



 **Product Strategy & Planning**

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Rahul Mohandas



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**S2-24\_SEZG508 Product Strategy & Planning**  
**Lecture No. 1 – Sunday, 19 Jan 2025**  
**Rahul Mohandas**

**Discussion Topics**

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

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**Corporate Adventures – 1996 – 2019**

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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

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## Now A Solopreneur



Learning Facilitator

Advisor

Product Management



Leadership Development



MASTERS' UNION



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## Personal Background



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## You Are...



### Motivation

- Career progression
- Gain respect of colleagues with your knowledge

### 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

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

### Goal

- Apply knowledge
- Certification
- Promotion

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## 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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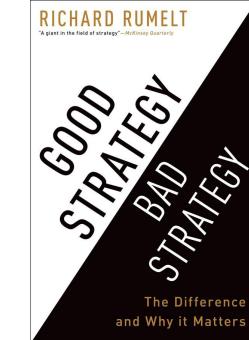
## Recommended Reading

A Founder's Guide to Gaining Competitive Advantage with a Strategy That *Actually* Works

### No Bullsh\*t Strategy

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

[Amazon Link](#)



[Amazon Link](#)

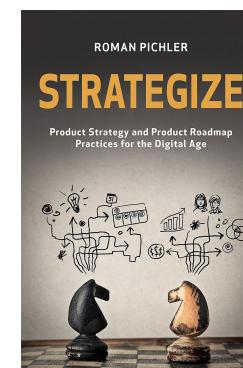
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## Regular Reading

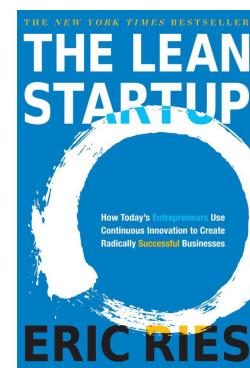


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## Additional Reading



[Amazon Link](#)



[Amazon Link](#)

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## Class Structure



Slides

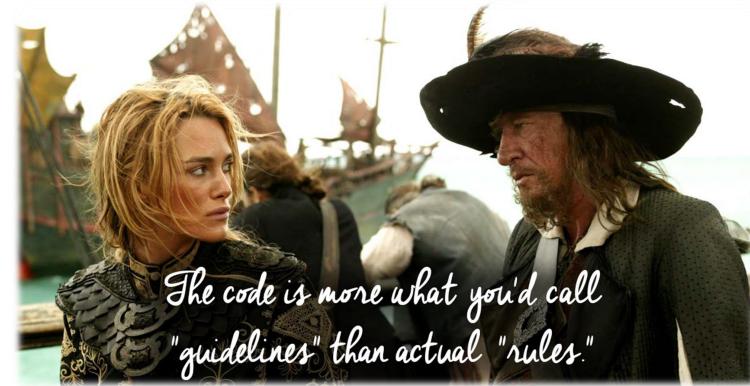


Class Discussion



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



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## Vision Evolves Over Time

Twitter

Social media website



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## What Is The Vision Of



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## Vision Paralysis

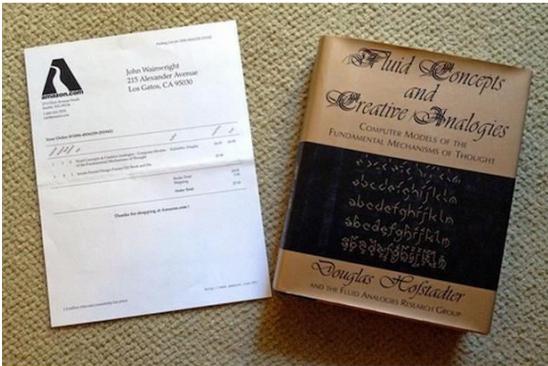


"To be Earth's most customer-centric company,  
where customers can find and discover anything  
they might want to buy online, and endeavors to  
offer its customers the lowest possible prices."



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## Amazon's 1st Customer Order



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

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## 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 fulfilment 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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## Essence of Strategy



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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?



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## Opportunity

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

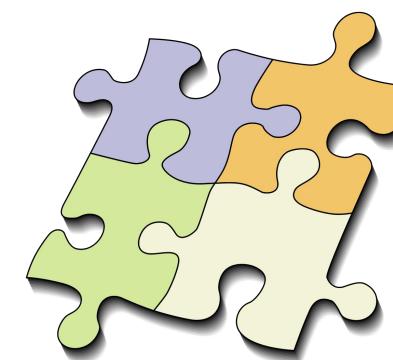
Profit

Deliver

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

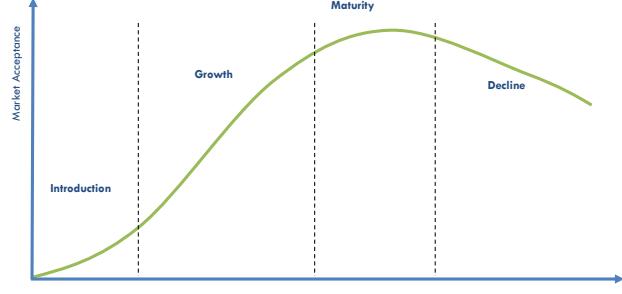
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## Business Vs Product Strategy



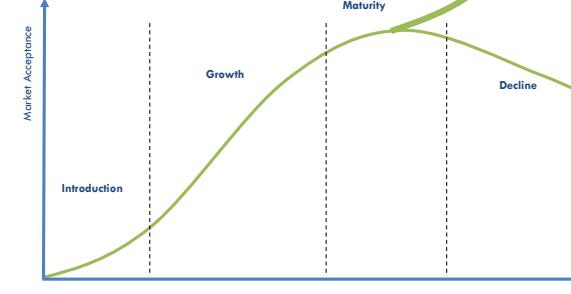
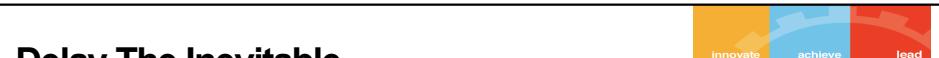
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## Product Life Cycle



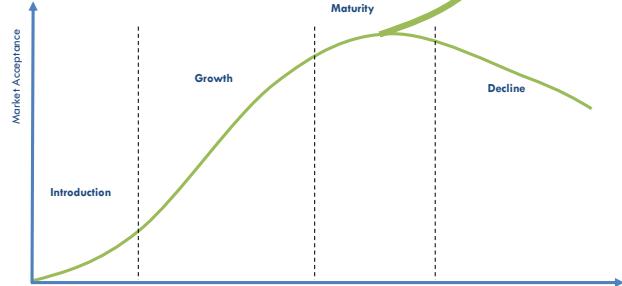
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## Delay The Inevitable



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## Focus Areas



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"

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

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## Strategy – Distills To Themes



Based on Goals



Strengths



Opportunities



Product Lifecycle

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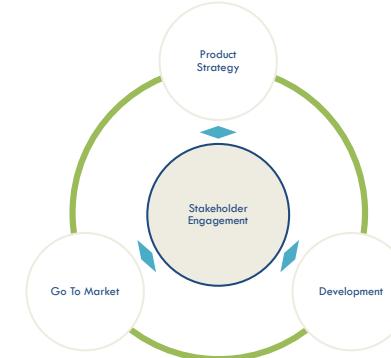
## Example

Corporate Travel  
Booking Tool  
Used By  
Large Corporations



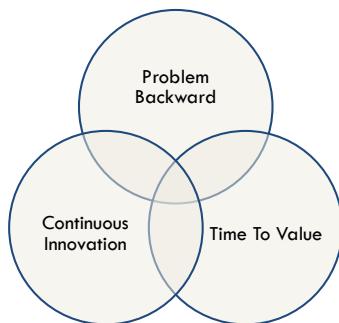
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## A Product Management Framework



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## Product Mindset



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

FOLLOW US SHARE FONT SIZE SAVE PRINT COMMENT

**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

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# Feedback Please



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

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## Questions



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## Product Strategy & Planning

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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

### Discussion On Week 1



Essence Of Strategy



Product Lifecycle



CCDVTP

### Why Do Companies Shut Down?

## 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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## Let's Play A Game



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## Evaluating Investments



Space Travel



Coffee Shop



## Evaluating Investments



Coffee Shop



Bank Account

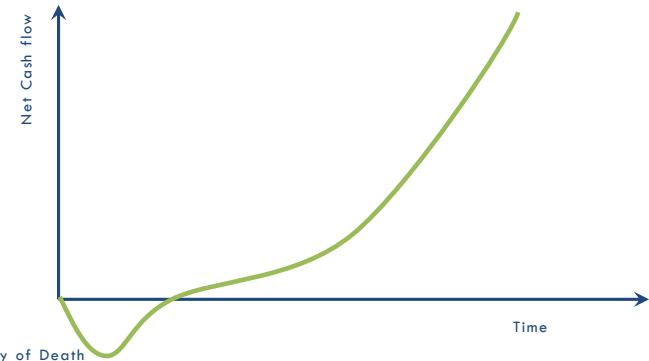
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## Investing In Products



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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?

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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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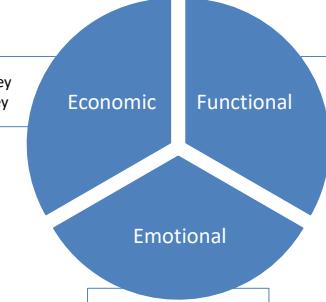
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## Product As A Value Exchange

**What is Value?**

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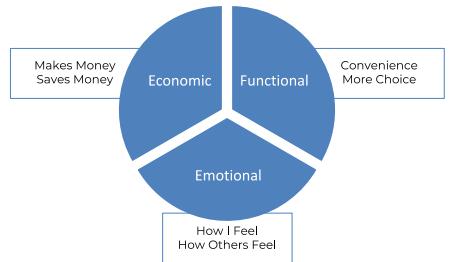


The diagram consists of three blue segments forming a triangle. The top-left segment is labeled 'Economic' with 'Makes Money' and 'Saves Money' in its box. The top-right segment is labeled 'Functional' with 'Convenience' and 'More Choice' in its box. The bottom segment is labeled 'Emotional' with 'How I Feel' and 'How Others Feel' in its box.

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**Value Elements**

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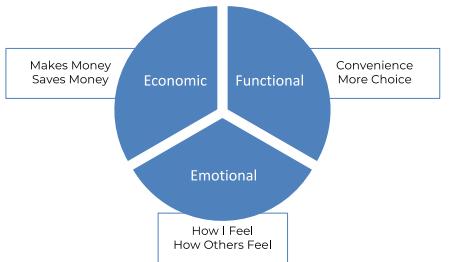
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**Value Elements**

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Software solution  
that automates  
compliance  
reporting for banks



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## Value Exchange



Give Value

Give Value

Product

Customer

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## What Are Typical Costs?



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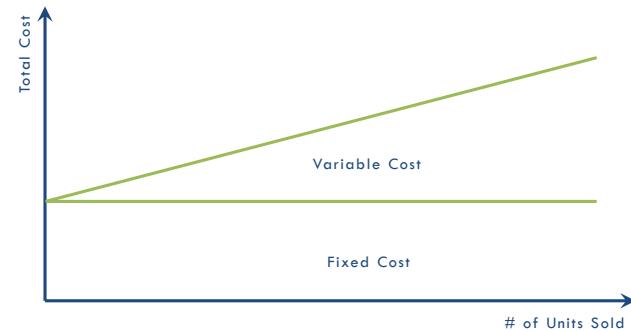
## Understanding Costs (Investments)



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## 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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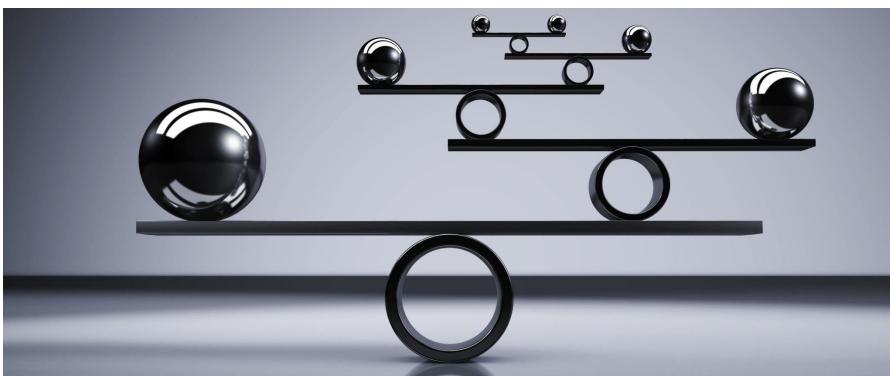
## Asset Light Model



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## 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

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## Questions



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Lecture No. 3 – Sunday, 9 Feb 2025  
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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



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## Discussion On Week 2

↔ Value Exchange

☒ Product as an investment

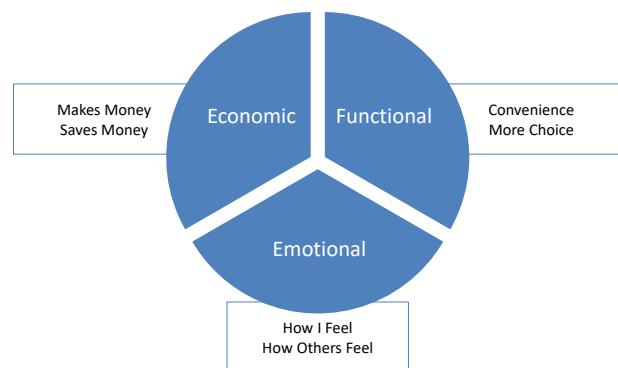
coins Costs



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## What is Value?



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## Why Do You Need A Strategy?



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## Porter's Generic Strategies

### 3 Generic Strategies

Cost Leadership  
Differentiation  
Focus

### 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 Analysis

### PESTLE?



Political



Economic



Social



Technological



Legal



Environmental

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

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### Political



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



Geopolitics



Political divides



Policies

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## Economic



What are the prevalent economic factors?



Economic Growth



Inflation



Interest Rates



Disposable Income

Read : [Link to Economic Times](#)

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## Social



What are the social trends and its impact?



Cultural Trends



Demographics

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## Technological



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



Innovation



Awareness

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## 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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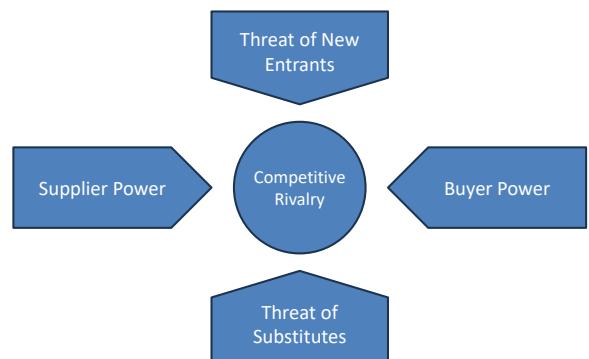


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## Porter's 5 Force Analysis

### Porter's 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
- ...



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## 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
- ...



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## 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



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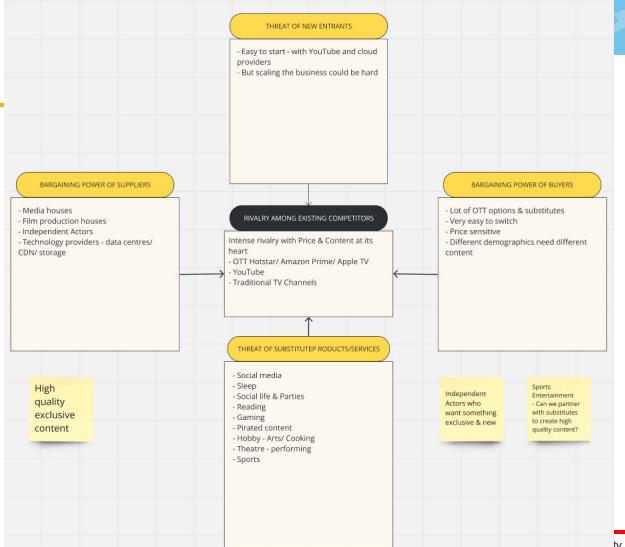
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## Over to the Miro board



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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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## Product Strategy & Planning

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A photograph of the iconic yellow clock tower of BITS Pilani, set against a clear blue sky. The tower has two visible clock faces and a decorative spire.

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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

## Discussion On Week 2



Generic Strategies



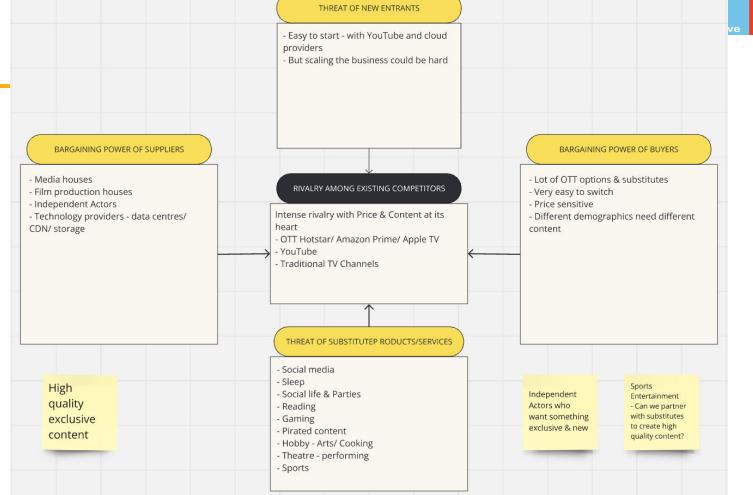
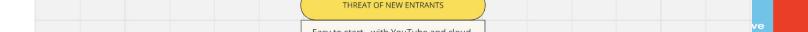
PESTLE



Porters 5 Force Analysis

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## Product Categories



## Thirsty?



What are the top 3 things that come to mind?

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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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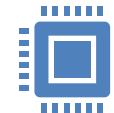
## What About Laptops?



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## Laptops



Processing Power



Storage



Weight



Screen Size

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## Latent Dimensions



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## Category Evolution



Standard Category Dimensions



Latent Dimensions

Use technology to innovate and improve on  
standard/ latent dimensions

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## Disruptive Positioning

### Reposition for Growth

The product's market position determines whether new products take them introduction to decline. But by changing products' positioning in the marketplace, companies can project their products backward or forward into the lucrative growth phases.

**Breakaway Positioning**  
By stripping away parts of a core product and adding some surprising new ones, companies can shift a product backward from maturity into the growth phase.

**Stealth Positioning**  
By associating a "tame" product with a category consumers like, a company can overcome consumer resistance and achieve success from introduction to growth.

**Reverse Positioning**  
By stripping away parts of a core product and adding some surprising new ones, companies can shift a product backward from maturity into the growth phase.

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Focus	INTRODUCTION	GROWTH	MATURITY	DECLINE
Market	Latent	Emerging	Fragmented	Fading
Segmentation	Limited	Growing	Fierce	Fading
Competition	Limited			

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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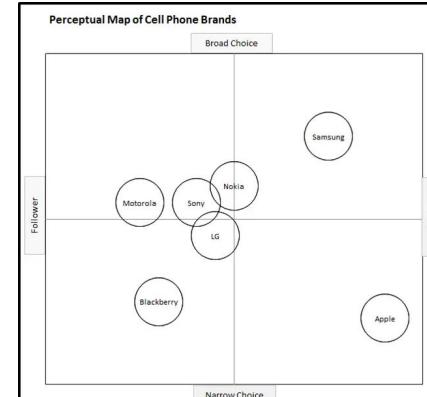
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## Competitive Benchmarking & Co-opetition

### Perceptual Maps

**Perceptual Map of Cell Phone Brands**

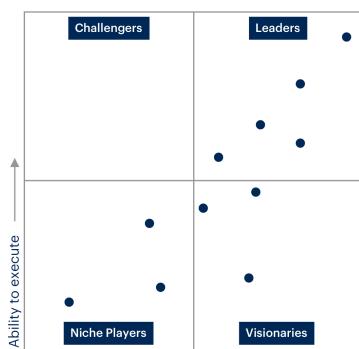


The map is divided into four quadrants by dashed lines:

- Broad Choice:** Top-right quadrant.
- Narrow Choice:** Bottom-right quadrant.
- Follower:** Top-left quadrant.
- Leader:** Bottom-left quadrant.

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### Gartner Magic Quadrant



The chart has two axes:

- Y-axis:** Ability to execute (vertical axis)
- X-axis:** Completeness of vision (horizontal axis)

Quadrants and labels:

- Challengers:** Top-left quadrant
- Leaders:** Top-right quadrant
- Niche Players:** Bottom-left quadrant
- Visionaries:** Bottom-right quadrant

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

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### Harvey Ball Font



0 – Very Bad      1 – Bad      2 – Average      3 – Good      4 – Very Good

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

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## Heatmap

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	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

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## Win At Any Cost?

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## Example – Toyota Vs Maruti

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Read More: [Economic Times - These Cars Arent Really Toyotas Own But Account For 50% Of Its India Sales](#)

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## Co-Opetition – Co-Operation + Competition

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Which is the default search engine on Safari?

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

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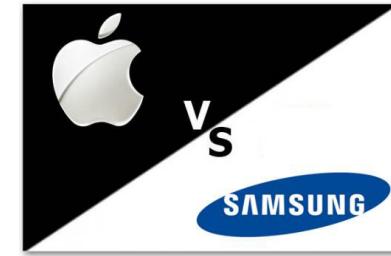
## Who Supplies Screens For iPhone 15?



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## 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



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## 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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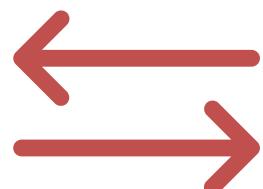
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## When You Take An Action...



... 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?
- ...



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## Next Week



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

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## Questions



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## Product Strategy & Planning



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A photograph of the iconic clock tower of BITS Pilani, set against a clear blue sky. The tower is white with a red roof and two visible clock faces.

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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

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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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## 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

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## Discussion Topics



Week 5 - Organisational capability

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

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## Capabilities

## What Capabilities...

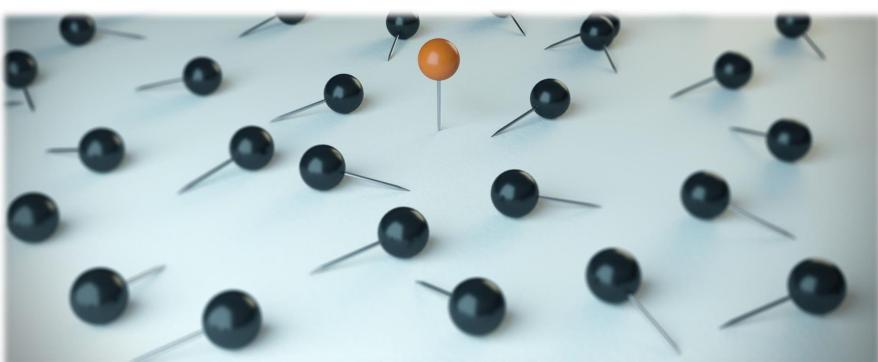
... does a Product Team need to succeed?



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## Which Is The Most Important Function?



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## What Challenges...



... Would AWS have faced while starting out?



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## Core Competencies



## 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](http://elearn.ac/wp-content/uploads/2017/07/The-Core-Competencies-of-the-Corporation_HBR_PRAHALAD-AND-HAMEL.pdf)

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## 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

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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

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## SWOT Analysis

### SWOT Analysis Framework

	Positive	Negative
Internal	Strength	Weakness
External	Opportunities	Threats

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

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### Microsoft SWOT

Strengths	Weaknesses
1. <>>	1. <>>
Opportunities	Threats
1. <>>	1. <>>

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### Microsoft SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>1. Brand loyalty – B2C &amp; B2B</li> <li>2. Easy to use software</li> <li>3. Strong distribution channels</li> <li>4. Developer community</li> <li>5. Robust financial performance</li> </ul>	<ul style="list-style-type: none"> <li>1. Dependence on hardware manufacturers</li> <li>2. Criticism over security flaws</li> <li>3. Mature PC markets</li> <li>4. Slow to innovate</li> <li>5. Lack of presence in mobile</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>1. Cloud based services</li> <li>2. Early mover in AI/ Co-pilot</li> <li>3. Advertising</li> <li>4. Mobile device industry</li> <li>5. Growth through acquisitions</li> </ul>	<ul style="list-style-type: none"> <li>1. Intense competition in software products</li> <li>2. Changing consumer needs and behaviour</li> <li>3. Open-source projects</li> <li>4. Anti-trust lawsuits</li> </ul>

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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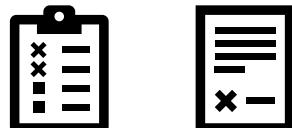
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## What Is Outsourcing?



Certain business  
functions, processes,  
tasks, or services

Contracted to External  
Providers



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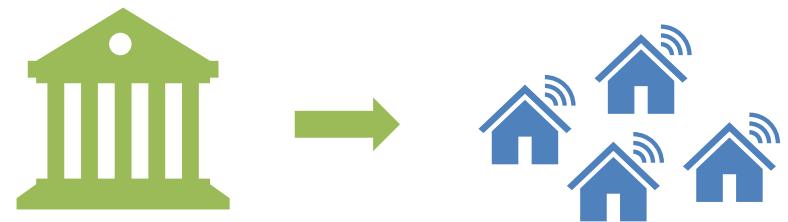
## Strategic Partnerships Vs Outsourcing



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## E-Surveillance Company



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## Potential GTM Partner?

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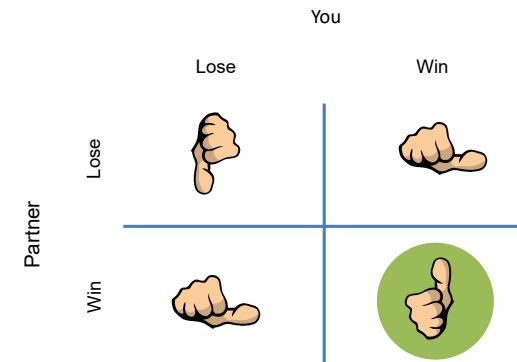


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## Key To Successful Partnerships

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## Build Vs Partner

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- \$ 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

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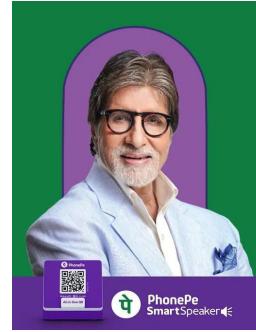


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## BUT!!!

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## Sustainable Advantage

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Focus on Customer Value



Increase Switching Cost



Focus on Core Competencies



Increase Barriers to Entry



Lead with Continuous Innovation



...

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## Next Week

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### 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

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**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



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## 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>  
[http://elearn.ac/wp-content/uploads/2017/07/The-Core-Competencies-of-the-Corporation\\_HBR\\_PRAHALAD-AND-HAMEL.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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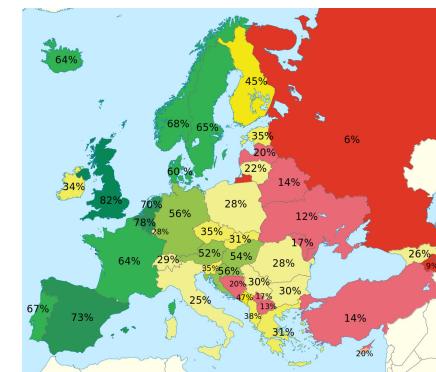
## Example



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## Targeting – European Enterprise Market



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## PESTLE



Political

Economic

Social

Technological

Legal

Environmental

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## Example



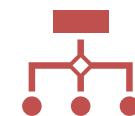
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## Organizational



Culture



Structure

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## Example



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## 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

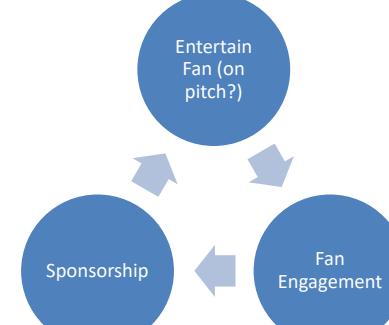


Customer acquisition & Retention

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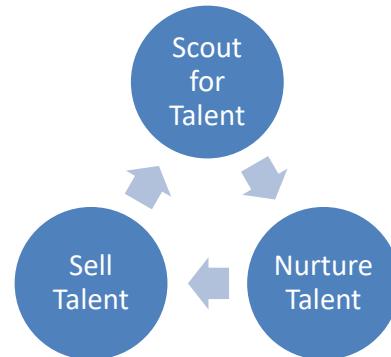
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## Sports League



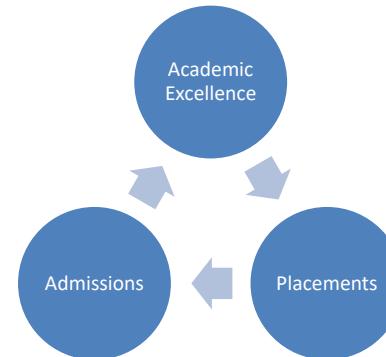
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## Borussia Dortmund



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## Academic Institution



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## Inflection Points

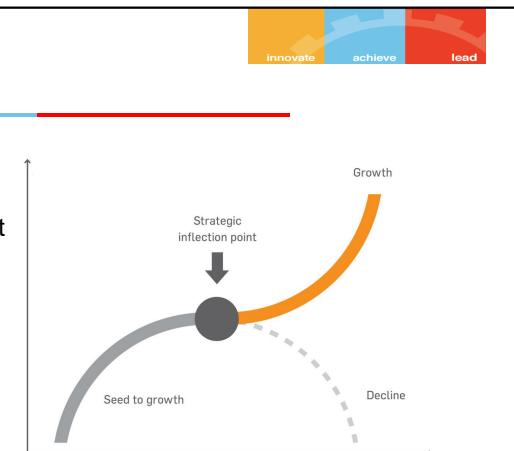


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## Inflection Point

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

...  
...

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## Examples



June 2007



Sept 2008

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## Your thoughts



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



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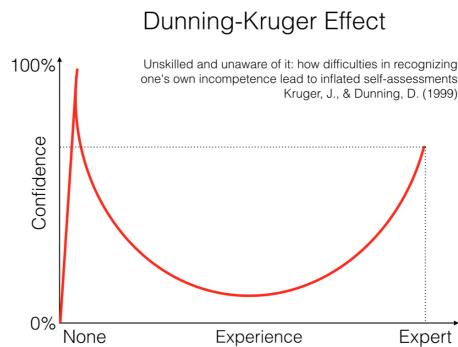


**Bias**

## Overconfidence Bias



Being overly optimistic about how right they are.



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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.

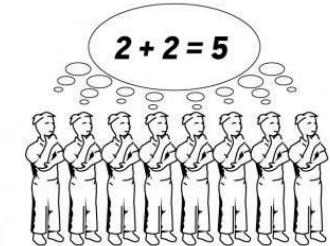


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## GroupThink

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



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## Other Biases

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Availability Bias

Read more:

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

Self serving Bias

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

Representative Bias

...

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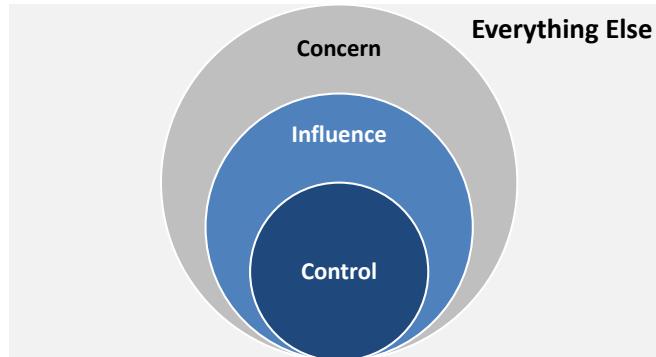
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## Impact of Luck

## Control/ Influence/ Concern/

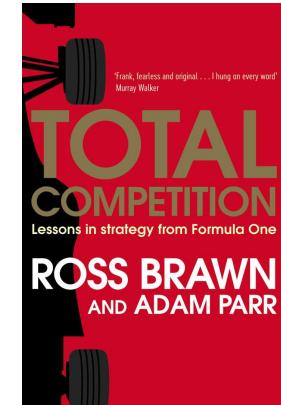


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## Luck Is When ...

...  
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

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## Questions



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The slide features a photograph of the iconic clock tower at the BITS Pilani campus against a clear blue sky. Below the photo is a dark blue rectangular overlay containing text.

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The slide features a photograph of the clock tower at the BITS Pilani campus. To the right of the photo is the BITS Pilani logo and name.

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**Lecture No. 7 – Sunday, 2 March 2025**  
**Rahul Mohandas**

## Discussion Topics



Your Take On Week 6

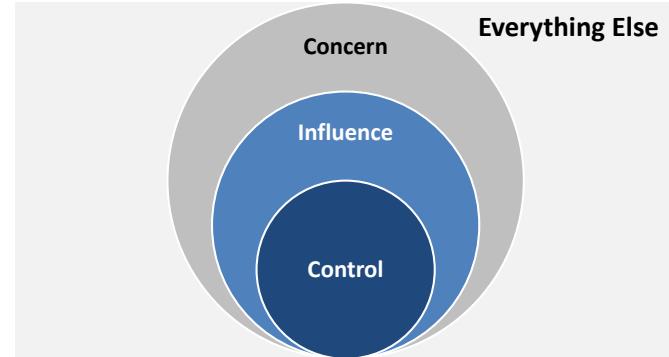
Week 7 – Product Portfolio

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

2

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## Control/ Influence/ Concern/



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## Factors to Increase LSA



Networks &  
Relationships



Knowledge &  
Skill



Curiosity &  
Exploration



Persistence &  
Resilience



Embrace  
serendipity

4

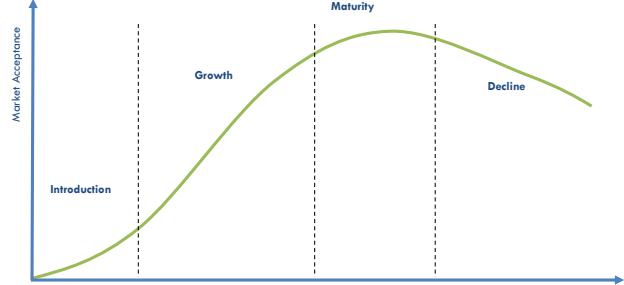
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## Product Lifecycle - Revisit

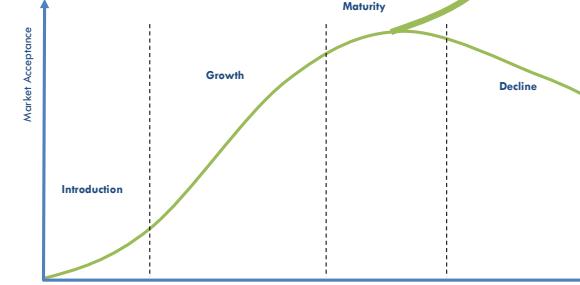
## Product Life Cycle



6

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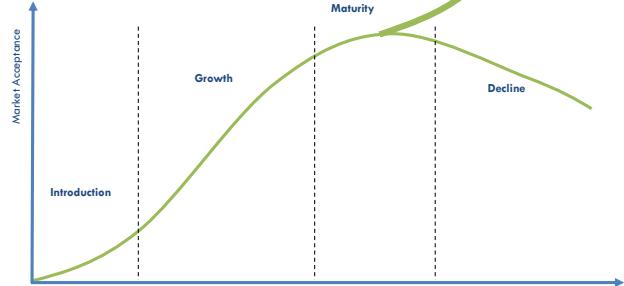
## Delay The Inevitable



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## Focus Areas



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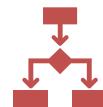
## 3 Dimensions of Growth



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>

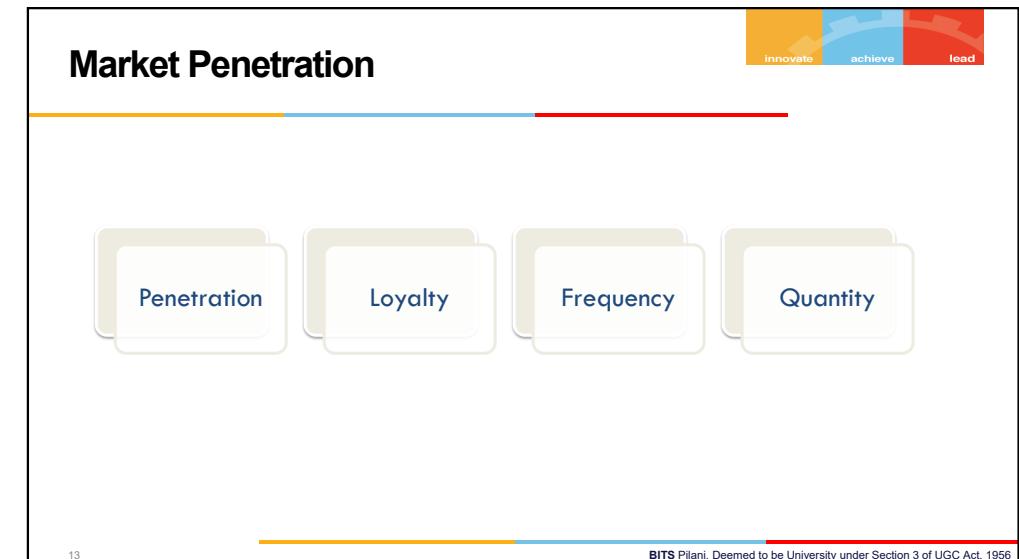
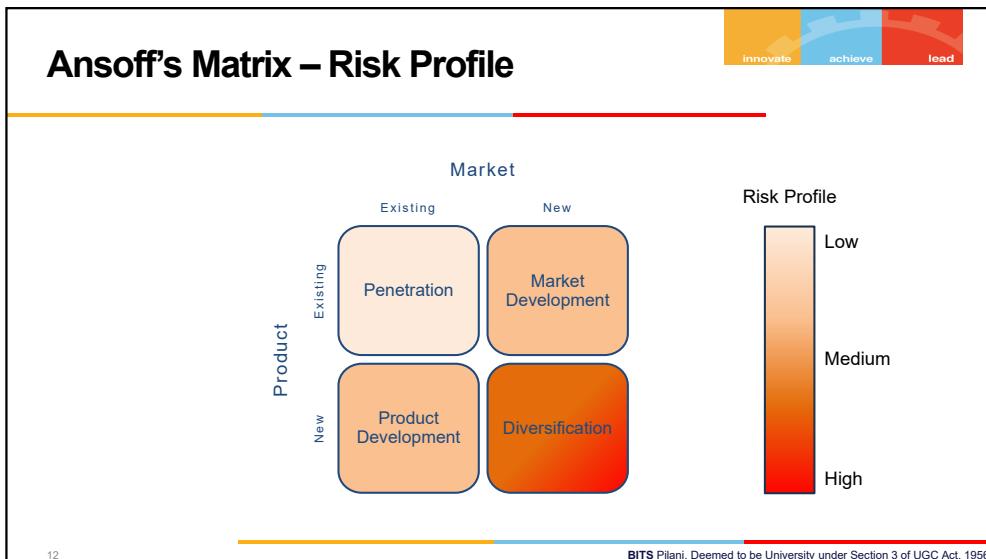
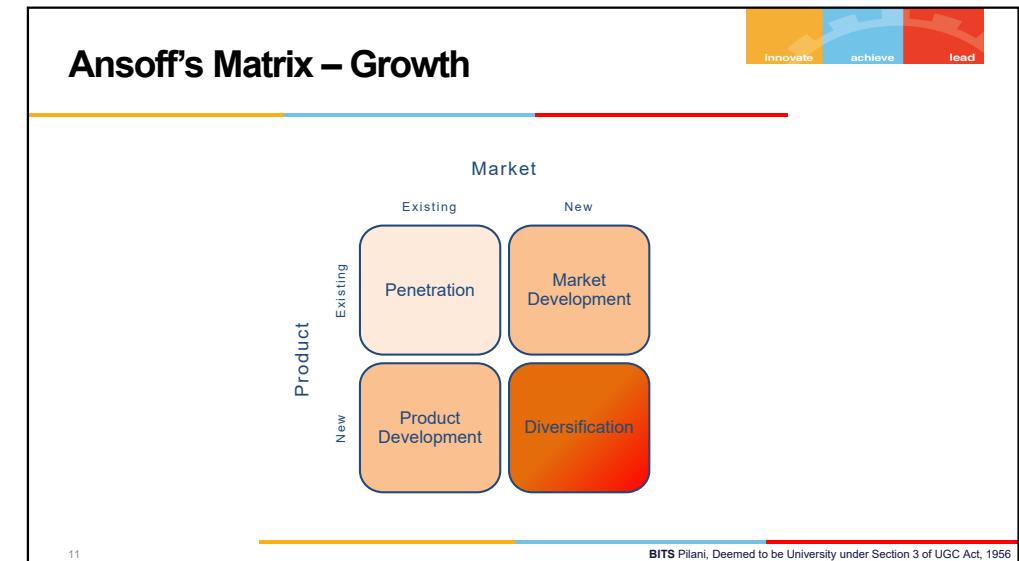
9

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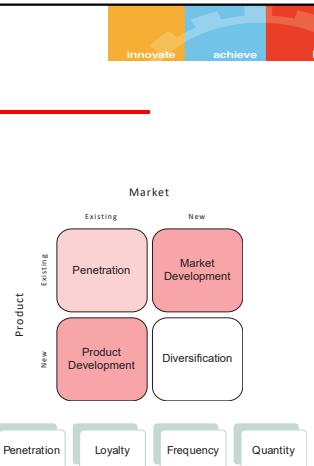
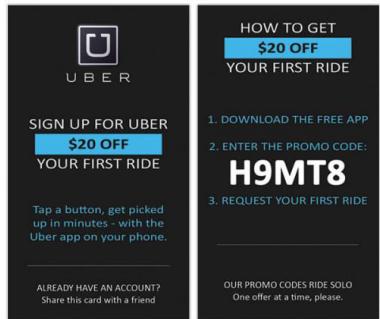


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**Ansoff's Matrix**



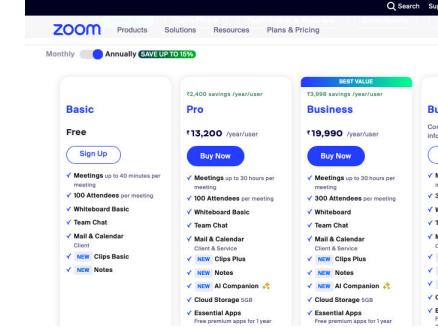
## Example



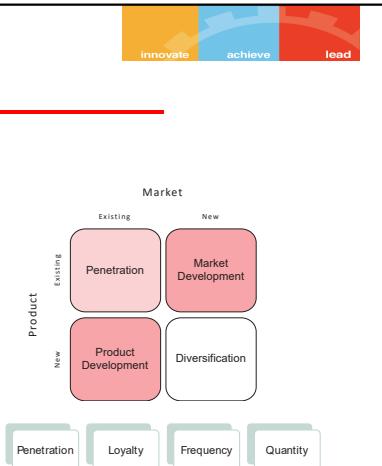
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## Example

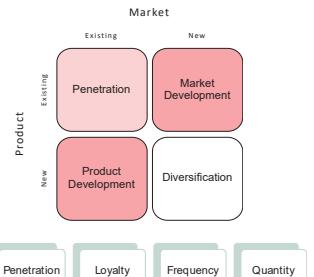


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## Example



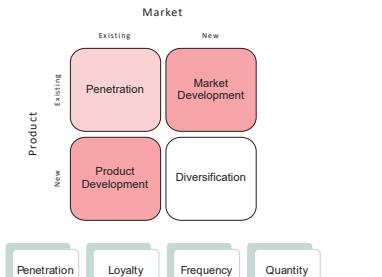
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## Example

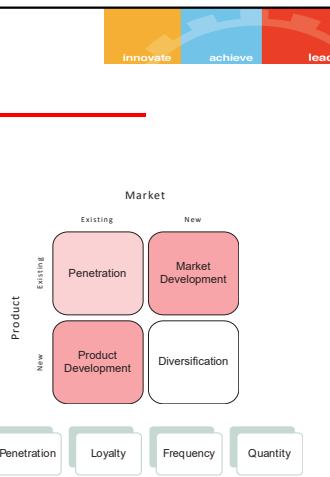


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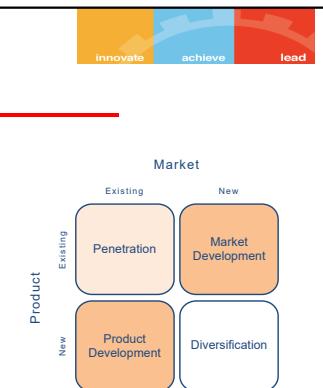
## Example



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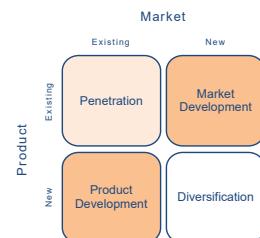
## Examples



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## Examples



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## Examples

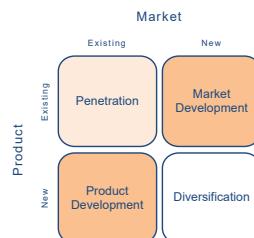


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## Examples

Tata Nexus EV



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## Which Is Riskier?



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## Examples

amazon advertising



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## Examples

Amazon AWS



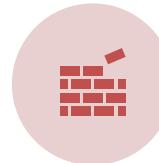
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## Growth Methods - Backward / Forward Integration

### 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

innovate achieve lead



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## Example

innovate achieve lead



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## Example

innovate achieve lead



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## BCG Matrix

Innovate achieve lead

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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 Pasad  
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](https://www.livemint.com/companies/news/zomato-to-shut-down-intercity-legends-services-with-immediate-effect-heres-why-1172433801730.html)

**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.

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## BCG Matrix – Portfolio Management

MARKET GROWTH RATE ↑  
↓ RELATIVE MARKET SHARE →

- QUESTION MARKS**: Represented by a question mark icon. An arrow labeled 'A' points from the Question Marks quadrant to the Stars quadrant.
- STARS**: Represented by a star icon.
- DOGS**: Represented by a dog silhouette icon.
- CASH COWS**: Represented by a cow silhouette icon.

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

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## Product Sunsets

## 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

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**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

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## Why Branding



Pricing Power



Distribution Power



Others

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## Essence of Positioning & Branding



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## Product Positioning



*“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



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## Example



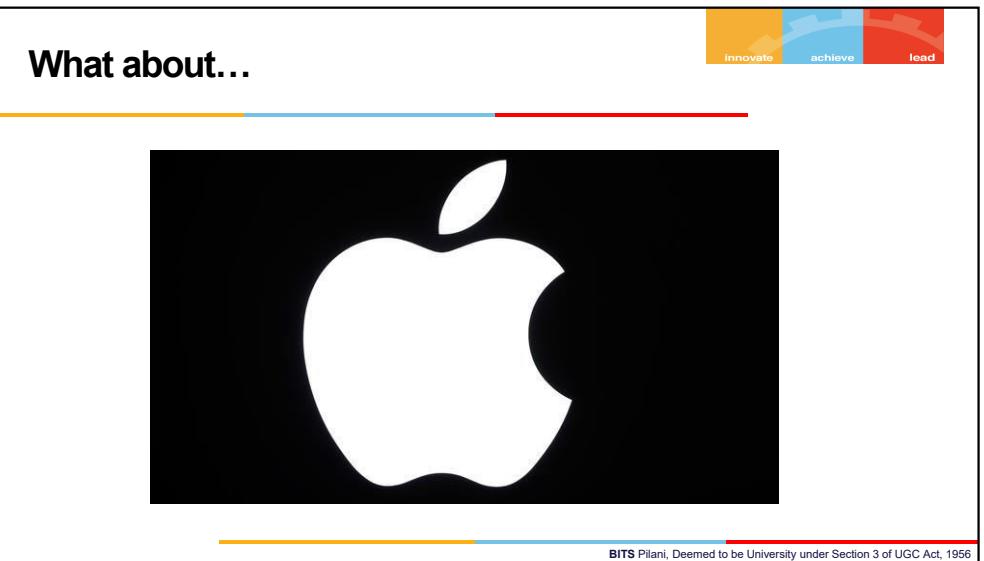
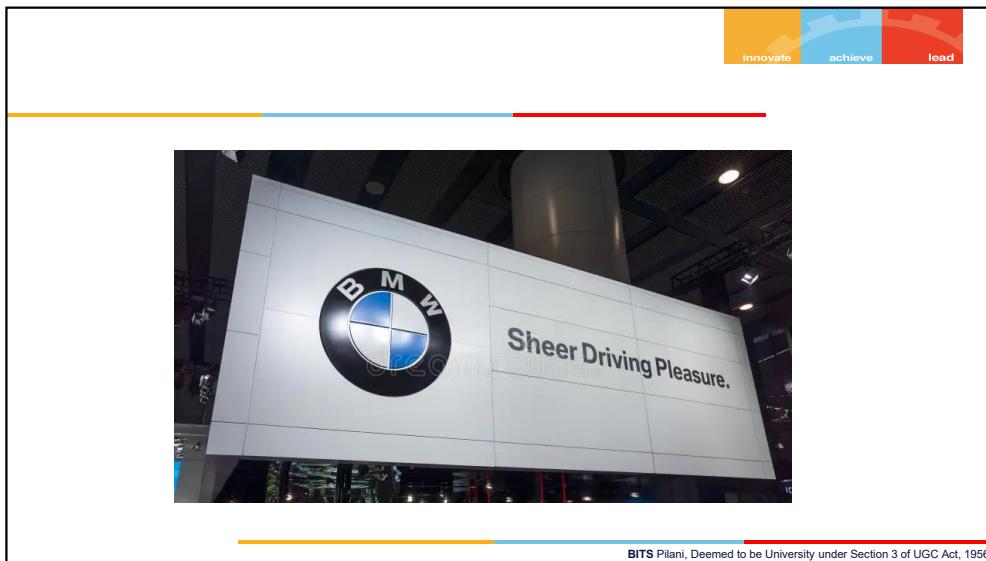
Read more: <https://www.unilever.com/news/news-search/2023/whats-in-half-a-billion-homes-on-the-planet/>

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## Identify The Brand?



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## Positioning Statement

Building a winning brand positioning statement

**To (Target)**

- Highly connected, fast-paced people who are frustrated by the annoying complexities of technology

**That (Category)**

- Consumer electronics brand

**That's because (Benefit)**

- Simplifies technology to help you feel smarter, so you can do more with every device.

**That's because (Support Points)**

- We start with ideal consumer experience and work back to the technology, eliminating every possible frustration.
- We push for surprising technology that will change the world, with intuitive, simple, and easy-to-use products.

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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>

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## 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>

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## Essence of Branding



Make a Promise  
&  
Keep the Promise

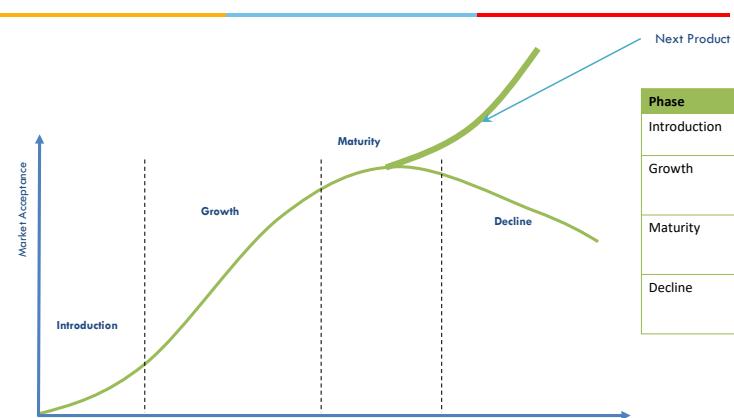
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## Pirate Metrics Framework

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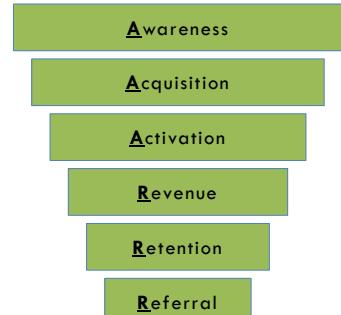
## Product Lifecycle Revisited



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"

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**AAARRR!!!**



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## 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.

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## 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.

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## 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.

## 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.

## 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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## 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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## 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	Course Introduction - Vision Vs Goal Vs Strategy - Essence of Product Strategy - Business Strategy Vs Product Strategy - Product Lifecycle	- Nobs - GSBS - Classroom discussions
2	The Money Problem - Product as a Value Exchange - Product as an Investment - Costs – Fixed Vs Variable	- Classroom discussions
3	Industry Analysis frameworks - Porter's Generic Strategies - Porter's 5 Force analysis - PESTLE Analysis	- Classroom discussions
4	Competitor Analysis - Category definition - Competitive benchmarking - Co-operation - Scenario planning	- Classroom discussions

5	General Considerations - Limiting factors - Multipliers - Inflection points - Bias - Impact of luck	- GSBS - Classroom discussions
6	Organisational capability - Capabilities - Core competencies - SWOT Analysis - Strategic partnerships/ outsourcing - Sustainable competitive advantage	- Classroom discussions
7	Product Portfolio - Product lifecycle - revisit - Ansoff's matrix - Backward/ Forward integration - BCG matrix - Product sunsets	- Classroom discussions

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## Recap – Q&A



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## Next Week



### Week 9 - Customer Research

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

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## Questions



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## Product Strategy & Planning

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

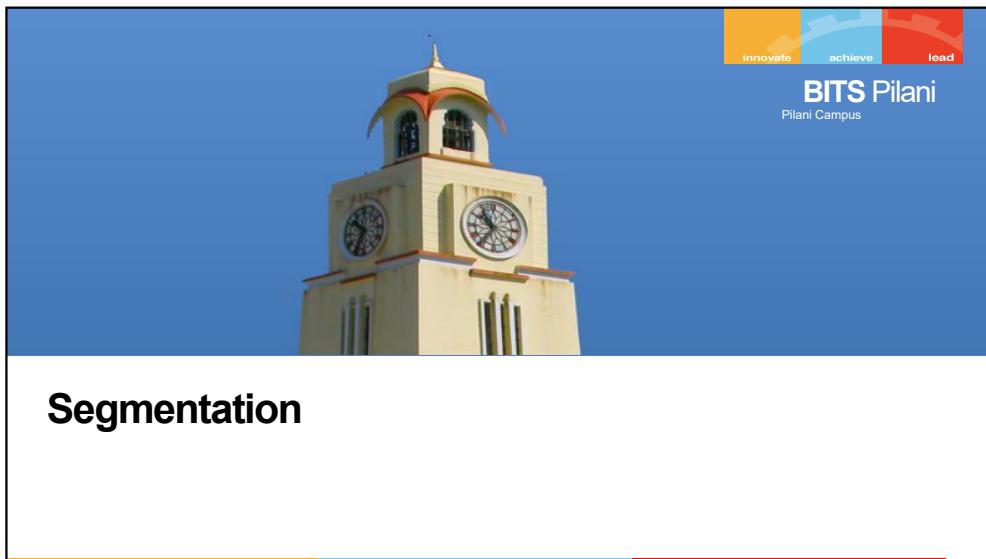


## Discussion Topics

### Thoughts from Week 8 – Positioning/ Branding

#### Customer Research

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



## Segmentation



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## Solve The Problem

Product/ Solution

Customer Need/  
Problem

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A screenshot of the make my trip travel website. The search bar shows a round trip from Chennai to Colombo. The departure date is set for 24 Oct'23 and the return date for 29 Oct'23. The traveler count is set to 1 Traveller. The search button is visible at the bottom.

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## Are All Travelers the Same?



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## Example: UK Corporate Rail Traveler



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## Example: Indian Agri Input Market



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## Segmentation



Geographic – Where they are

Demographic – Who they are

Behavioral – What they do

Psychographic – What they think

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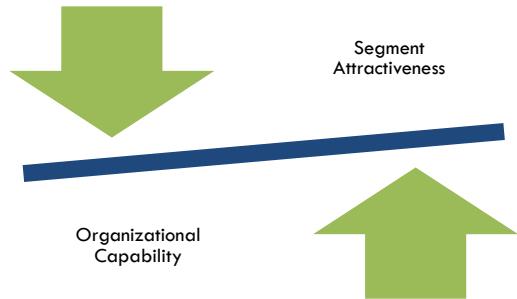
## Why Do People Buy A Drill?



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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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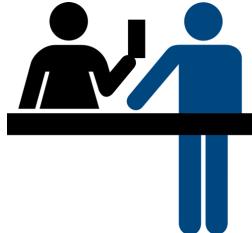
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## Types of Customer Personas



User



Buyer

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## Understand Your Customer



Think



Feel



Do

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## 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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## 5W/ 1H



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## Observe Users



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## 5 Whys



### The 5 Whys

**PROBLEM: THE WASHINGTON MONUMENT WAS FALLING APART.**

Why? Because harsh chemicals were used to clean it.

Why? Because of all the bird droppings.

Why? Because birds feasted on all the spiders there.

Why? Because spiders feasted on all the gnats there.

Why? Because gnats were attracted to the lights at dusk.

Why? Because the monument was 1st to turn its lights on.

**SOLUTION: TURN THE LIGHTS ON 30 MINUTES LATER!**

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



Who they are

What's holding them back

Opportunity

Where they want to go

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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

- 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

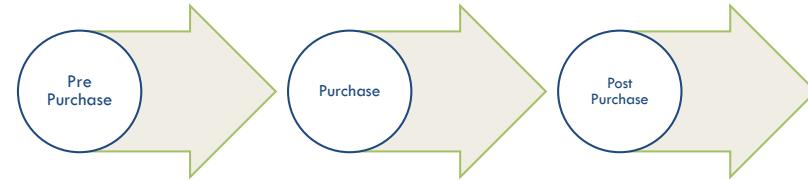
### Everyday activities

- 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

## Customer Journey Stages



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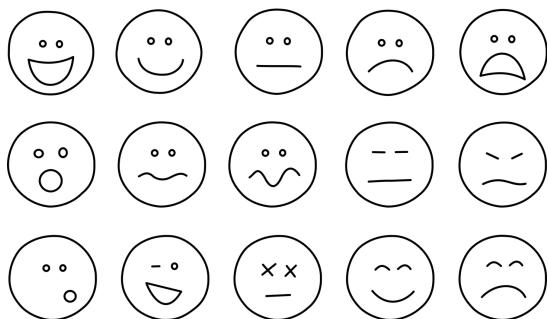
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Image source: <https://www.dreamstime.com/royalty-free-stock-image-employment-tension-image14173596>

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## Customer Journey Emotions



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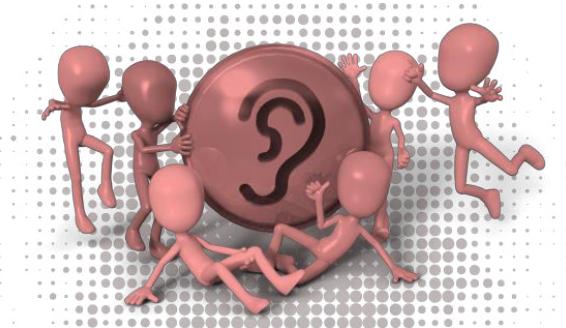
## Mental Model - Customer Conversations



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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

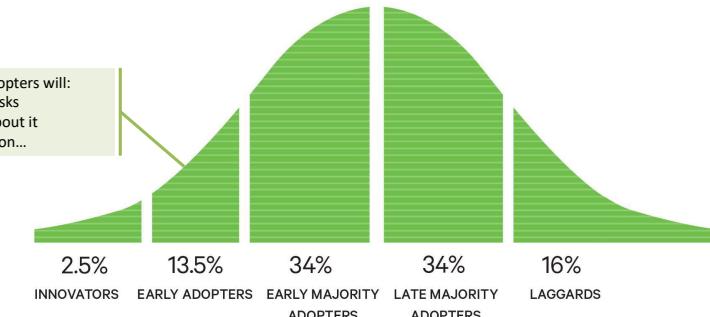
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## Technology Adoption Curve



EVERETT ROGERS - DIFFUSION OF INNOVATIONS 1962



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

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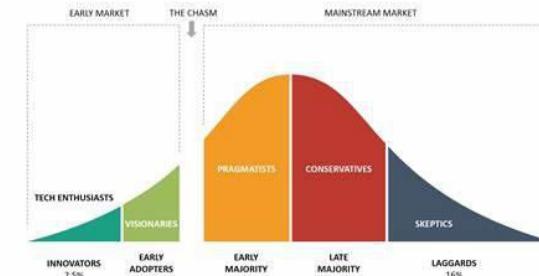
## Who Bought A Car Recently?



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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



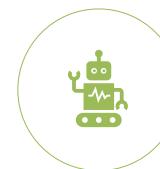
## Customer Advisory Board



Industry Leaders



Nature Of Relationship



Co-create

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## Next Week



### Week 10 - Pricing for Value Extraction

- Pricing anchors
- Price elasticity
- Pricing model examples

## Questions

