics
1	<ul style="list-style-type: none">Course Introduction<ul style="list-style-type: none">- Vision Vs Goal Vs Strategy- Essence of Product Strategy- Business Strategy Vs Product Strategy- Product Lifecycle
2	<ul style="list-style-type: none">The Money Problem<ul style="list-style-type: none">- Product as a Value Exchange- Product as an Investment- Costs – Fixed Vs Variable
3	<ul style="list-style-type: none">Industry Analysis frameworks<ul style="list-style-type: none">- Porter's Generic Strategies- Porter's 5 Force analysis- PESTLE Analysis
4	<ul style="list-style-type: none">Competitor Analysis<ul style="list-style-type: none">- Category definition- Competitive benchmarking- Co-operation- Scenario planning
5	<ul style="list-style-type: none">General Considerations<ul style="list-style-type: none">- Limiting factors- Multipliers- Inflection points- Bias- Impact of luck
6	<ul style="list-style-type: none">Organisational capability<ul style="list-style-type: none">- Capabilities- Core competencies- SWOT Analysis- Strategic partnerships/ outsourcing- Sustainable competitive advantage
7	<ul style="list-style-type: none">Product Portfolio<ul style="list-style-type: none">- Product lifecycle - revisit Ansoff's matrix- Backward/ Forward integration- BCG matrix- Product sunsets

Week	List of Topics
8	<ul style="list-style-type: none">Branding & Metrics<ul style="list-style-type: none">- Essence of Branding- The Pirate Metrics framework- Mid Sem Recap
9	<ul style="list-style-type: none">Pricing for Value Extraction<ul style="list-style-type: none">- Pricing anchors- Price elasticity- Pricing model examples
10	<ul style="list-style-type: none">Customer Research<ul style="list-style-type: none">- Research best practices- Segmentation- Technology adoption curve- Understanding early adopters- Co-creation
11	<ul style="list-style-type: none">Place, Promotion & Tying it all together<ul style="list-style-type: none">- Channels, Distribution- Promotions- Go To Market- The Lean Canvas
12	<ul style="list-style-type: none">Strategy Communication<ul style="list-style-type: none">- Strategy & roadmap communication- Internal vs external communication- Aligning around the strategy- Usage of personas & story telling- Prioritisation
13	<ul style="list-style-type: none">Managing Risk<ul style="list-style-type: none">- Understanding Risk- Risk management and mitigation- Lean & Agile approach to risk
14	<ul style="list-style-type: none">Product Roadmaps<ul style="list-style-type: none">- Considerations- Best practices
15	<ul style="list-style-type: none">Innovation & Product led growth<ul style="list-style-type: none">- Types of Innovation- Essence of Innovation- Product Led Growth
16	<ul style="list-style-type: none">- Recap



Parting Thought: What Is Your Source?



Learning



Inspiration

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