

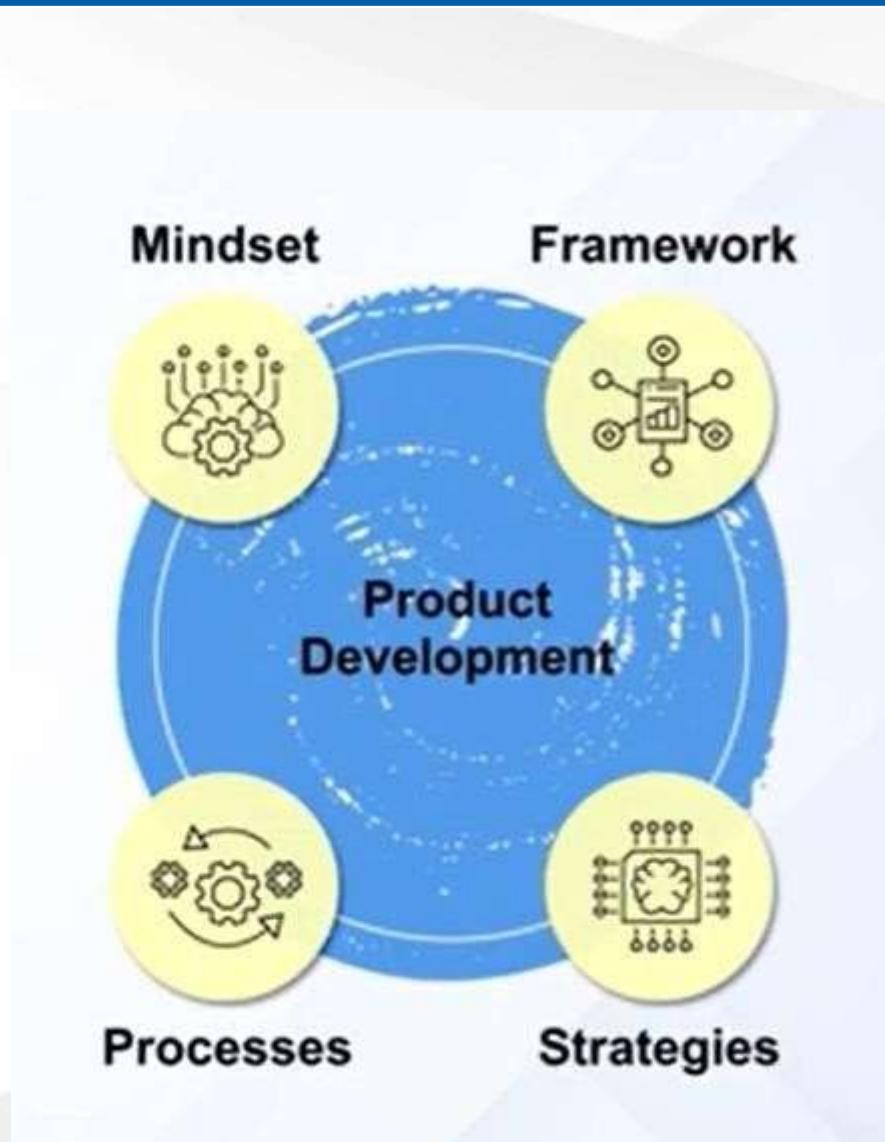


# **PM: Product Management and Development**

## **Week 1 – Product Development and Management: Key Concepts and Principles**

# Module Overview

# Product Development and Management



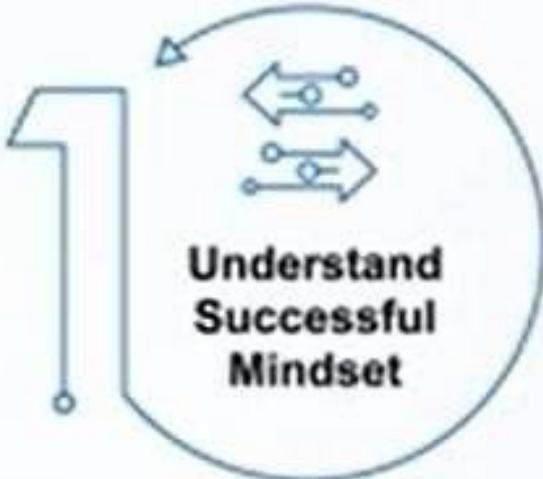
# Market Insights to Drive Product Development



## Market insights:

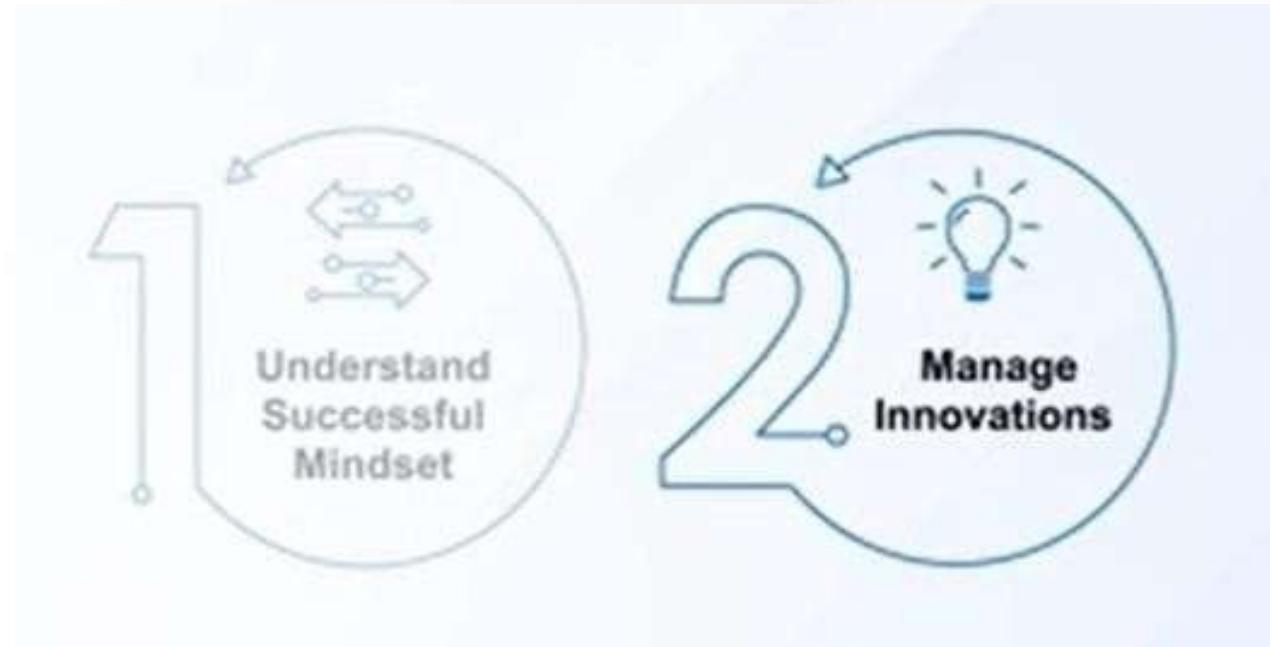
- To find out what customers want
- To drive the product development

# Learning Objectives



- How do we need to think a little bit differently?

# Learning Objectives



- How do we fuel the product and the growth strategy?
- How do we drive the future?

# Learning Objectives



- What will be the challenges and the opportunities along the product life cycle?

# Learning Objectives



- What is the role of the brand?
- What is the role of marketing strategies, distribution and pricing for product success?

# Learning Objectives



# Changing Mindsets

# Wrong Approaches to Product Marketing



# Compete on Value, not Price



**Perceived value** is most important.

# Factors Affecting Value



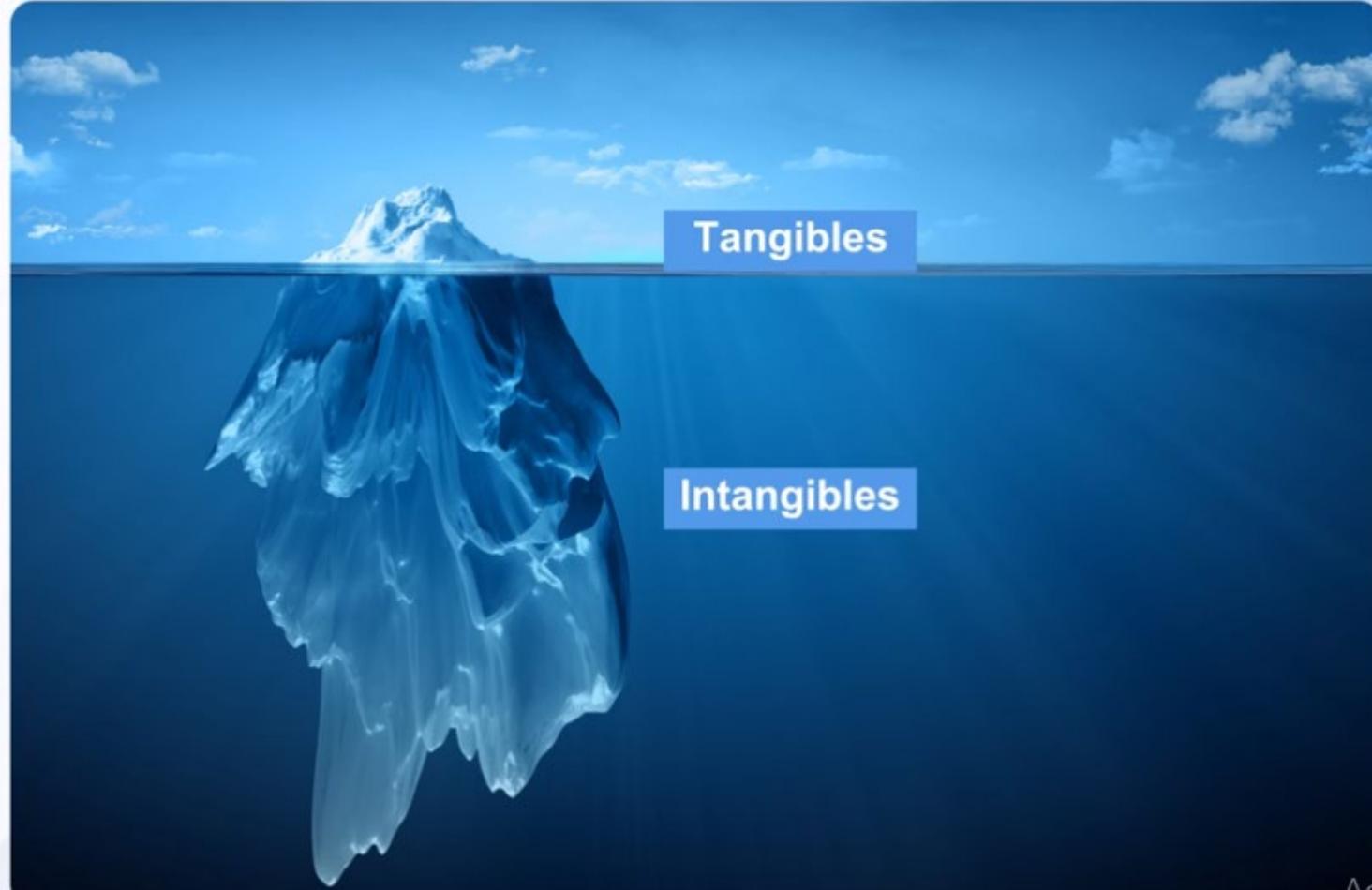
# Segmentation, Differentiation & Positioning



The product should:

- Differentiate itself from competition
- Serve market better than competition

# Tangibles and Intangibles



Activ  
Go to Se

# Intangibles in Brand Building

01

Brand attachment



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# Intangibles in Brand Building

**01**  
Brand attachment



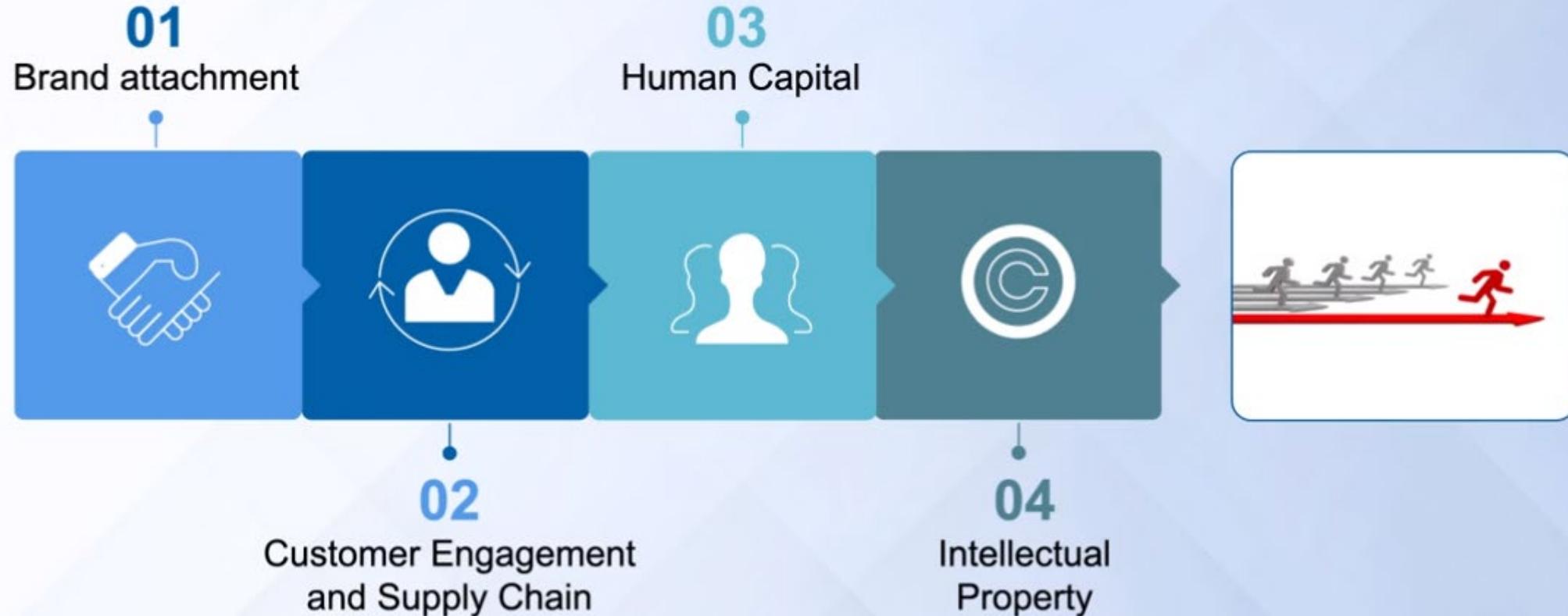
**02**

Customer Engagement  
and Supply Chain

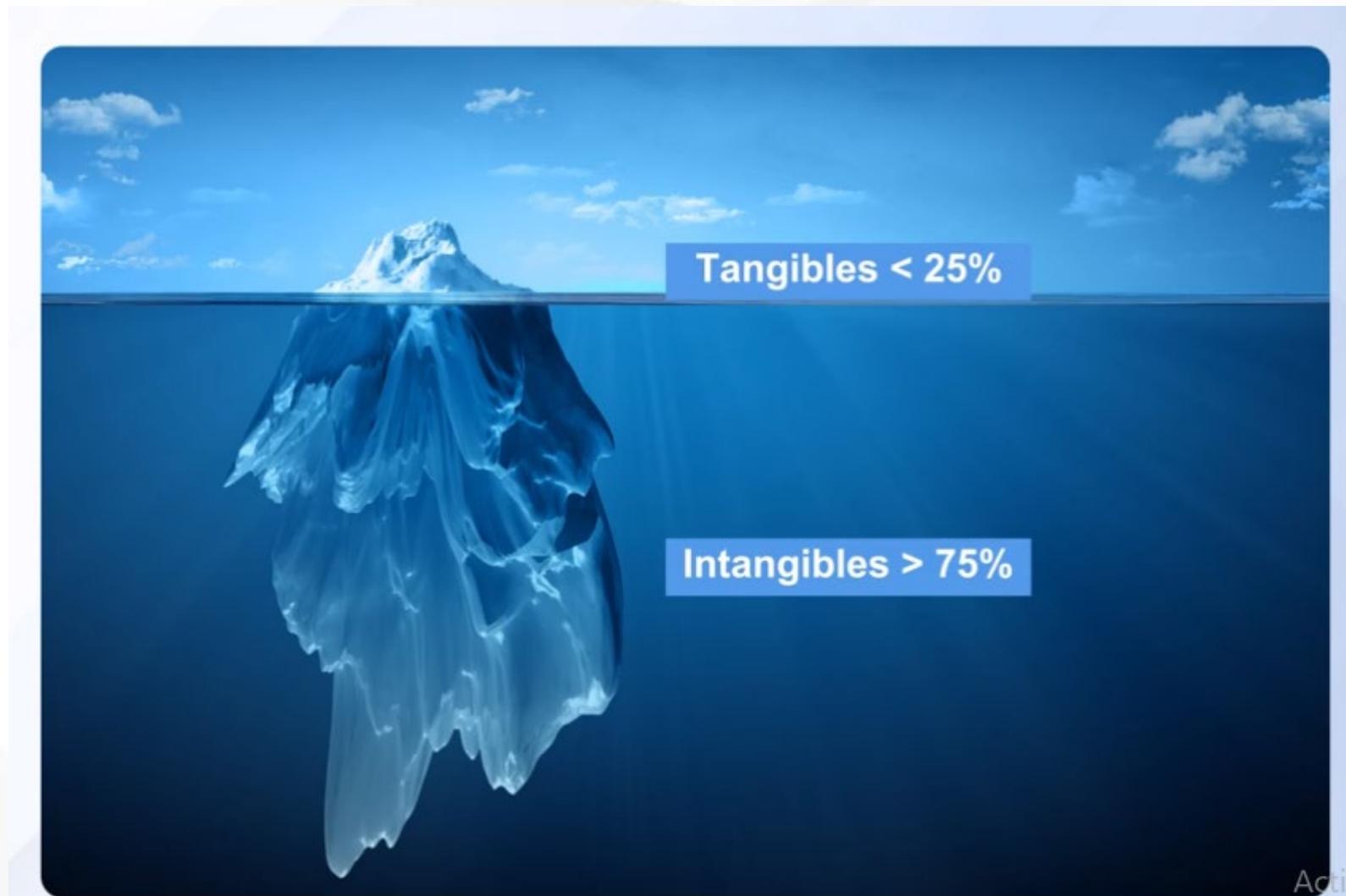
# Intangibles in Brand Building



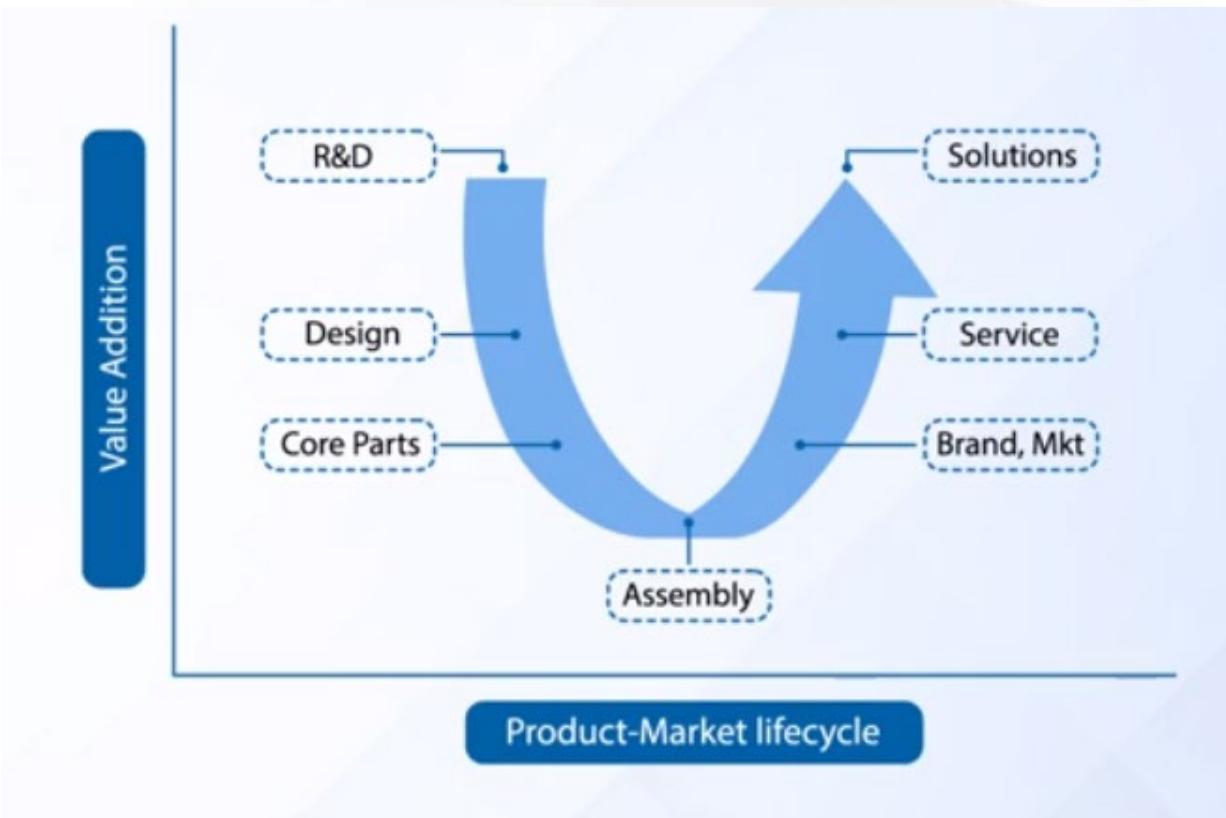
# Intangibles in Brand Building



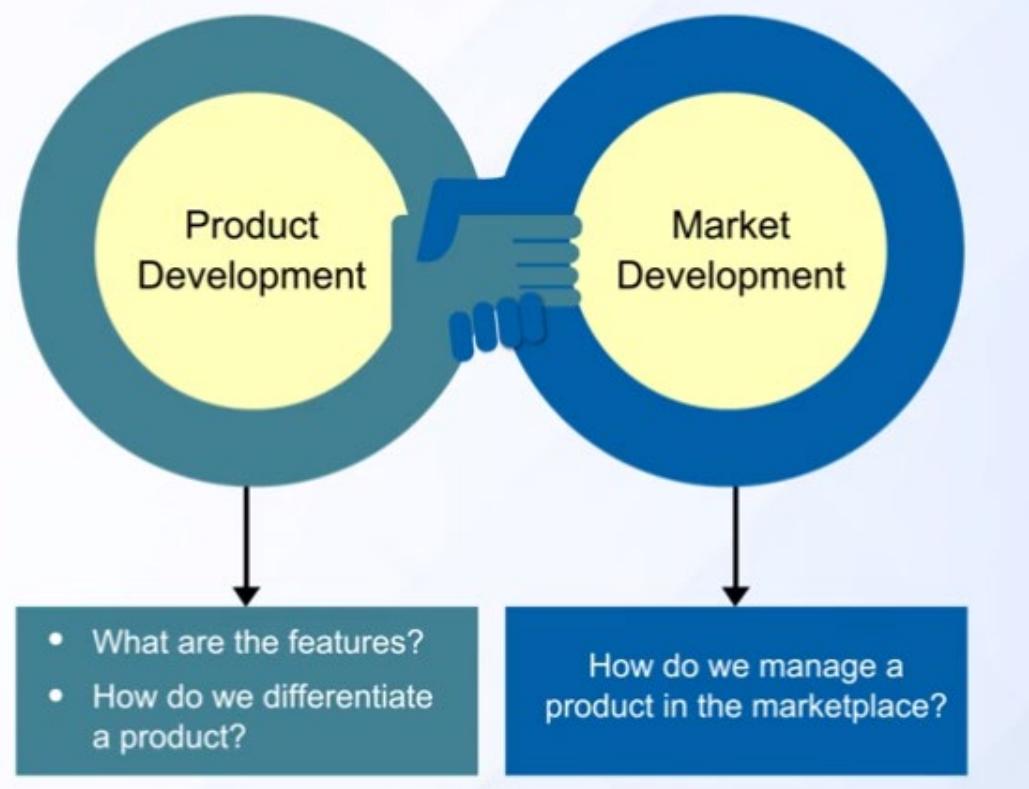
# Value of Tangibles and Intangibles



# Value Migration and Product Development



# Market Development



# Agenda

- 
1. Mindset Change of Cost/Price to Value

# Agenda



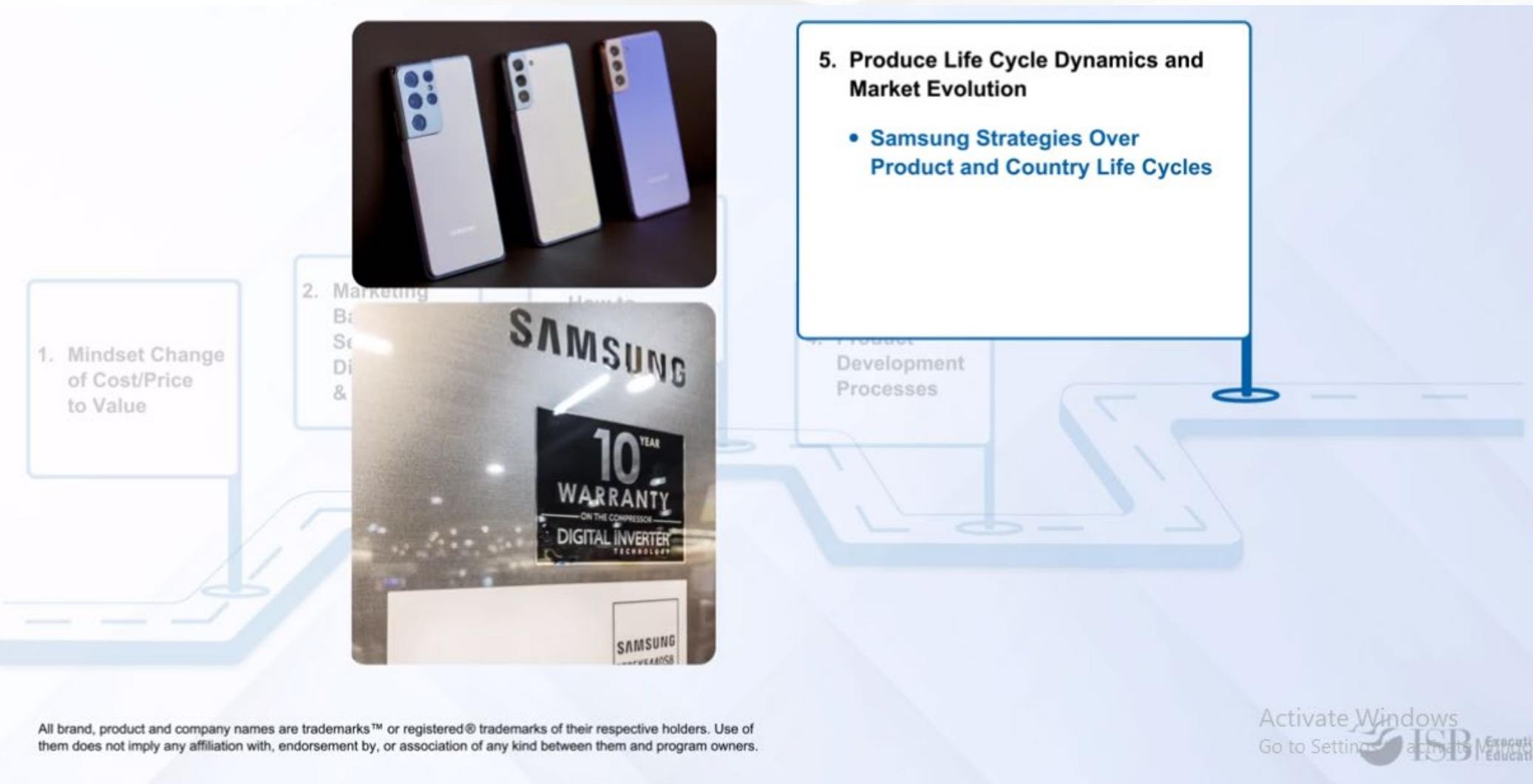
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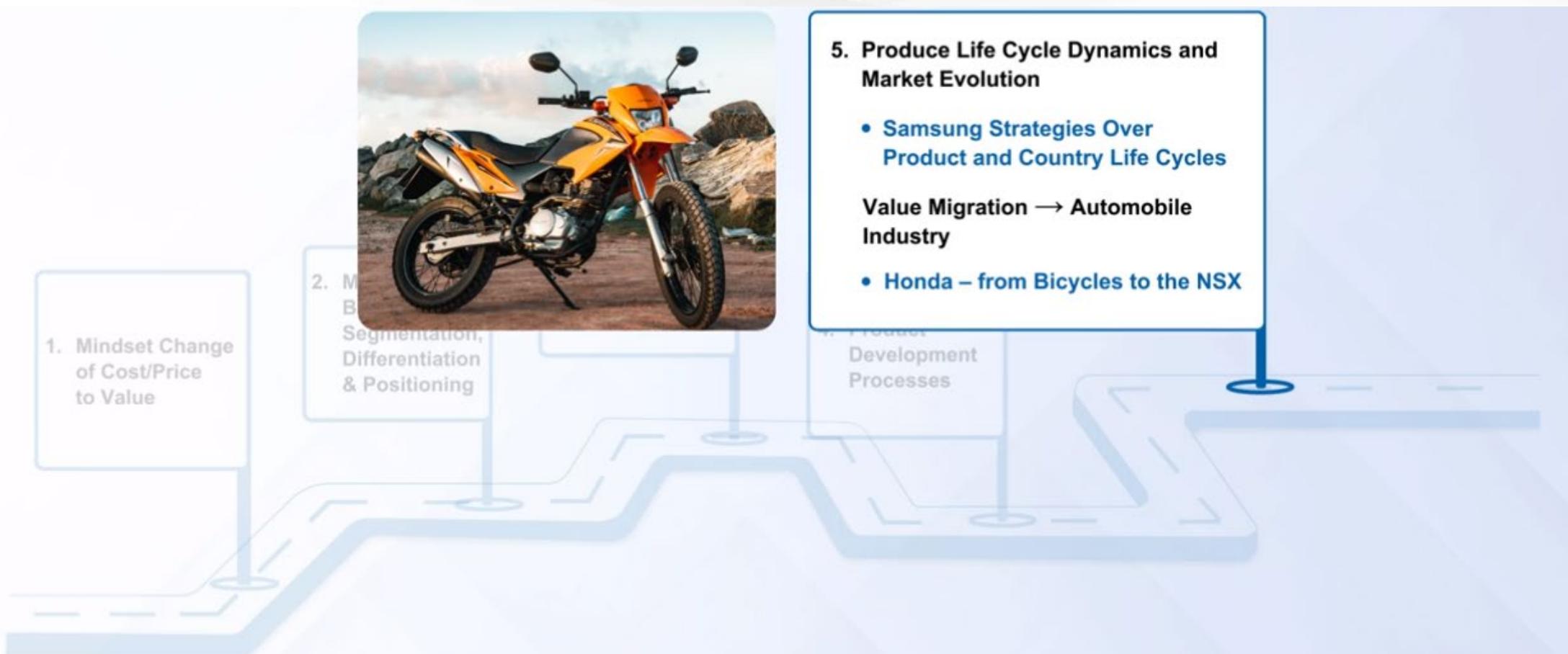
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# Agenda



# Agenda

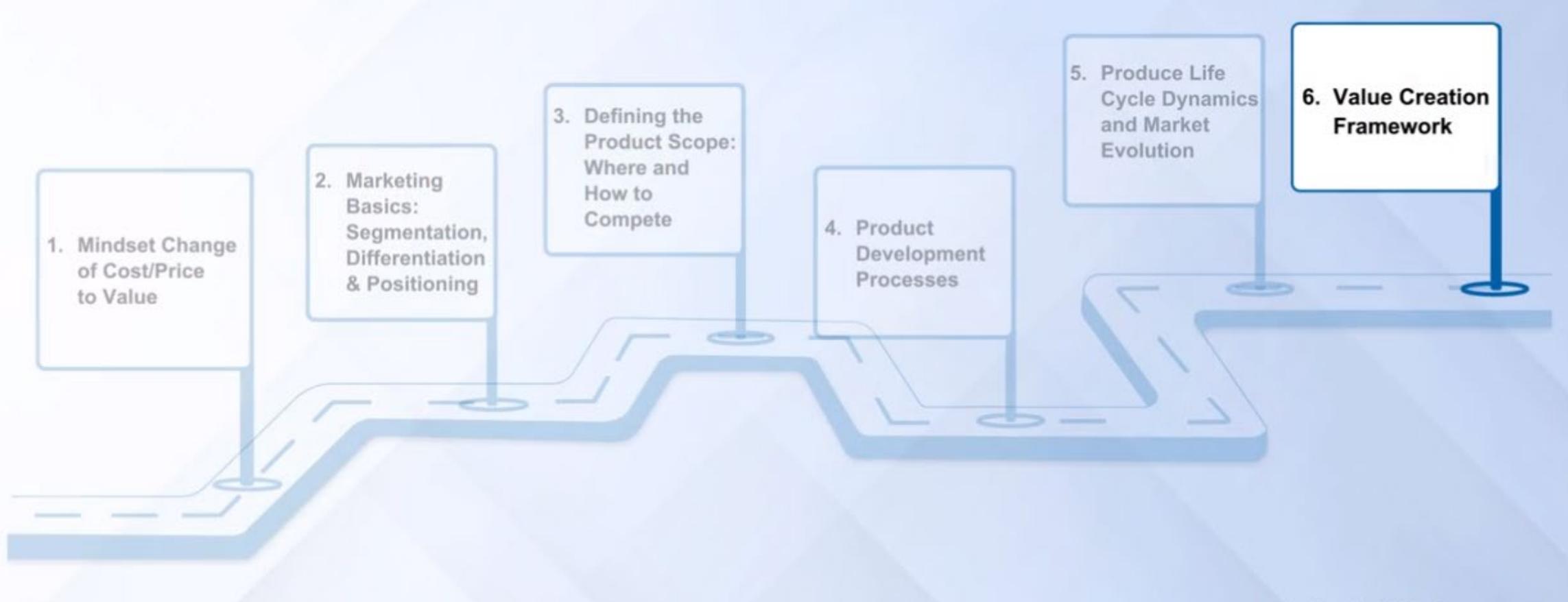


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Activate Windows  
Go to Settings > activate Windows  
 ISB Executive Education

 ISB Executive Education

# Agenda



# Pricing Basics

# Focus on Value



Companies often do the  
pricing based on cost.

$$\text{Price} = \text{Cost} + \text{Margin}$$

# Price Elasticity of Demand (PED)

*PED formula*

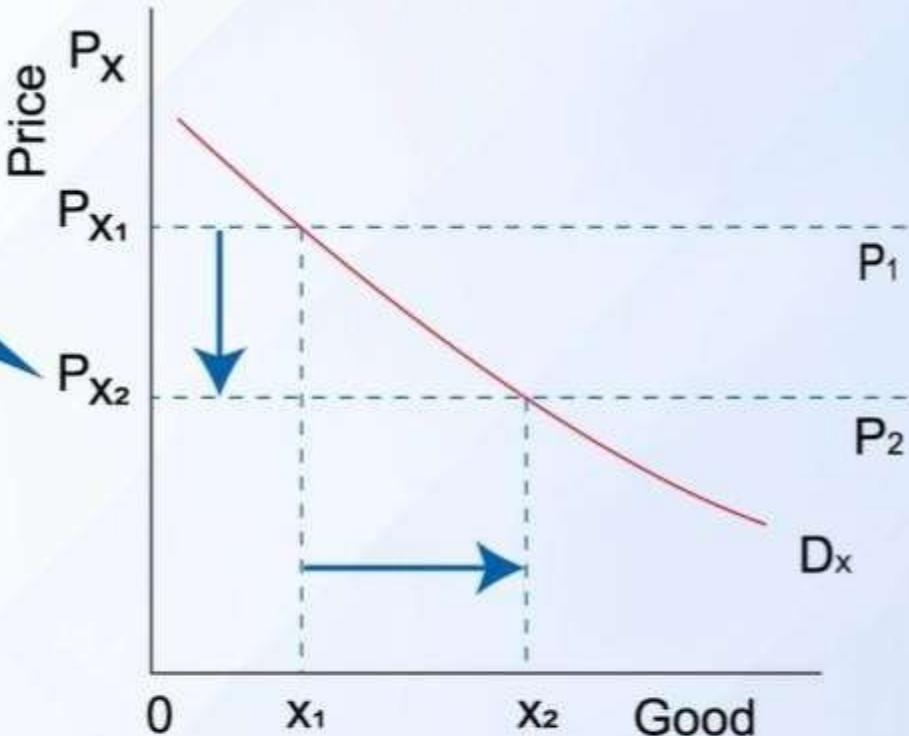
*% Change in Quantity Demanded*

---

*% Change in Price*

# Do Price Cuts Really Increase Revenues?

Price reduced  
by 10%



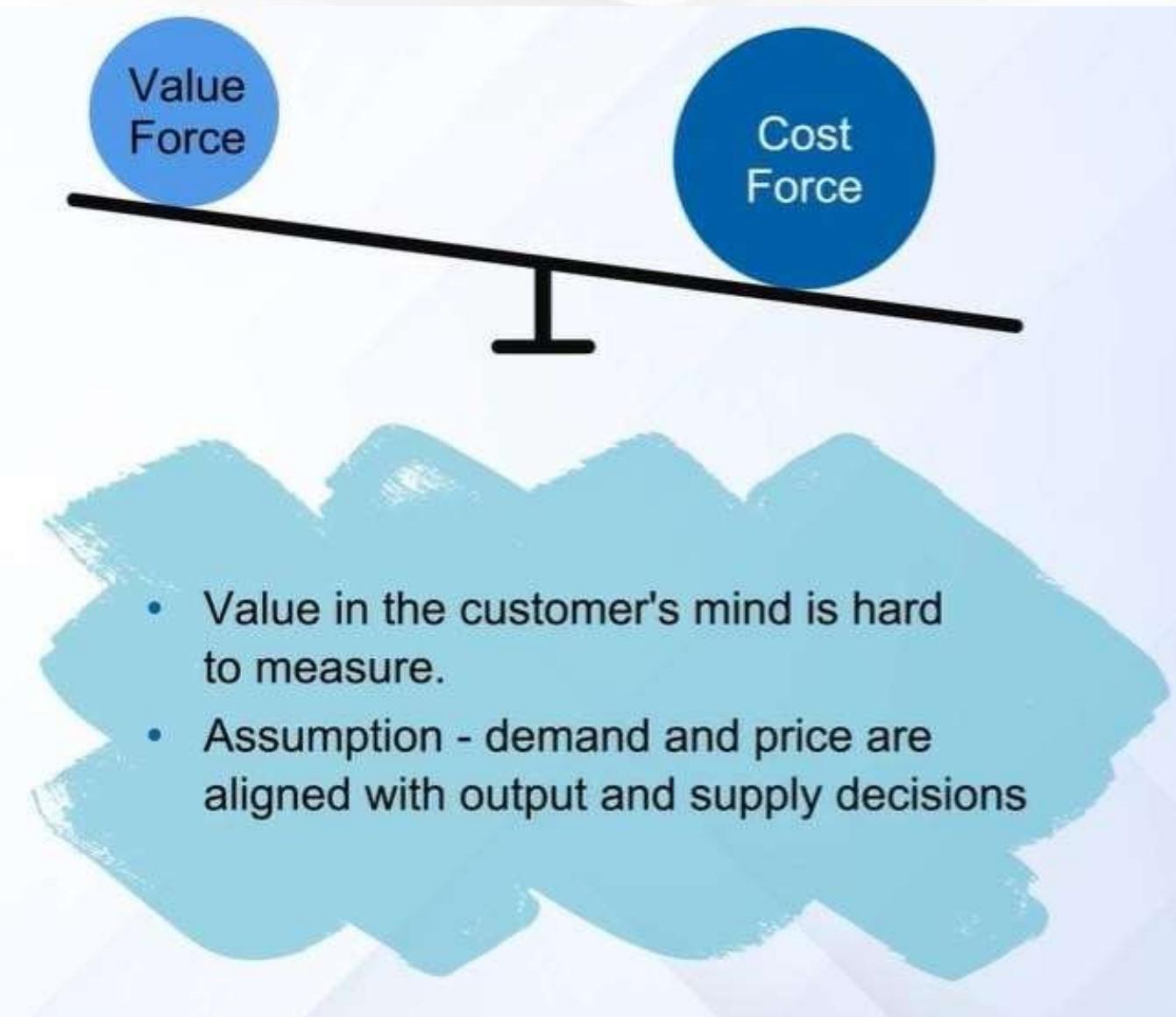
$$PED = \frac{20}{10} = 2$$

Economists say, "It's a good idea to cut price to increase revenue."

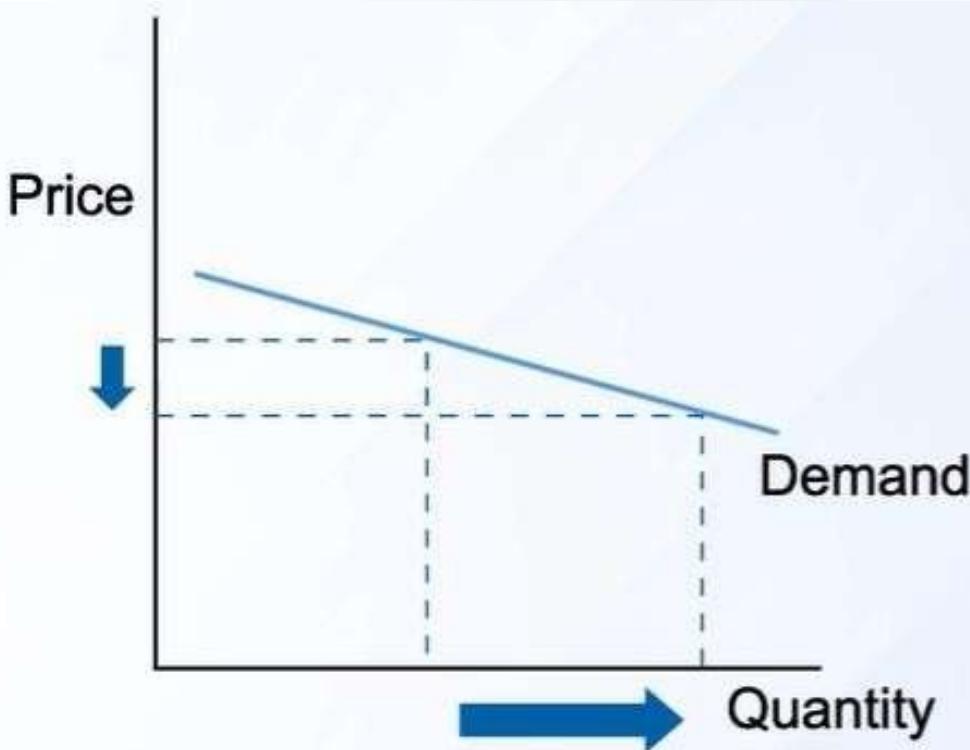


This is a big mistake

# Measuring Value



# Assumptions About Competitive Markets



In perfectly competitive and commodity-like markets, a small change in price can lead to a big change in demand.

# Customers Know Better



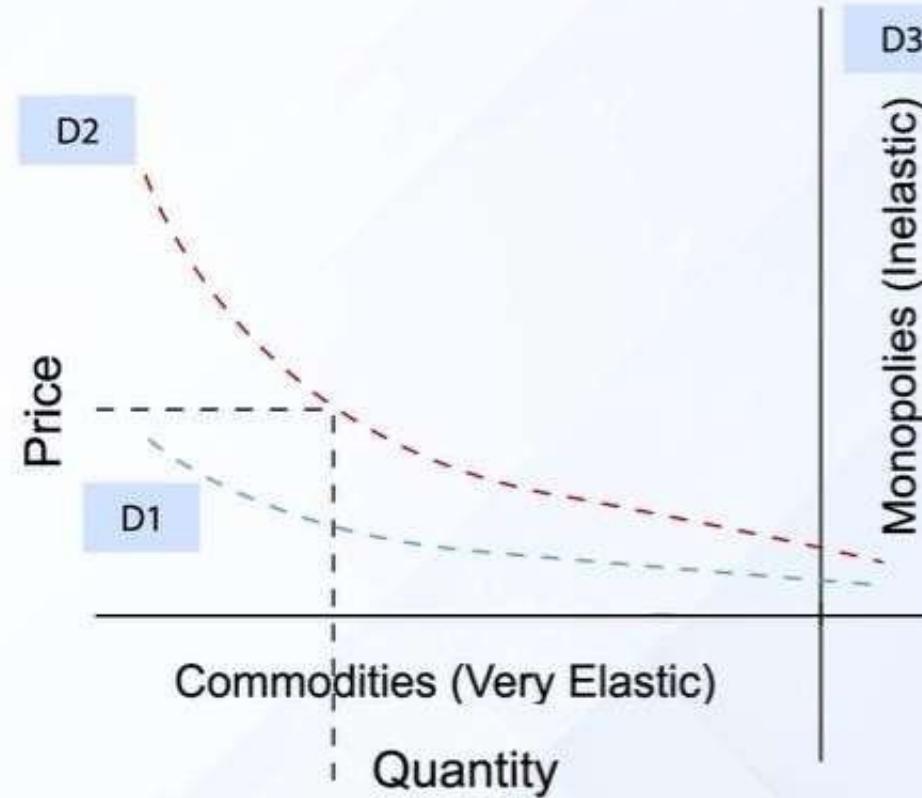
Customers know that Product A is better than Product B.

Why would we pay the **same price** for Product B?

Why would we pay a **higher price** for Product B?

# Commodity Markets

Product differentiation disappears when competitors copy the good products of their opponents.



# Monopolies

Monopolies can command any price.



Government, and the competition  
commissions ensure competitive markets.

# Price Cuts Impact Margins and Profitability

Should the price  
be reduced  
by 10%?



Sell 100% more  
to reach the same  
level of profitability

The price elasticity of demand is 3.

The margin is 20%.

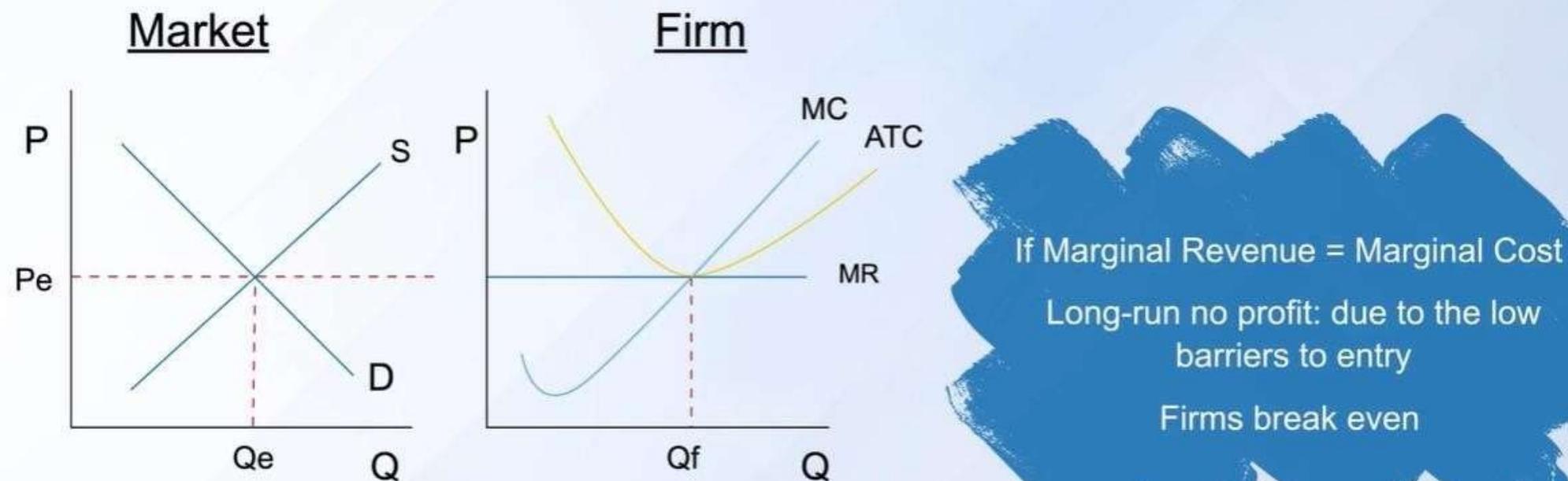
When you cut your price by 10%,  
the net margin becomes 10%.

# Selling More Without Price Cuts



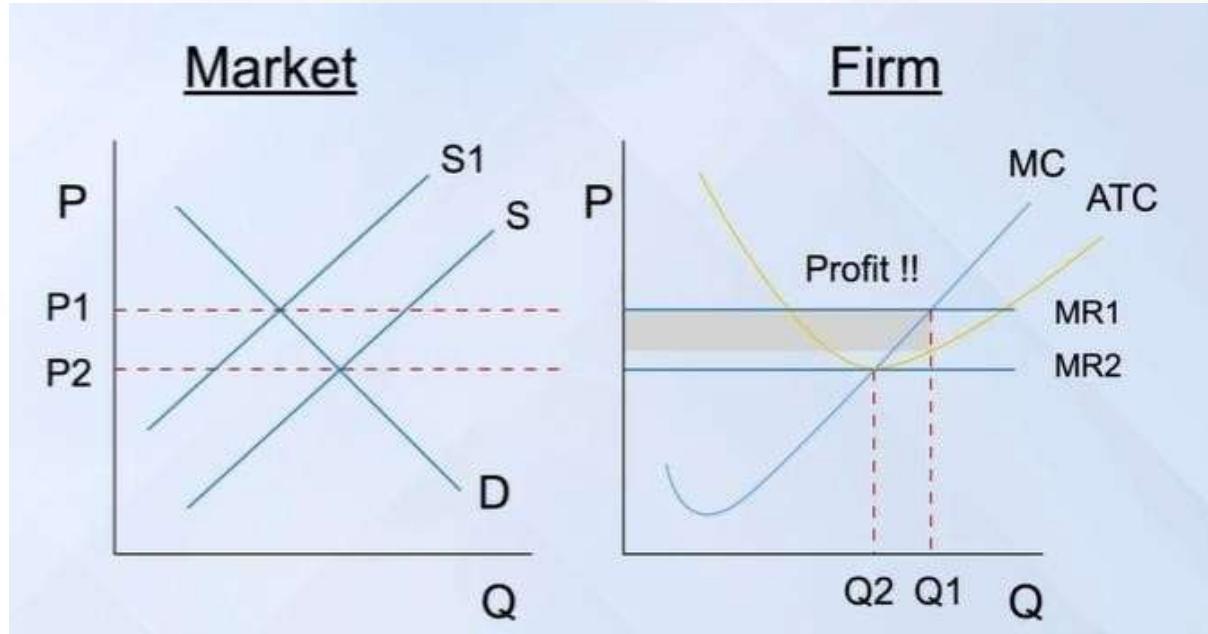
- How to sell more?
- How to get more profits without cutting price?

# Perfect Competition to Decommoditised Markets



When firms enter the market, it shifts the market supply curve to the right, decreasing the market price.

# Perfect Competition to Decommoditised Markets

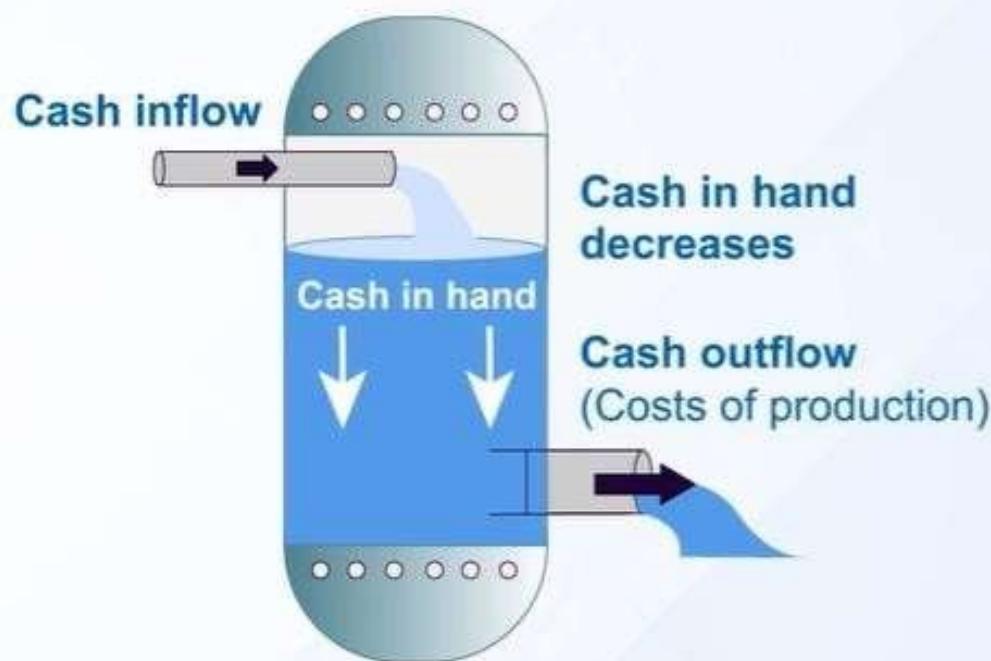


Margins are higher in decommoditised markets, making it possible to:

- Carry out product improvement
- Afford advertising
- Provide incentives to distributors

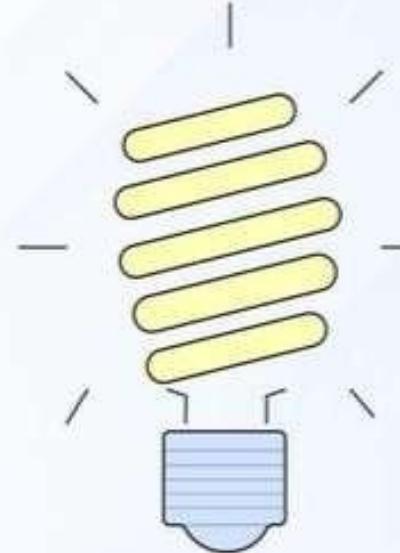
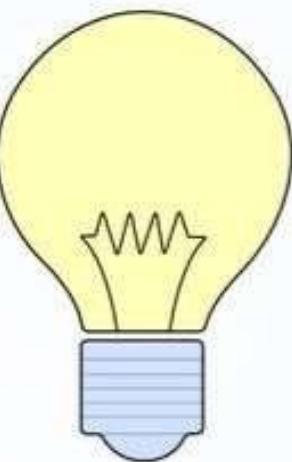
# Revenue and Profit Premium

How to use the revenue premium to generate a profit premium?



Manage cash flows and **NOT** revenues.

# Segmentation and Differentiation



**Why are we better?**

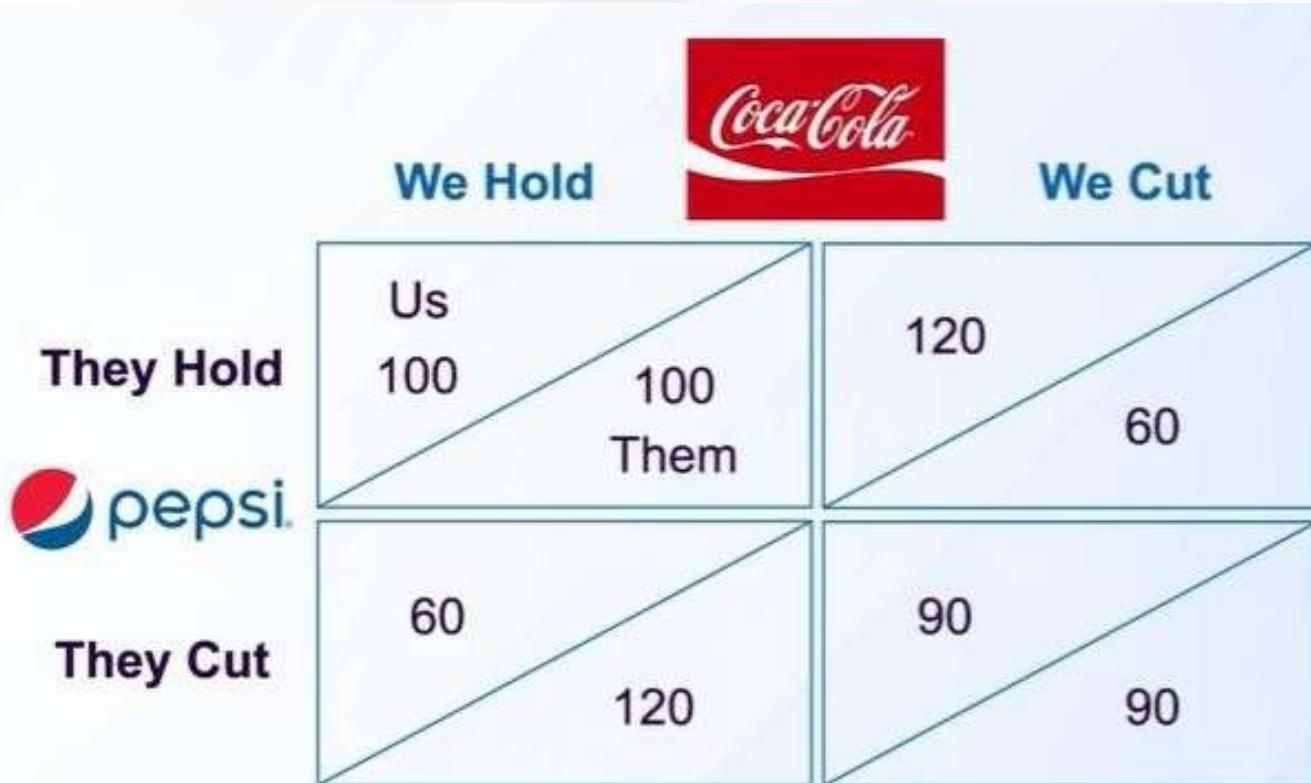
# Building a Distinctive Brand



A distinctive brand which embodies  
all the good in products and services  
creates a legally sanctioned monopoly.

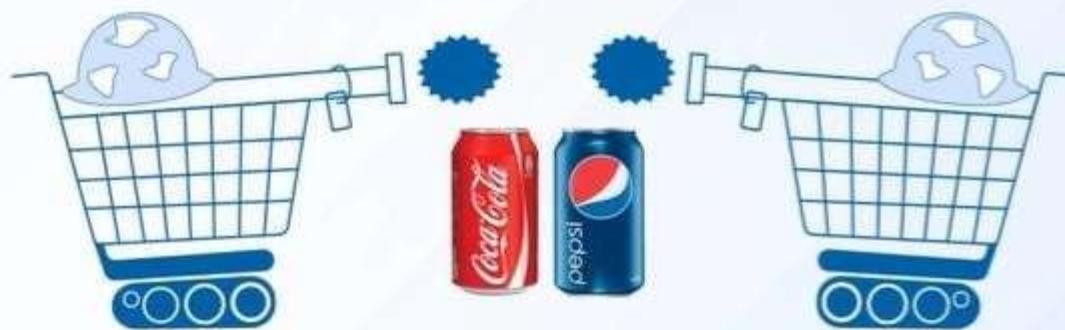
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# Price Wars



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# Differentiate and Innovate



If Coke has a price promotion today,  
Pepsi doesn't have it on the same day.

**Price wars can be damaging  
Winners differentiate and innovate!**

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# Price Cuts Kill Margins



If the price cuts eliminate your margin, you sell more, but you lose money with every unit you sell.

# Competitive Barrier

**Role of Marketing Strategy = Make Markets Imperfect!!**



Competition and marketing create barriers to entry.

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# Impact of Premium on Profits

Cost of Goods (91.5%)

Globally, the net margin on products is about 8.5%.



# Marketing Strategy and Product Development

# Marketing - Principles and Implications

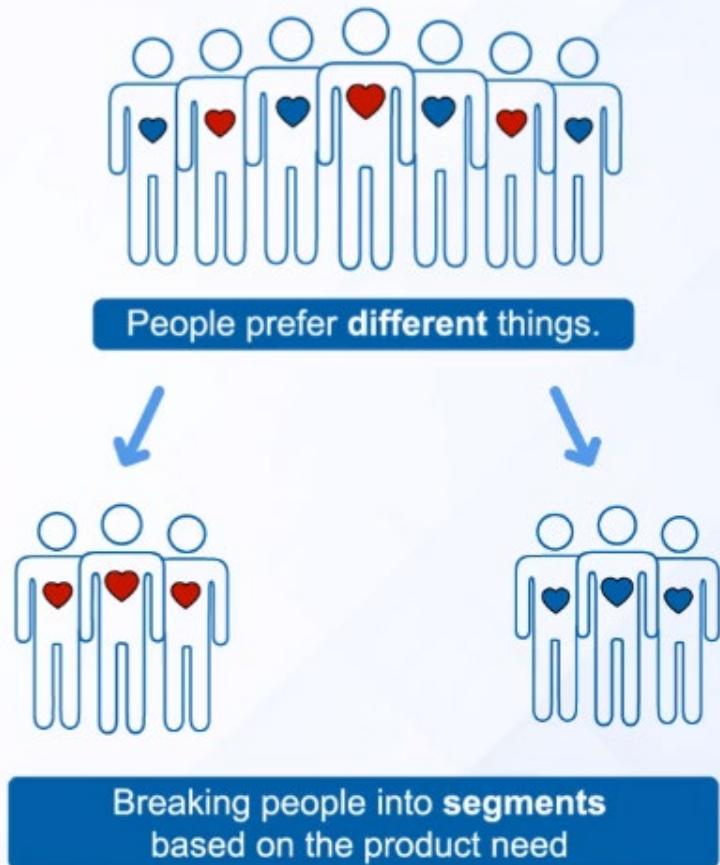
What are the **BASIC PRINCIPLES** of Marketing?

What do they **IMPLY** for Product Development?

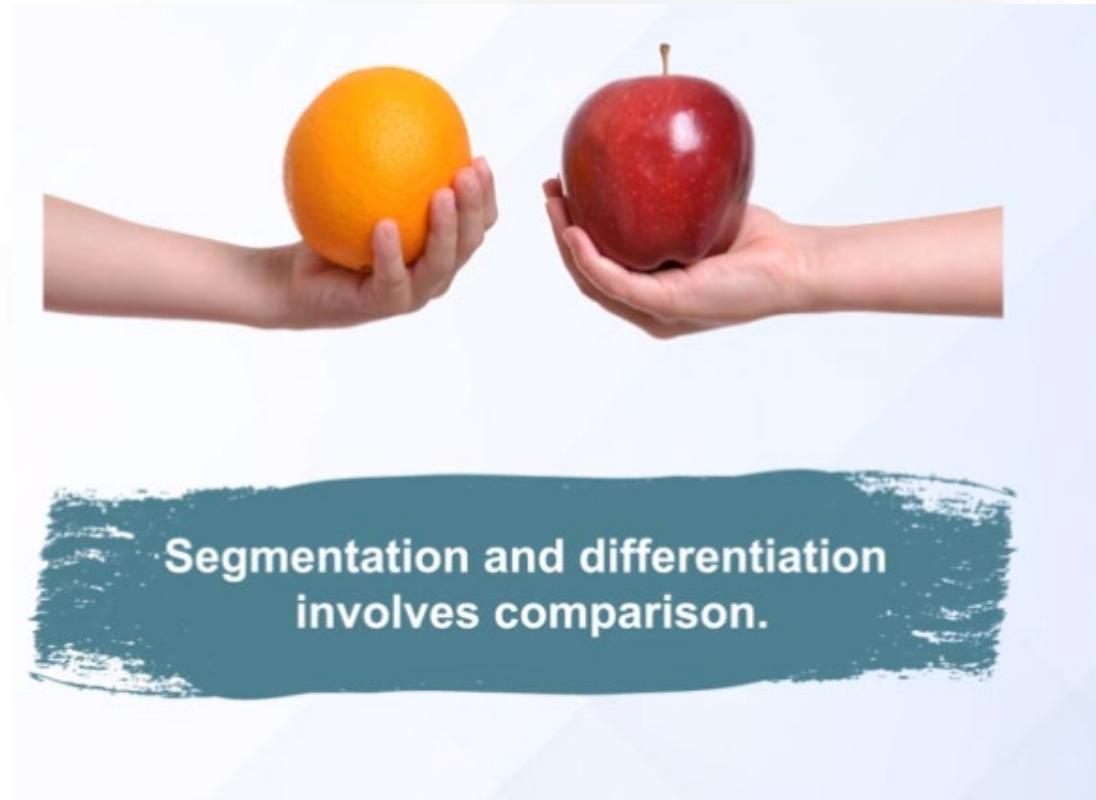
# Finance and Marketing



# Segmentation and Differentiation



# Apples and Oranges

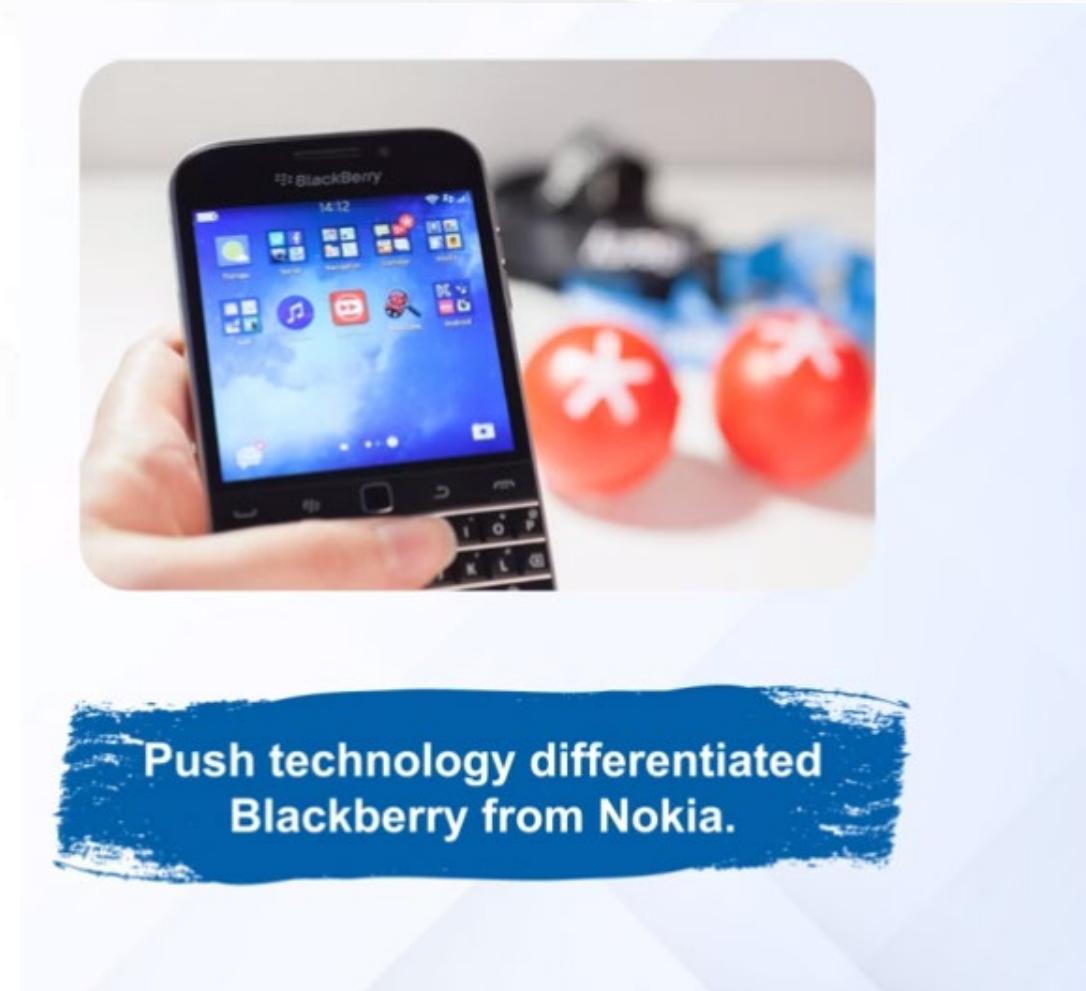


Segmentation and differentiation  
involves comparison.

# How to Be Different from Competition?



# How to Be Different from Competition?



Push technology differentiated  
Blackberry from Nokia.

# Differentiation and Positioning

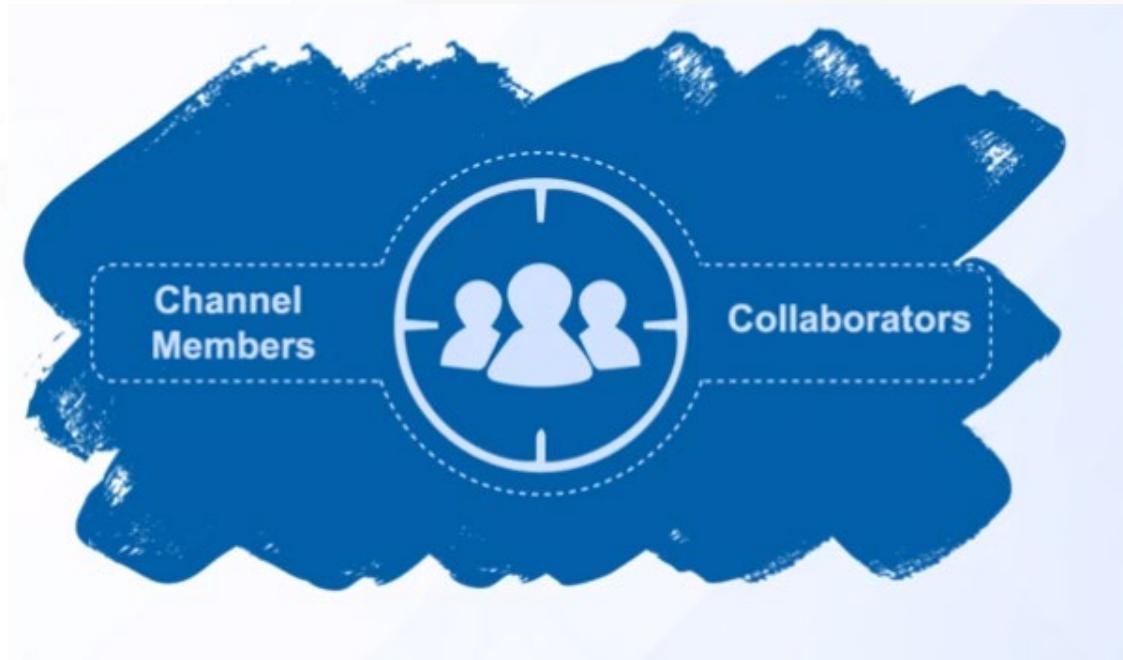


- What do **customers want?**
- What can the **company do?**

# Segmentation and Targeting



# Value Creation



# Difference in Selling Pattern



Cell phones



Groceries



Cars

V/S

V/S

Context determines selling pattern.

# Selling FMCG Products



# Selling Cars



Offer test drive to experience  
the product.

# Top Management Concerns

01

Where will we compete  
in the marketplace?



03

Which is the  
geography?



02

Which is the  
product category?



04

How will  
we compete?



# Market Dynamics

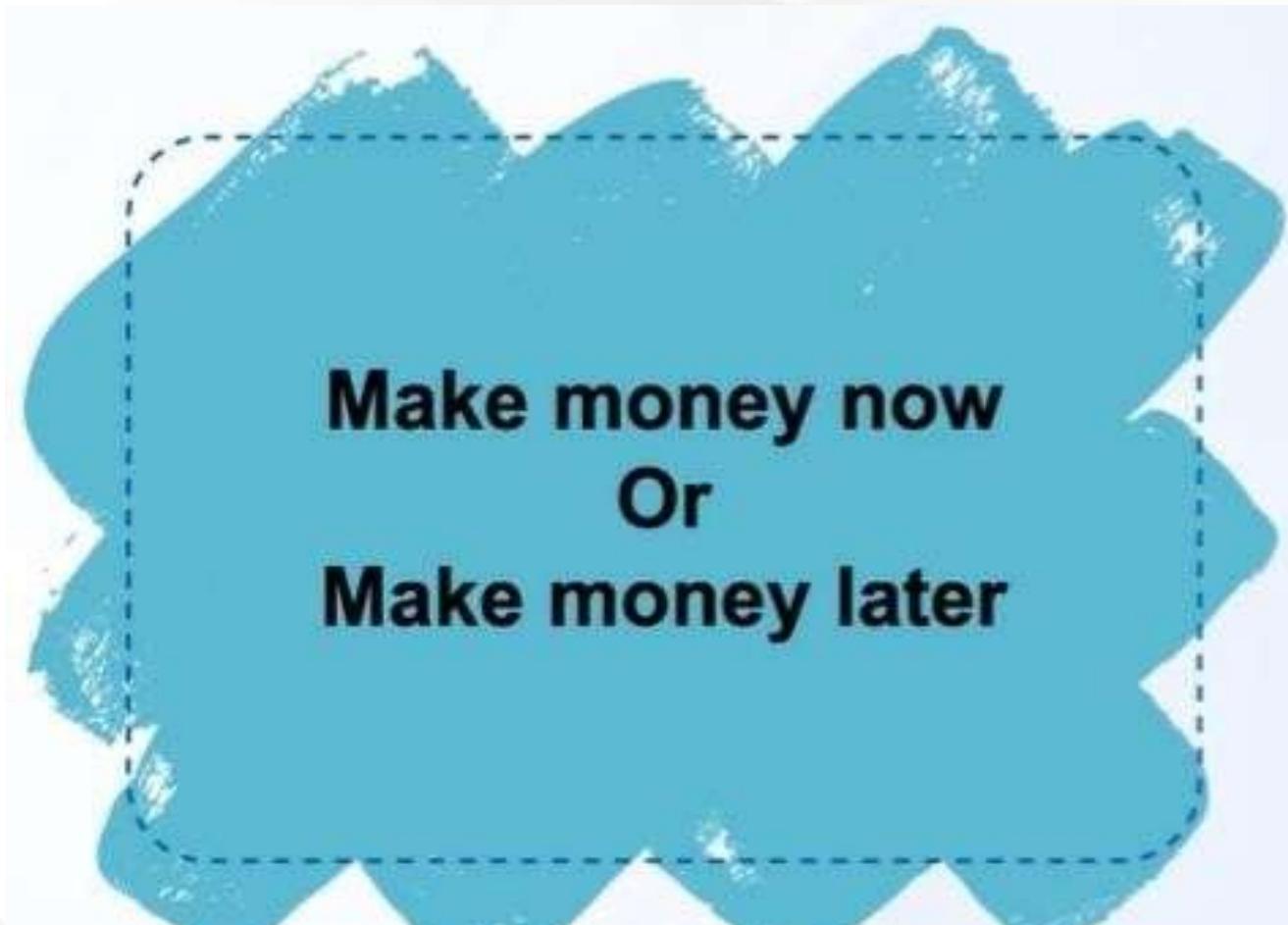
- How are we making the markets imperfect?
- How does de-commoditisation lead to brand loyalty and customer retention?

**Companies must sell the product and services repeatedly to be profitable in the long run.**

# Where and How to Compete?



# Value Extraction



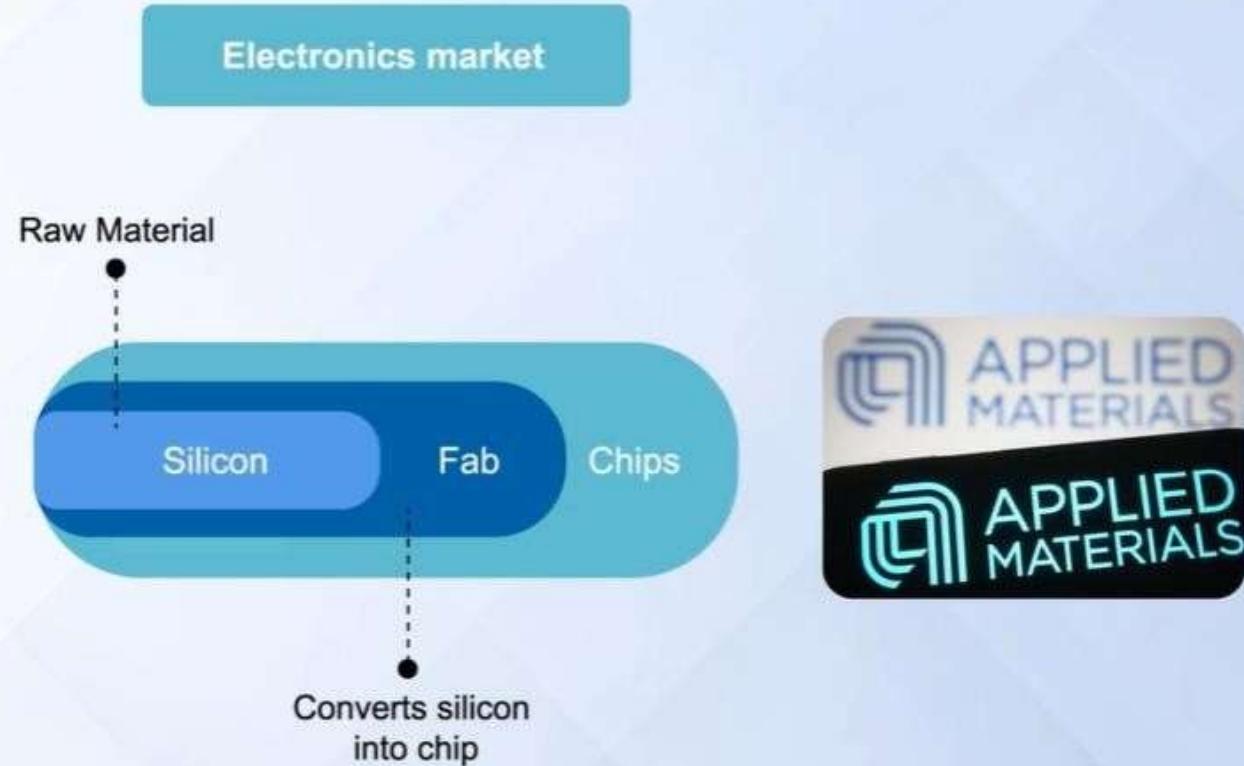
# Pay Now or Pay Later



1. Gives away **free** products
2. Takes **payment on upgrade**
3. **Asks to pay forever** when customer becomes dependent on the product

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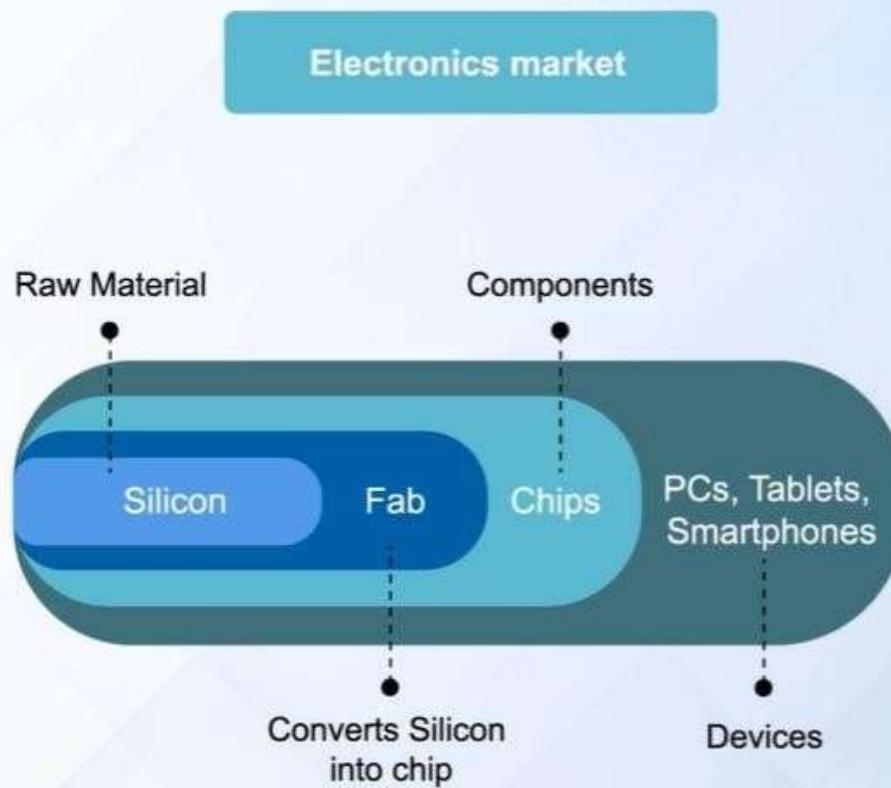
# Which Market?



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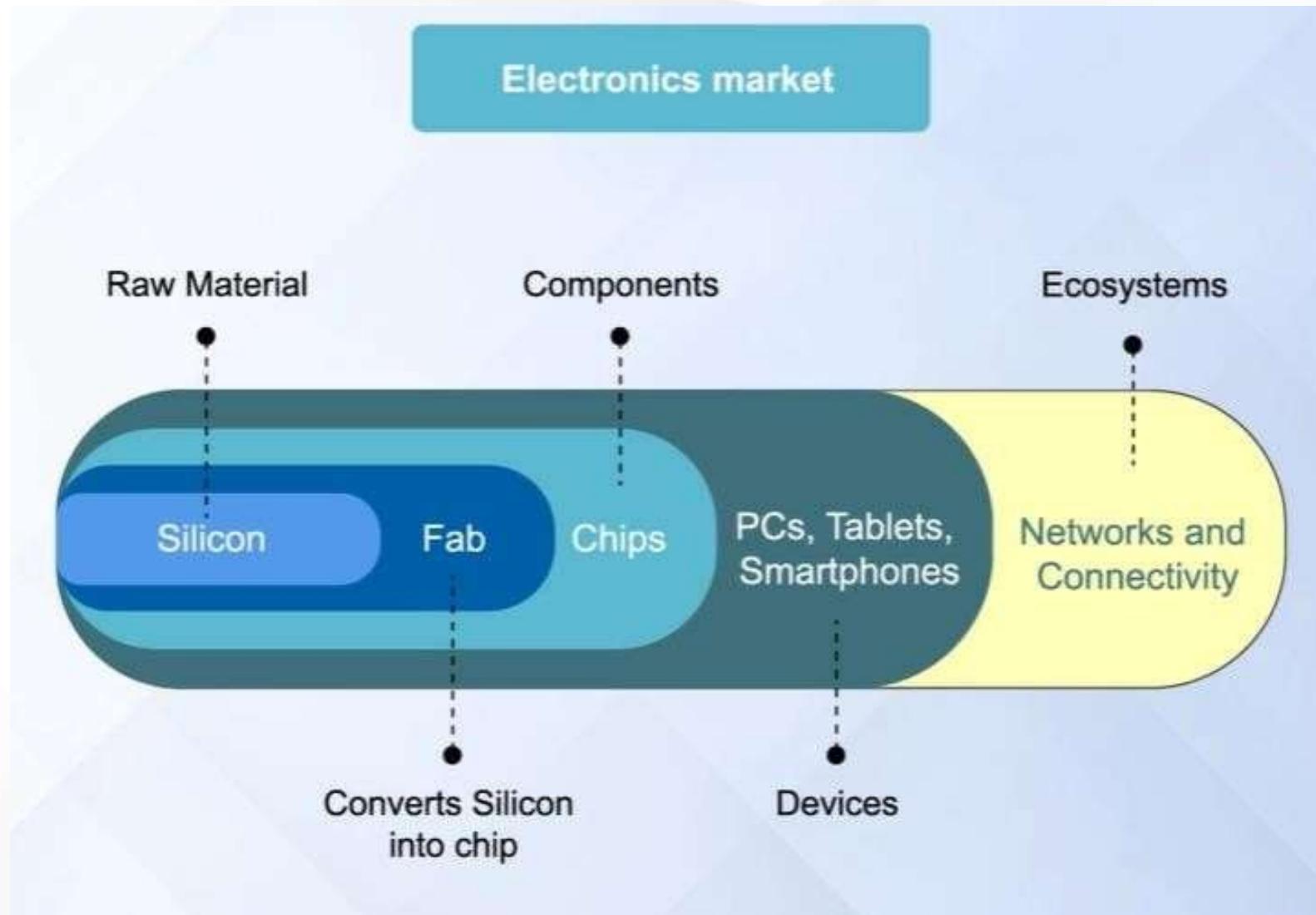


# Which Market?



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# Which Market?



# Where to Compete?



# 5G Market - Narrowcasting

SAMSUNG

LG

m  
cromax  
nothing like anything

mi

iPhone

1+

Narrow market focus for  
tactical issues

- Price
- Performance & Features

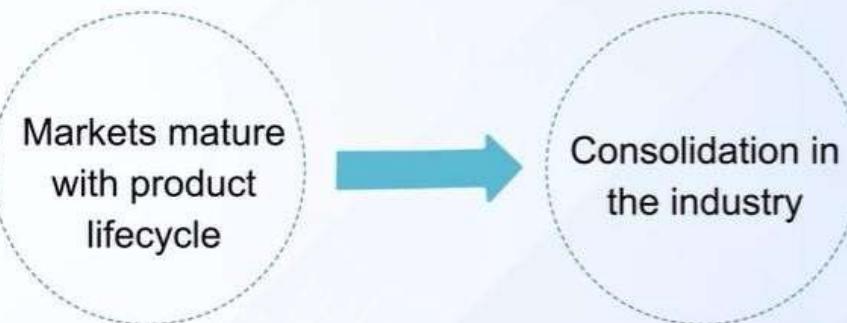
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# Marketing Strategy and Product Development

# Understanding Market Competition

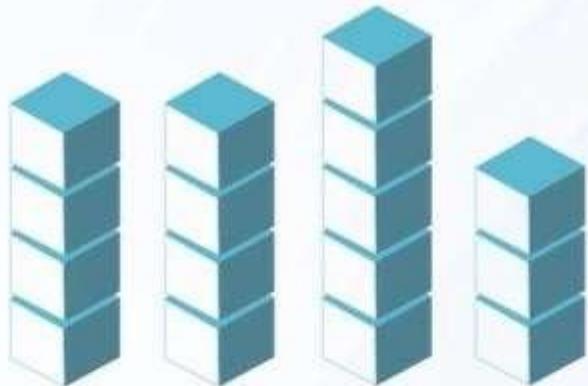


Dr. Jagdish Sheth's book – *The Rule of Three*



Source: Adapted from Jagdish Sheth, 2005

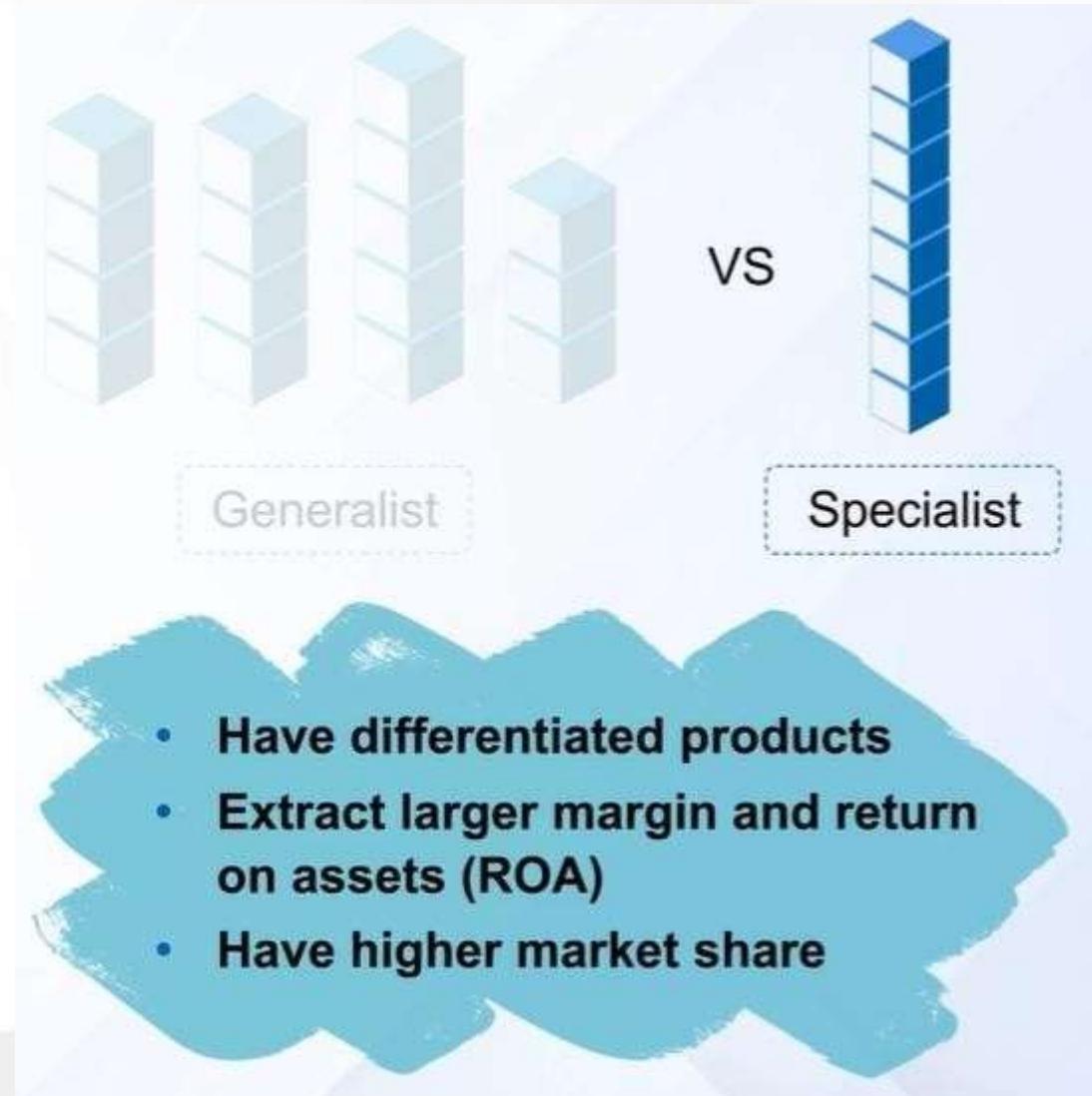
# Generalists



Generalist

- Focus on volume and scale
- Push market shares to win
- Provide a full line of products

# Specialists



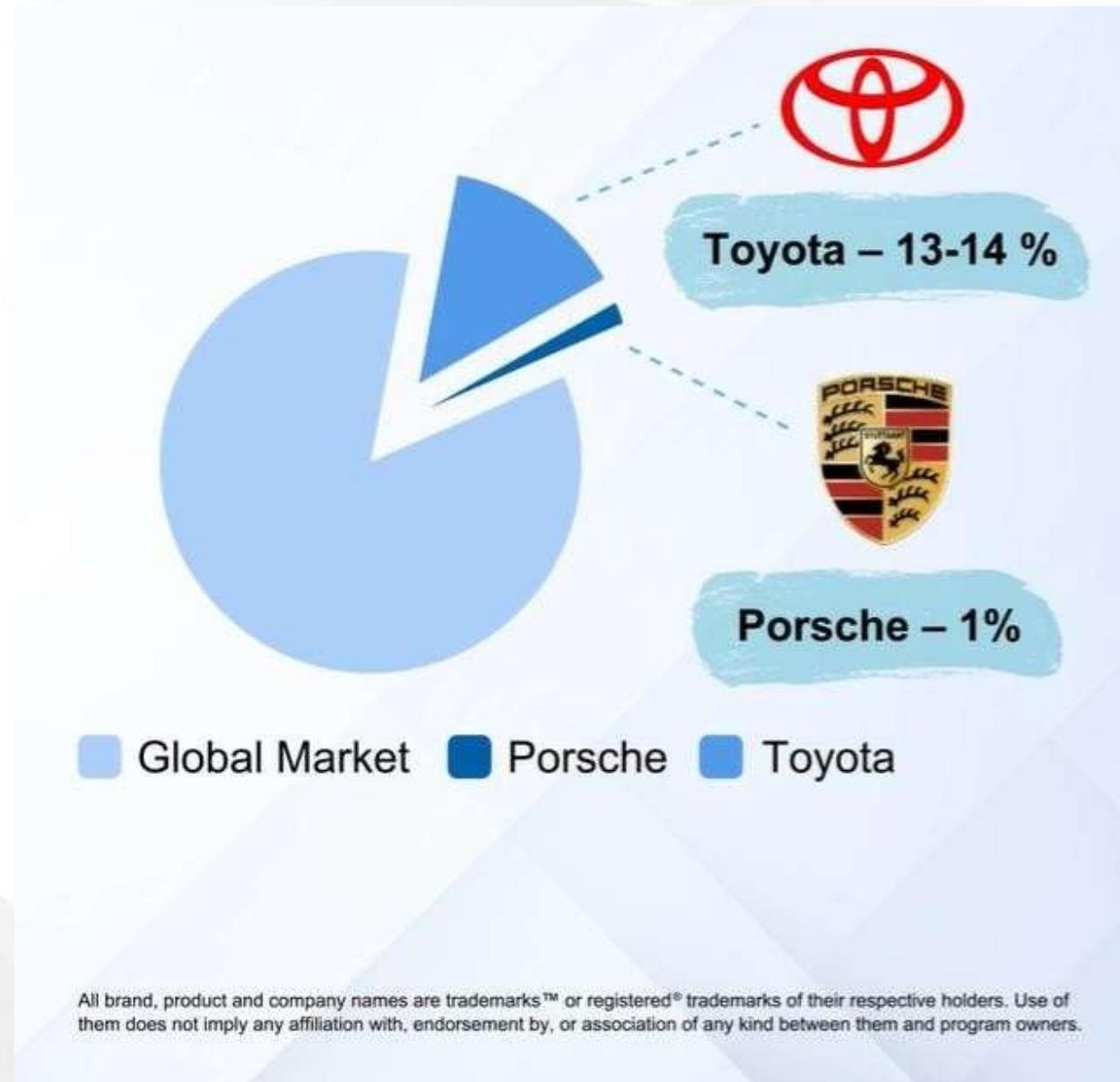
# Industry Market Shares



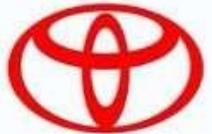
# Industry Market Shares: Automobiles



# Toyota vs Porsche - Global Market Share



# Toyota vs Porsche - Profitability



Profit - approx. \$1,500/ car

VS



Profit - approx. \$40,000/ car

**Cash flow at Porsche is very high, and they are very profitable.**

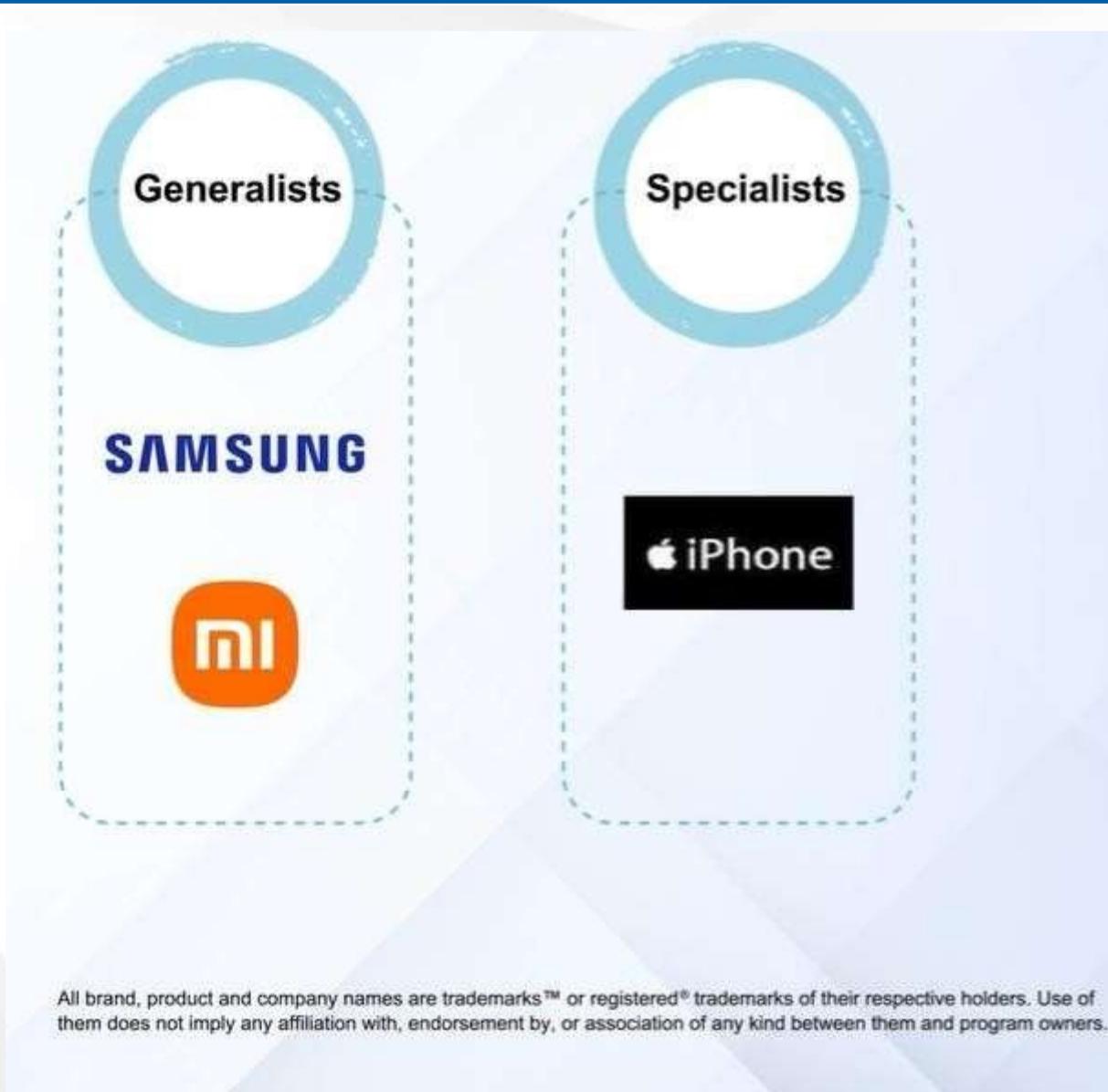
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# Industry Market Shares - Cosmetics

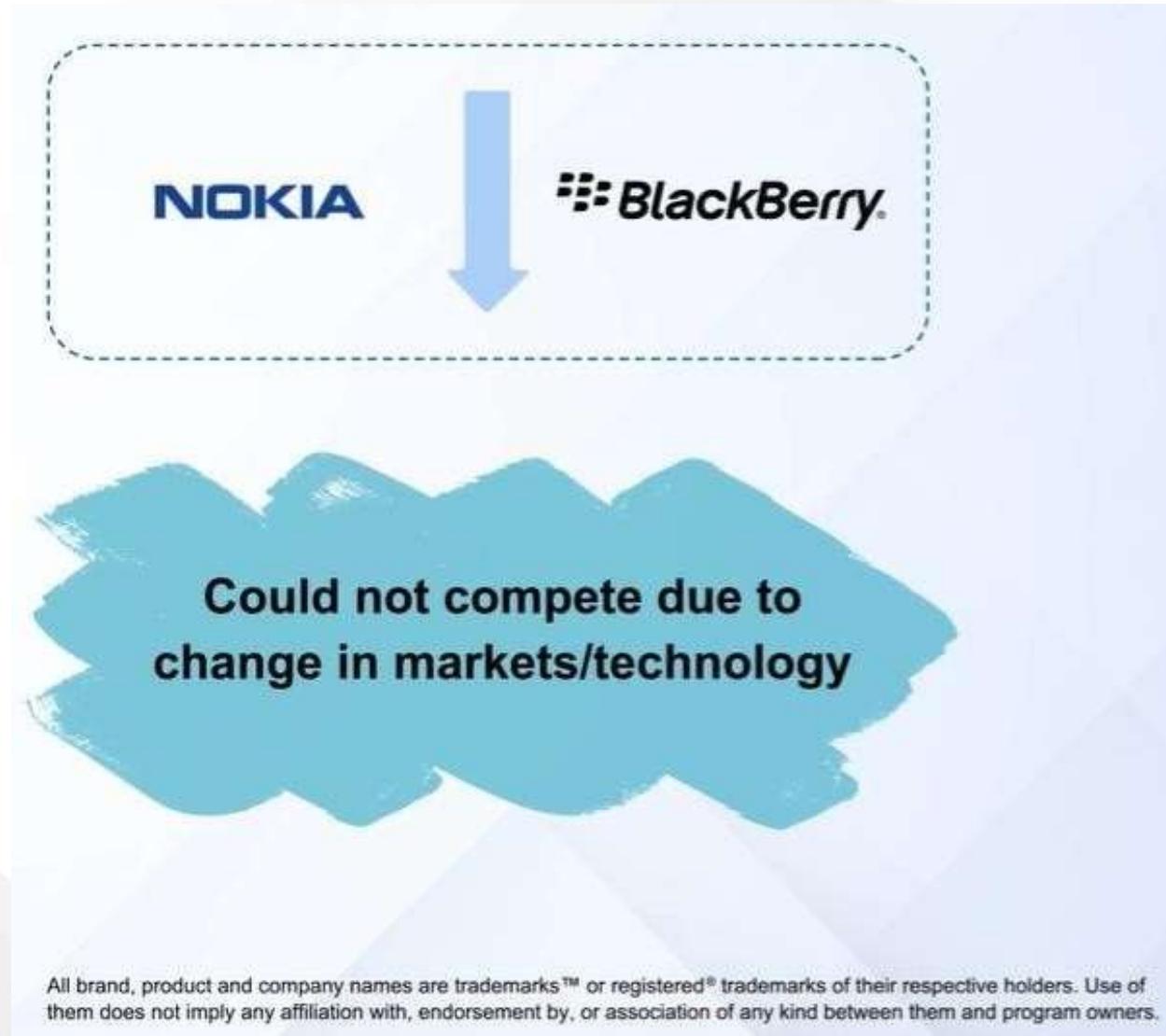


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# Industry Market Shares - Cell Phones



# Industry Market Shares - Cell Phones



# Industry Market Shares - Cell Phones

## Industry Market Shares – Cell Phones



iPhone excelled as Generalist and Specialist

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# Marketing Strategy and Product Development

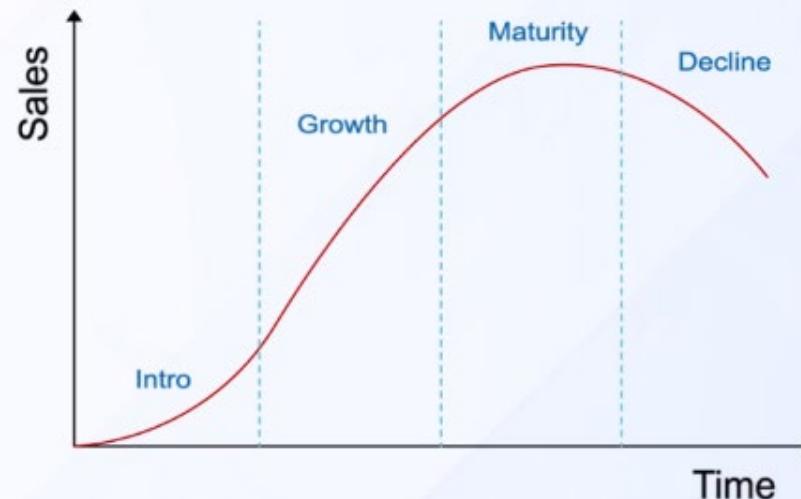
# Companies' Goal



Most companies aspire to grow.

# Product Life Cycle

All products go through a life cycle.



# Reasons - Active Product Development



- Replace existing products and services with newer ones
- Stay ahead of the competition

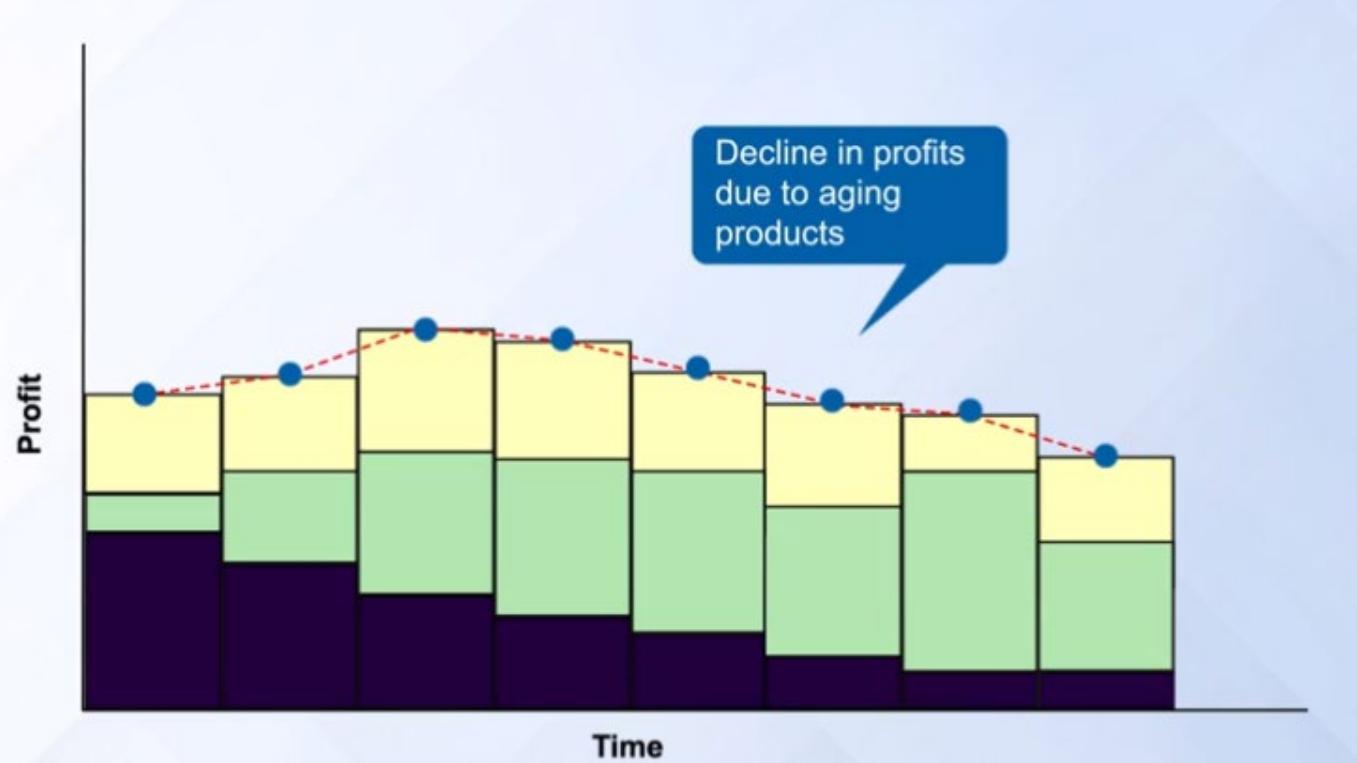
**Active product development is a continuous activity, continuous improvement.**

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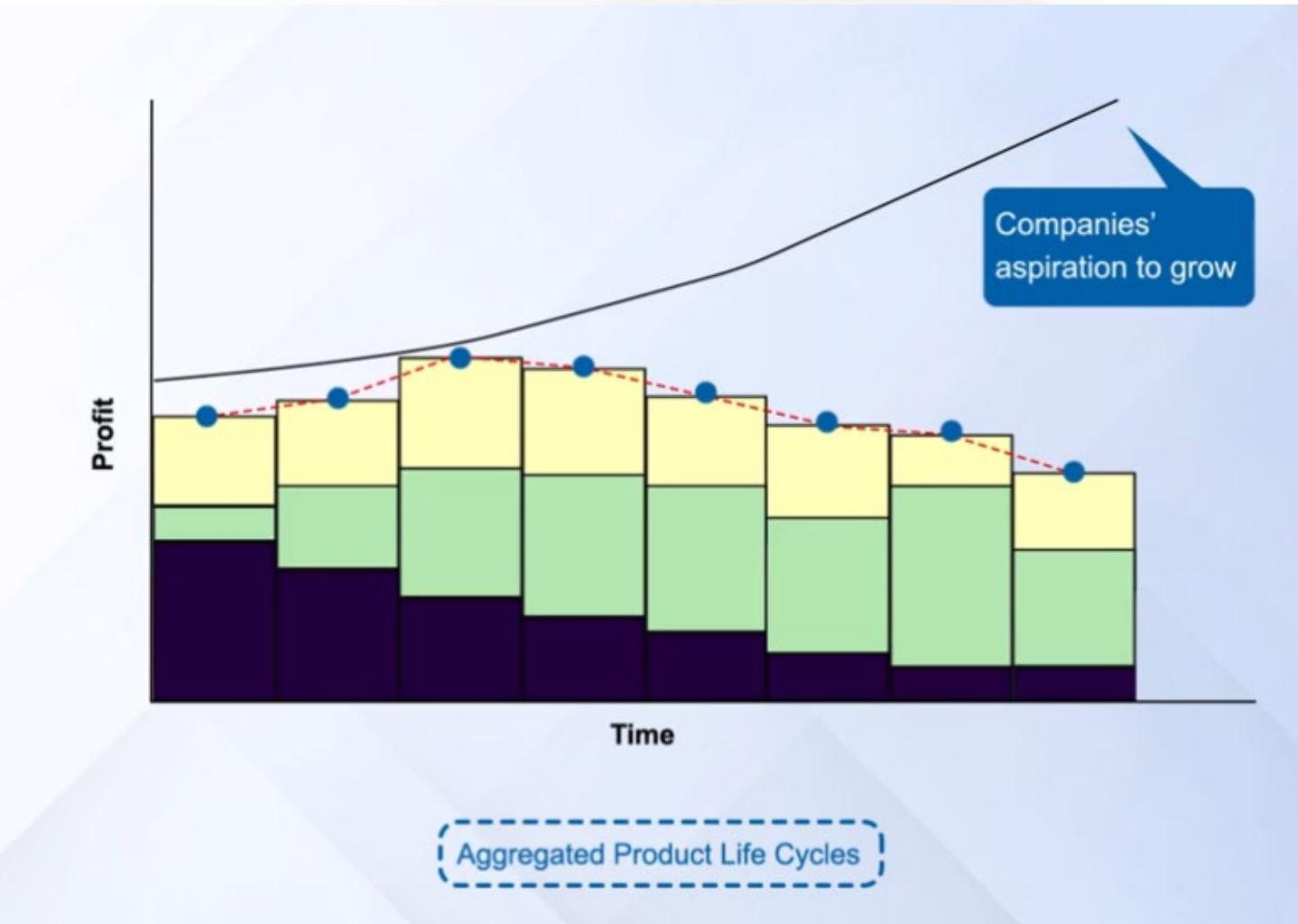
# Product Types



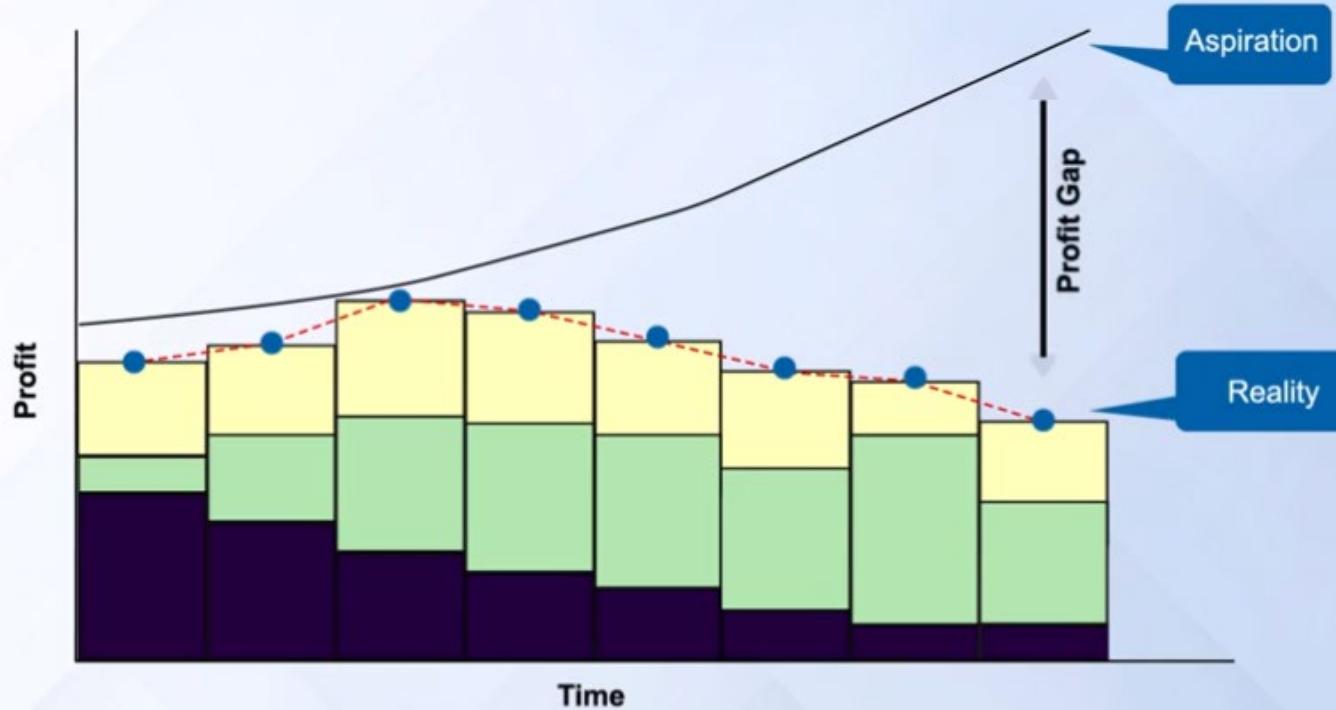
# Product Life Cycle and Profit



# Product Life Cycle and Profit



# Product Life Cycle and Profit



Aggregated Product Life Cycles

Activ  
Go to S

# Bridging Profit Gap

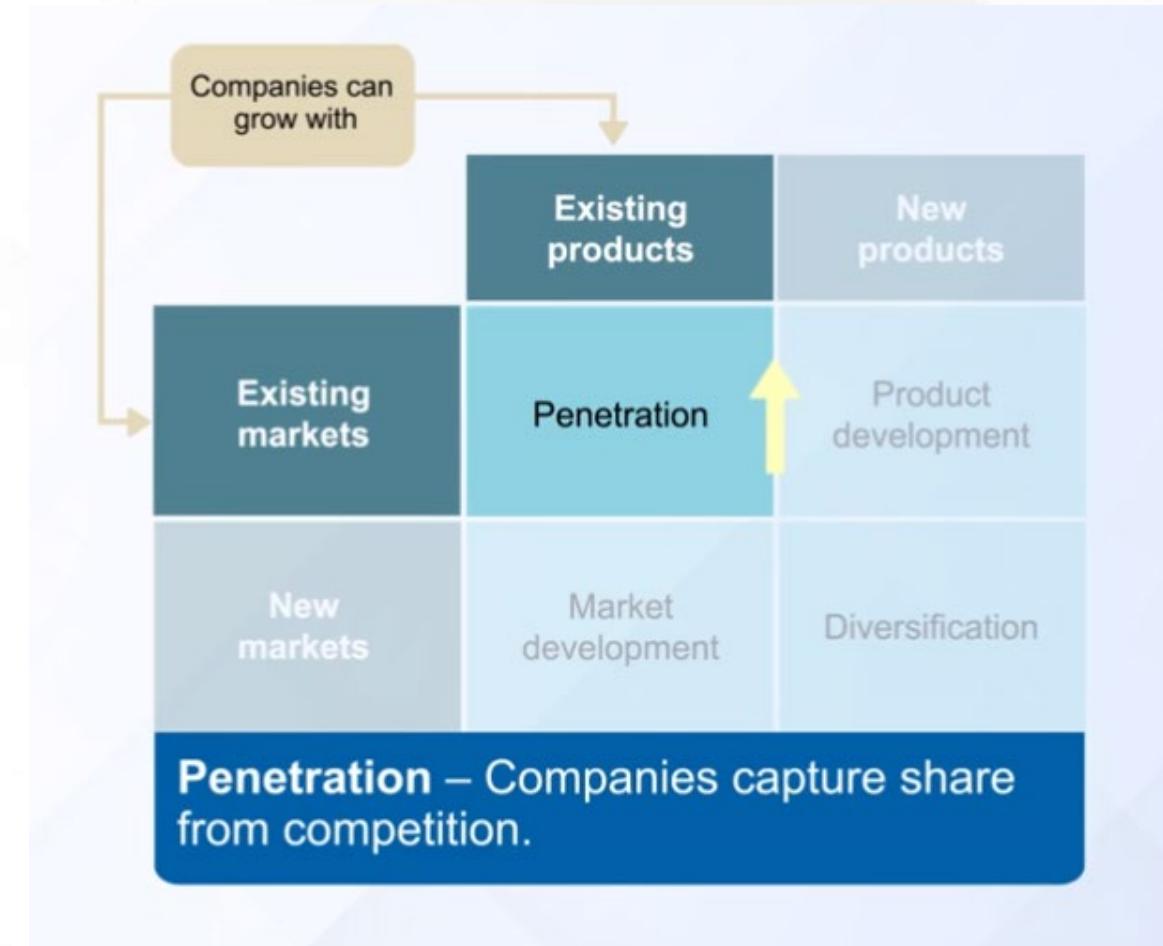


Product development is a crucial element of growth strategy as it helps to chart out the future.

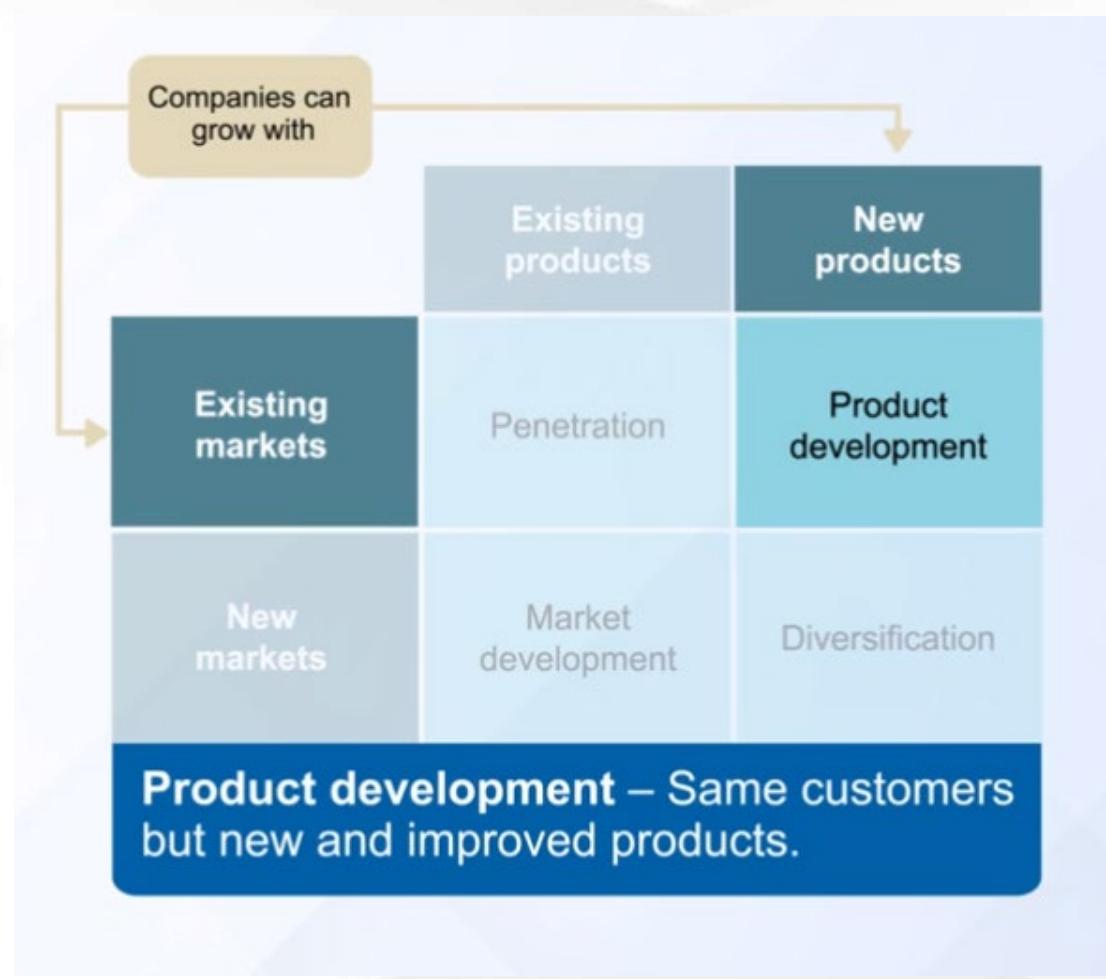
# Ansoff's Framework

	Existing products	New products
Existing markets	Penetration	Product development
New markets	Market development	Diversification

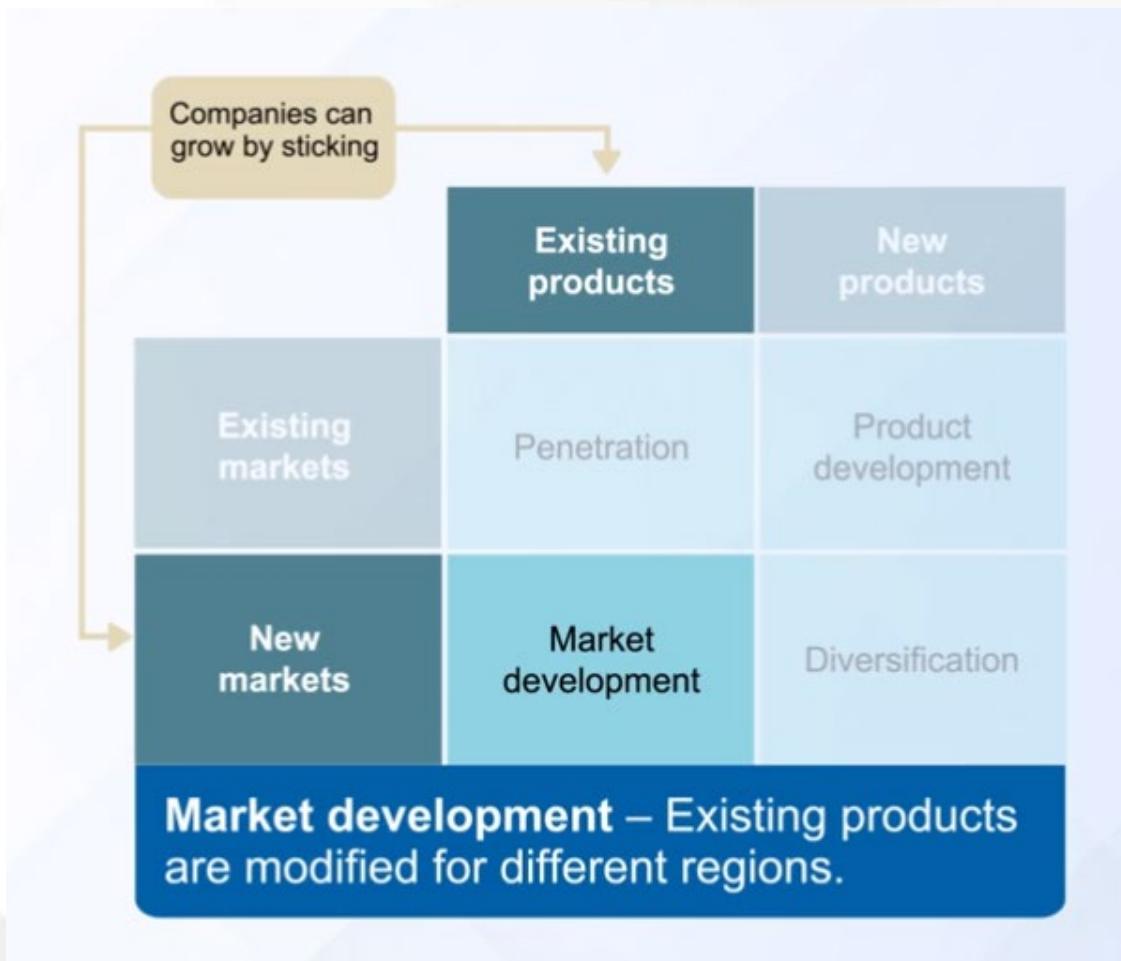
# Ansoff's Framework



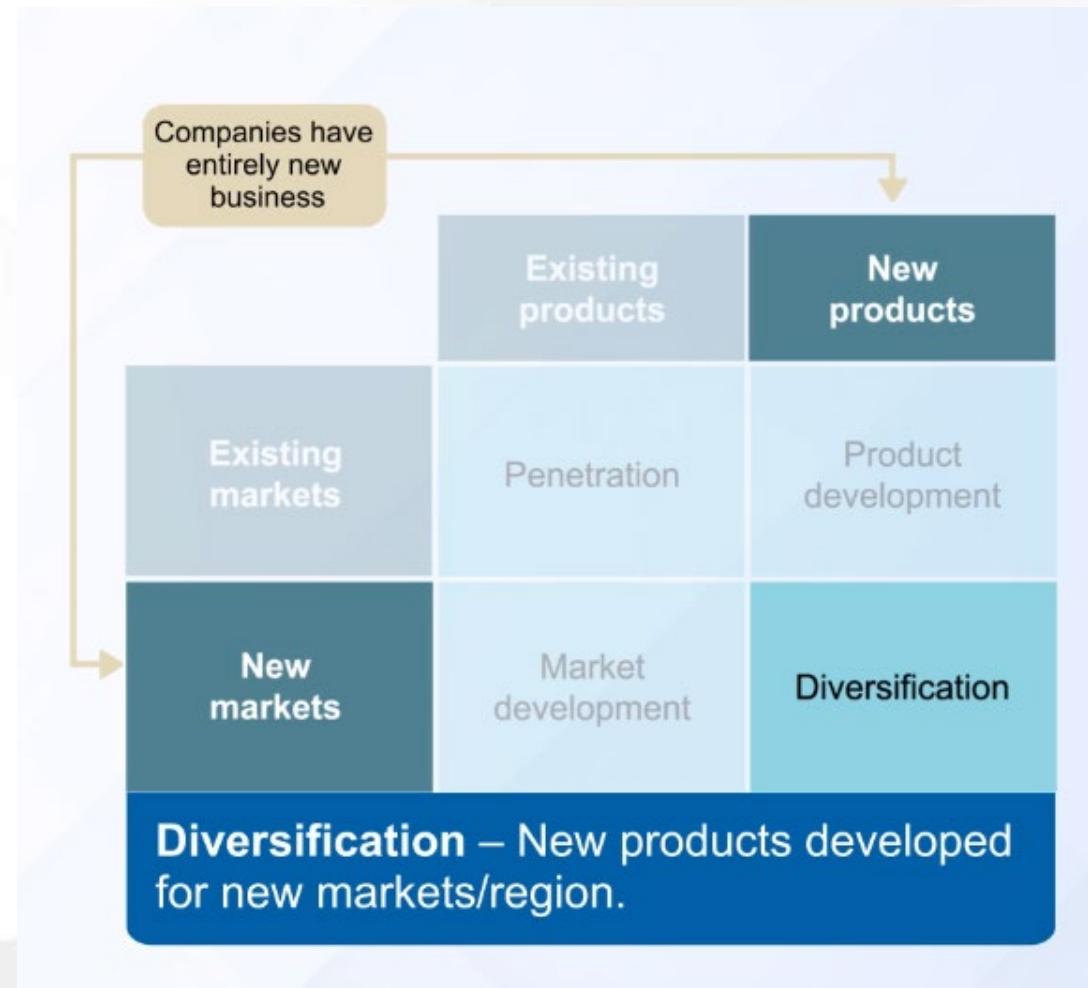
# Ansoff's Framework



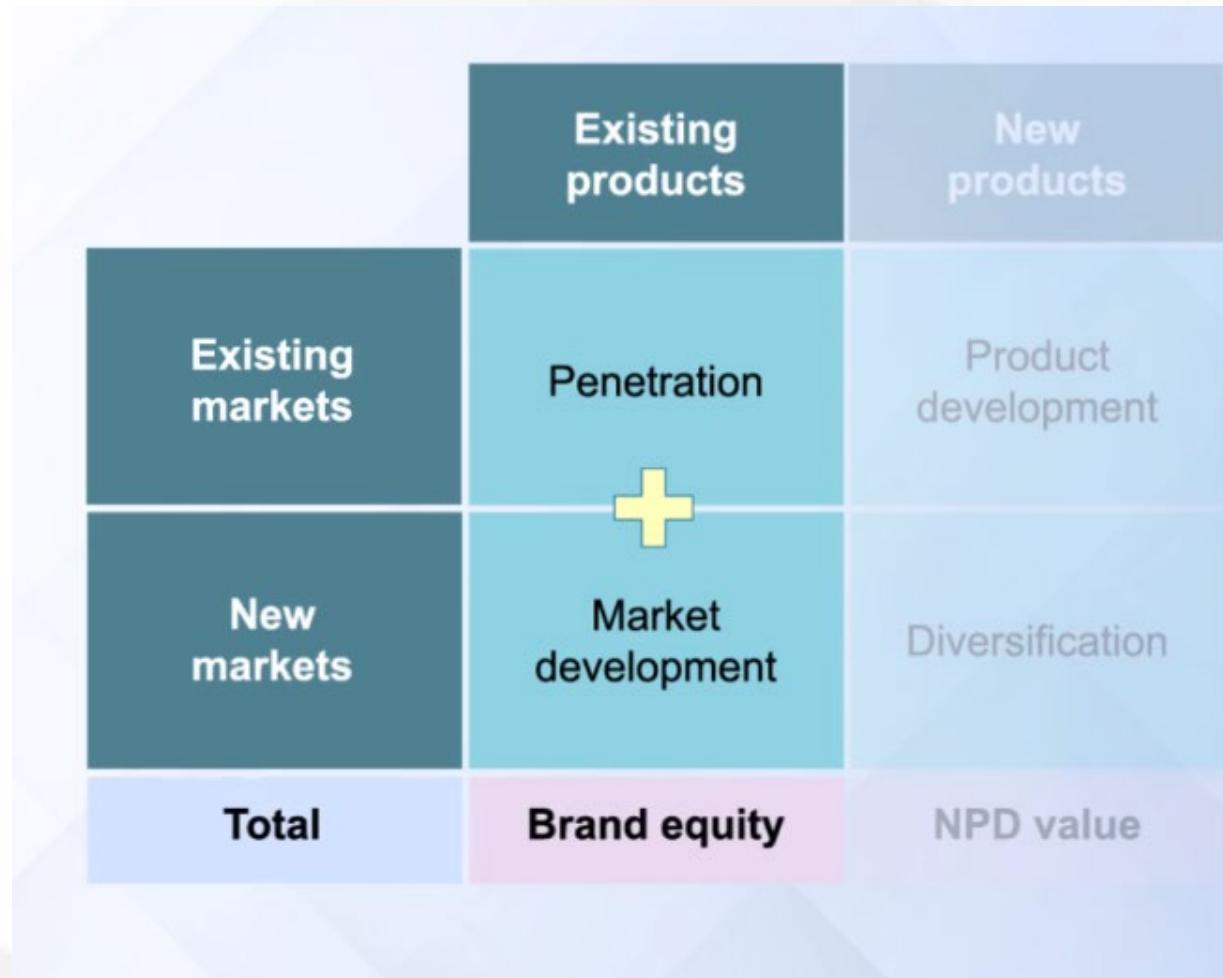
# Ansoff's Framework



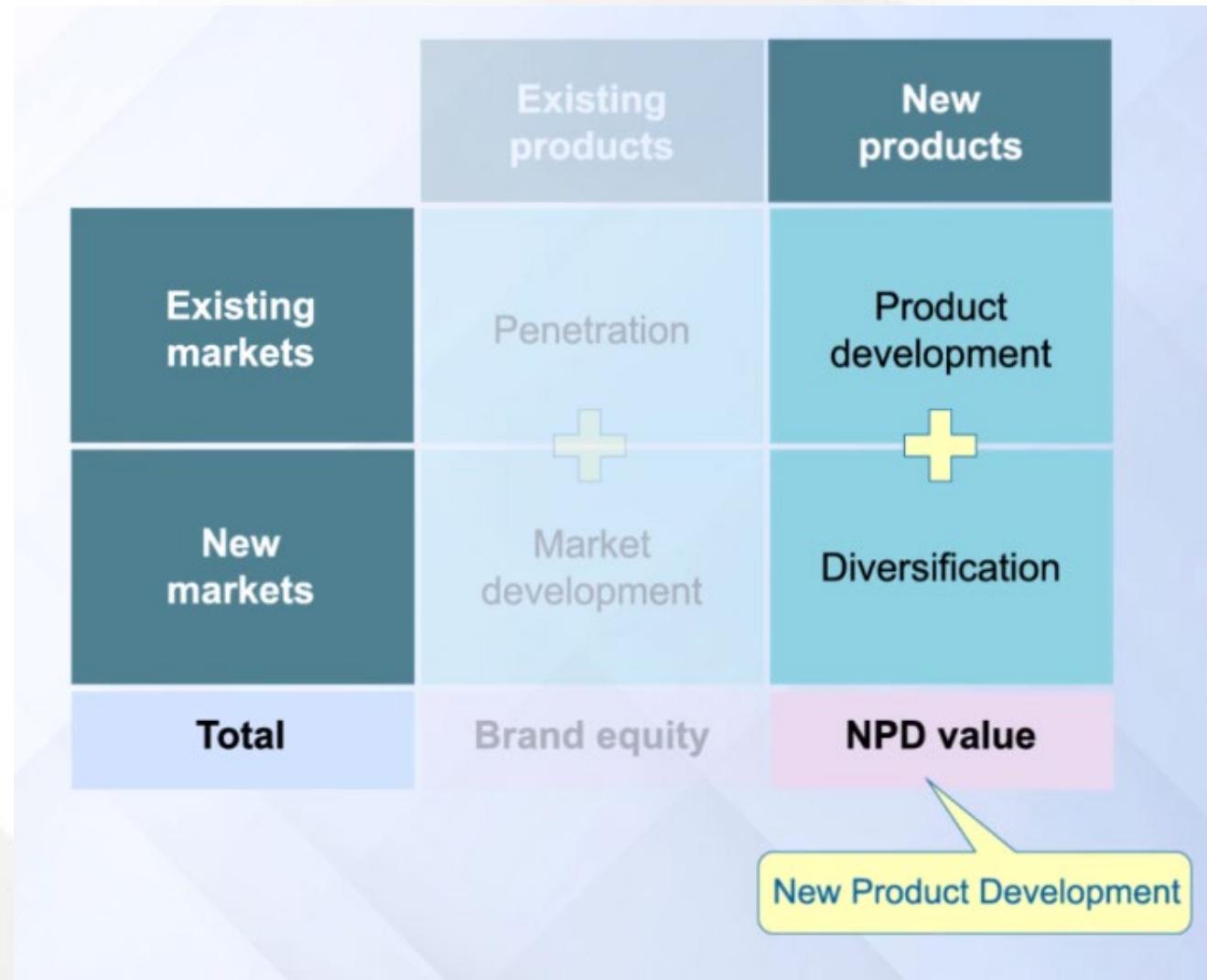
# Ansoff's Framework



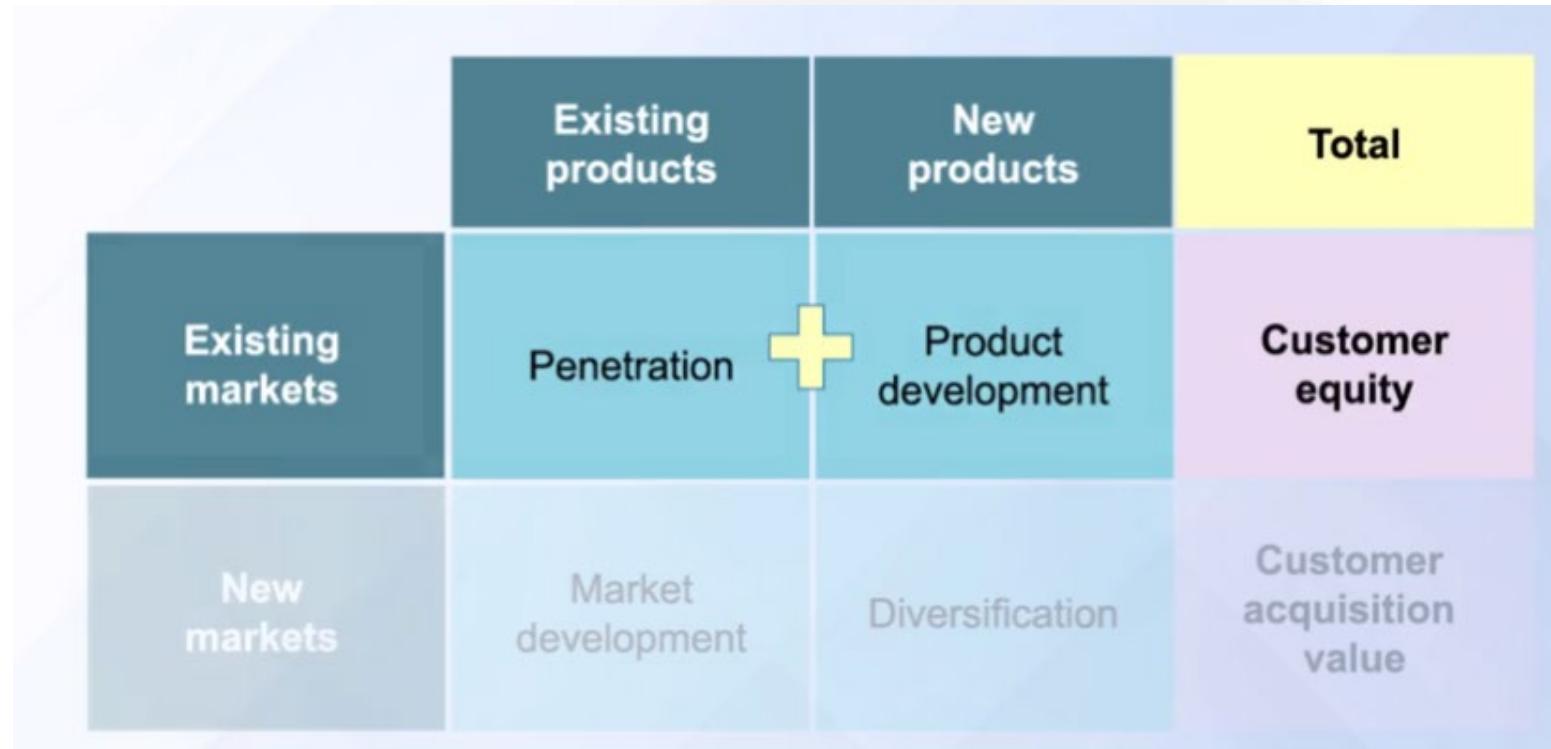
# Ansoff's Framework - Column-Wise



# Ansoff's Framework - Column-Wise



# Ansoff's Framework - Row-Wise



# Ansoff's Framework - Row-Wise



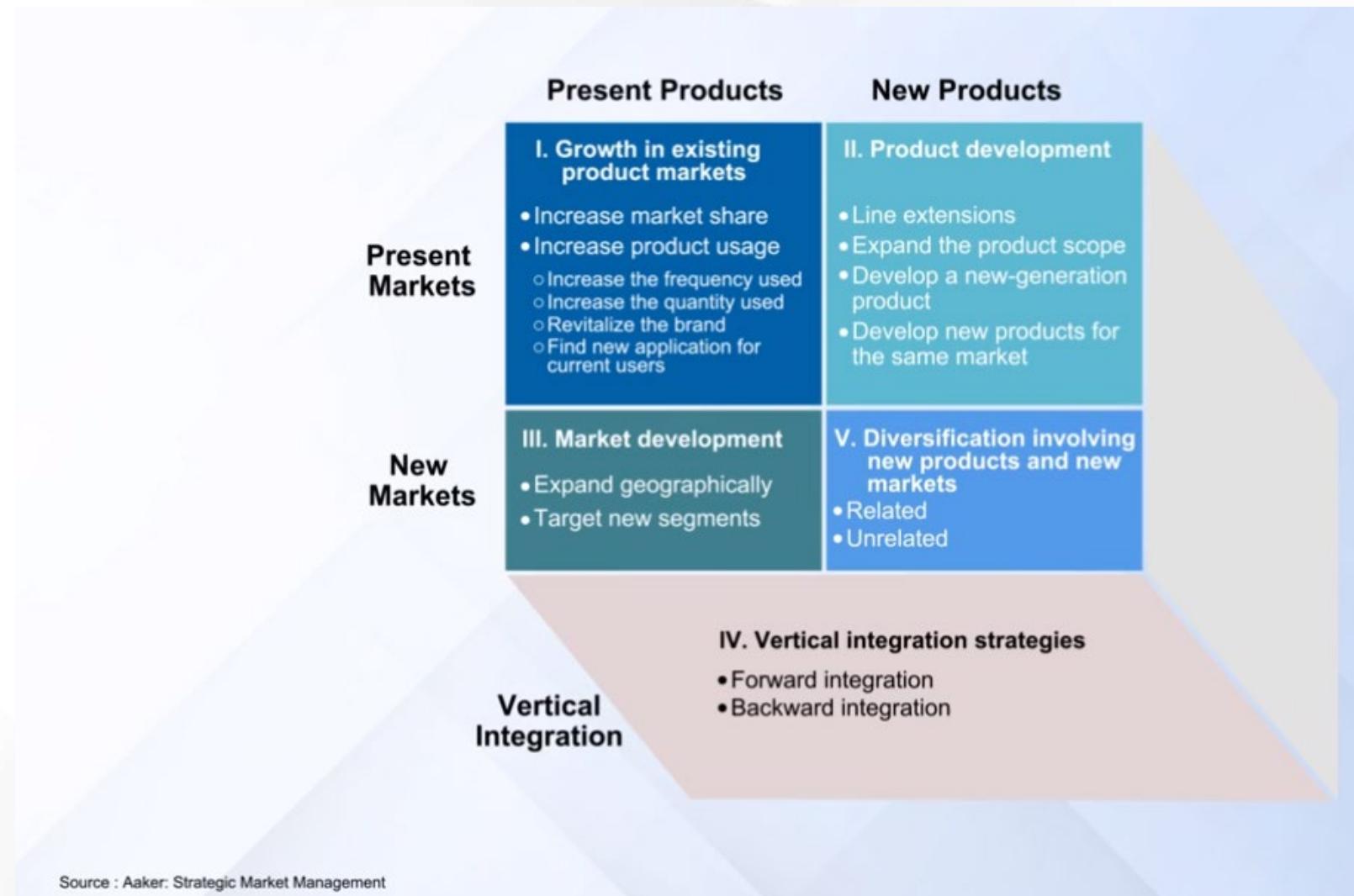
# Value Addition in Companies

	Existing products	New products	Total
Existing markets	Penetration	Product development	Customer equity
New markets	Market development	Diversification	Customer acquisition value
Total	Brand equity	NPD value	Firm value

What are the new product development activities to undertake?

How can these steps add value to our company?

# Aaker's Vertical Integration: Extension to Ansoff's Framework



# FedEx - Forward Integration



FedEx and Kinko's combined to integrate FedEx's presence in the marketplace.

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# Apple - Forward Integration



Apple started own stores which was competition with their own distributors.

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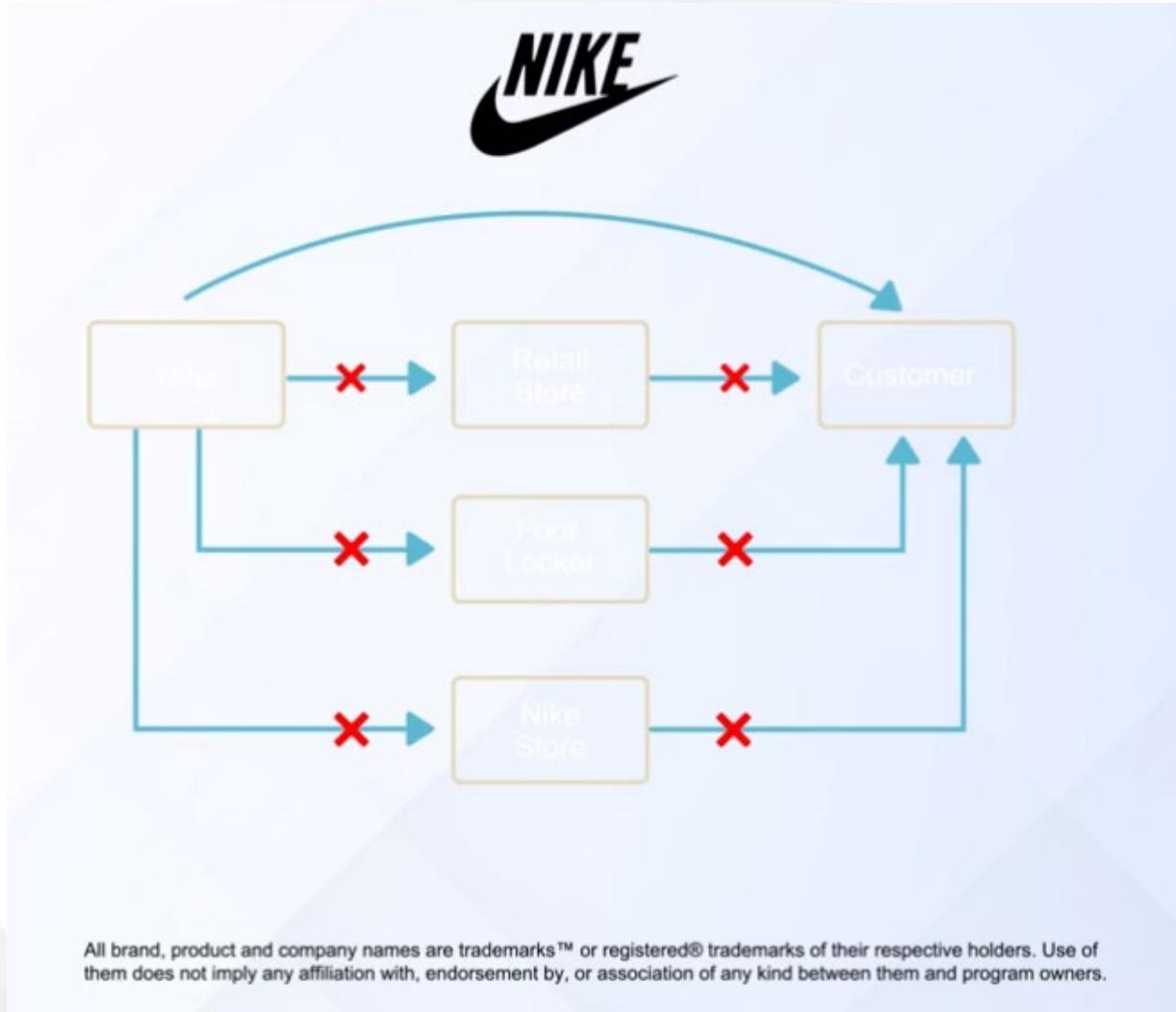
# Amazon Basics - Backward Integration



Amazon Basics has surpassed Duracell and Energizer to become #1 batteries brand.

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# Nike - Forward Integration



# Changing Marketplace



Changes in marketplace are inevitable because of the advent of new technologies.

# Product and Market Development Processes

# Overview

How do we go from ideas to products?

How do we go from product innovations to market development?

Should we look at market needs before we develop products?

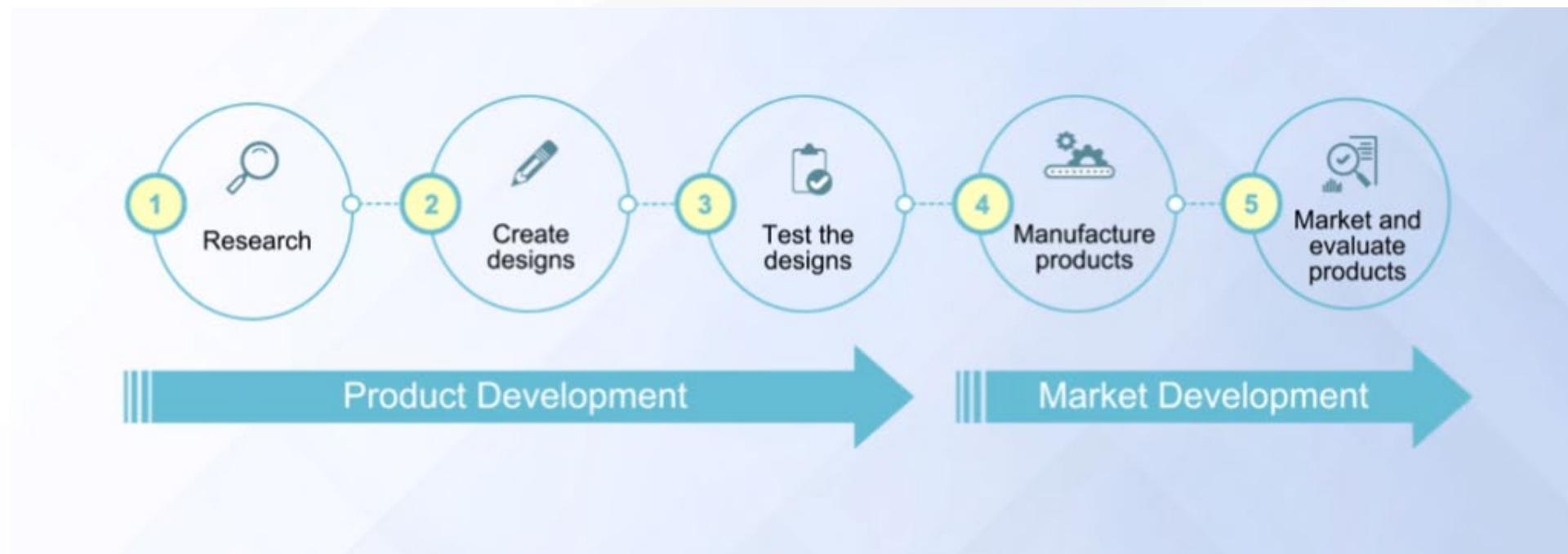
Is there a process difference between incremental improvements and developing new-to-the-world products?

# New-to-the-World Products



A microwave oven was once an innovation that made a huge impact.

# Product Development Process - Engineering

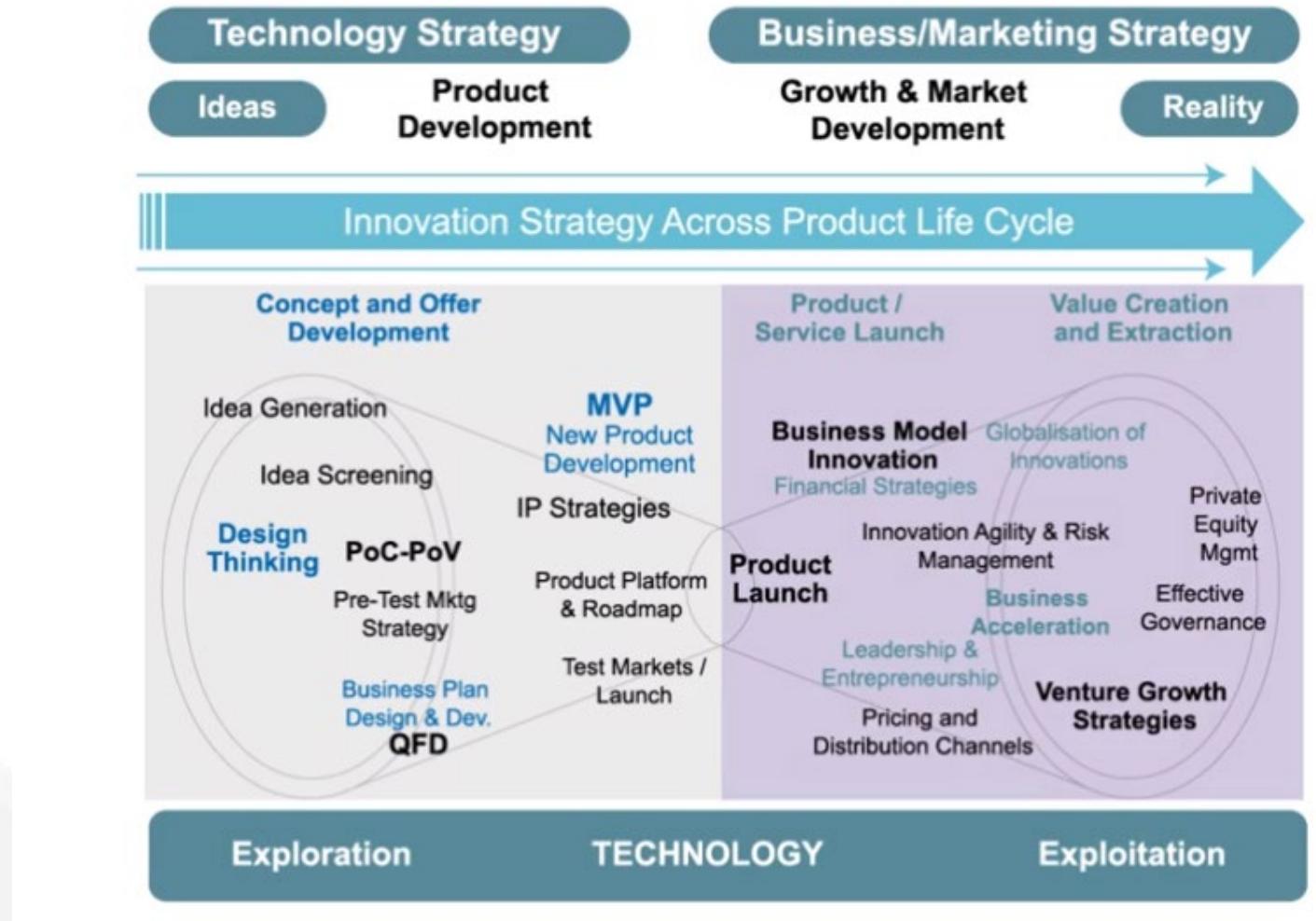


# Design Thinking

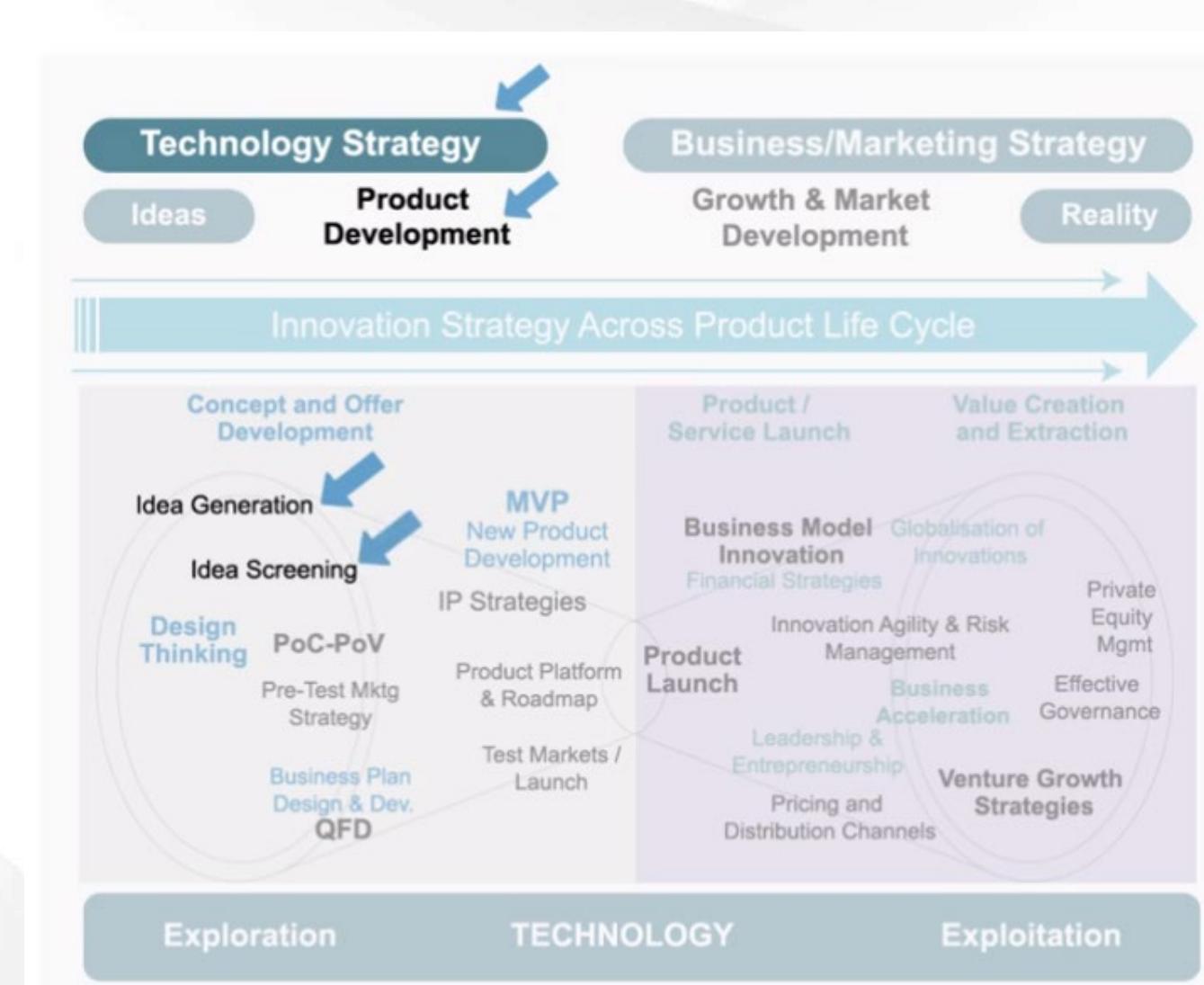


Design the product according to the customer's needs.

# Innovation Strategy Landscape



# Innovation Strategy Landscape



# Idea Generation and Screening



# Key Terms

Proof of concept/Proof of value

Minimum Value of Product (MVP)

Quality Function Deployment (QFD)

# Quality Function Development: Consumer Judgement



The click of a car door signifies a better-quality perception.

# Quality Function Development: Fine-tuning



Fine-tuning stage manages a right balance in product development.

# Product Launch: Short Cycle

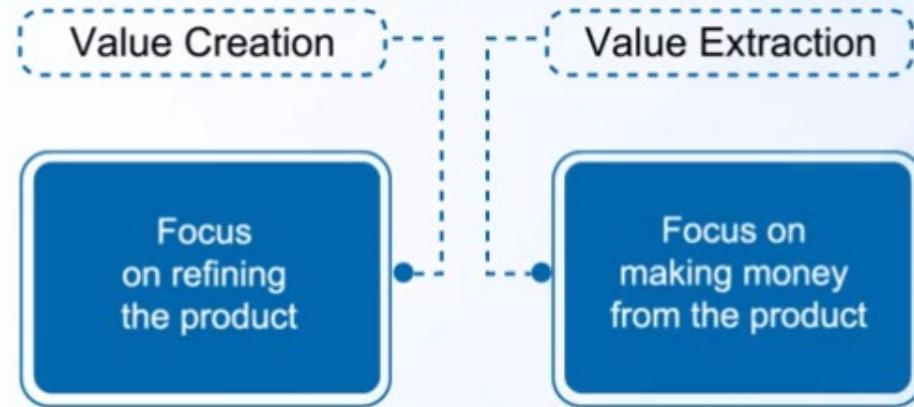
**2000 movies per year/6 movies per day**

- Priority is to capture screen space.
- Distribution is crucial in short cycle environments.

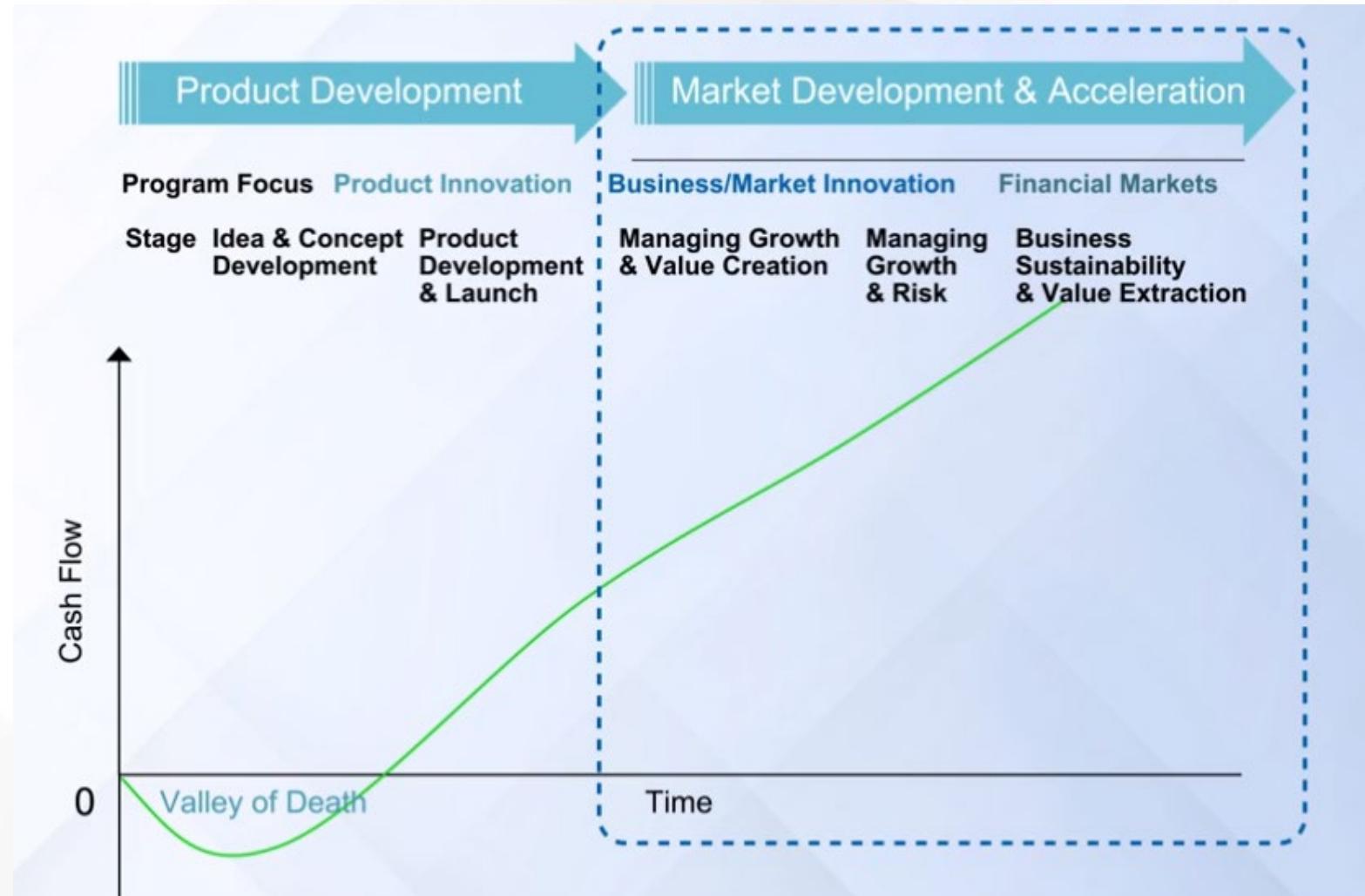
# Market Development in Short Life Cycles



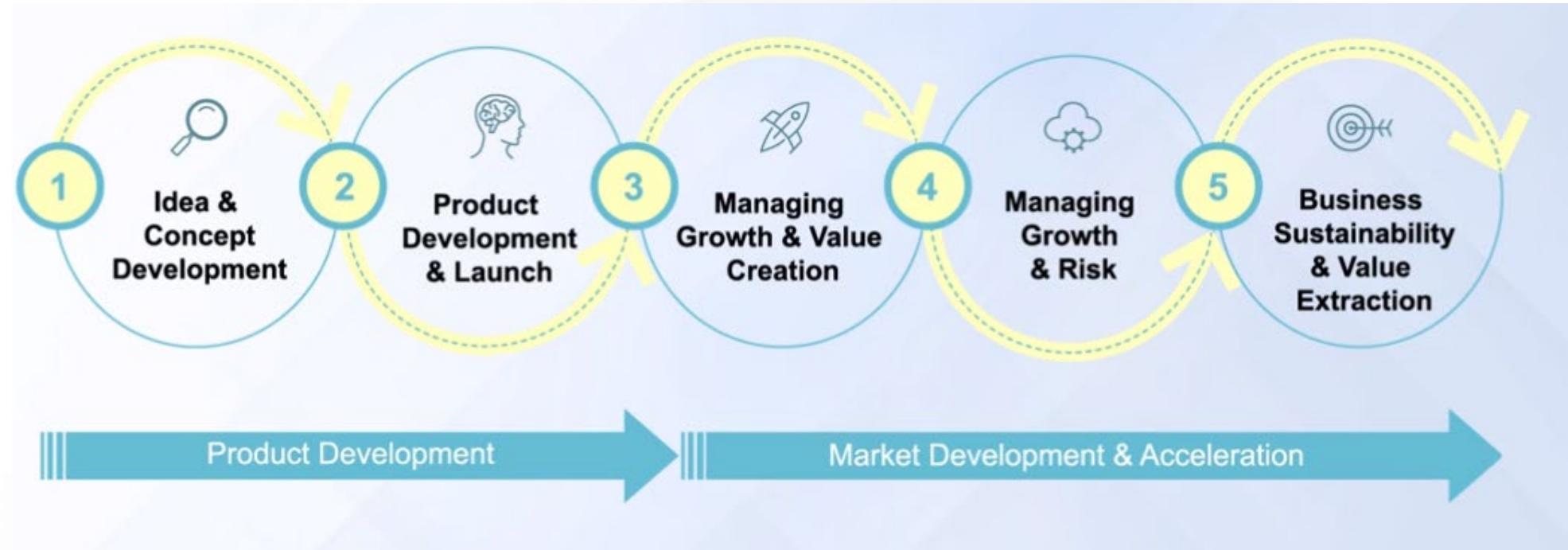
# Venture Growth Strategies



# Innovation Strategy Across PLC

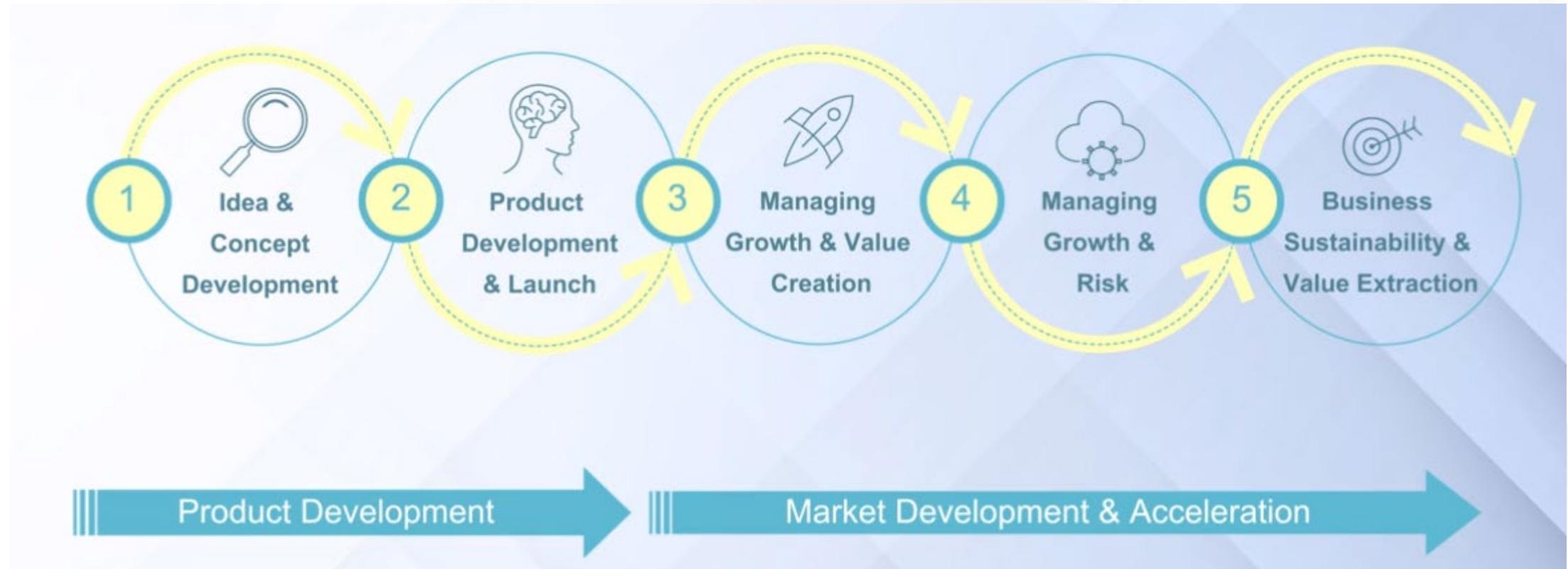


# Product and Market Development Framework

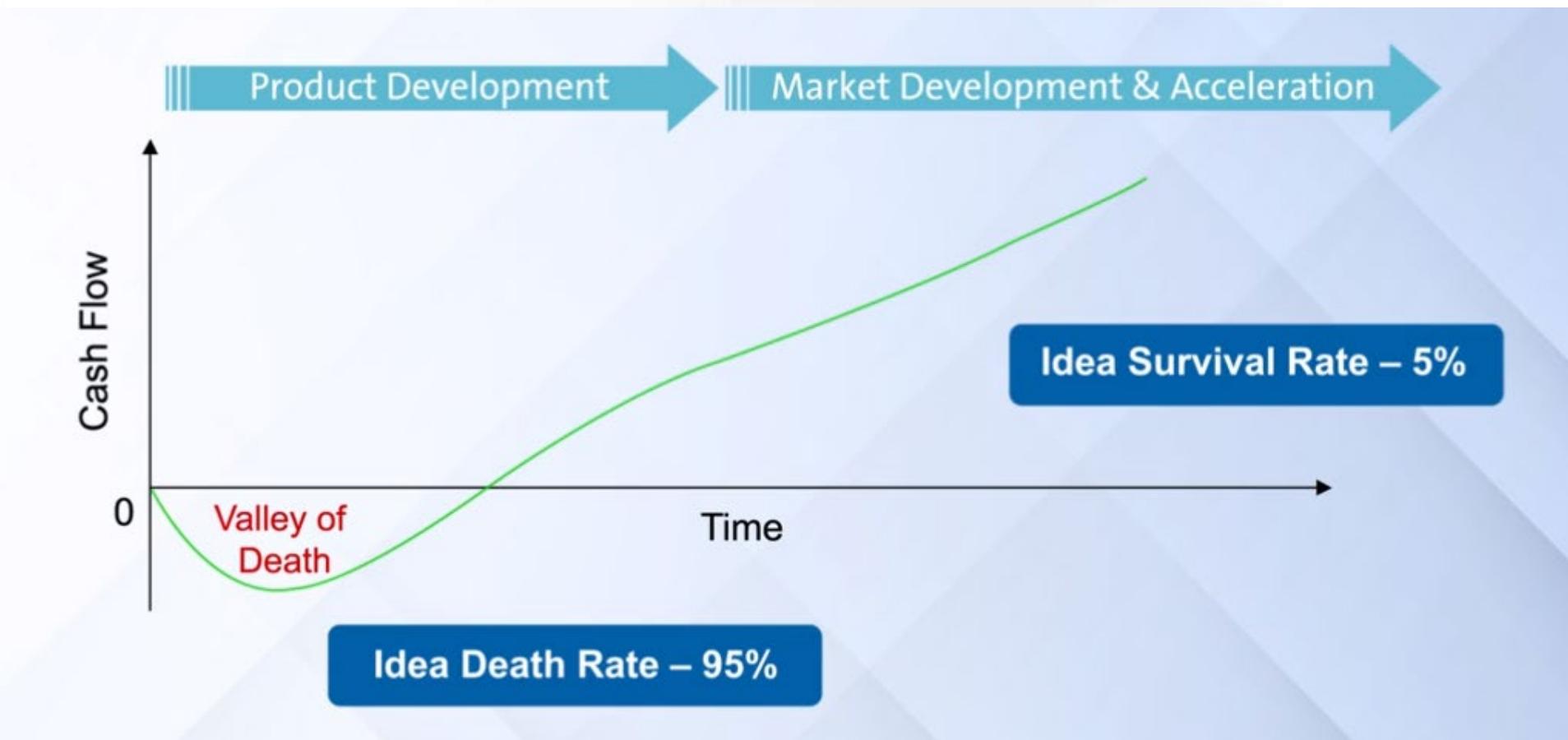


# Product and Market Development Processes

# Stages of Product and Market Development



# Valley of Death

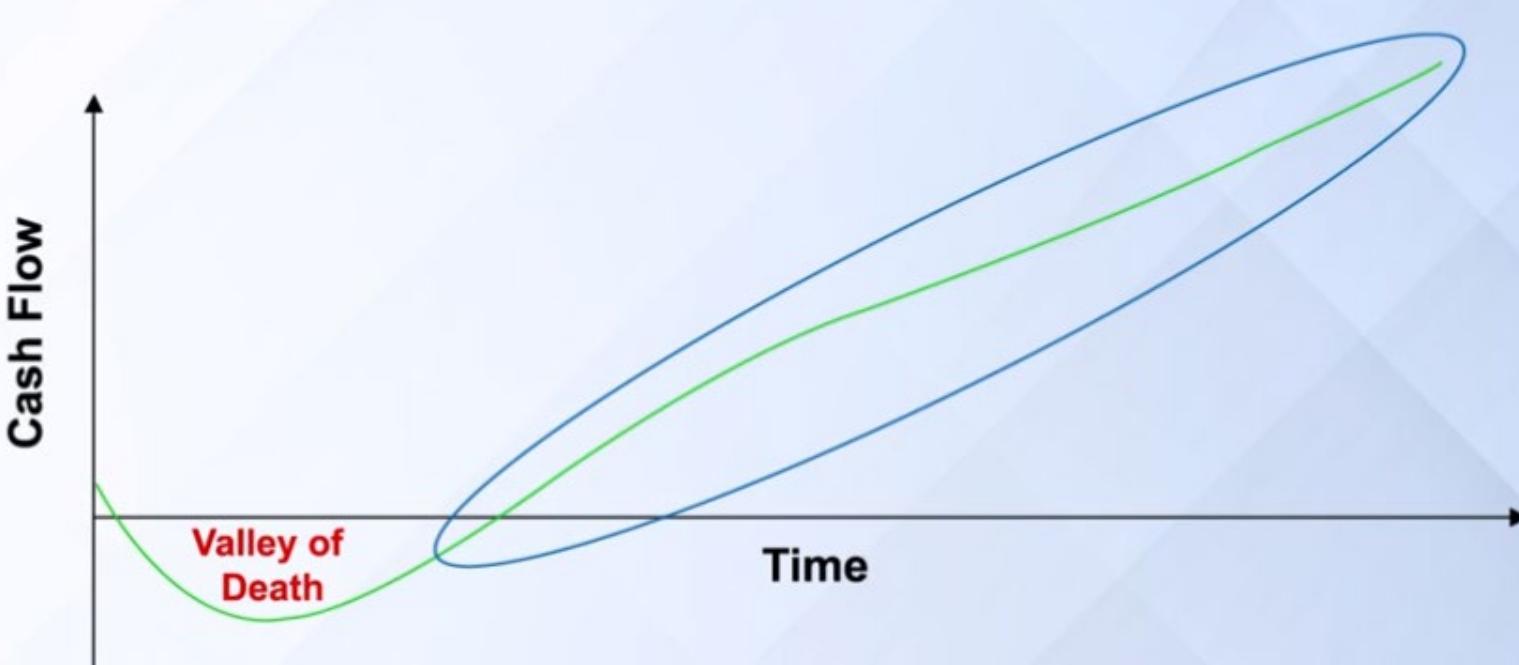


# Accident of Ideas



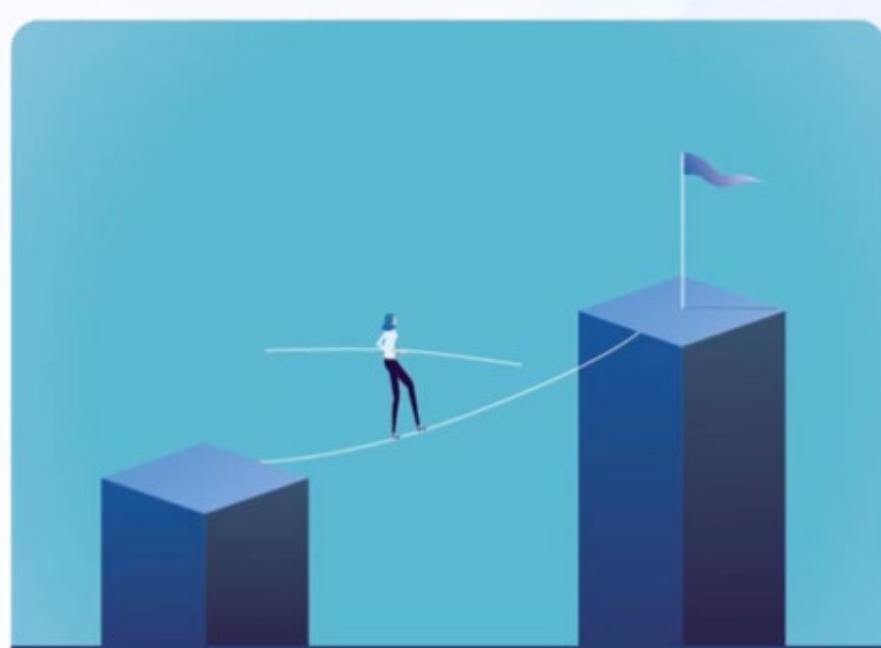
- Trouble with manufacturing and development
- No market acceptance
- Outrunning competitors

# Proof of Concepts



Accelerate growth to protect it from other competitive products

# Acceptance of Ideas

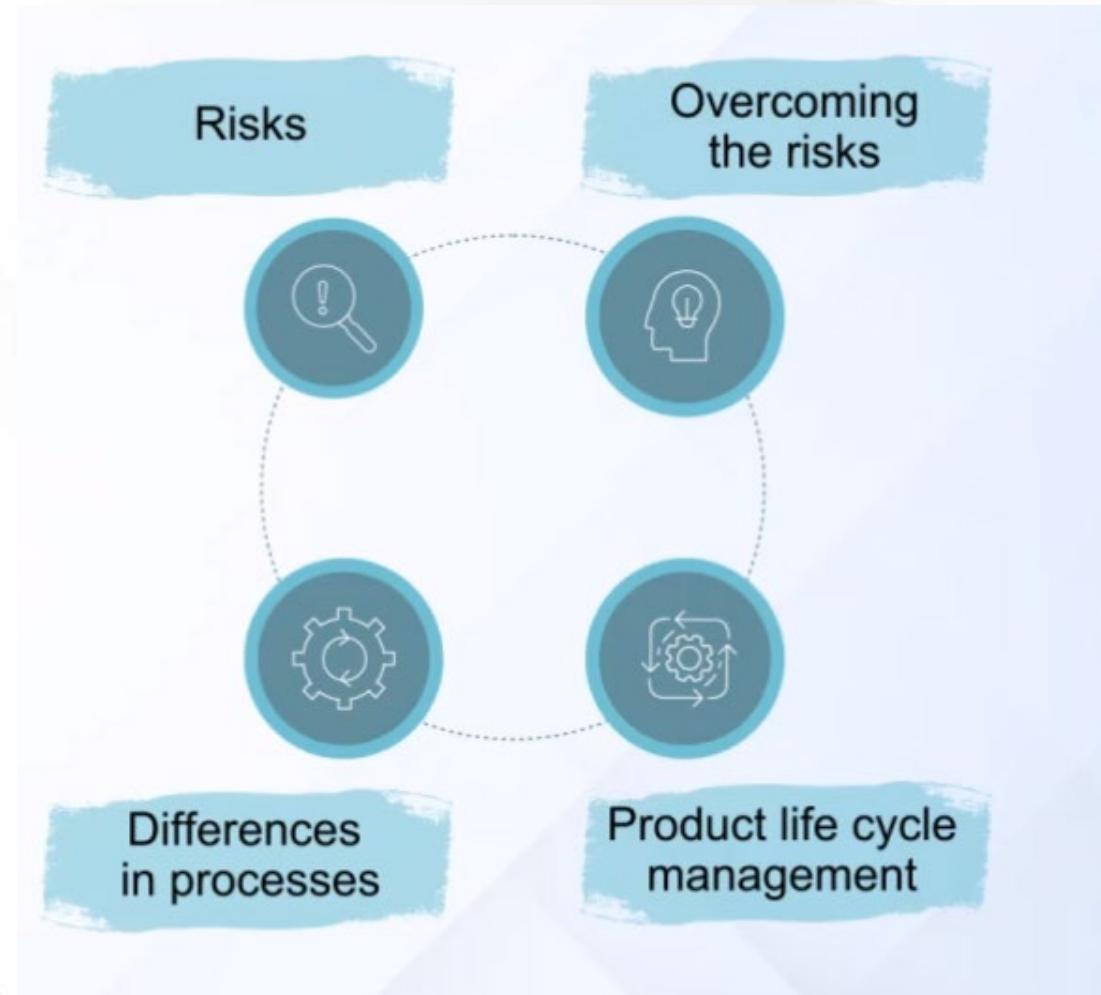


The illustration shows a person in a suit walking on a tightrope that spans the gap between two dark blue, three-dimensional bar-like structures. The structure on the right has a small purple flag at its peak. The background is a light blue gradient.

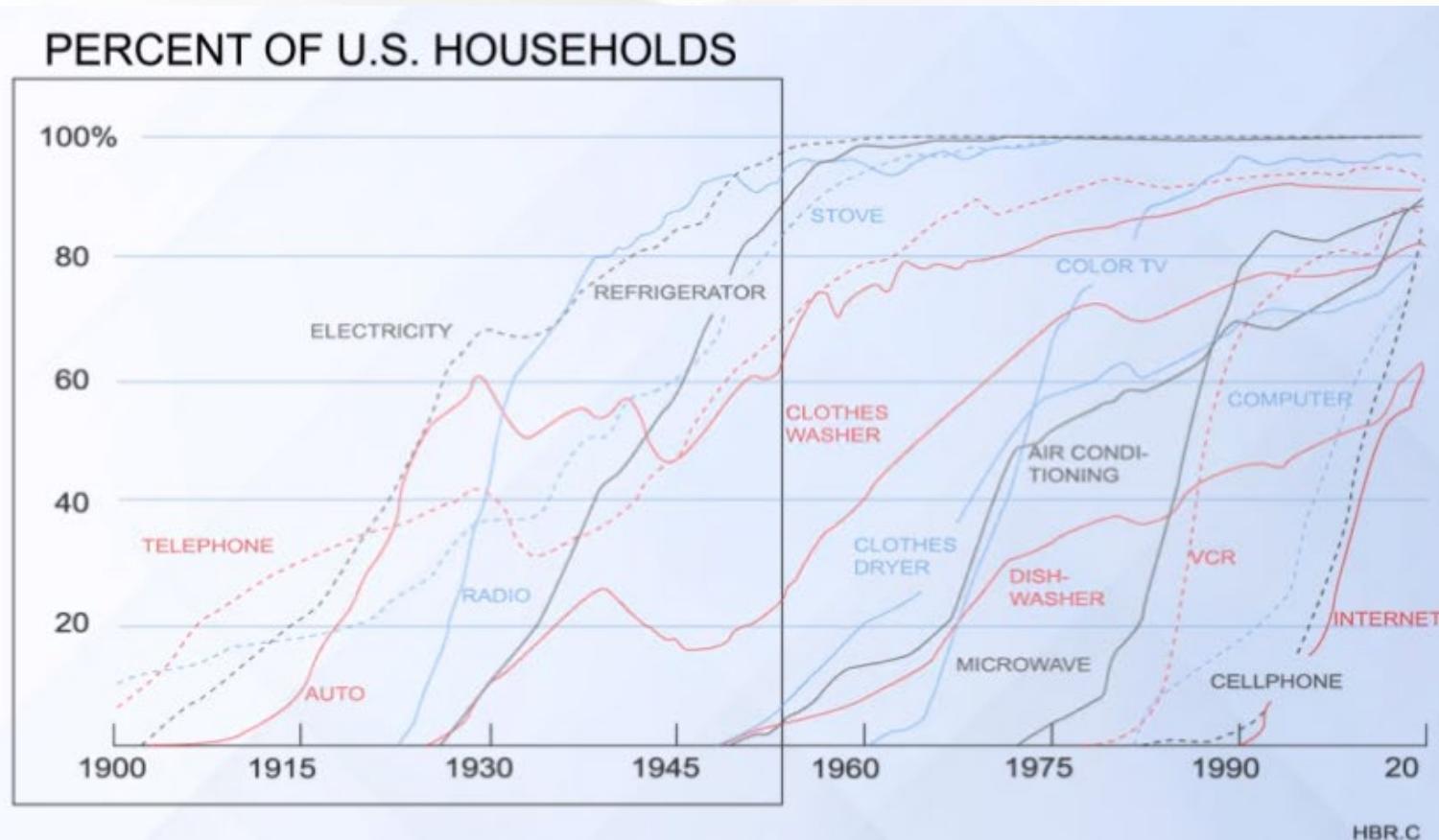
- Pay attention to how market accepts the ideas
- Risky to take a successful idea to new geography

# Managing Product/Technology Life Cycles

# Sellers Industry

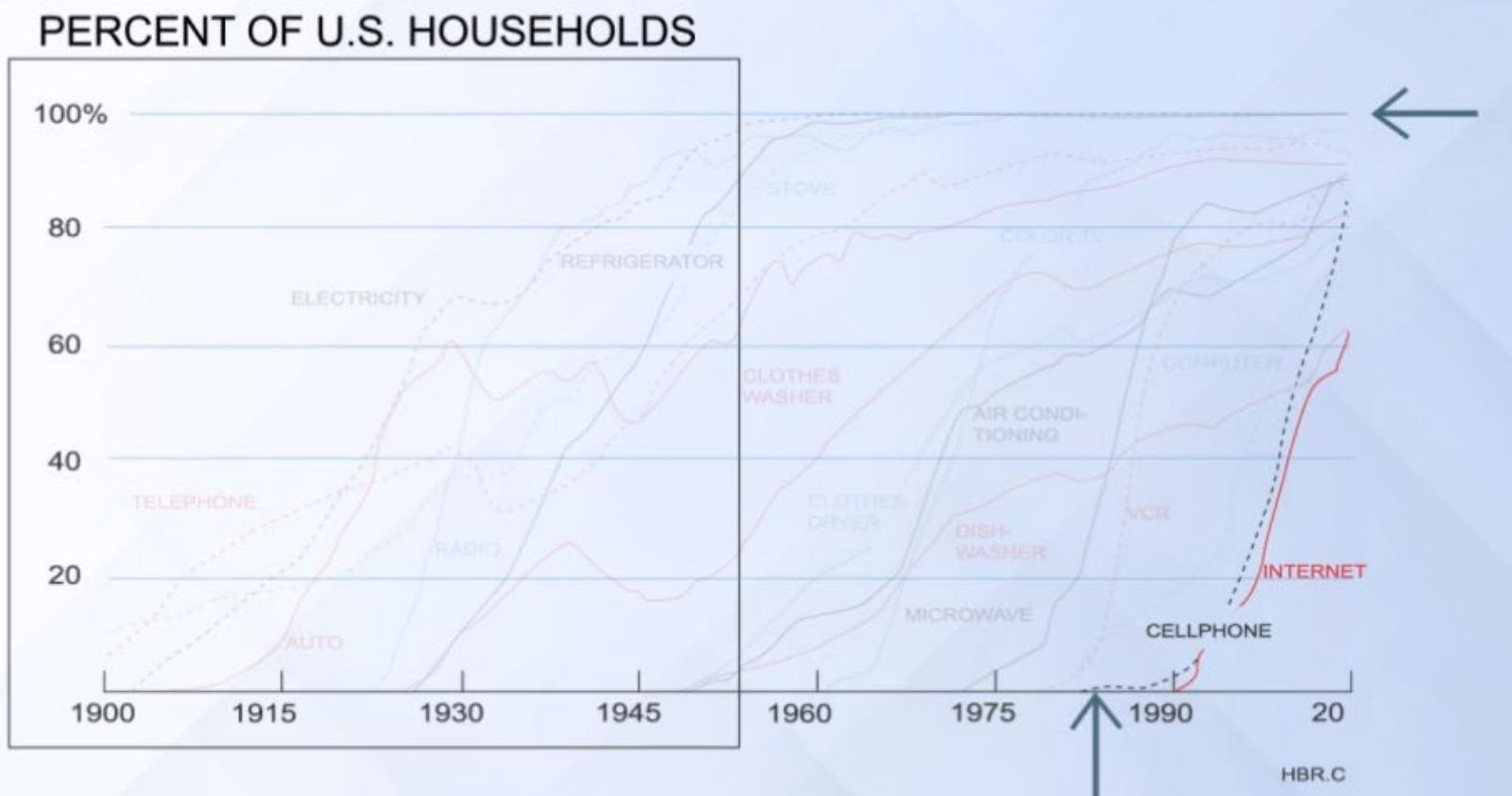


# Why is Technology like Bananas?



SOURCE MICHAEL FELTON, THE NEW YORK TIMES

# Why is Technology like Bananas?



SOURCE MICHAEL FELTON, THE NEW YORK TIMES

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# The Need for Speed: Faster Life Cycles

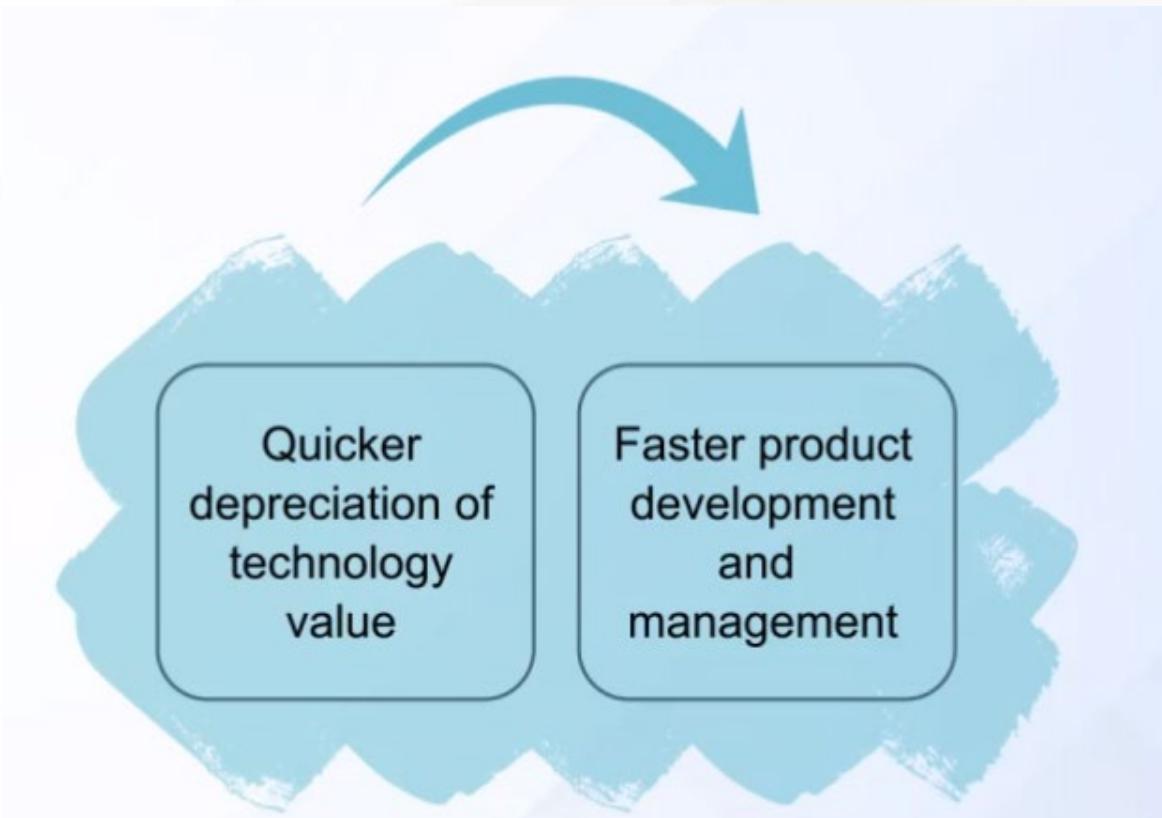
In a short life cycle environment,  
technology depreciates.

Price 18 months ago: x

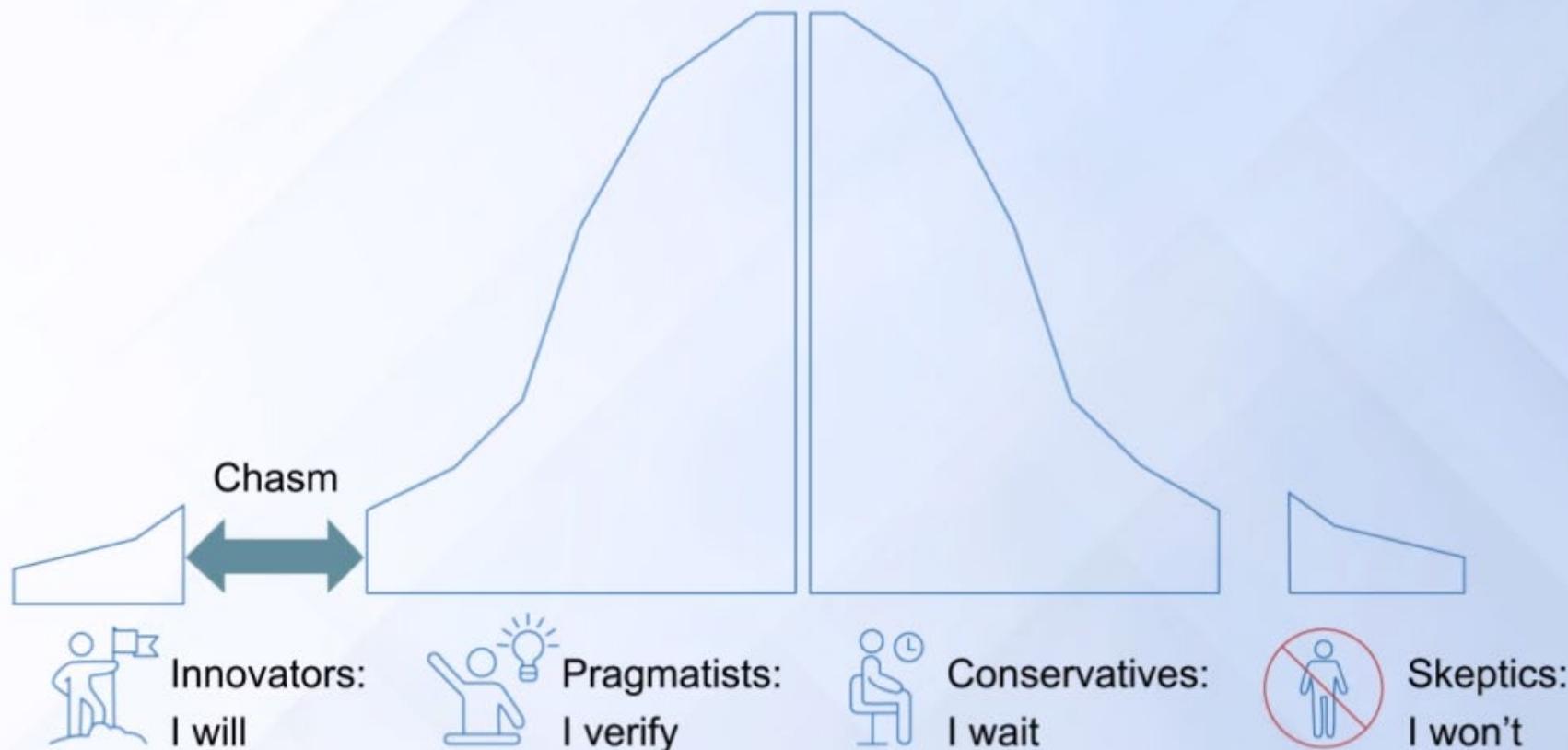


Price now: x/5

# The Need for Speed: Faster Life Cycles



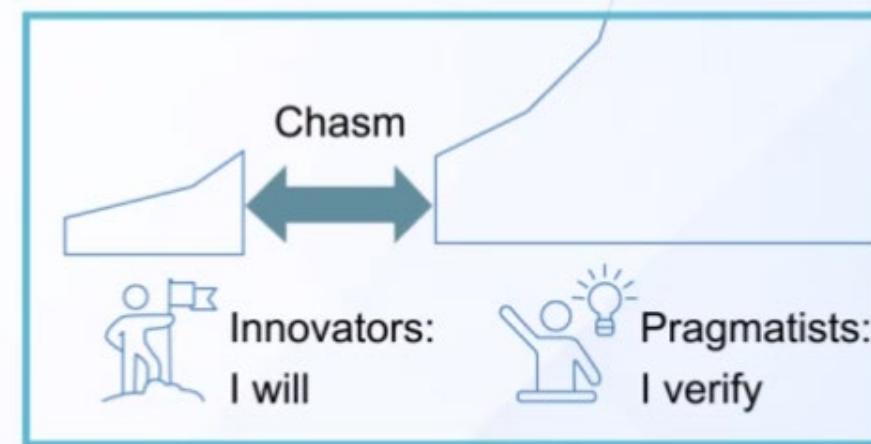
# Geoffrey Moore's Framework



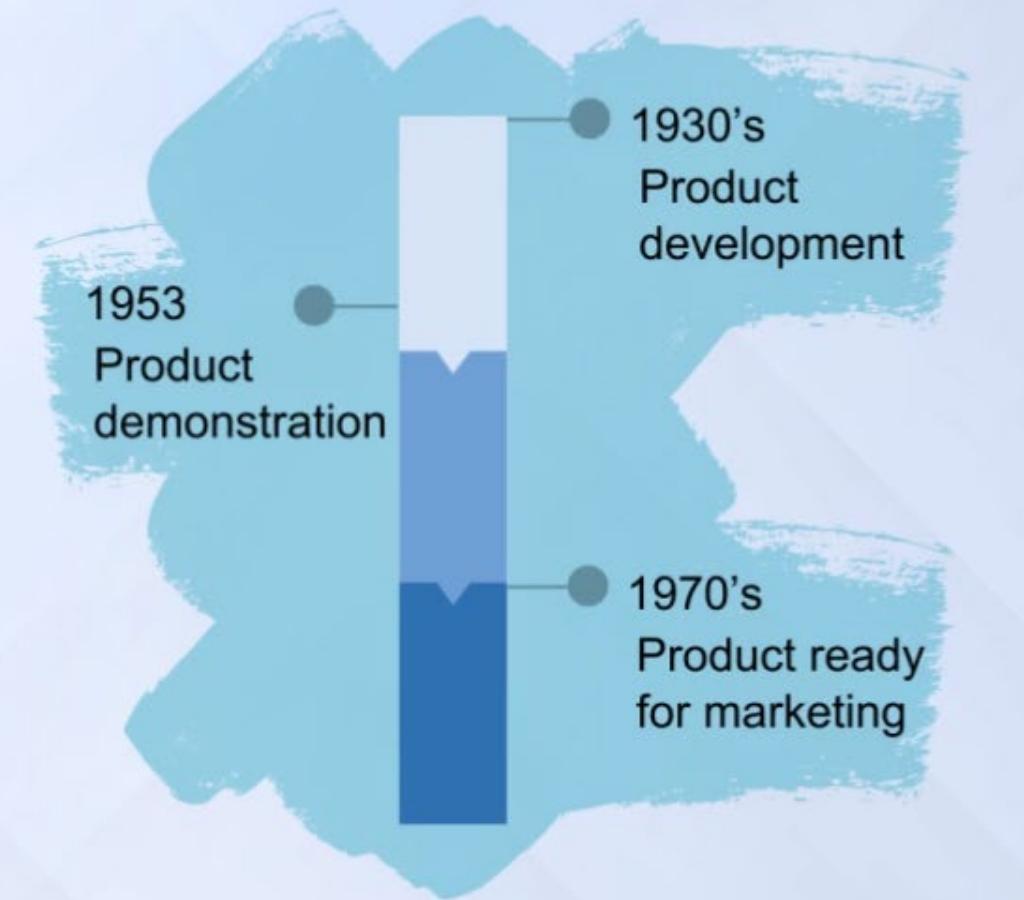
Adapted from: Geoffrey Moore (1995), Inside the Tornado,  
Harper Business, p19

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# Managing Customer Resistance: Crossing the Chasm



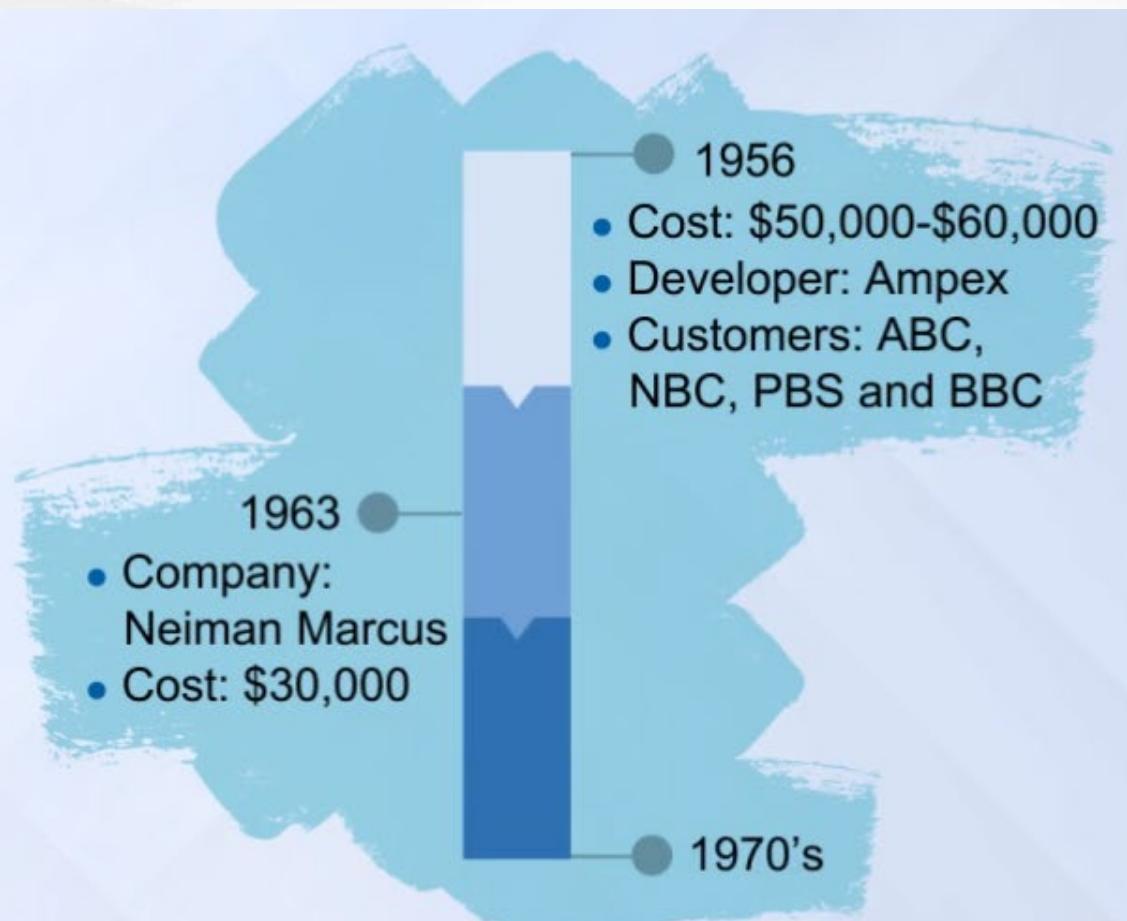
# Product Development: Colour Television



# Product Development: Colour Television



# Product Development: Video Recorder



# Challenges to Launch Products

Have lower prices

Give complimentary products

Launch products in mainstream market

Bring the market and product together

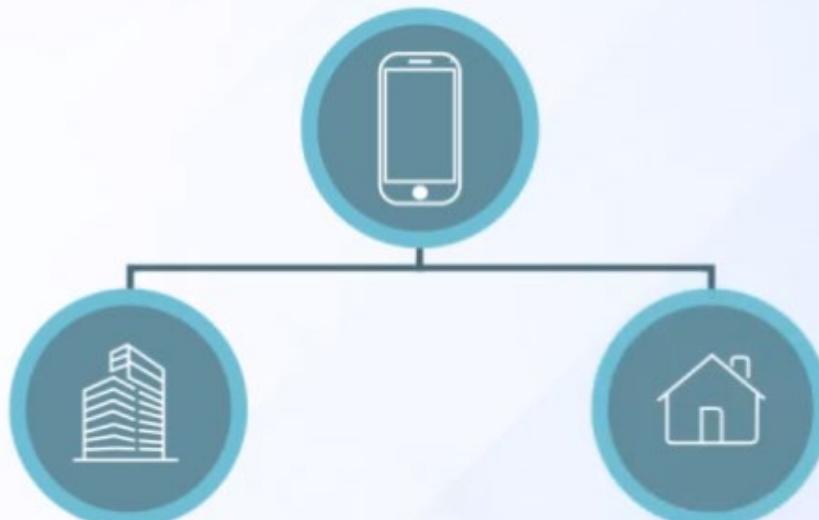
Maintain position in the marketplace

# Factors Influencing Adoption



# What Comprises the Buyers Industry?

**Product relevance** determines  
the kind of buyer.



Corporates bought  
the phones when  
the cost was high

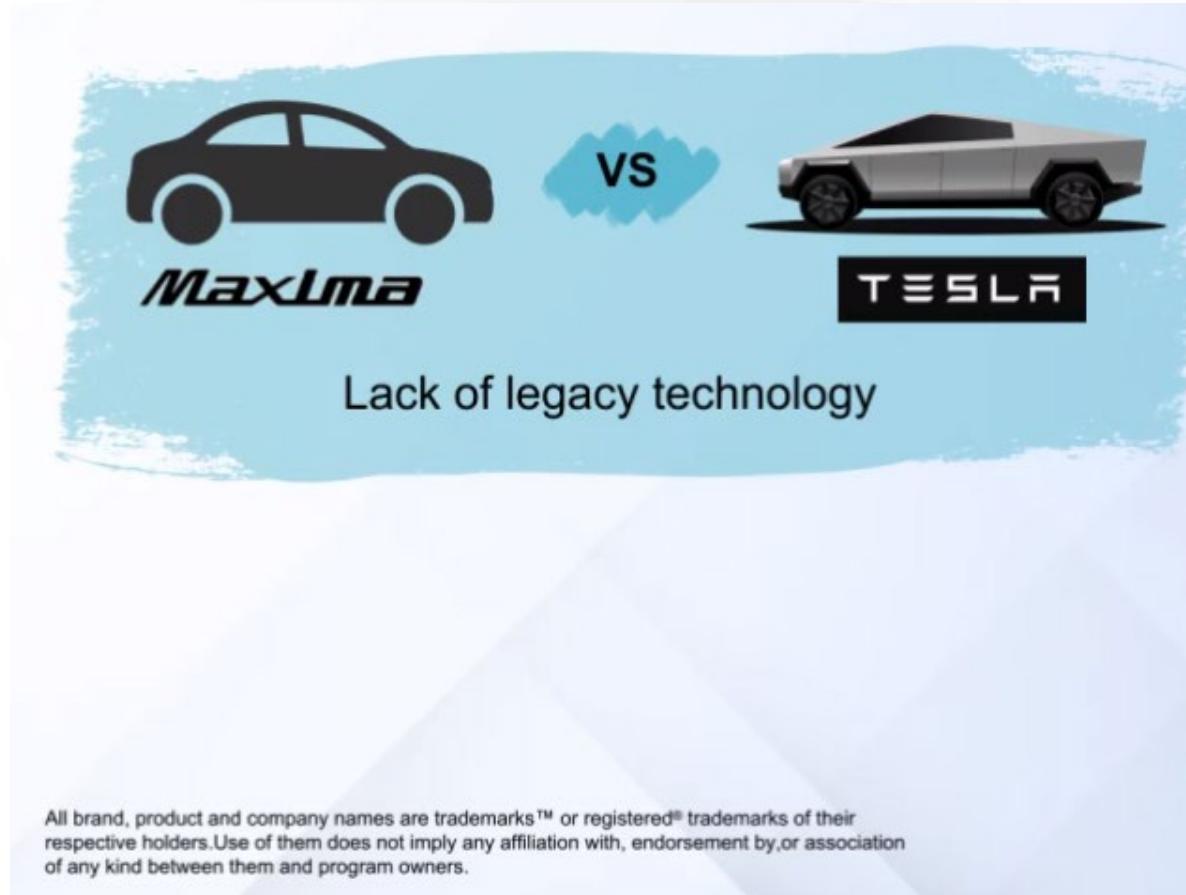
Household users  
bought the phones  
when the cost was low

# Competition Among the Companies

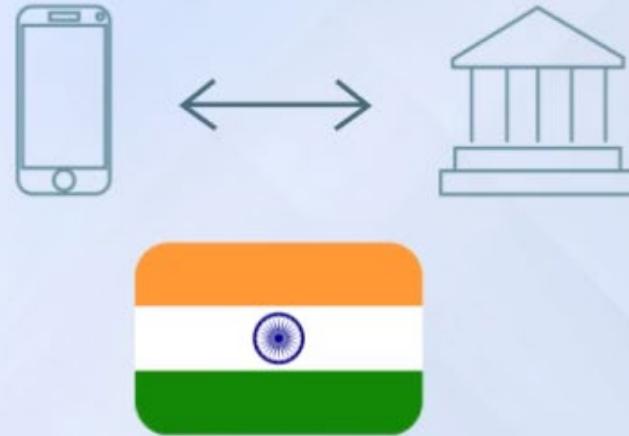
	Company A	Company B
Competitive edge	✓	✗
Quick adoption of technology	✓	✗
Keep up with competitor	✗	✓

**What are the searching costs?**

# Searching Costs



# Digital Payment Systems

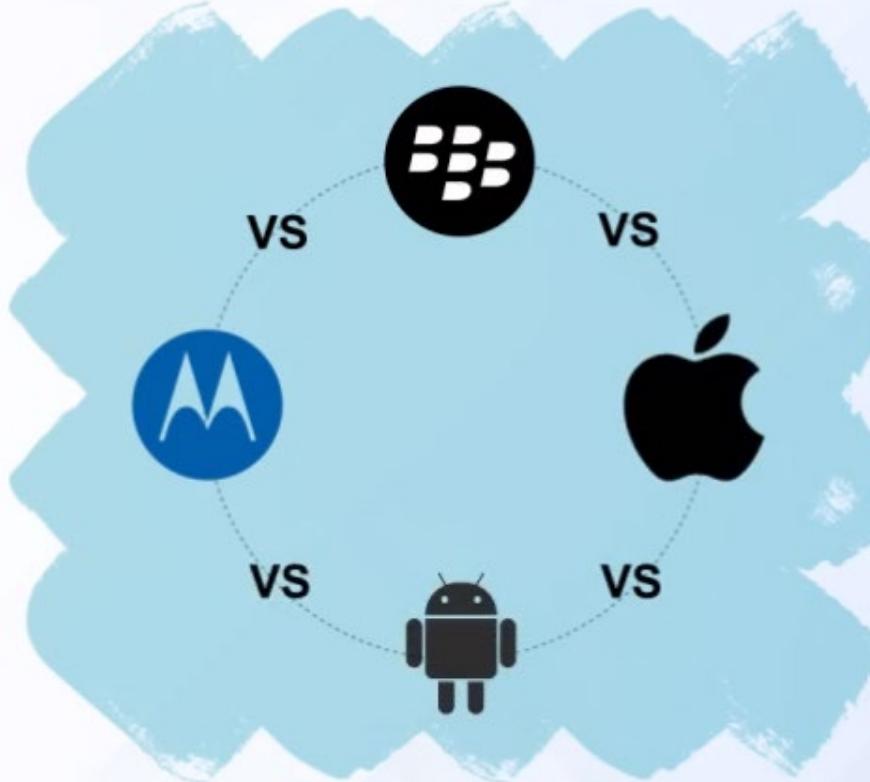


**Technological diffusion** depends on the **environment** in which technology will be adopted.

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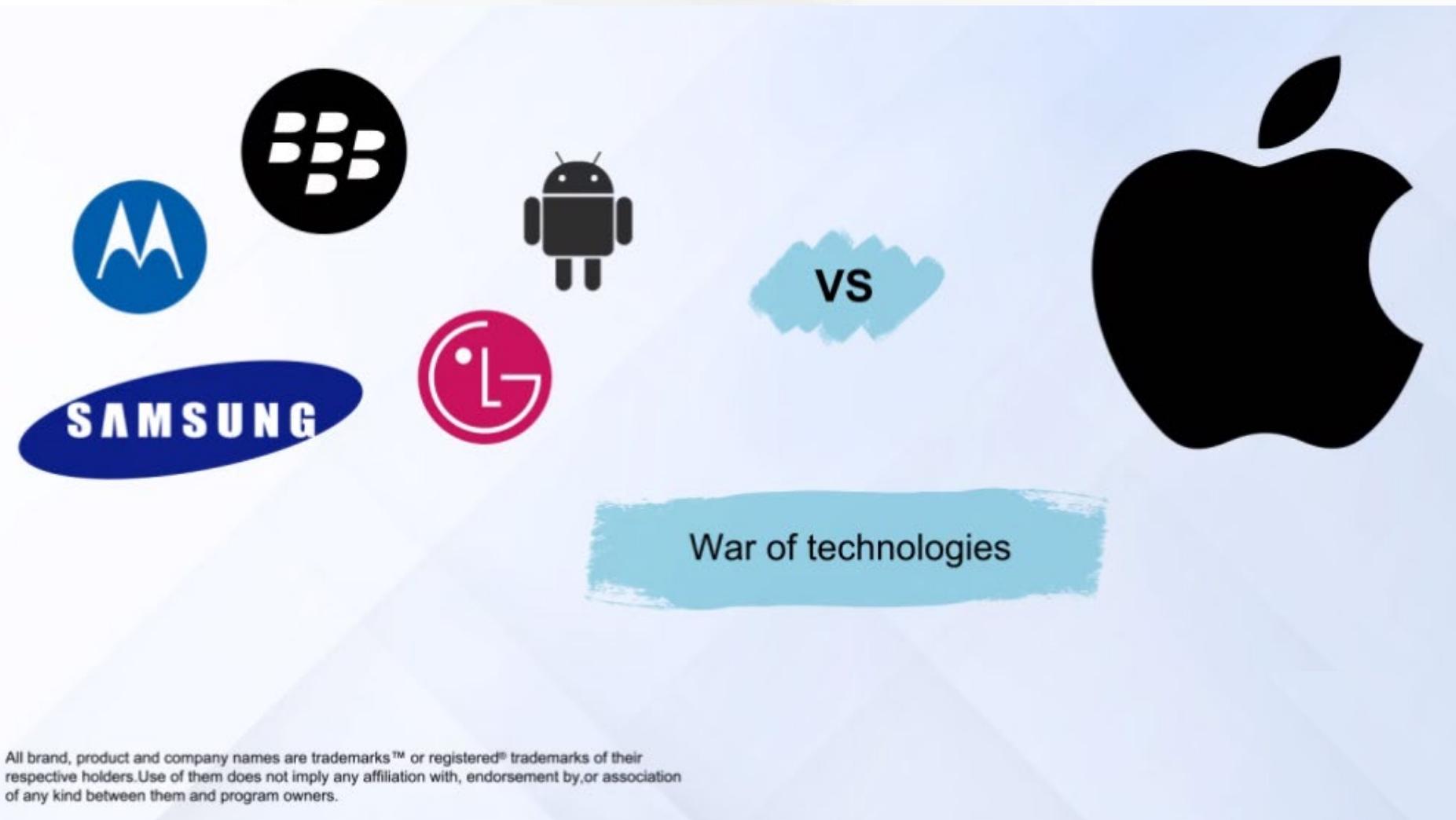
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# Market Competition: Cell phones

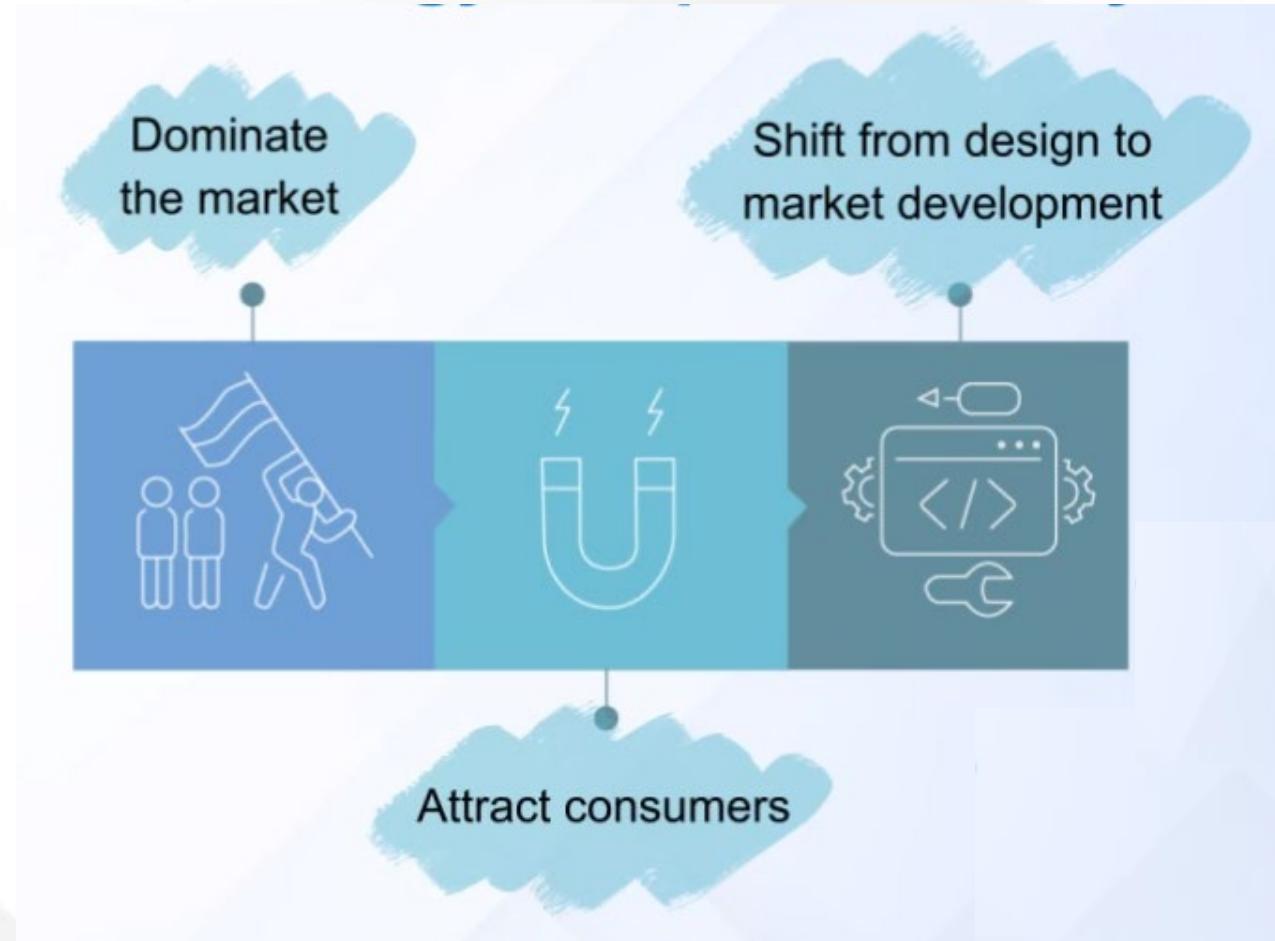


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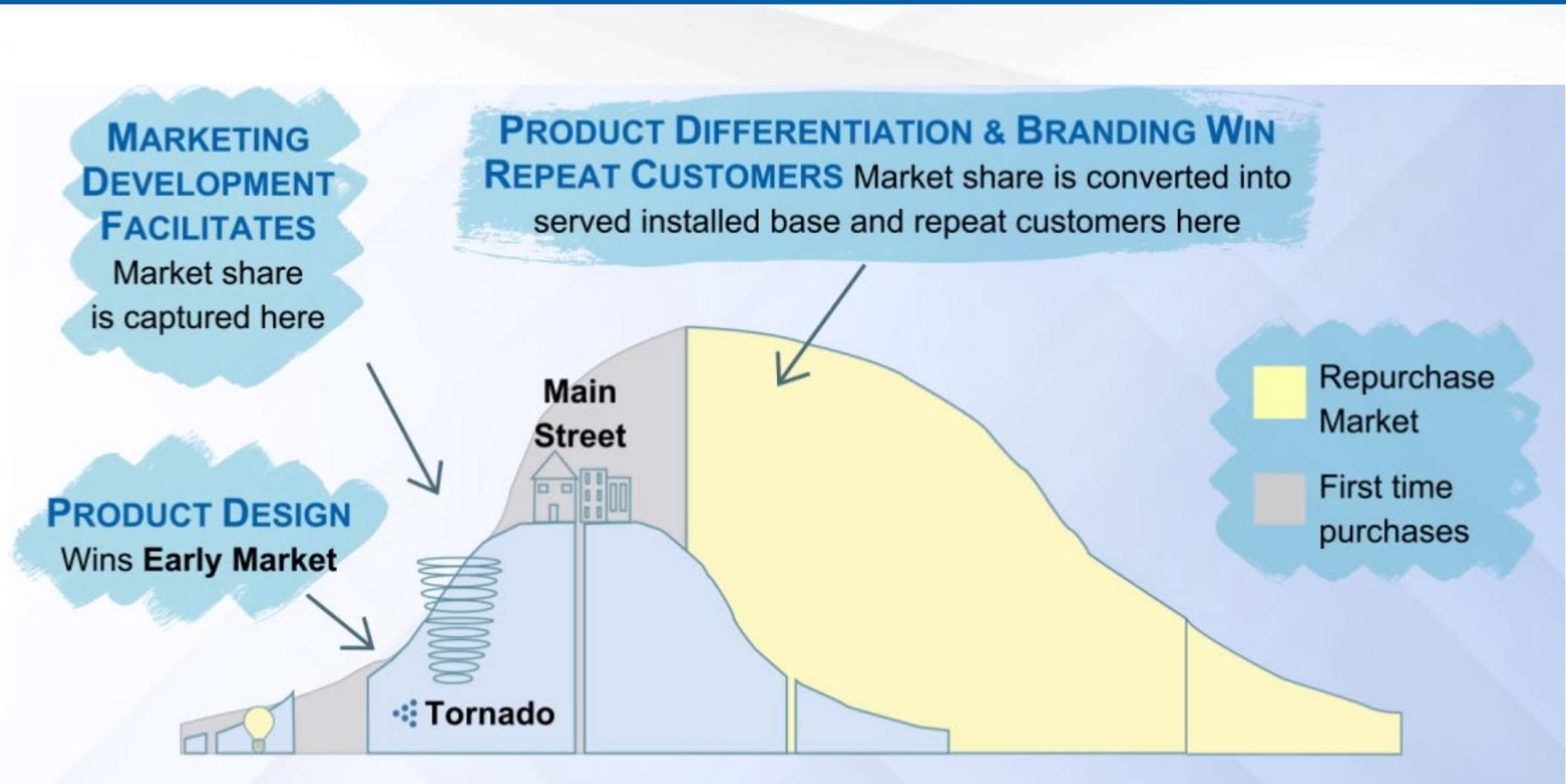
# Market Competition: Cell phones



# Technology Adoption Life Cycle

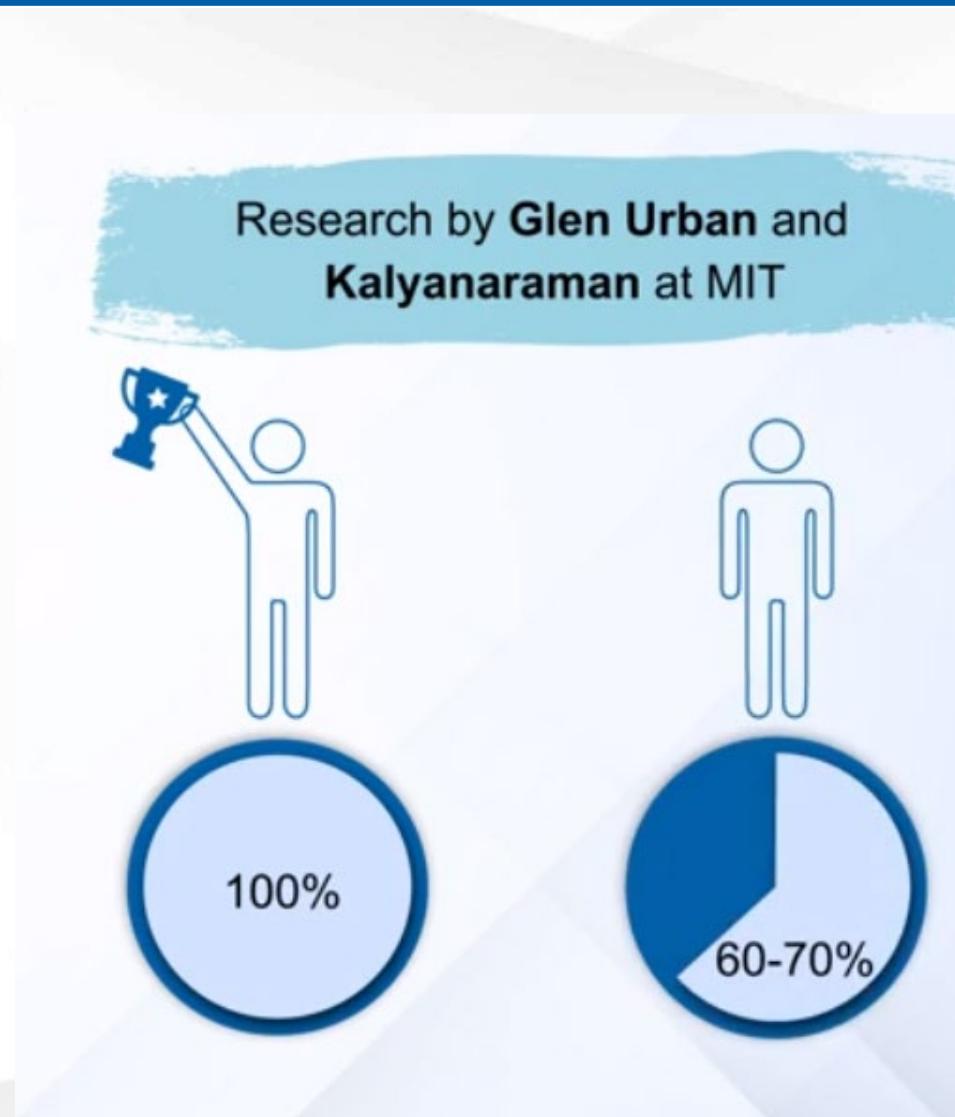


# Technology Adoption vs. Product Life Cycles

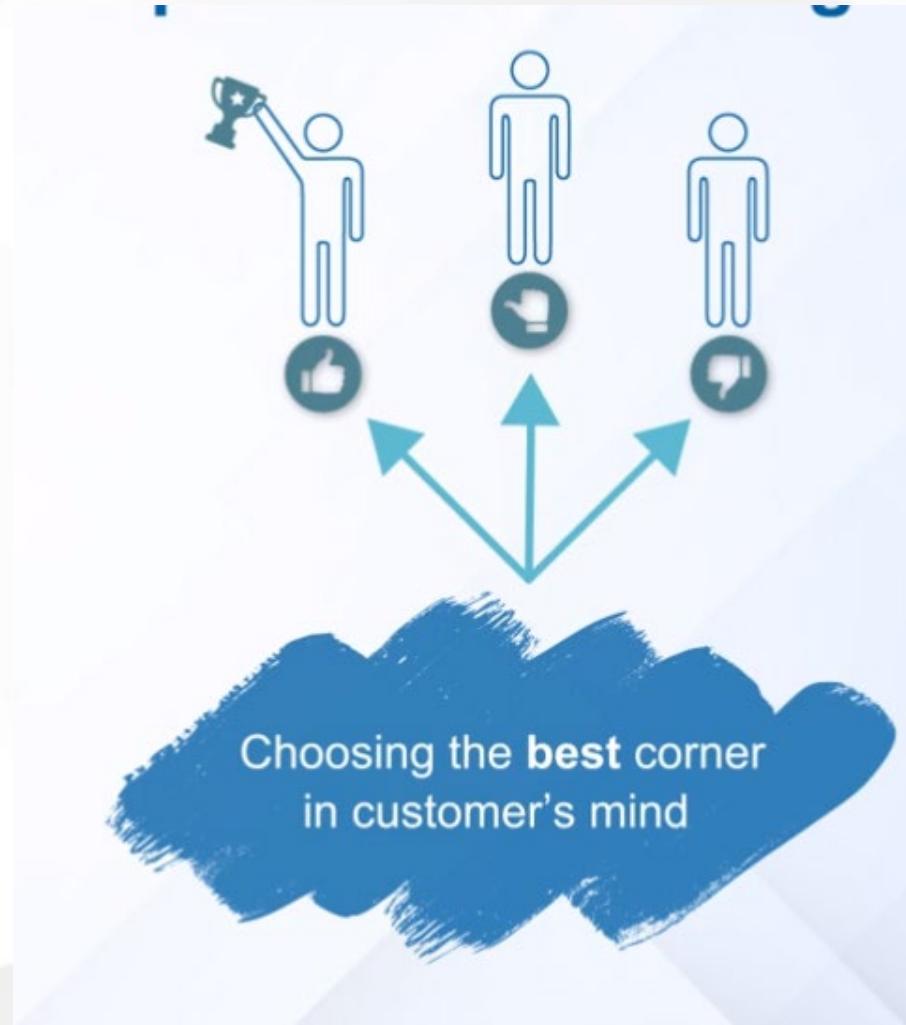


# Cost of Market Entry Delays

# Product Launch Strategies: Importance of Timing

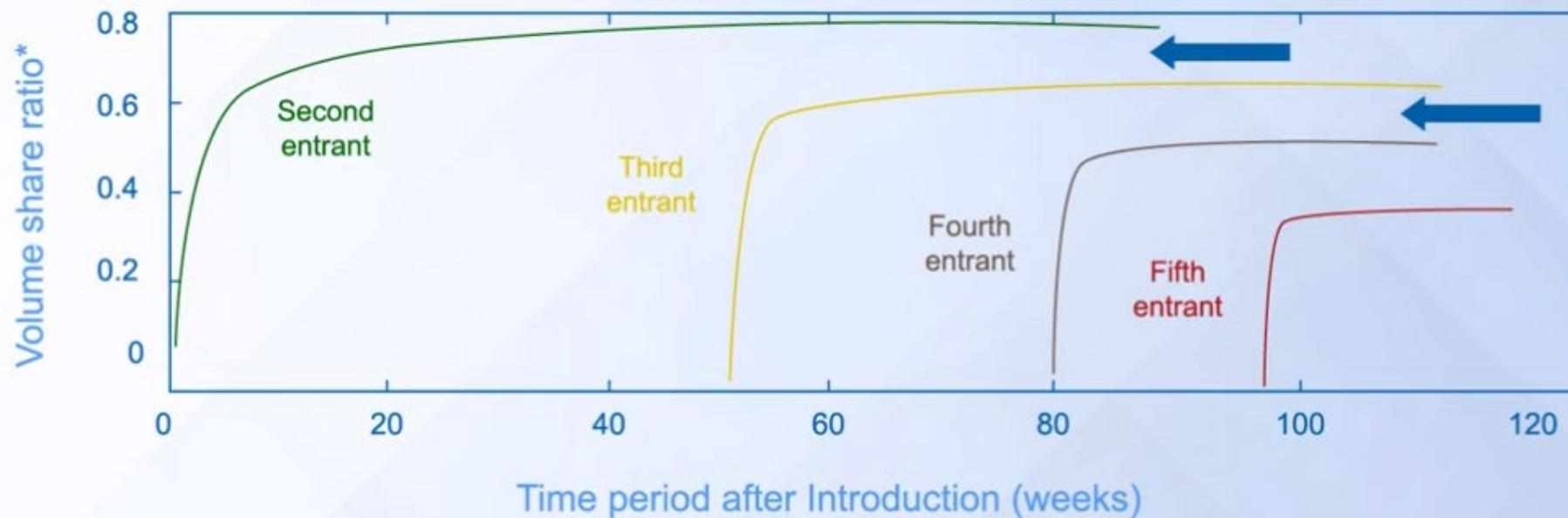


# Product Launch Strategies: Importance of Timing



# Share Estimates by Order of Entry

The **first mover** typically takes a **quality position** in the customer's mind



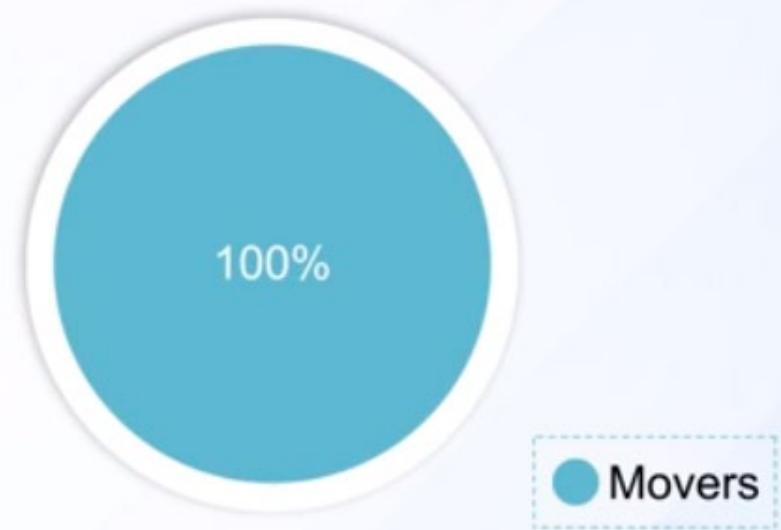
$$\frac{\text{* Volume share for time } t \text{ at entry N}}{\text{Volume share for time } t \text{ at entry 1}}$$

Source: Kalyanaram, G. and G. L. Urban (1992)

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# Identifying the Cost of Being Late

Shares of the DVD market (Total – 500 million units)



# Identifying the Cost of Being Late

Shares of the DVD market (Total – 500 million units)

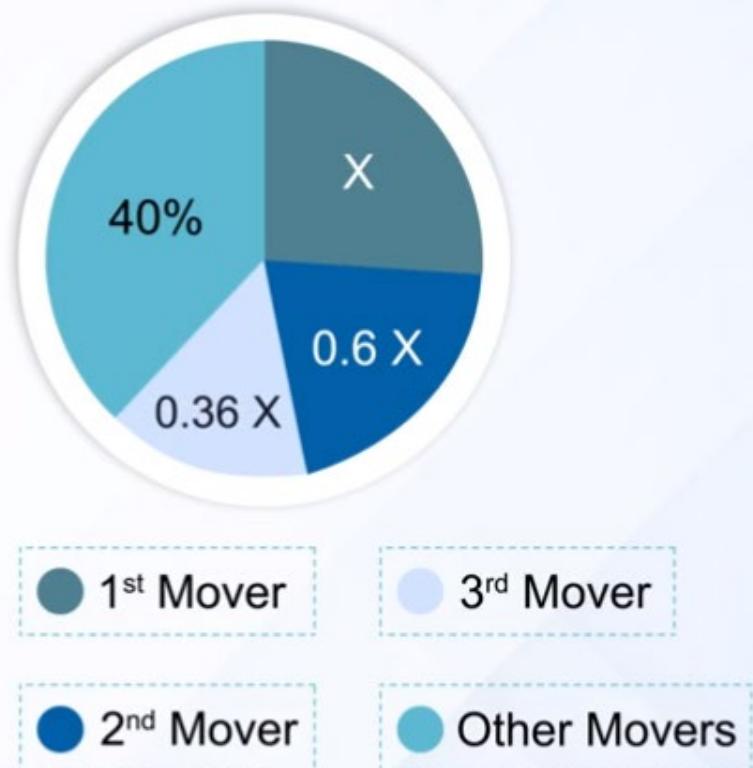


● First 3 movers

● Other Movers

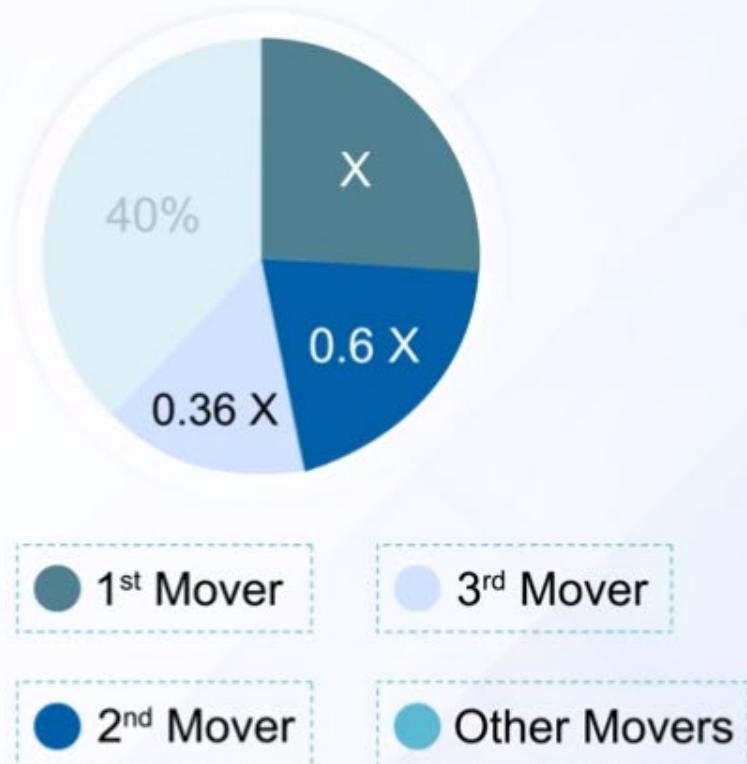
# Identifying the Cost of Being Late

Shares of the DVD market (Total – 500 million units)



# Identifying the Cost of Being Late

Shares of the DVD market (Total – 500 million units)



$$\begin{aligned} X + 0.6X + 0.36X &= 1.96X \\ &= 300 \text{ million units} \end{aligned}$$

# Identifying the Cost of Being Late

Shares of the DVD market (Total – 500 million units)



$$X + 0.6X + 0.36X$$

↓      ↓      ↓

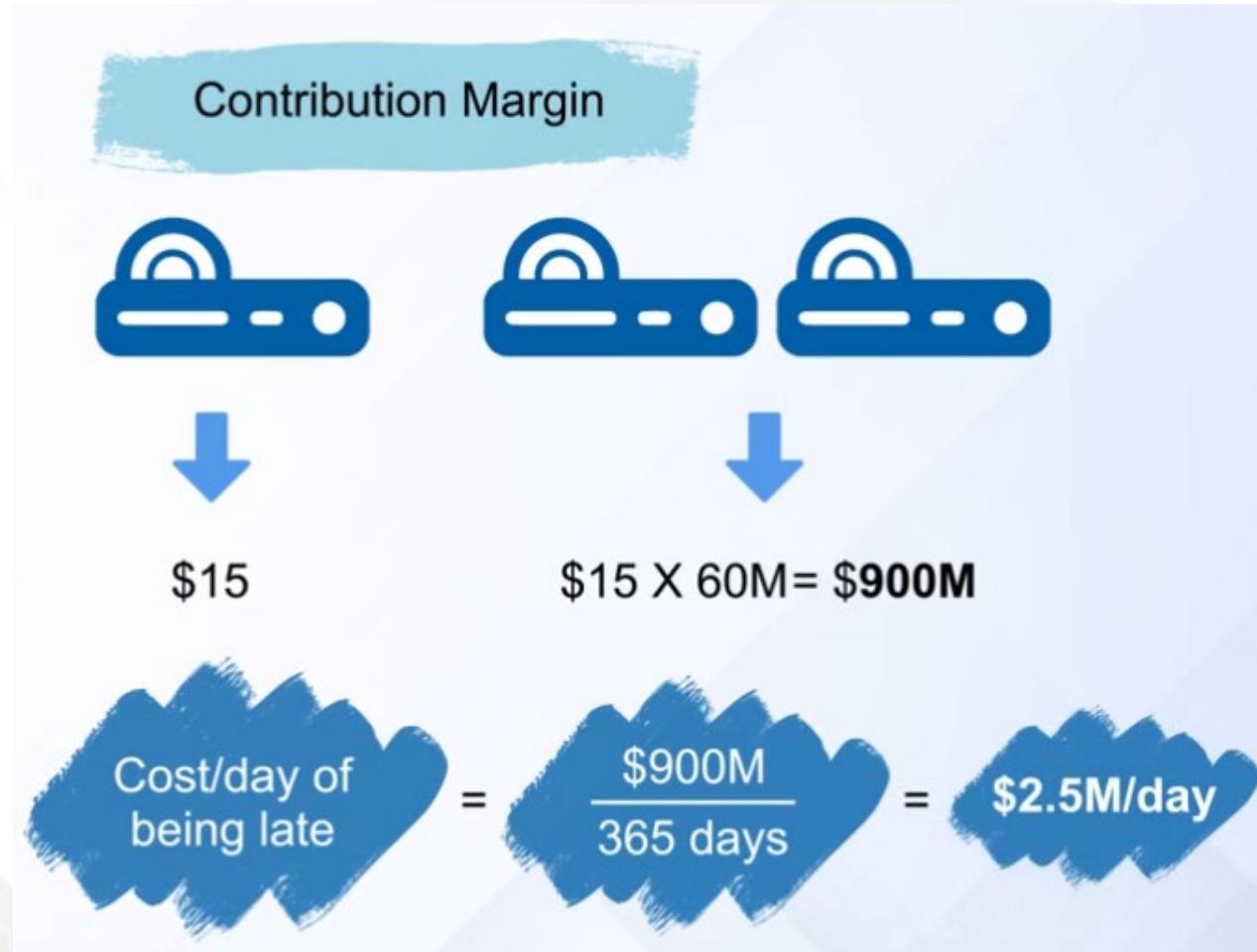
50% of 300 mil    30% of 300 mil    20% of 300 mil

Difference between **shares** of 1st and 2nd mover

- 1<sup>st</sup> Mover
- 3<sup>rd</sup> Mover
- 2<sup>nd</sup> Mover
- Other Movers

$$\begin{aligned} &= 50\% - 30\% \text{ of } 300 \text{ million units} \\ &= 20\% \text{ of } 300 \text{ million units} \\ &= 60 \text{ million units} \end{aligned}$$

# What Is the Cost of Being Second?



# Identifying the Cost of Being Late



Missing the deadline can  
**cost millions a day.**

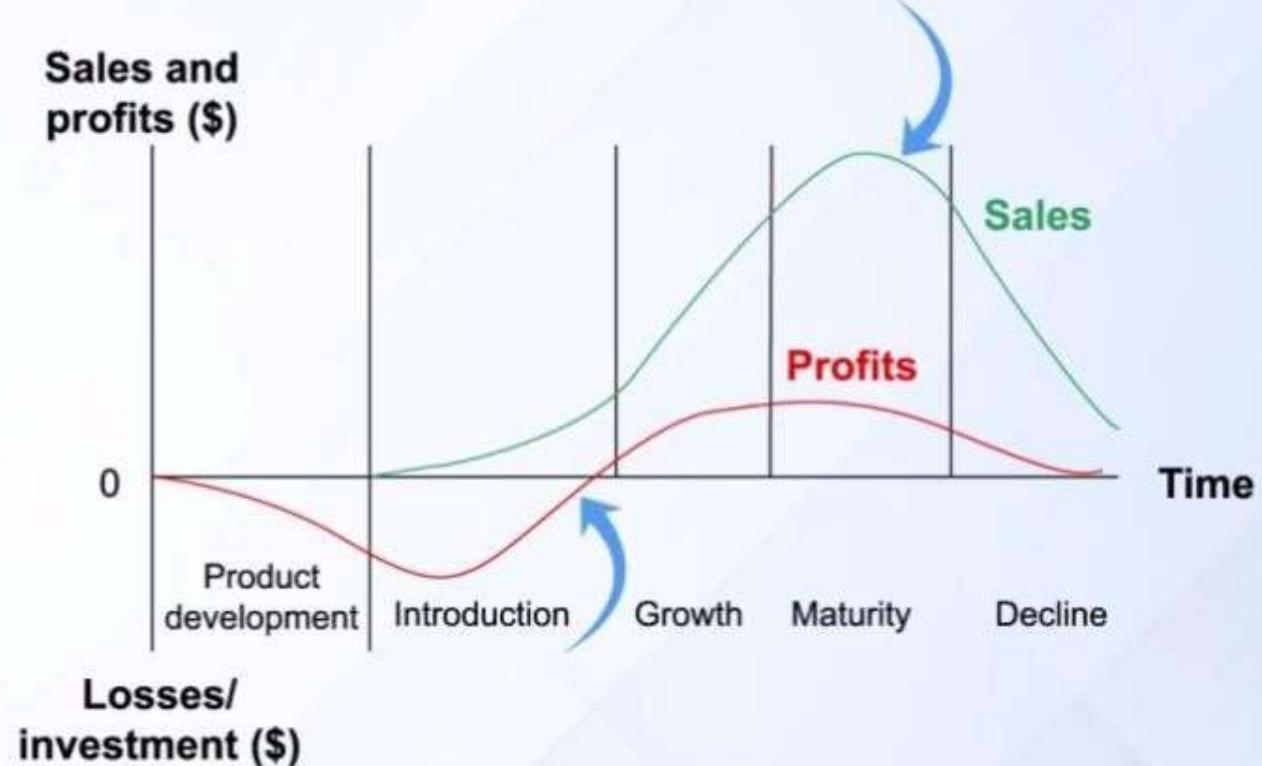
# Value of Time



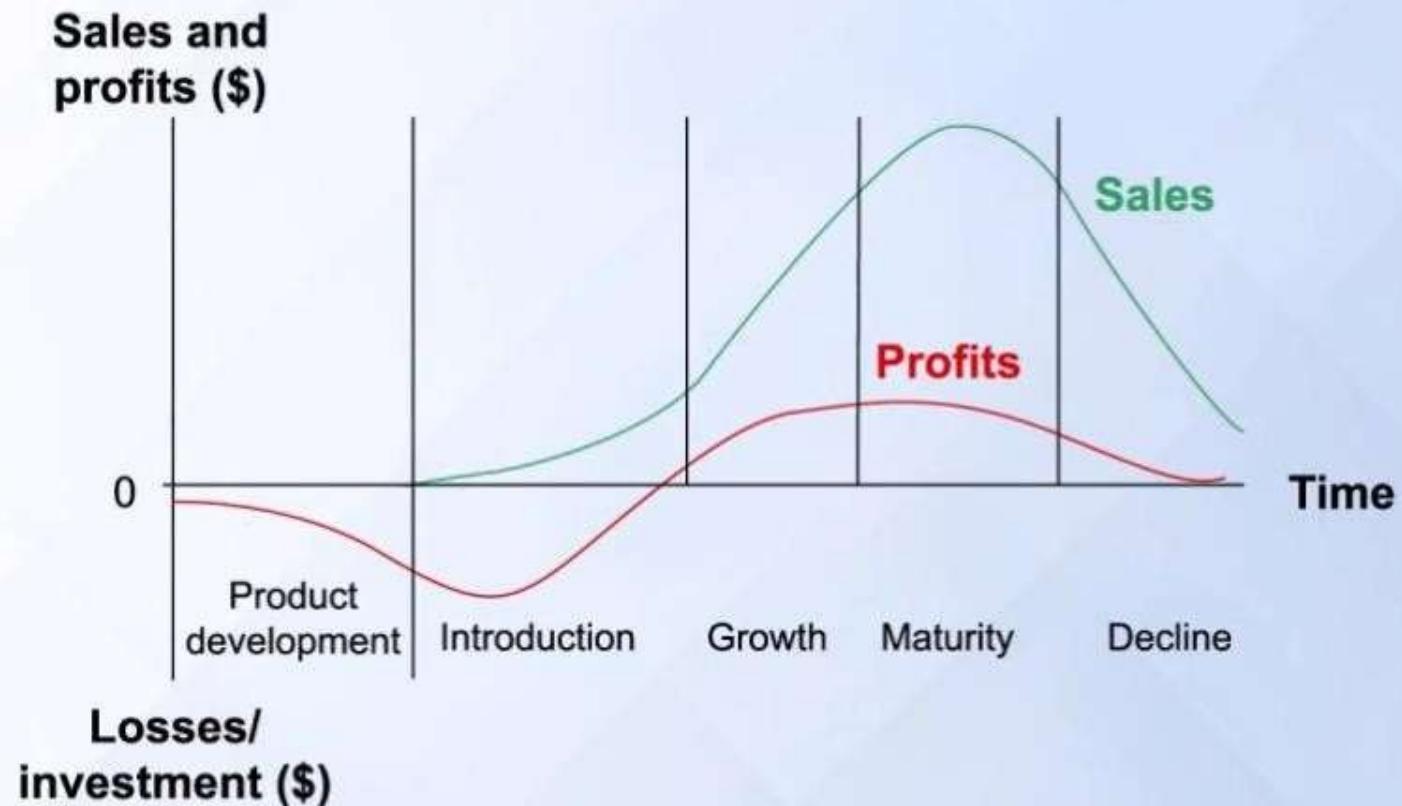
- There is **need for speed** in fast cycle environments.
- Markets more **agile** than they were 10 years ago.

# Managing Across the PLC

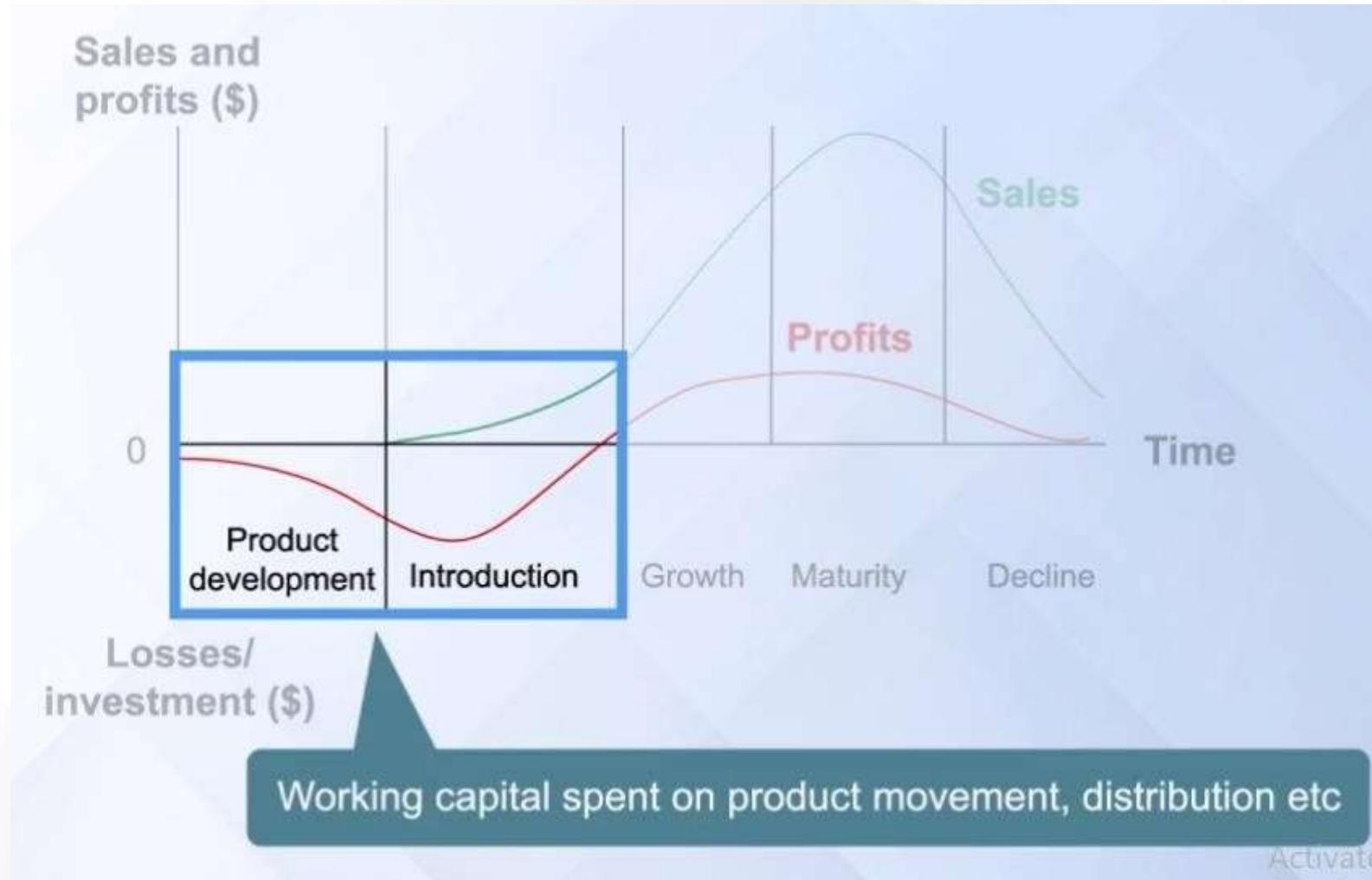
# Management Challenges over PLCs I TLCs



# Management Challenges over PLCs I TLCs

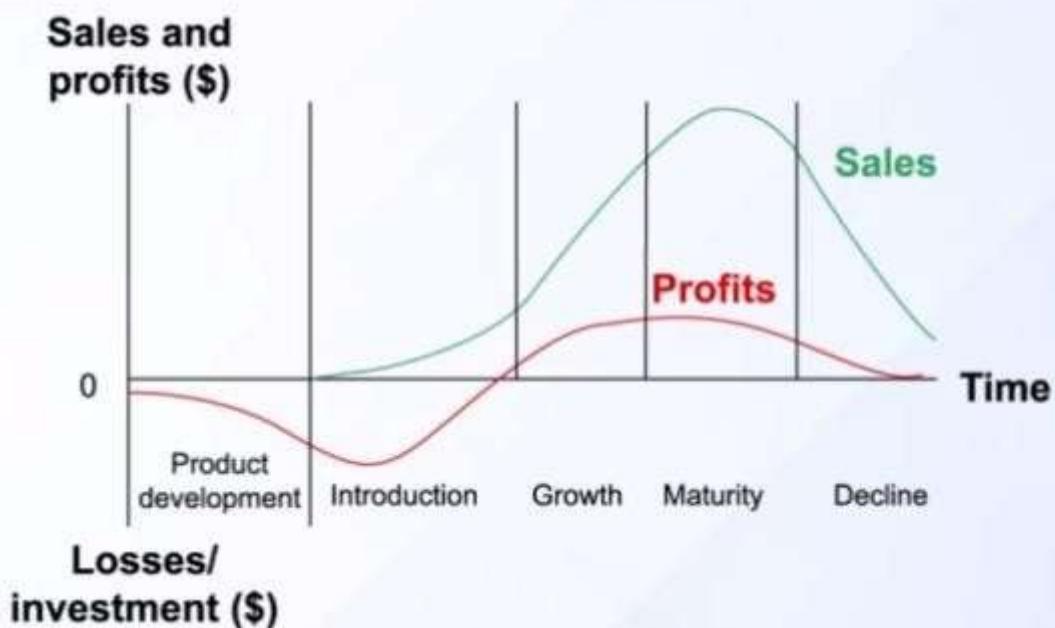


# Management Challenges over PLCs I TLCs

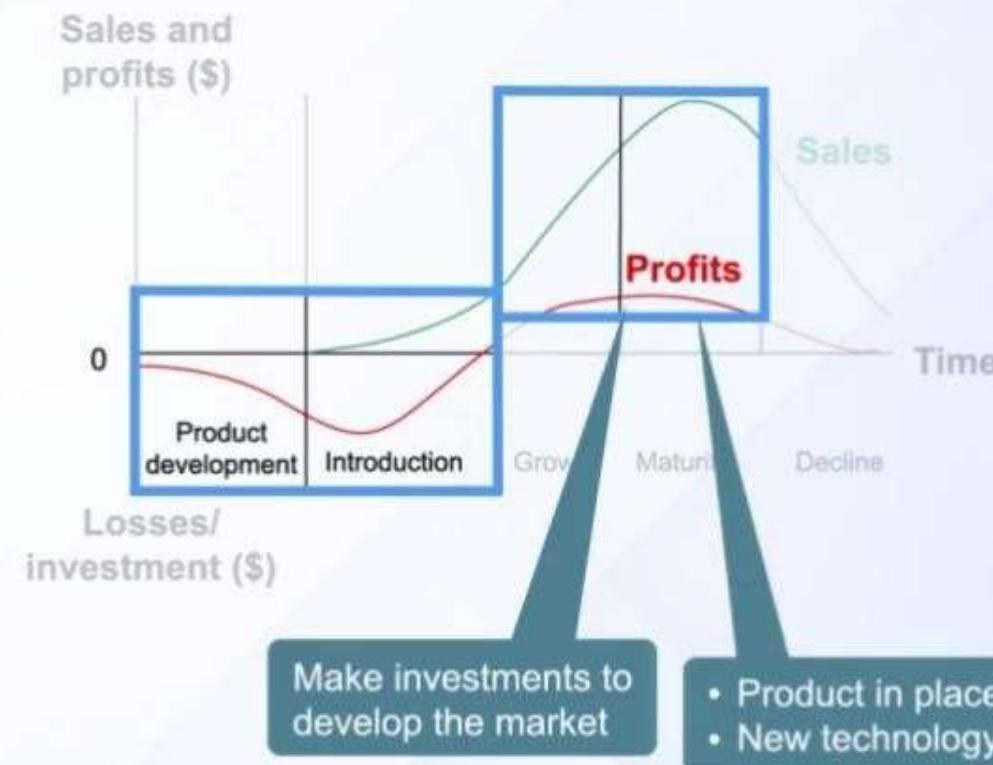


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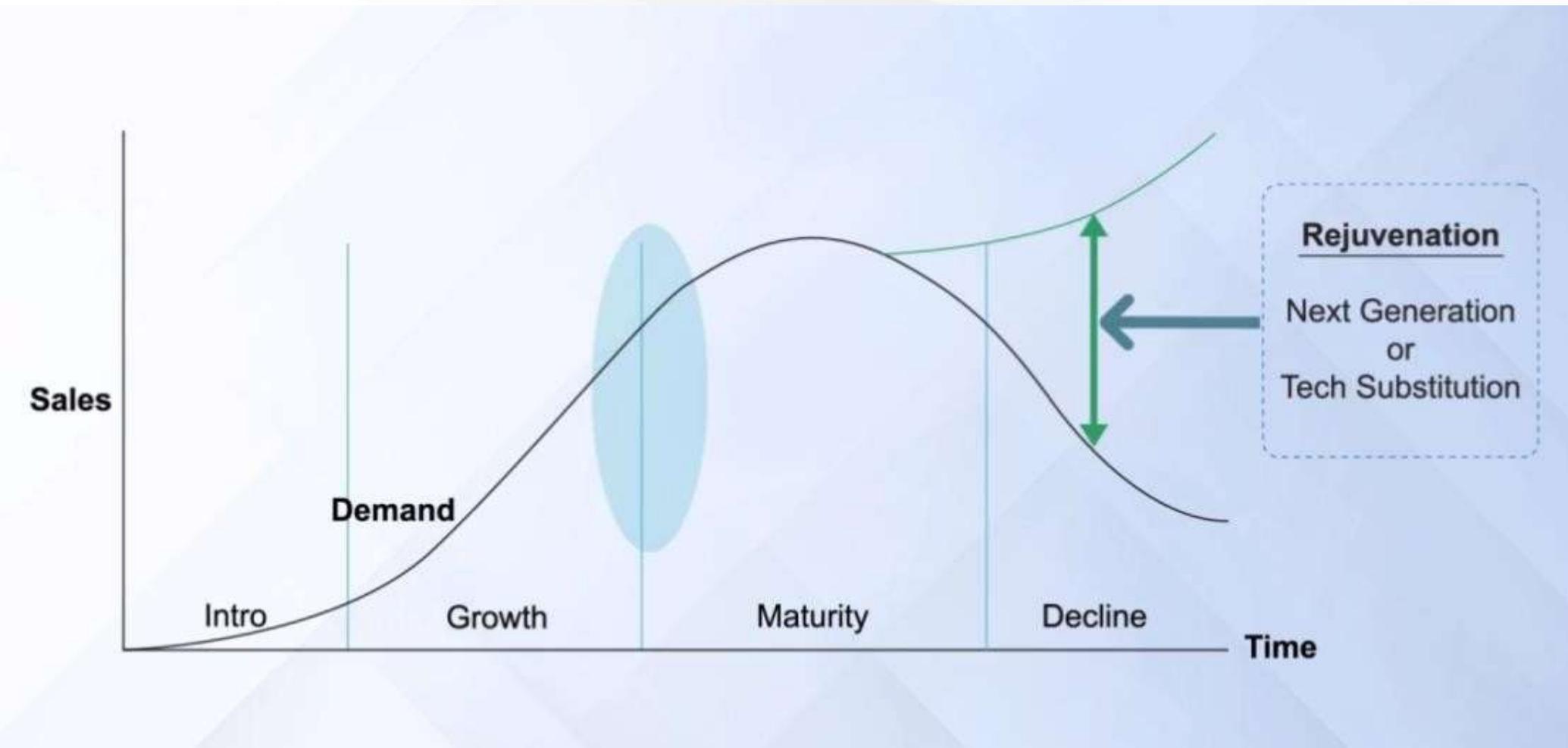
# Management Challenges over PLCs I TLCs



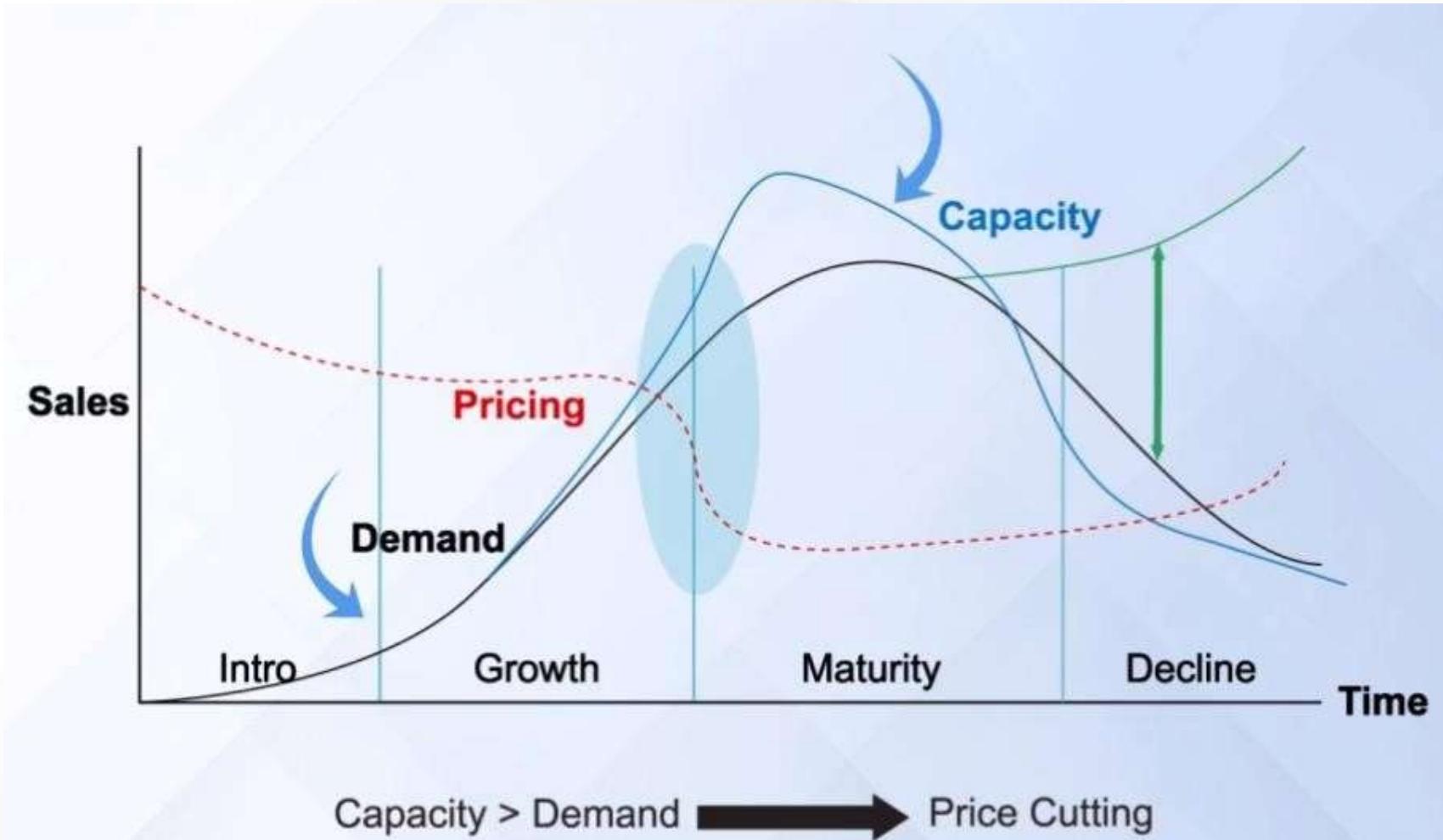
# Management Challenges over PLCs I TLCs



# How Do Sales and Profit Change over PLCs



# How Do Sales and Profit Change over PLCs



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# How Do Sales and Profit Change over PLCs



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# Marketing Strategies over PLCs | TLCs

Introduction

Growth

Maturity

Decline



## PULL

- Getting product into the **market**
- Advertising **promotions** for product acceptance



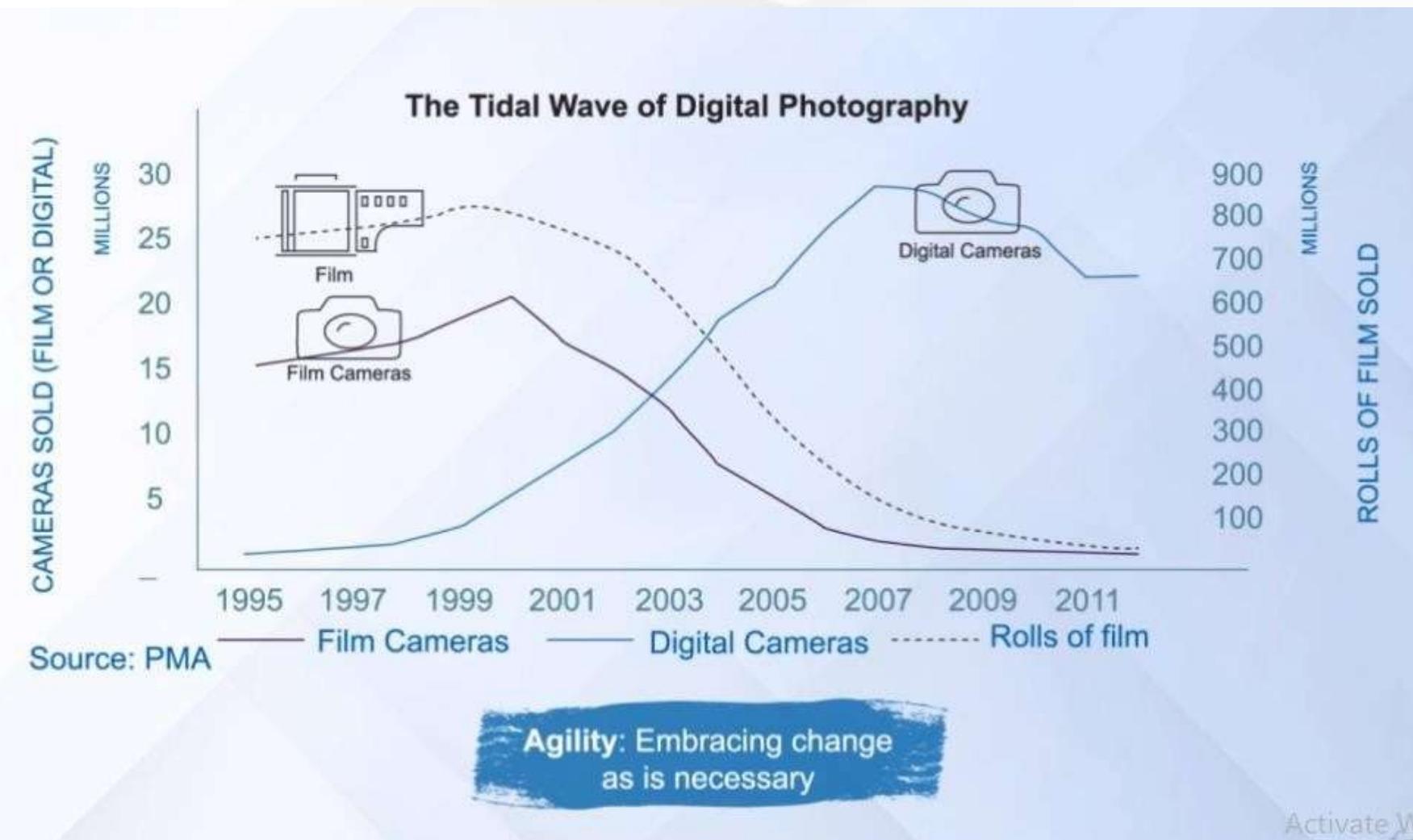
## PUSH

- **Incentivizing** the distributors
- Making customer **view** your product better



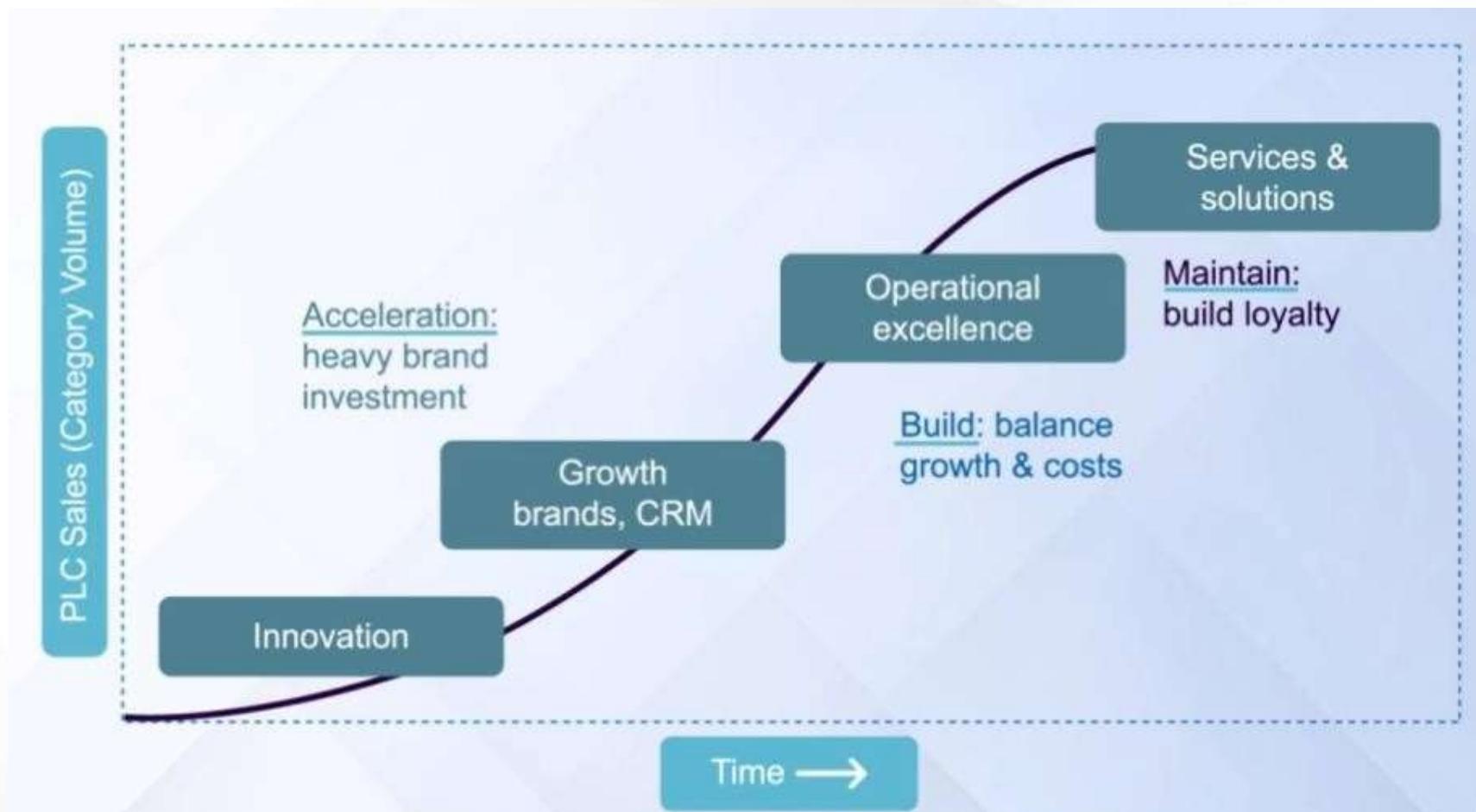
## REJUVENATION

# Organisational Resistance to Change

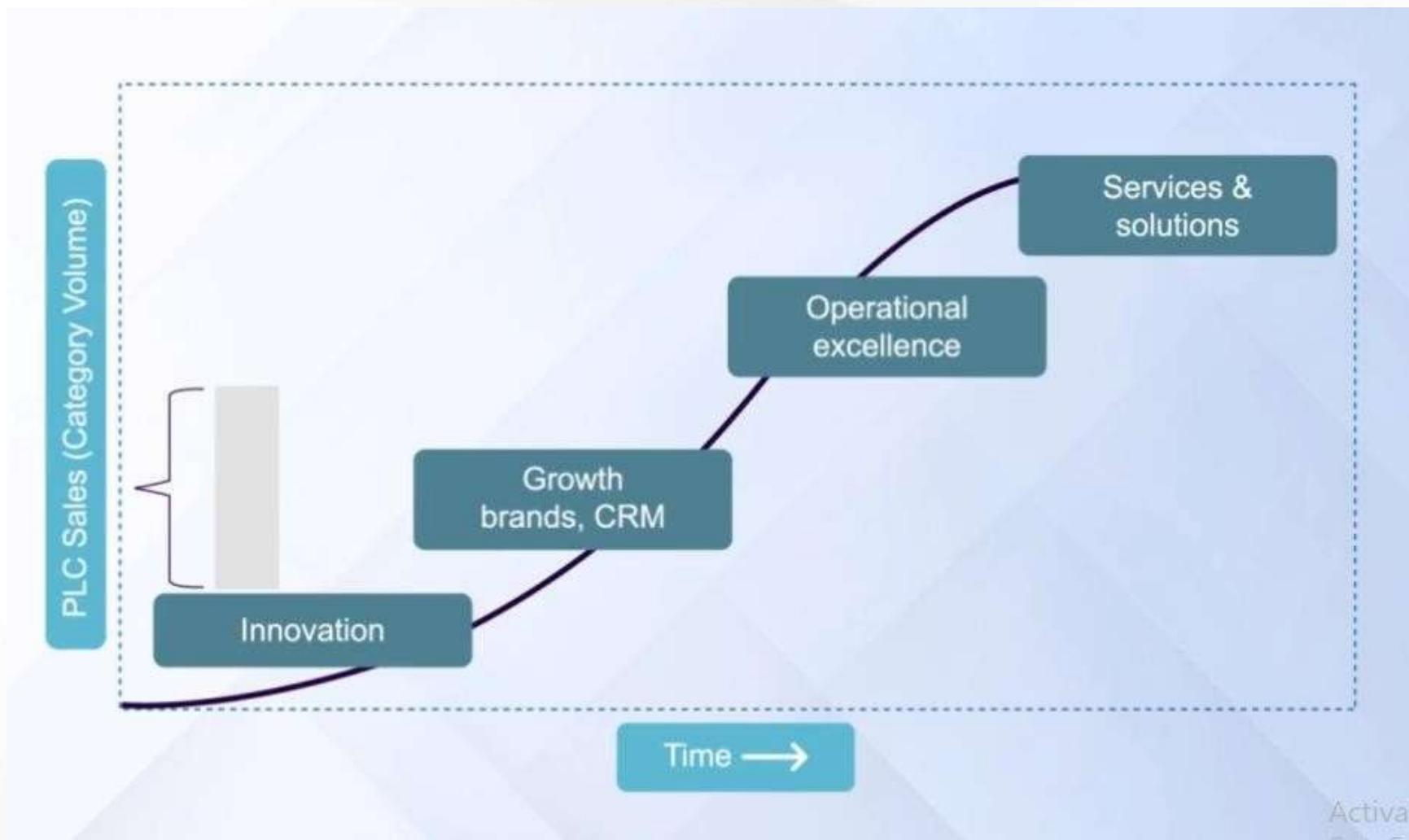


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# Different Strategies at Different Stages

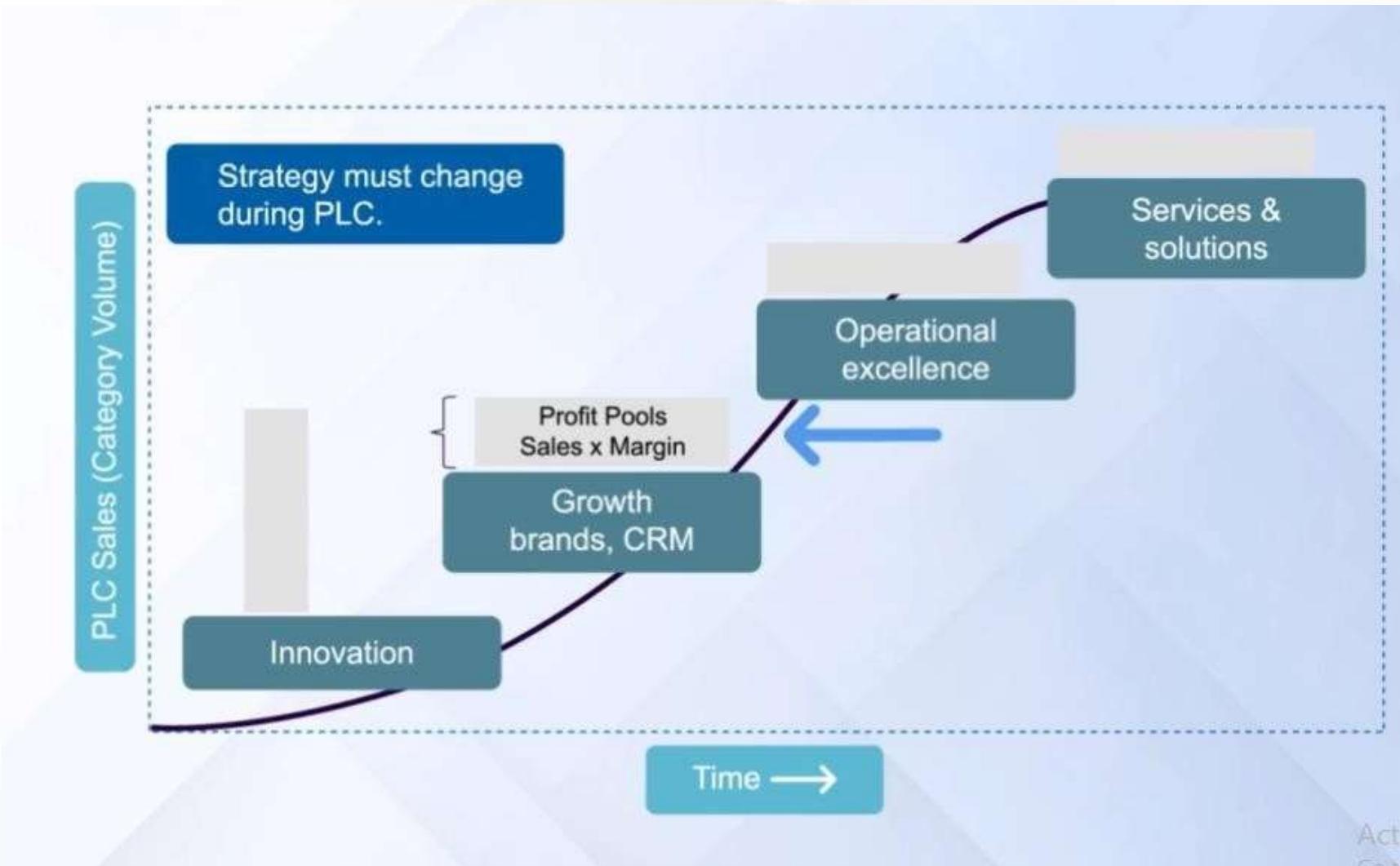


# Different Strategies at Different Stages



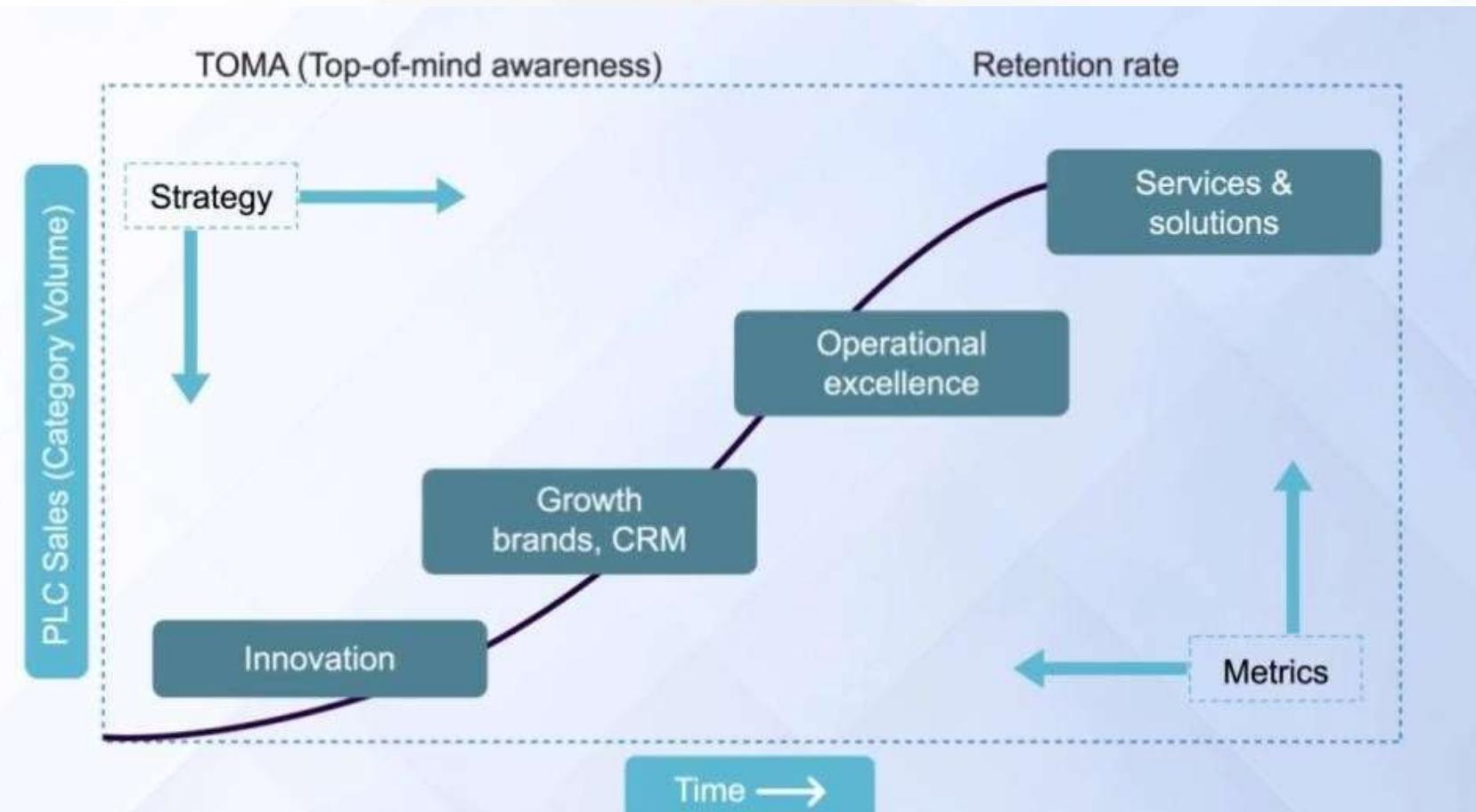
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# Different Strategies at Different Stages



Action  
Group

# Strategies and Metrics



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# Managing Samsung Brand Across Products and Markets

# Samsung: Product Lifecycle Management



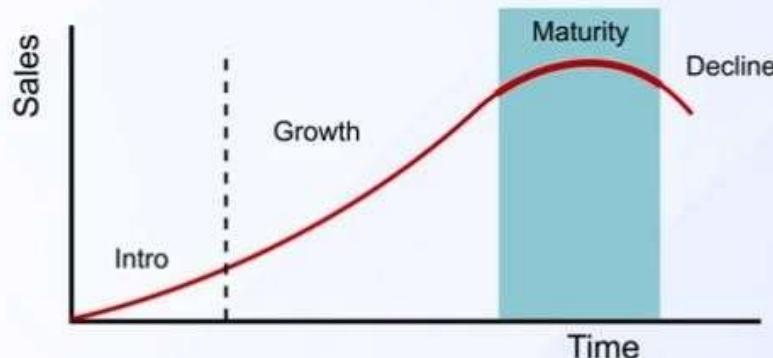
Managing products differently at different stages of the life cycle

Source: Samsung Electronics—Worldwide Marketing Operations, 2004

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# Samsung: Country Life Cycle

COUNTRY A:



COUNTRY B:



Stage of life cycle can be different within the same product categories across geographies.

Source: Samsung Electronics—Worldwide Marketing Operations, 2004

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# Samsung: Contract Manufacturer



- Started as contract manufacturer for different players
- Competence based on operational excellence and reduction in costs

Source: Samsung Electronics—Worldwide Marketing Operations, 2004

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# Samsung: Focus on Differentiated Products

Differentiated products needed to survive in the long run



Samsung started investing in glass technology.

Source: Samsung Electronics—Worldwide Marketing Operations, 2004

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# Samsung as ODM and OEM

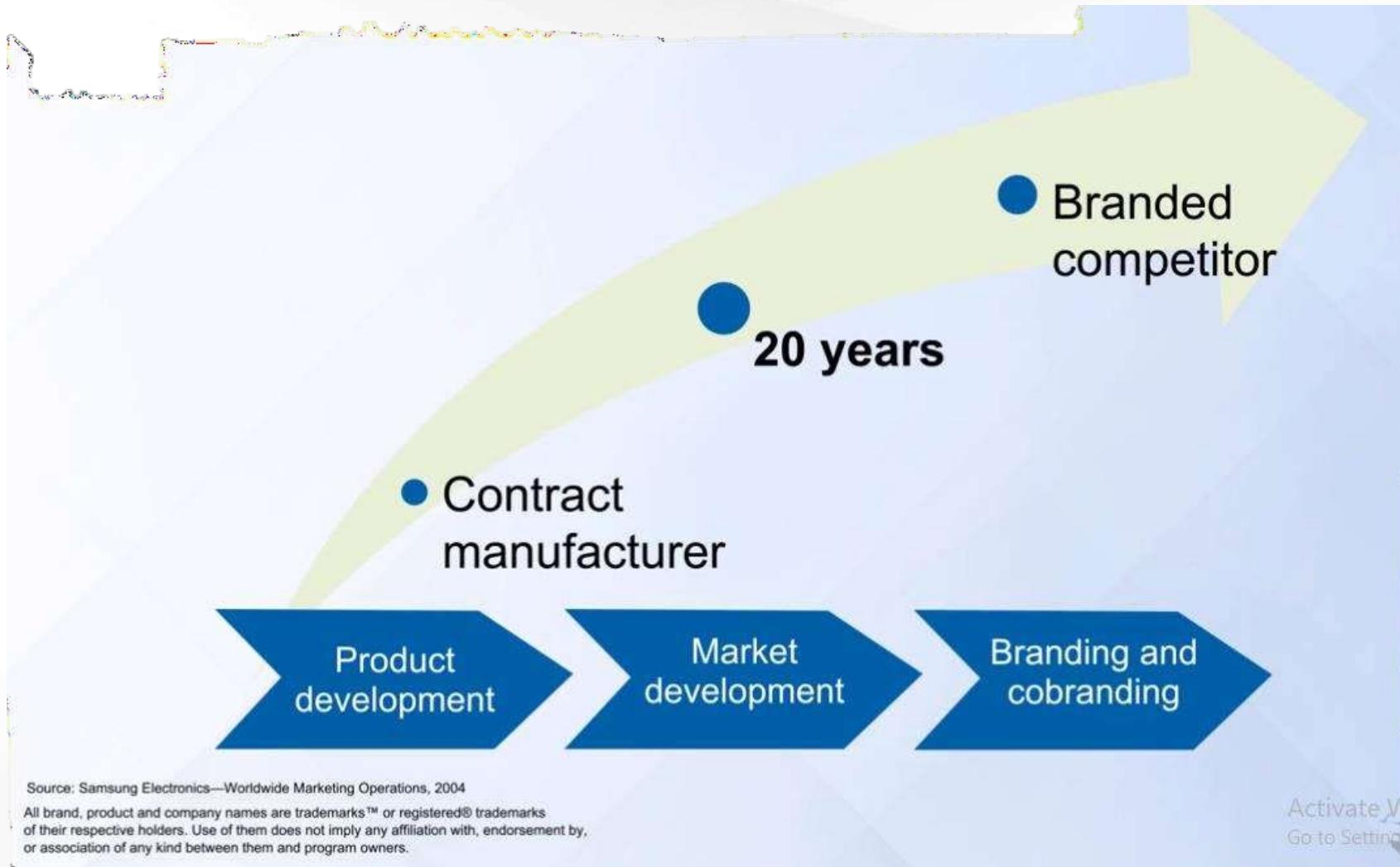


Samsung produced the color TVs for Sony.

Source: Samsung Electronics—Worldwide Marketing Operations, 2004

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# Samsung: Evolution of an Ambidextrous Giant



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# Samsung: Old and New Technology Products

New to the world product



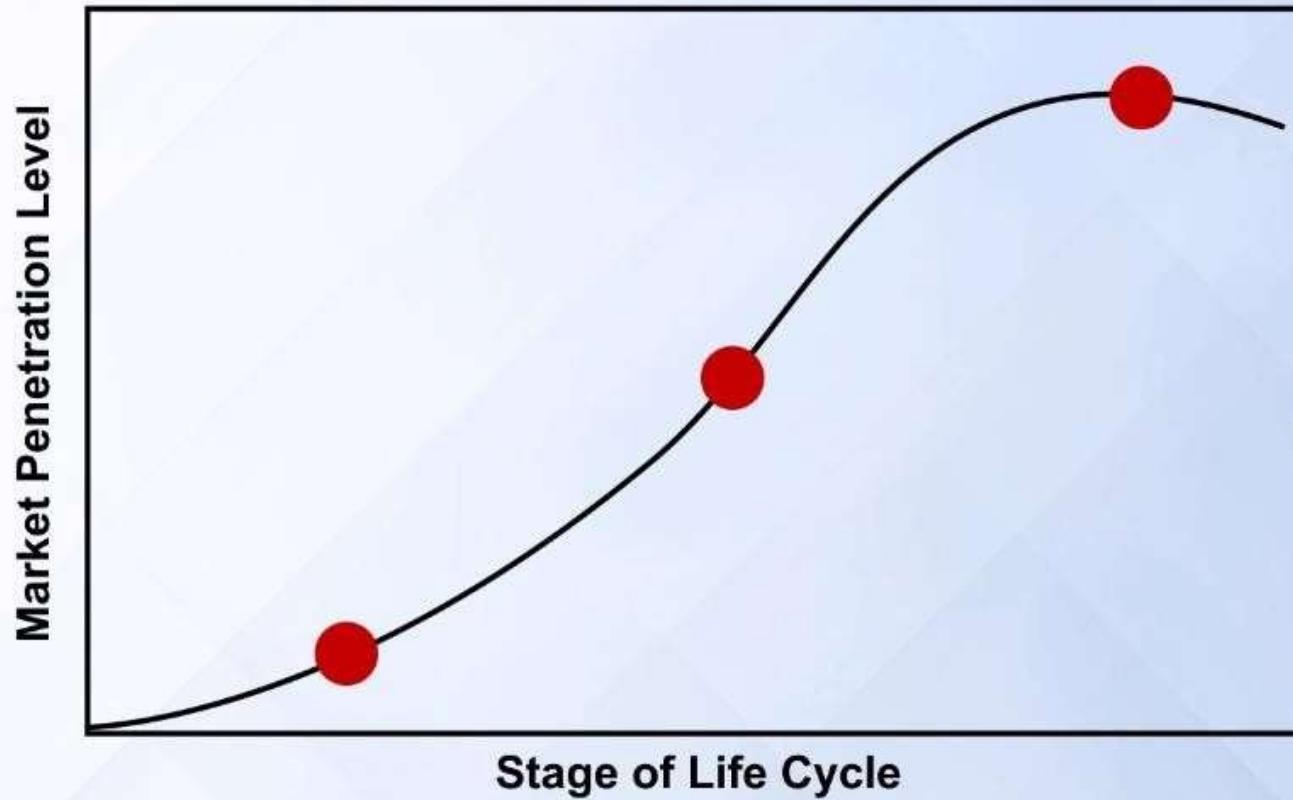
Old to the world product  
with incremental  
improvements



Source: Samsung Electronics—Worldwide Marketing Operations, 2004

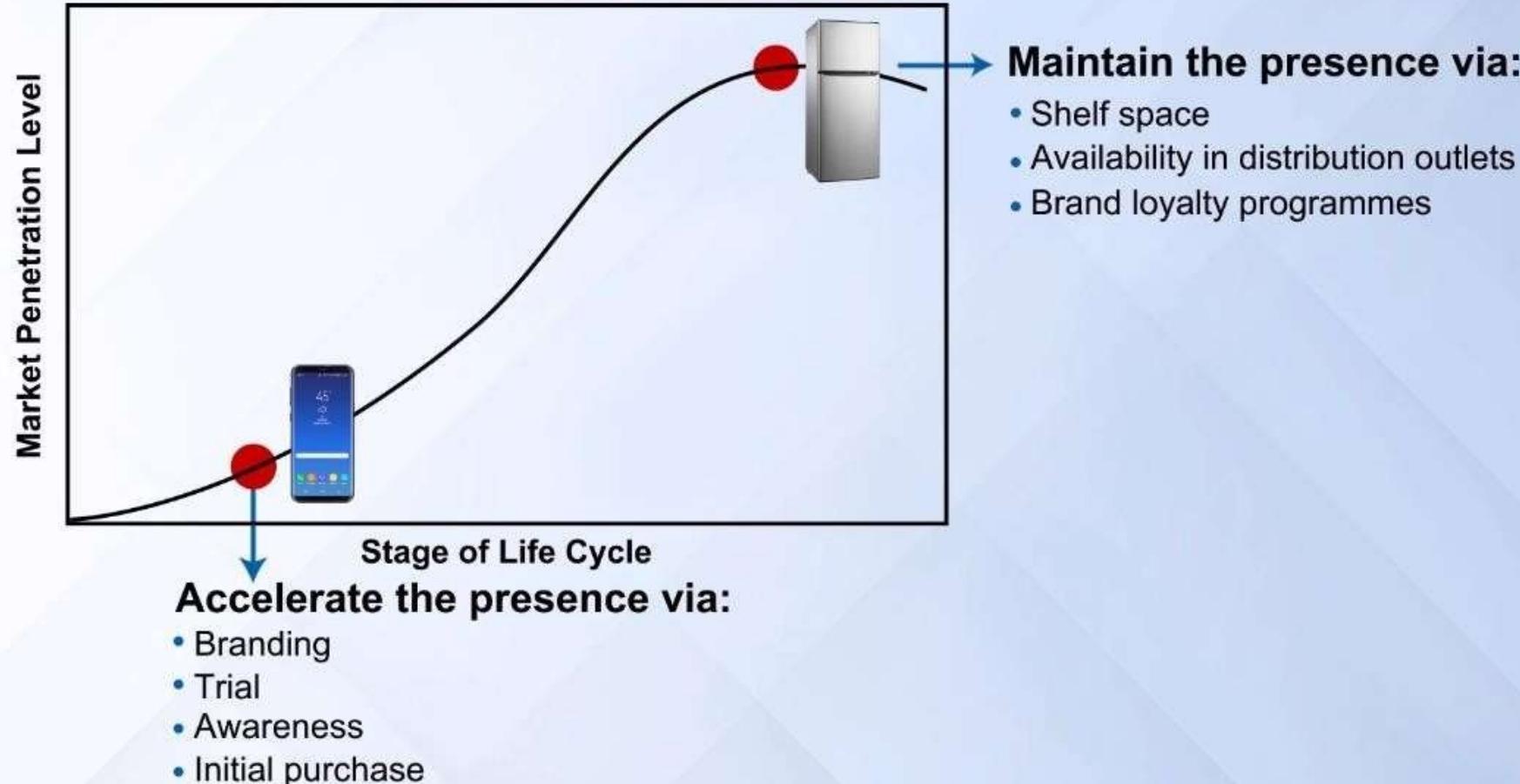
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# Different Strategies at Different Stage of Life Cycle



Source: Samsung Electronics—Worldwide Marketing Operations, 2004

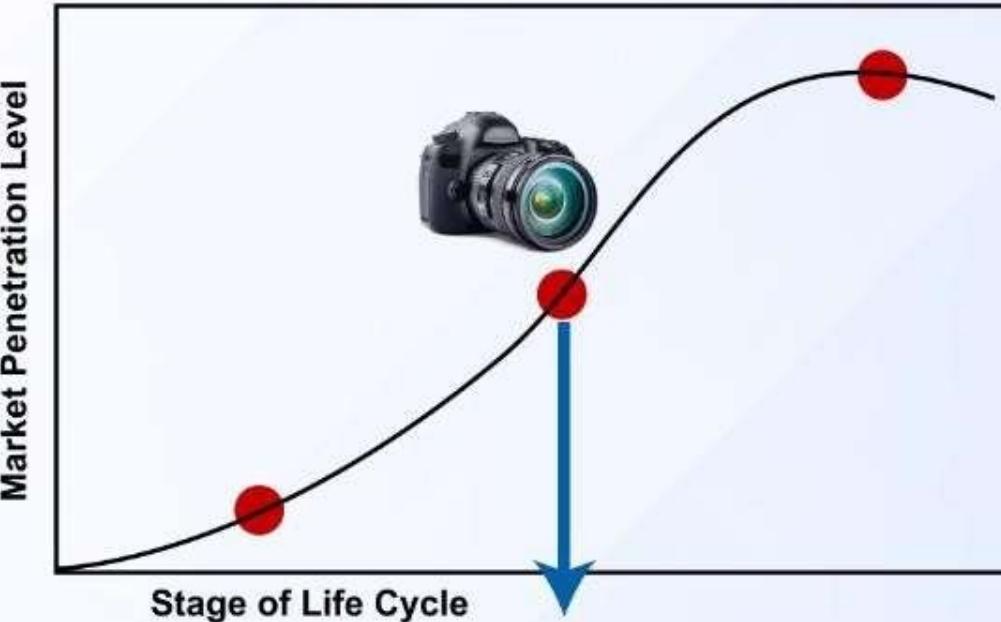
# Different Strategies at Different Stage of Life Cycle



Source: Samsung Electronics—Worldwide Marketing Operations, 2004

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# Strategy: Middle Stage of Life Cycle

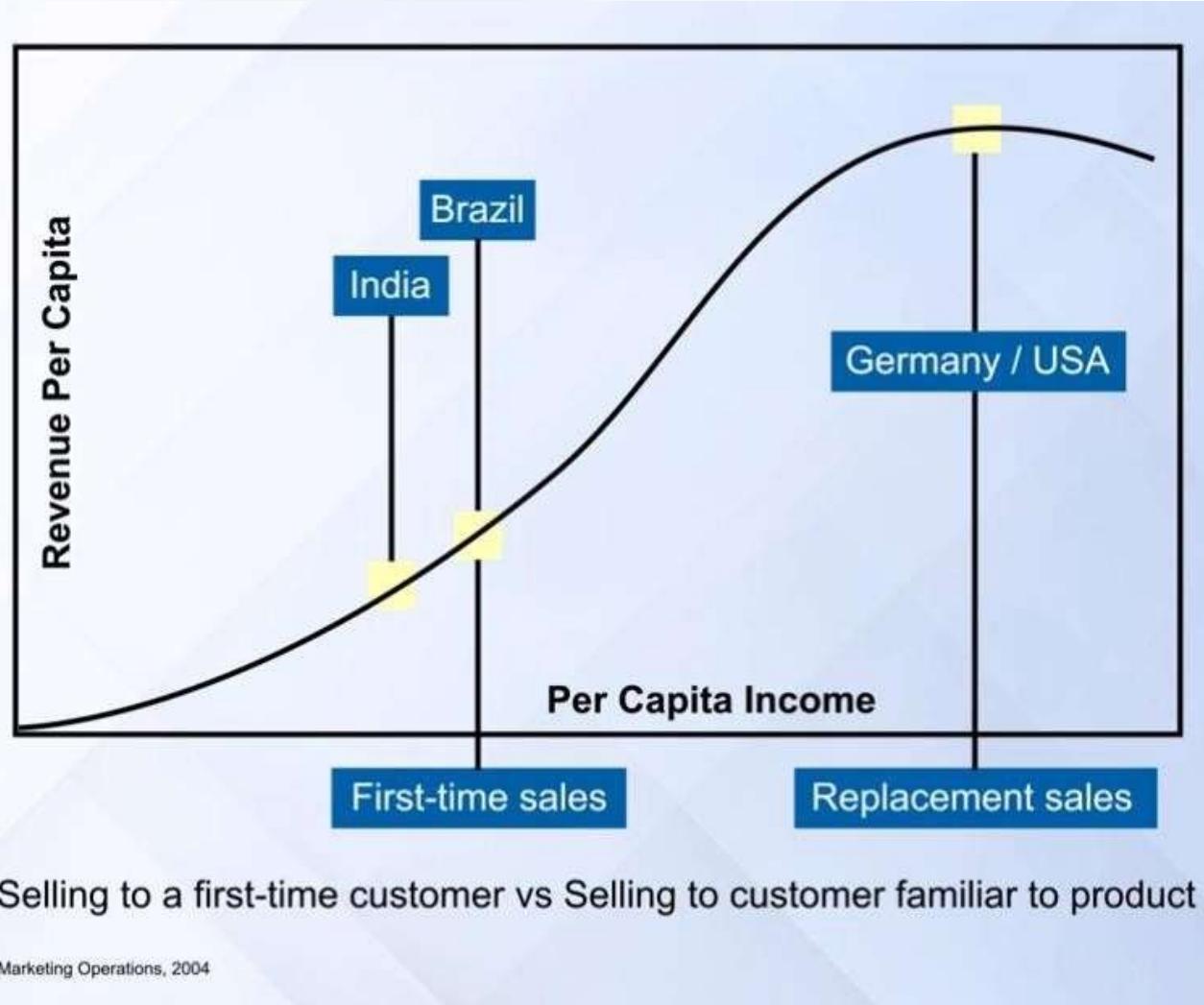


## Build the presence via:

- Pull Strategy = Awareness + Trial
- Push Strategy = Placement

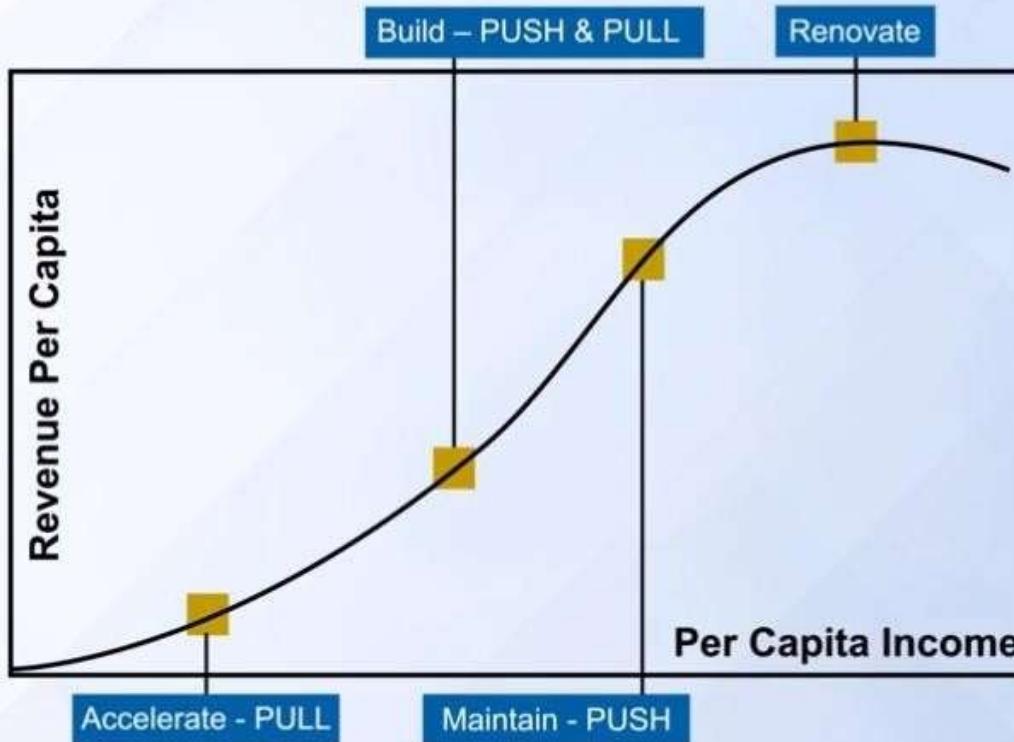
Source: Samsung Electronics—Worldwide Marketing Operations, 2004.

# Different Strategies in Different Geographies



Source: Samsung Electronics—Worldwide Marketing Operations, 2004

# Brand Strategies in Different Markets



Strategies for the developing market is quite different for the strategies relative to the mature market.

Source: Samsung Electronics—Worldwide Marketing Operations, 2004

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# Samsung: Marketing

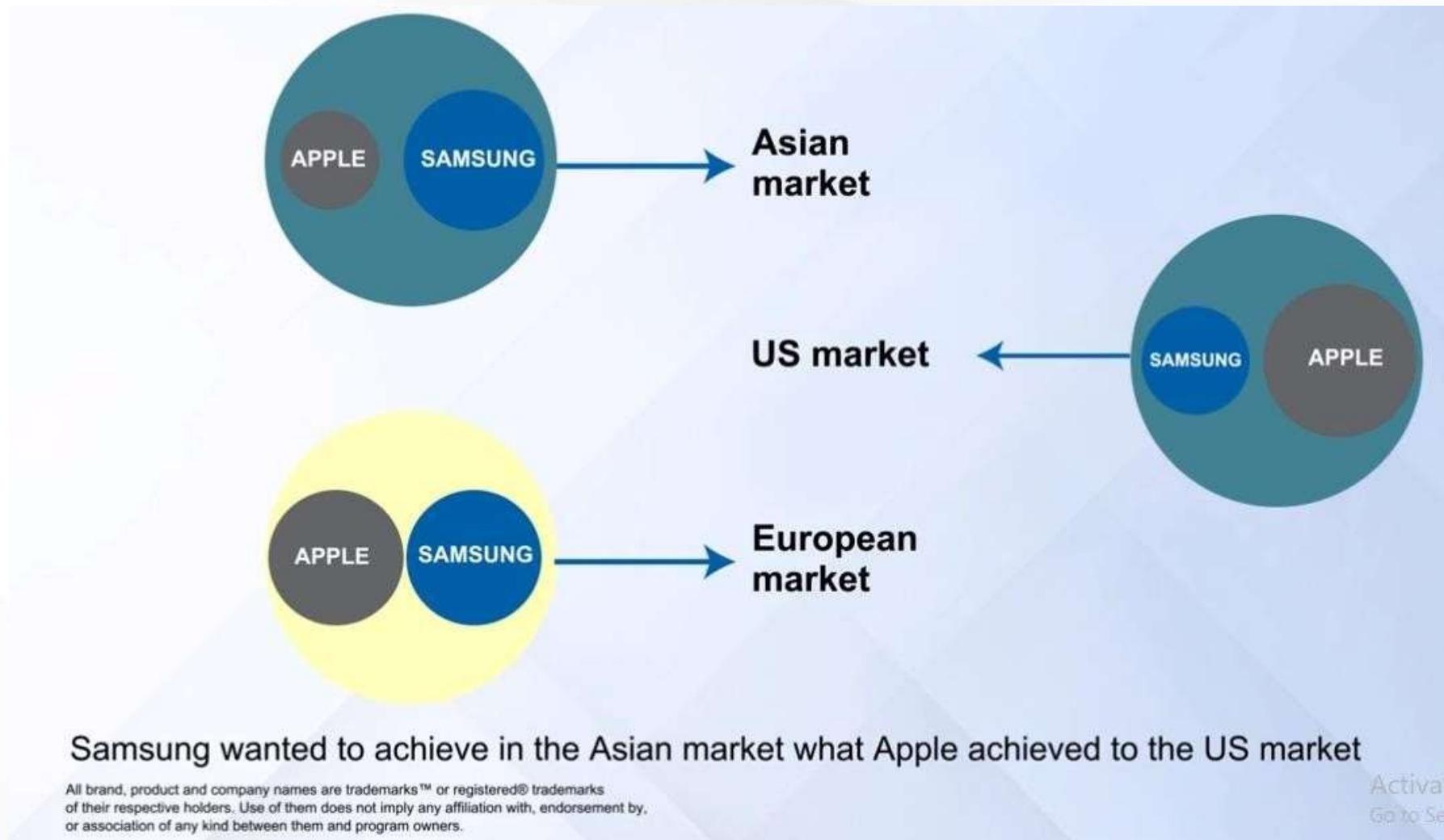


- Apple is dominating the US market, while Samsung has better hold in Asian Markets.
- Samsung has Chinese players as competitors as well.

Source: Samsung Electronics—Worldwide Marketing Operations, 2004

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# Samsung vs Apple: Mobile Phones in Growth Market



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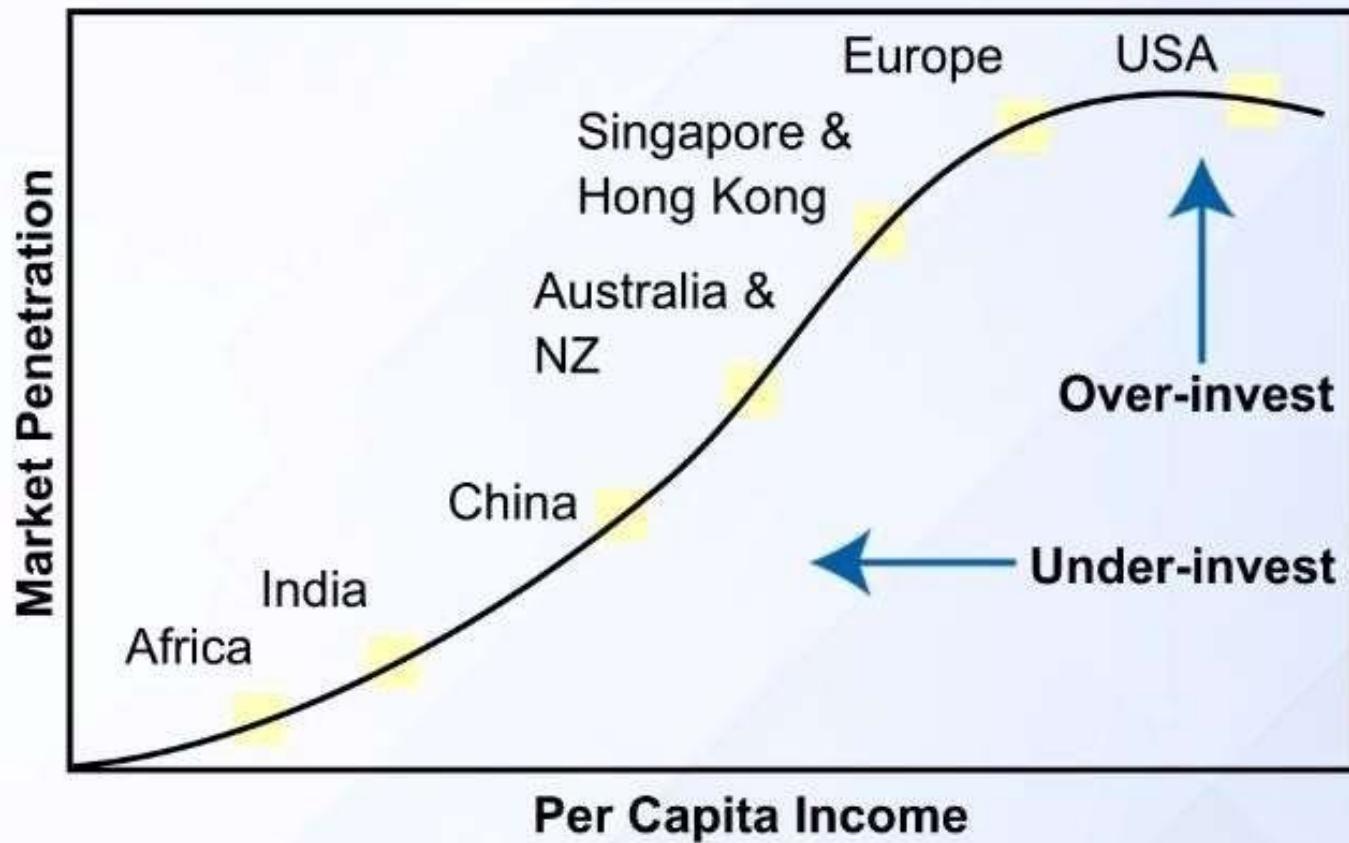
# Samsung vs Apple: Asia

To avoid Apple from capturing Asian market like the US market, Samsung wanted to preempt Apple in Asia.



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# Investment at Different Stages

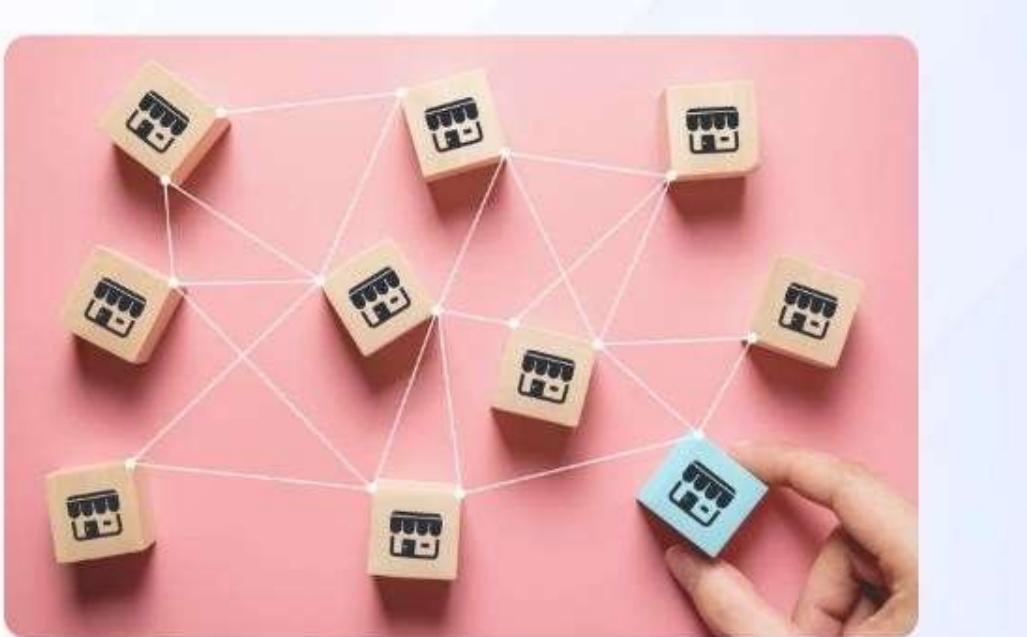


# Brand Access

- 
- What is the cost of not taking over the market?
  - What is the cost of not innovating?

Brand Access - Accelerate the availability of the product

# Samsung: Distribution Networks and Franchising



Preempt competition and accelerate growth with  
own distribution networks and franchising.

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# Global Wars Among Companies in India

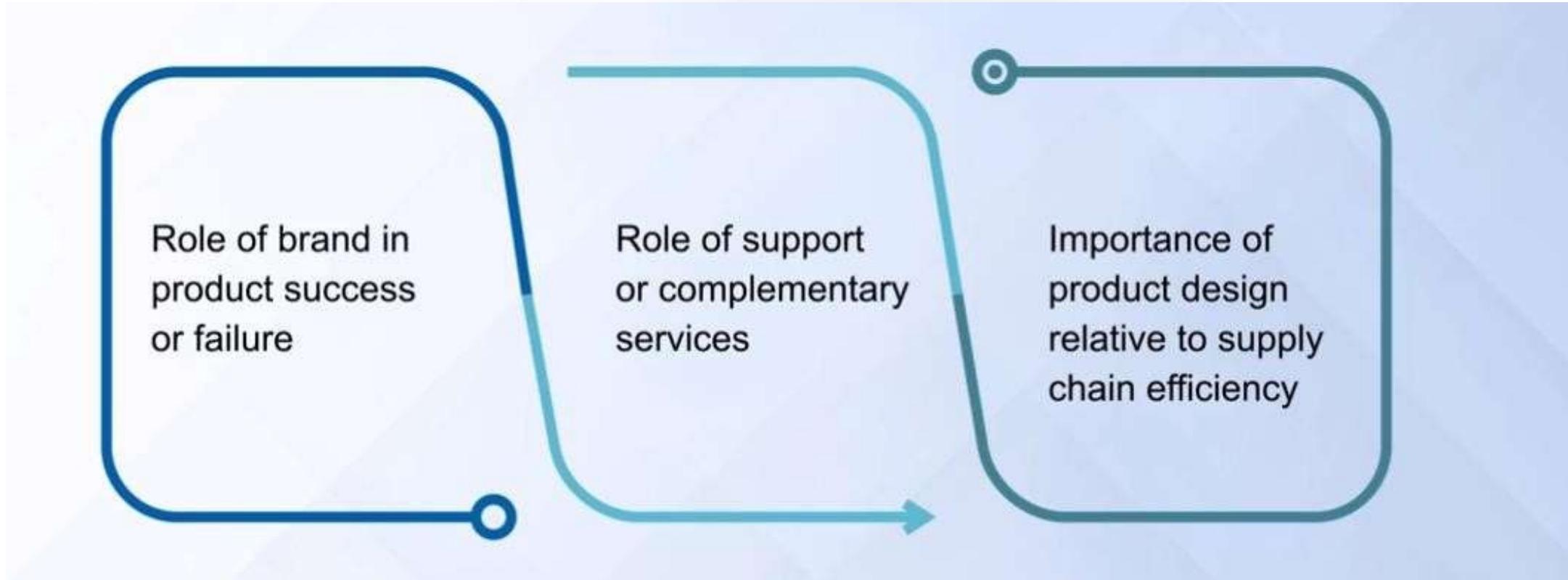


Indian market witnessing heavy competition among global giants.

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# Customer Value and Solutions

# How Does a Company Position Itself to Create Value?



# Why The Colour Black?



- Increase the efficiency of the manufacturing process
- Outstrip the competition in terms of cost

# “You Can Have Any Colour Car as Long as it is black”



- Speeded up the assembly line
- Reduced the manufacturing time from 12 hrs to 90 mins
- Caused an eightfold increase in productivity
- Left the competition far behind



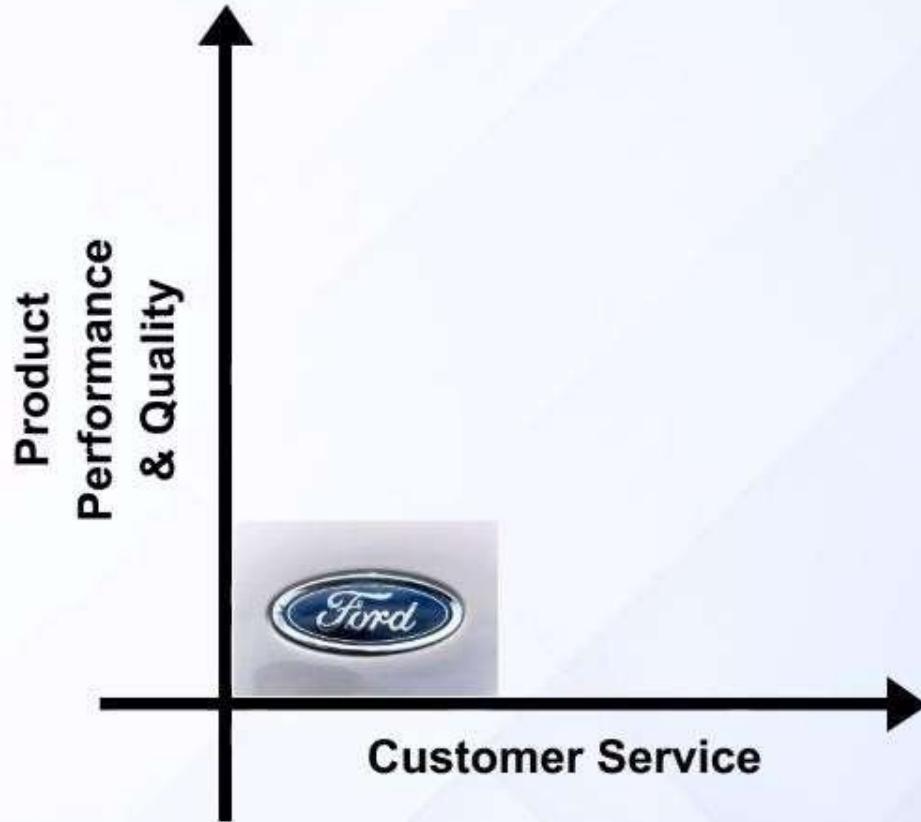
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# Manufacturing Process Innovation



Process innovation continues even today.  
**Ford's Value Proposition:** Price

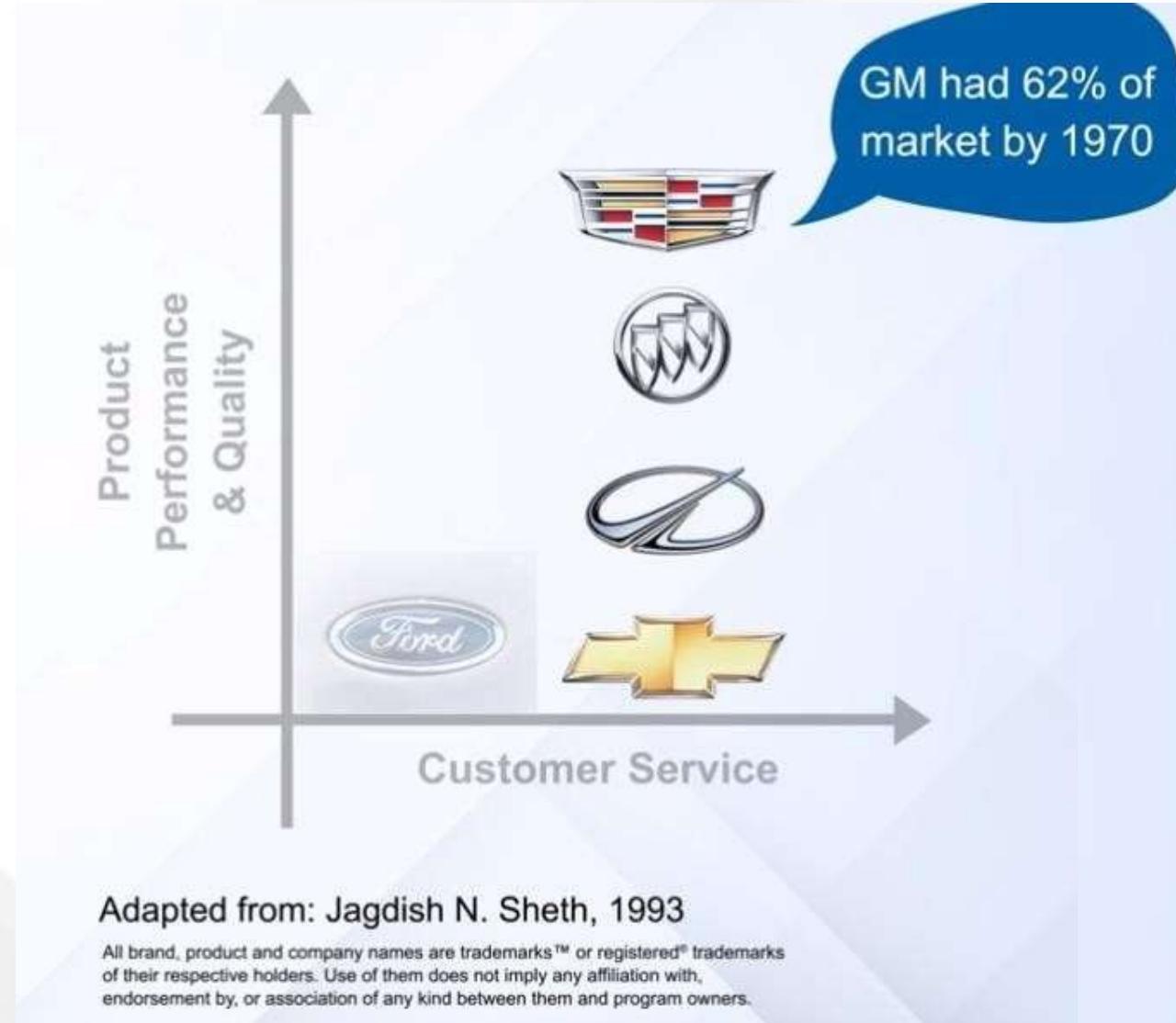
# Positioning of Ford



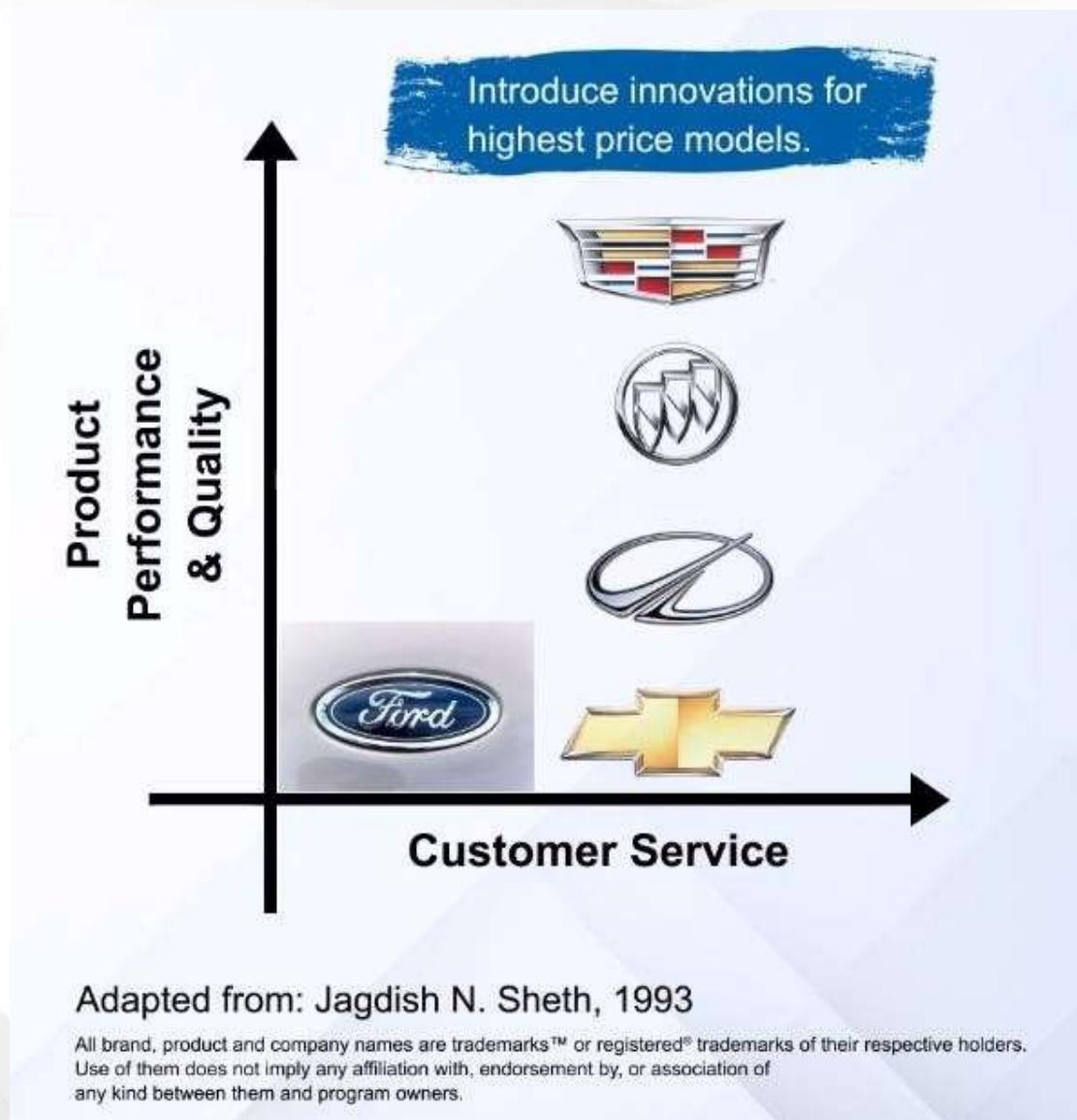
Adapted from: Jagdish N. Sheth, 1993

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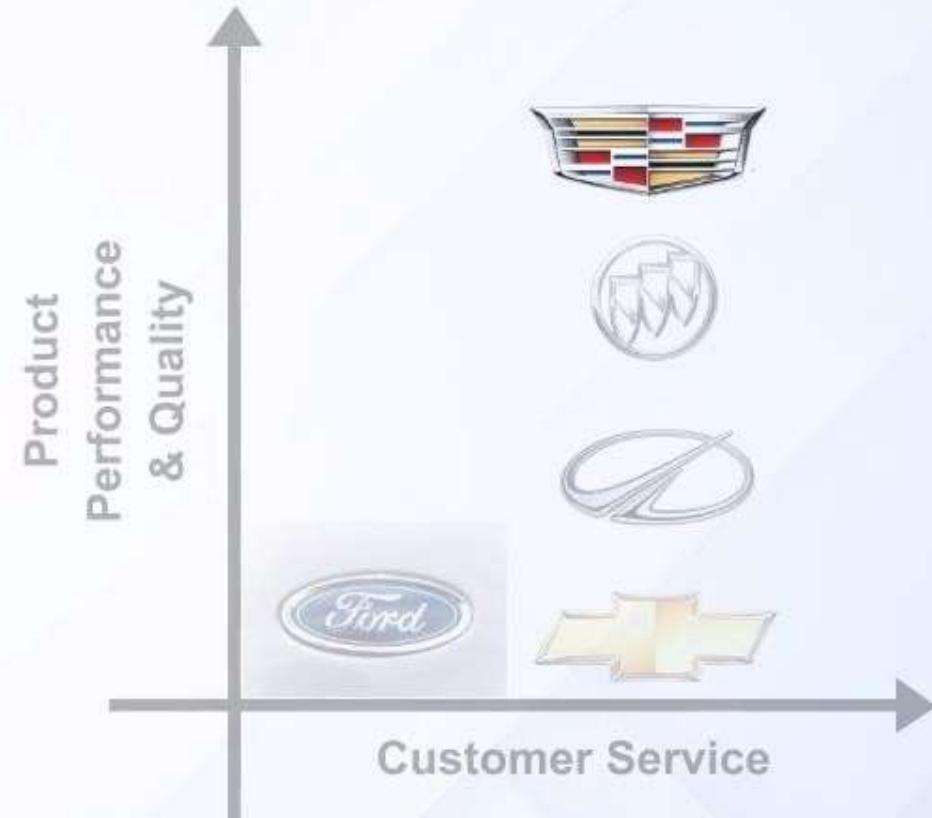
# Segmentation and Differentiation by General Motors



# Innovation and Value Migration: The West



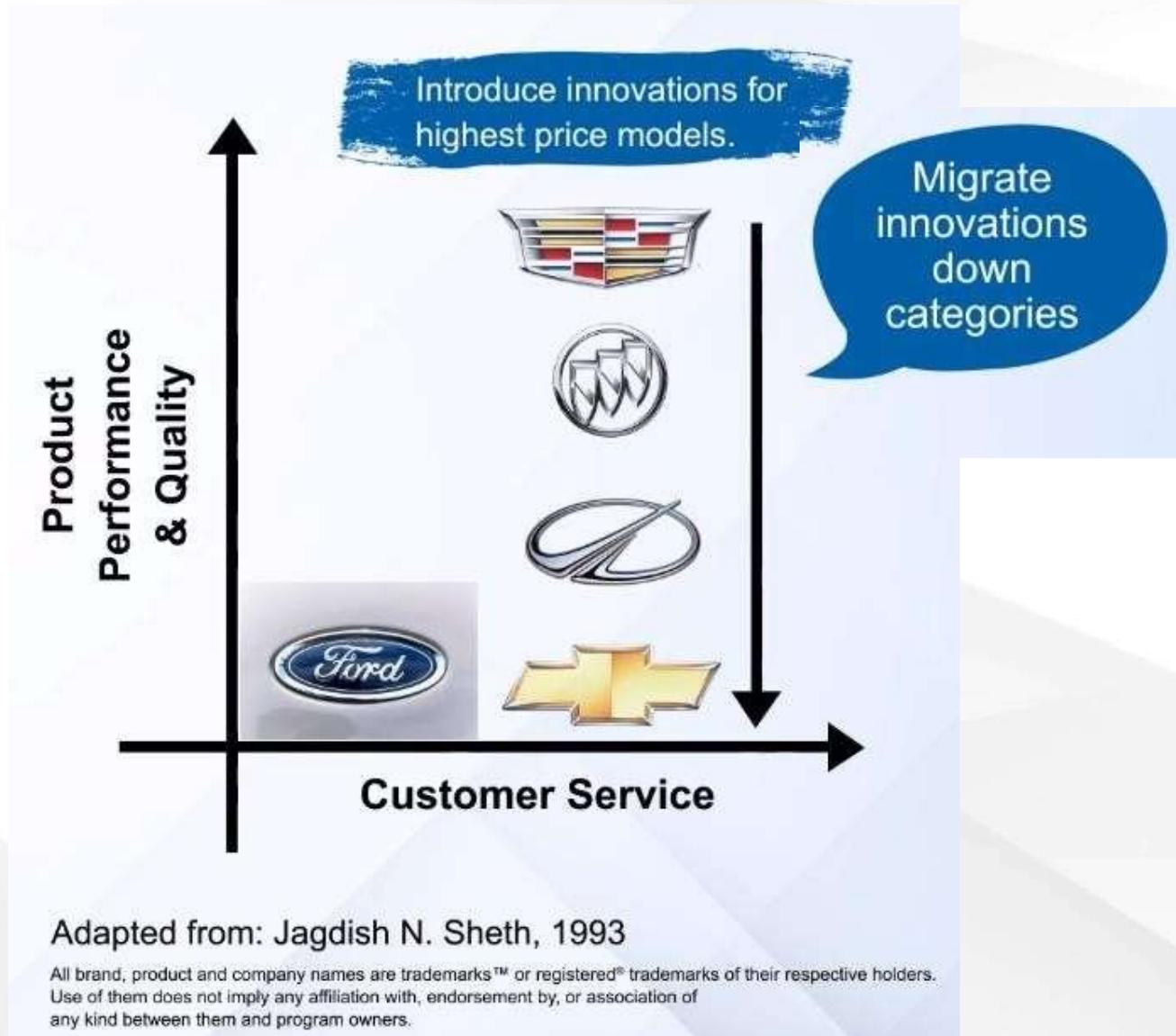
# Innovation and Value Migration: The West



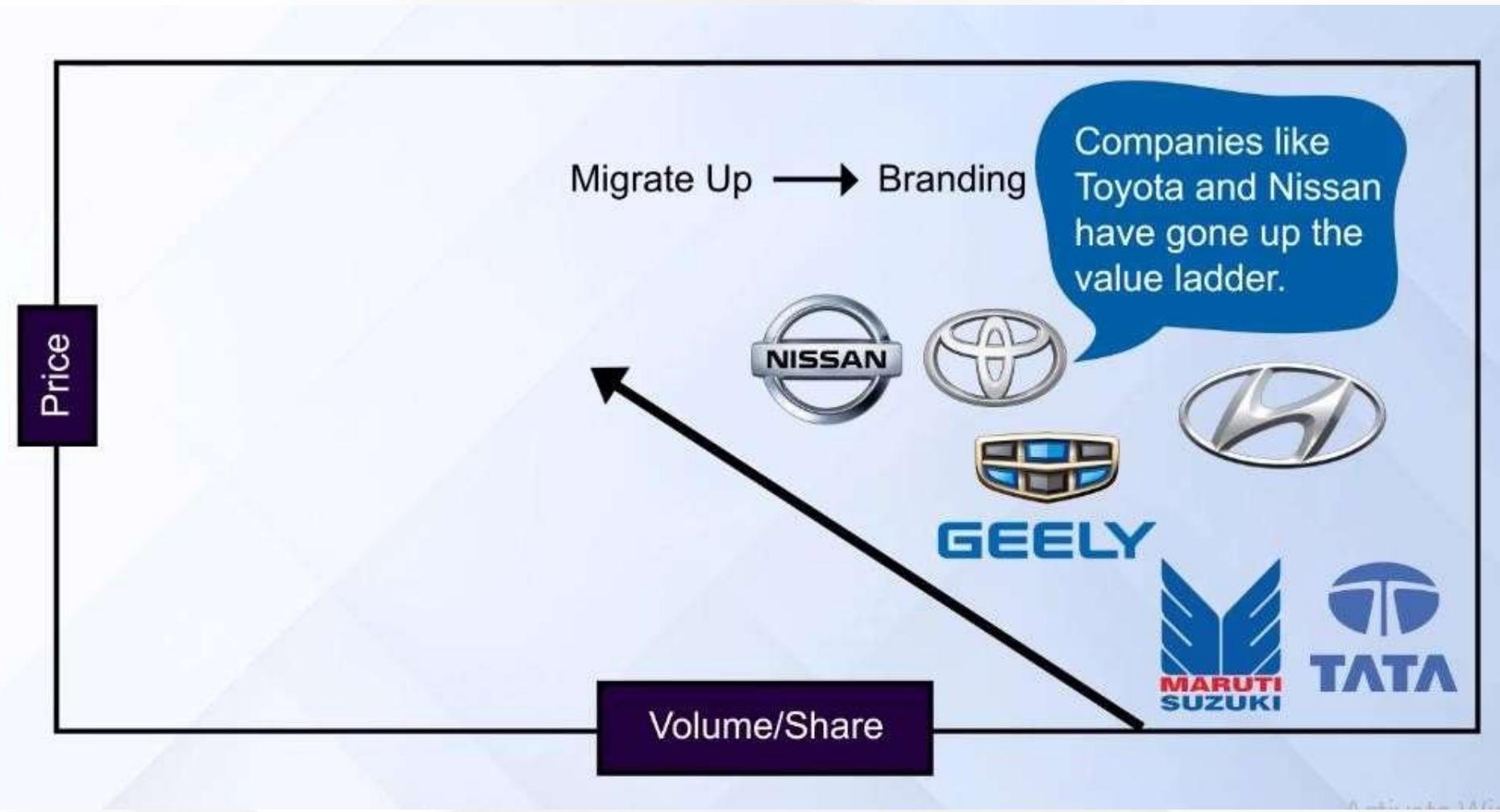
Adapted from: Jagdish N. Sheth, 1993

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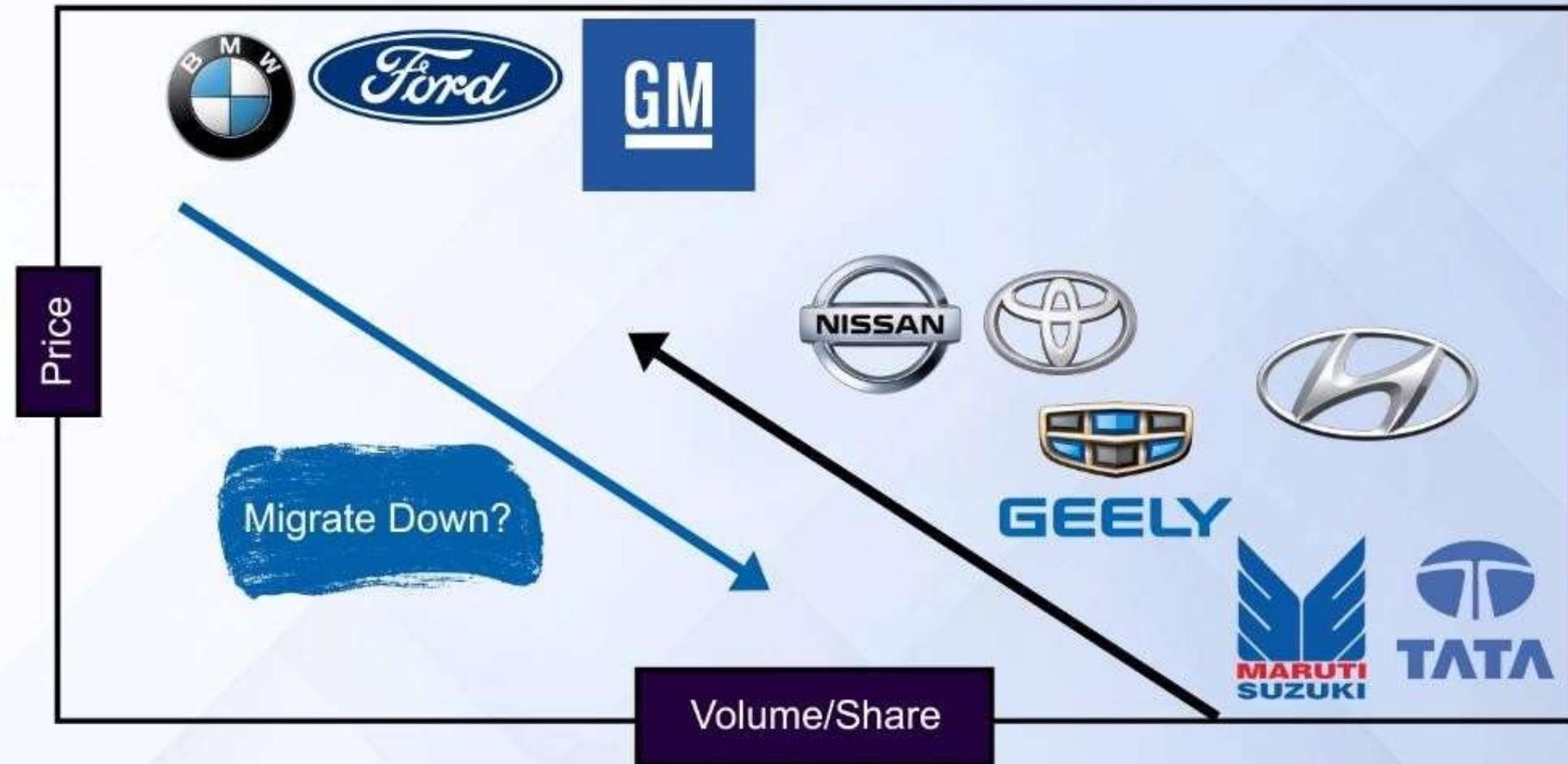
# Innovation and Value Migration: The West



# Innovation and Value Migration: Asia

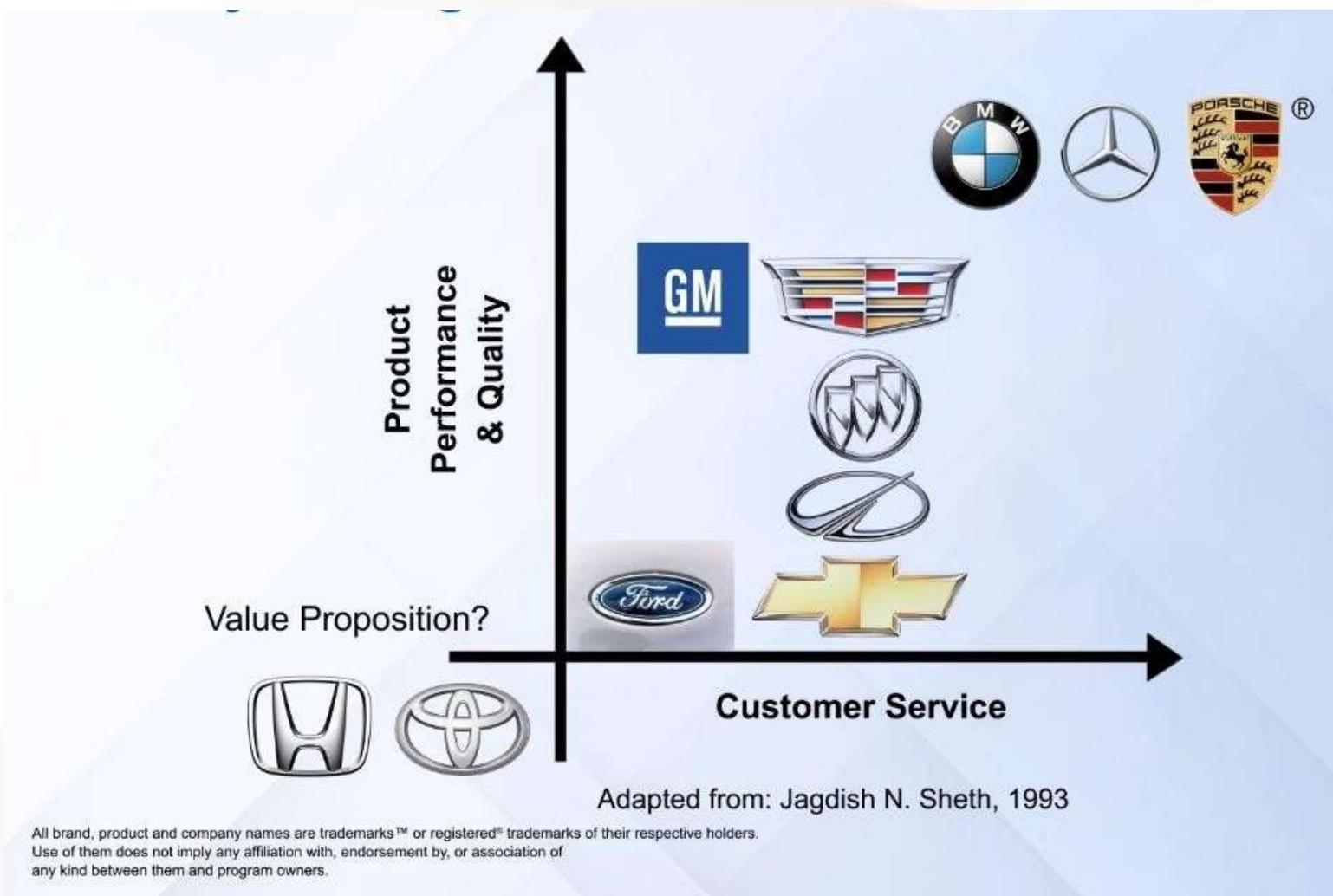


# Reverse Innovation and Value Migration



Activating Value

# Country-of-Origin Bias



# How to Overcome Country-of-Origin Bias



# Value Creation at Honda

# Value Migration at Honda



# Product Innovation and Tech Development at Honda



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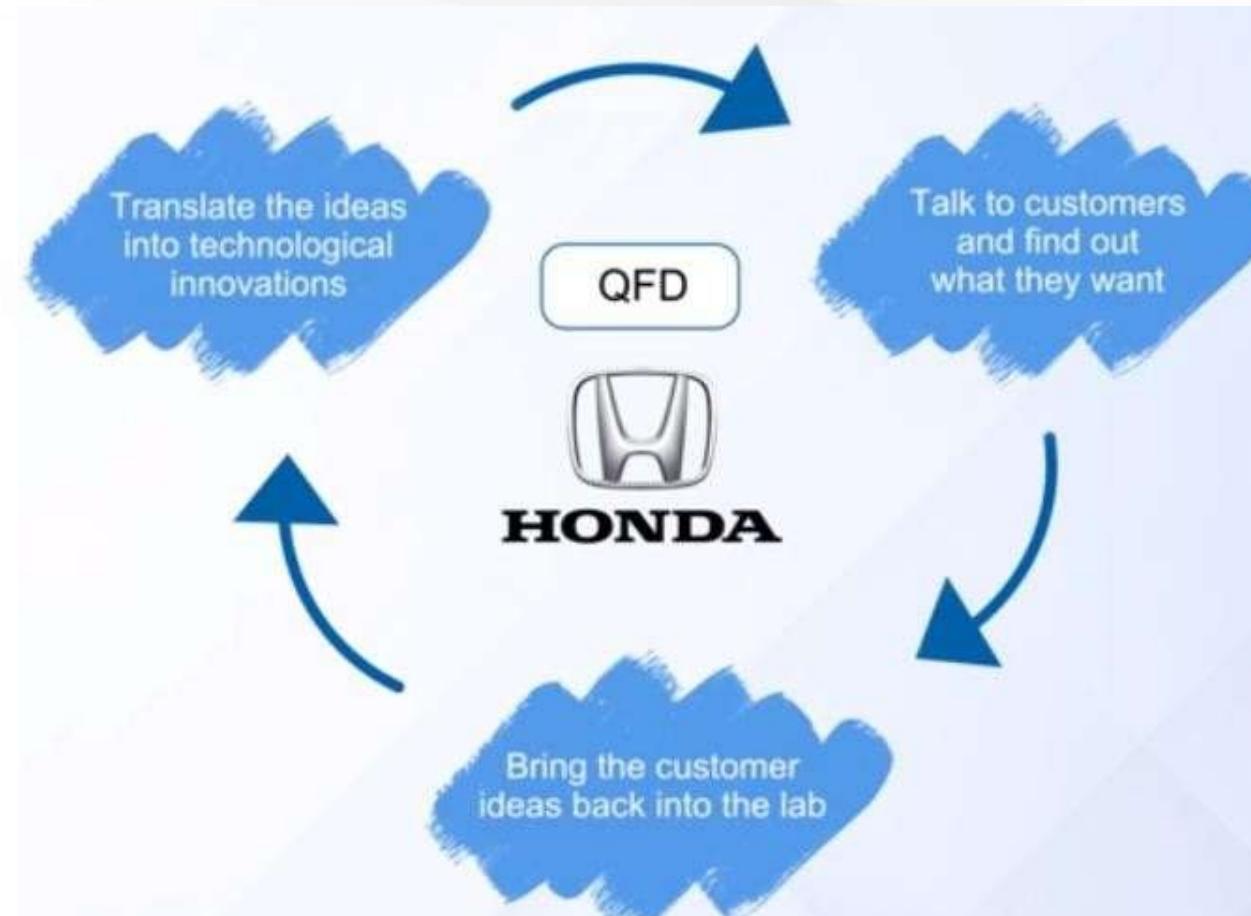
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Go to Sett

# Honda's Small Technology Platform



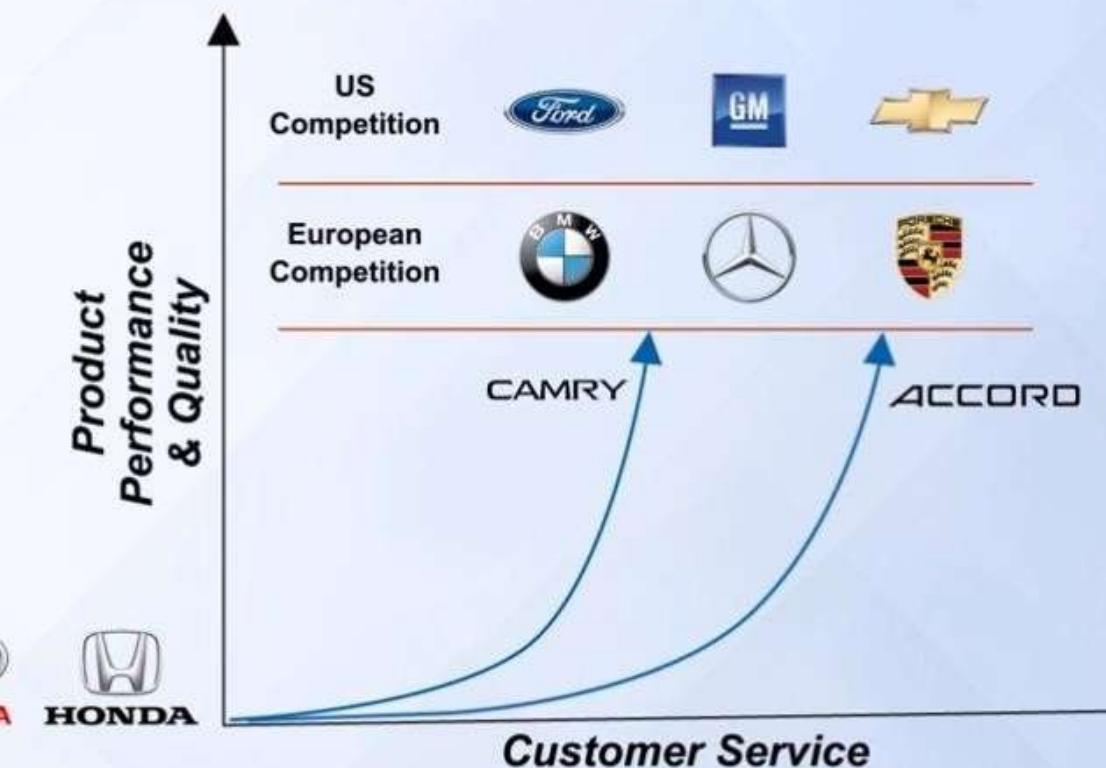
Outspend the competition

# Honda's Quantity Function Deployment



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# Value Migration in Automotive Markets



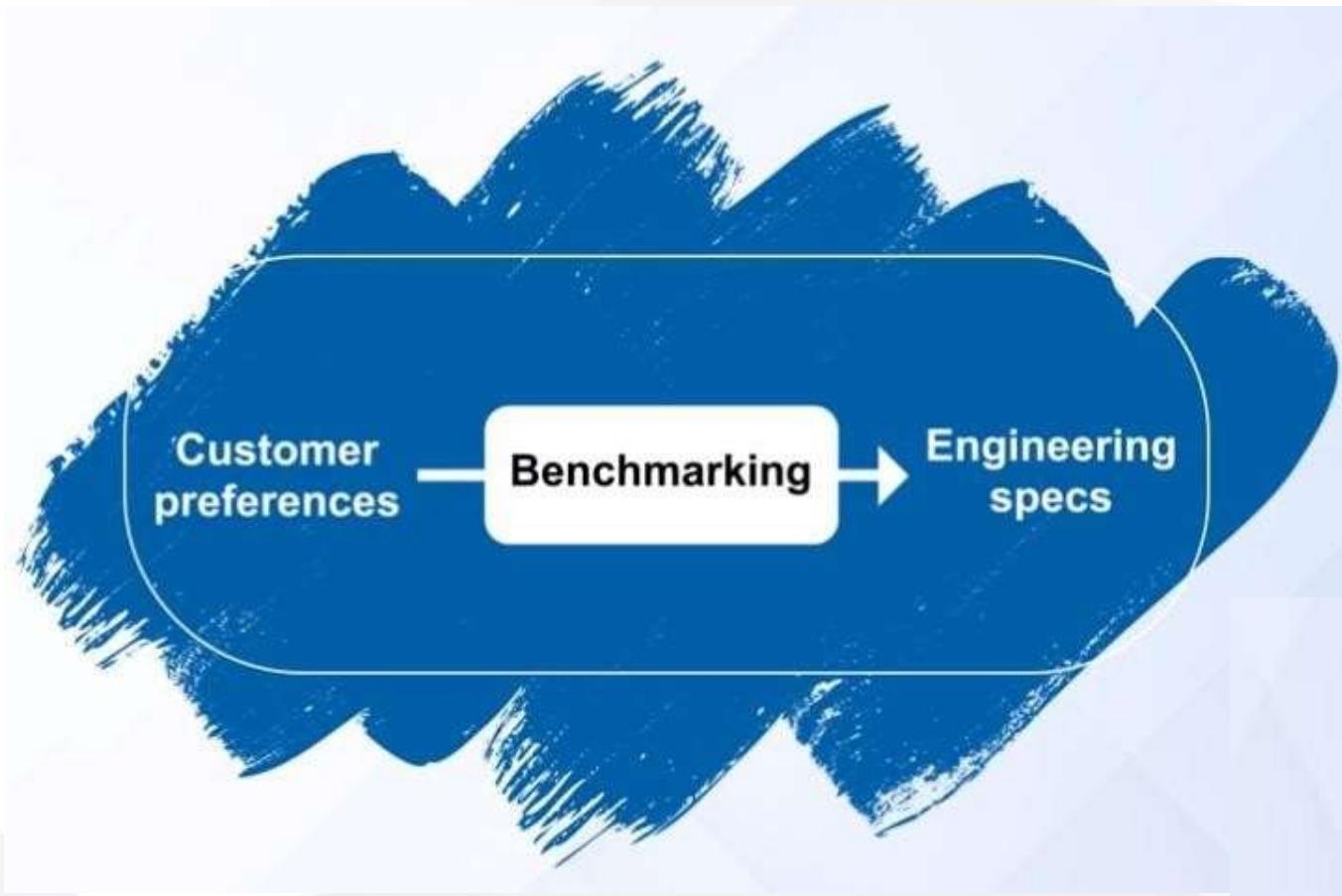
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Accord  
Galaxy

# Competing with the Automotive markets



# Product Development: Honda



# Customer Service: Lexus



**No questions asked warranty  
of five years**

- No fine print
- Extended warranty

# Customer Service: Lexus

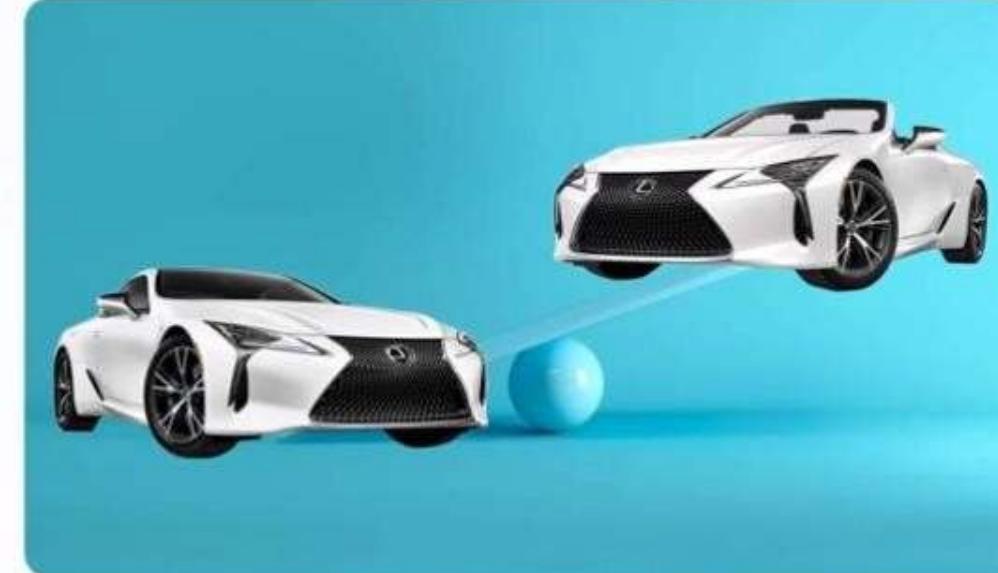
Spent close to 900 million to develop the Lexus



Spent 1.4 billion to develop an entirely new dealer network

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# Customer Service: Lexus



Gave loaner cars of much better quality  
as test drive opportunity

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# Customer Service: Lexus

A screenshot of a mobile application interface for Park Place Lexus Plano Premium Service. The top bar is dark blue with the text "Park Place Lexus Plano" and "PREMIUM SERVICE". Below the bar is a small rectangular box containing the text "SCHEDULE SERVICE". The main area features a photograph of a silver Lexus sedan driving on a road under a bridge. At the bottom of the screen is a large, rounded blue button with the white text "Lexus provided superior and exceptional customer service".

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# Effects of Intuitive Products and Service



Lexus

Pay attention to the customer service



Infiniti

Pay attention to product performance



Acura

Attain a superior place in the market

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# Customer Value-Centric Brand Innovations



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# Ambidextrous Organizations

# Story of the Automotive Sector



Companies went for differentiated products

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# Product Differentiation

Differentiation  
within same Brands



**CAMRY**

**ACCORD**

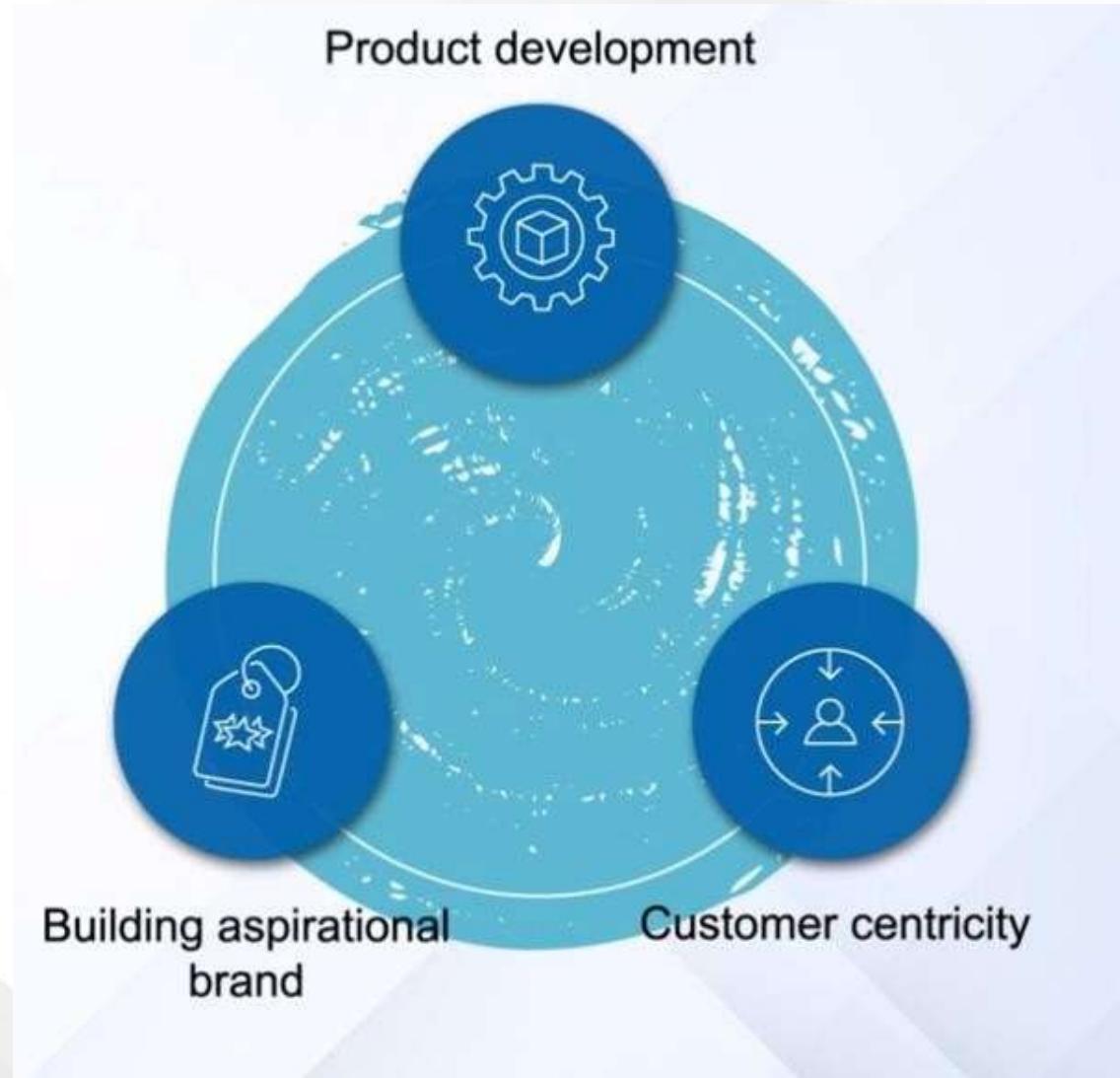


**COROLLA**

**CIVIC**

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# Building the Aspirational Brand



# Aspirational Brands

Old decade



Recent 3-4 decades



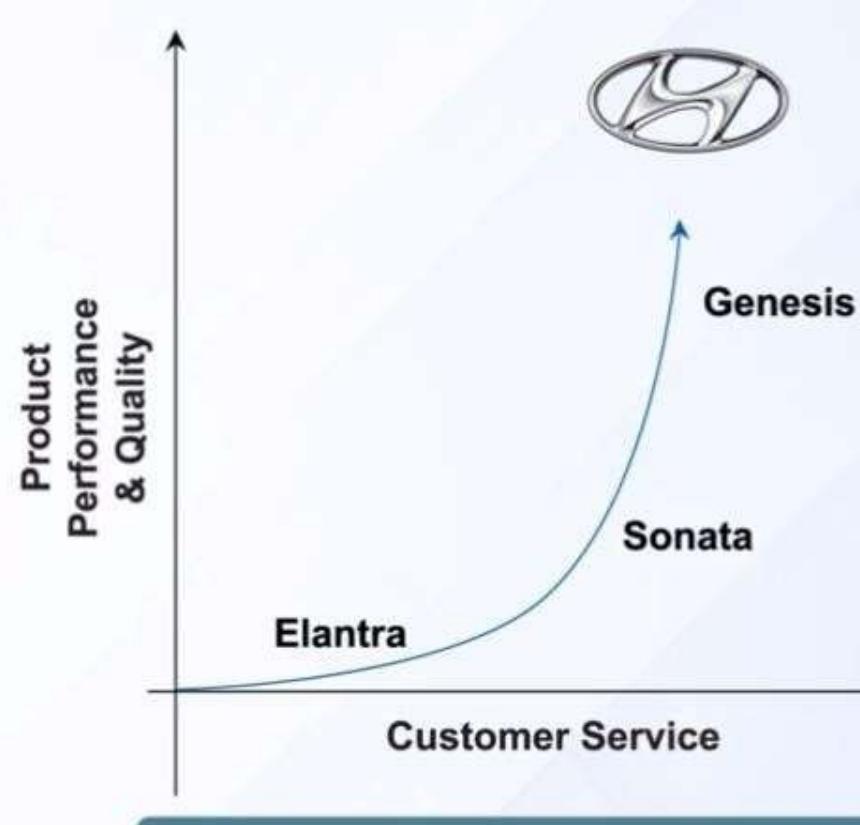
Recent times



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# Hyundai – Quality Differentiation



Adapted from: Jagdish N. Sheth, 1993

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# Differentiation and Brand Building



# Product Development in Pharma



The logic of product development  
in automobiles is being applied to  
pharmaceuticals.

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# Positioning as Aspirational Brand



Coca-Cola

Establish uniqueness  
and position as an  
aspirational brand

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# Elements of Success



# Ambidextrous Organization

The Samsung logo, featuring the word "SAMSUNG" in white capital letters inside a blue oval.

- Great in manufacturing
- Great in differentiation product management
- Good in branding

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# Ambidextrous Organization



Organizations need to be ambidextrous

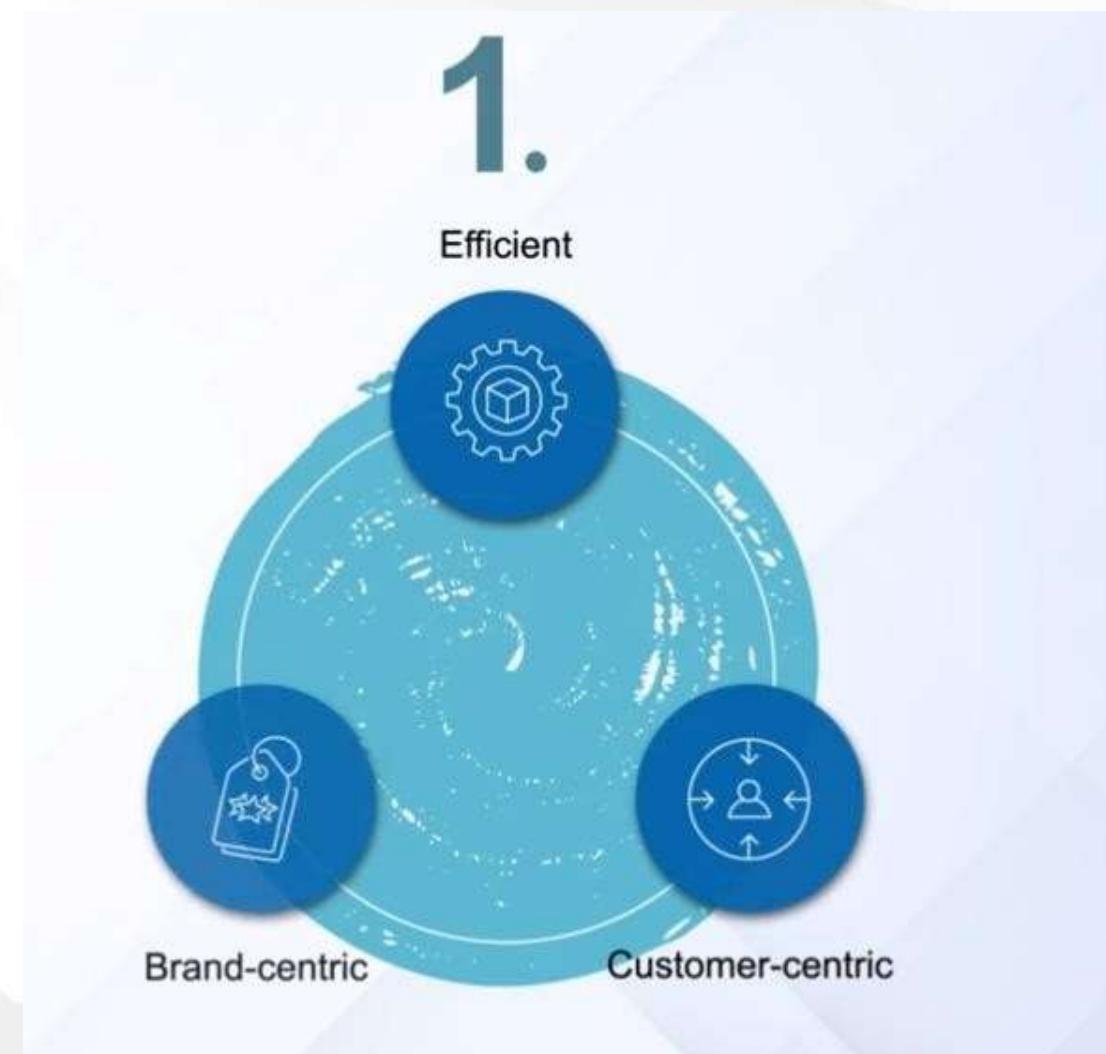
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# How to Succeed in Product Management?



To succeed in the long run, the focus must be on multi-purpose excellence.

# Multi-purpose Excellence



# Innovation in Business

2.



Think about innovating the  
business, not just the product.

# Manage a Linear Supply Chain

3.



Keep customer happy.

# Managing the Ecosystem



- Make the product available to customer
- Make financing available
- Make insurance available

# Product management Course Overview

# Elements of Product Management

## Element 1

### Product Management

#### Product Development

- Opportunity identification
- Idea/concept development
- Concept testing
- Design thinking

# Elements of Product Management

Element 2

## Product Management

### Market Development

- Pricing and product line development
- Competitive positioning
- Segmentation and targeting
- Product service solution (Conjoint analysis)

### Product Development

- Opportunity identification
- Idea/concept development
- Concept testing
- Design thinking

# Elements of Product Management

## Element 3

### Product Management

#### Market Development

- Pricing and product line development
- Competitive positioning
- Segmentation and targeting
- Product service solution (Conjoint analysis)

#### Product Development

- Opportunity identification
- Idea/concept development
- Concept testing
- Design thinking

#### Executives

- Distribution and ecosystem management
- Managing product and business performance
- Brand and life cycle management

# Distribution & Ecosystem Management



Executive decision required to  
put a new distribution system

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# Product Management



# Opportunity Identification



# Idea Development

## Product Management

### Product Development

- Opportunity identification
- Idea/concept development

What is the idea?  
How to refine it?  
How to take input  
from the marketplace?

# Concept Testing

## Product Management

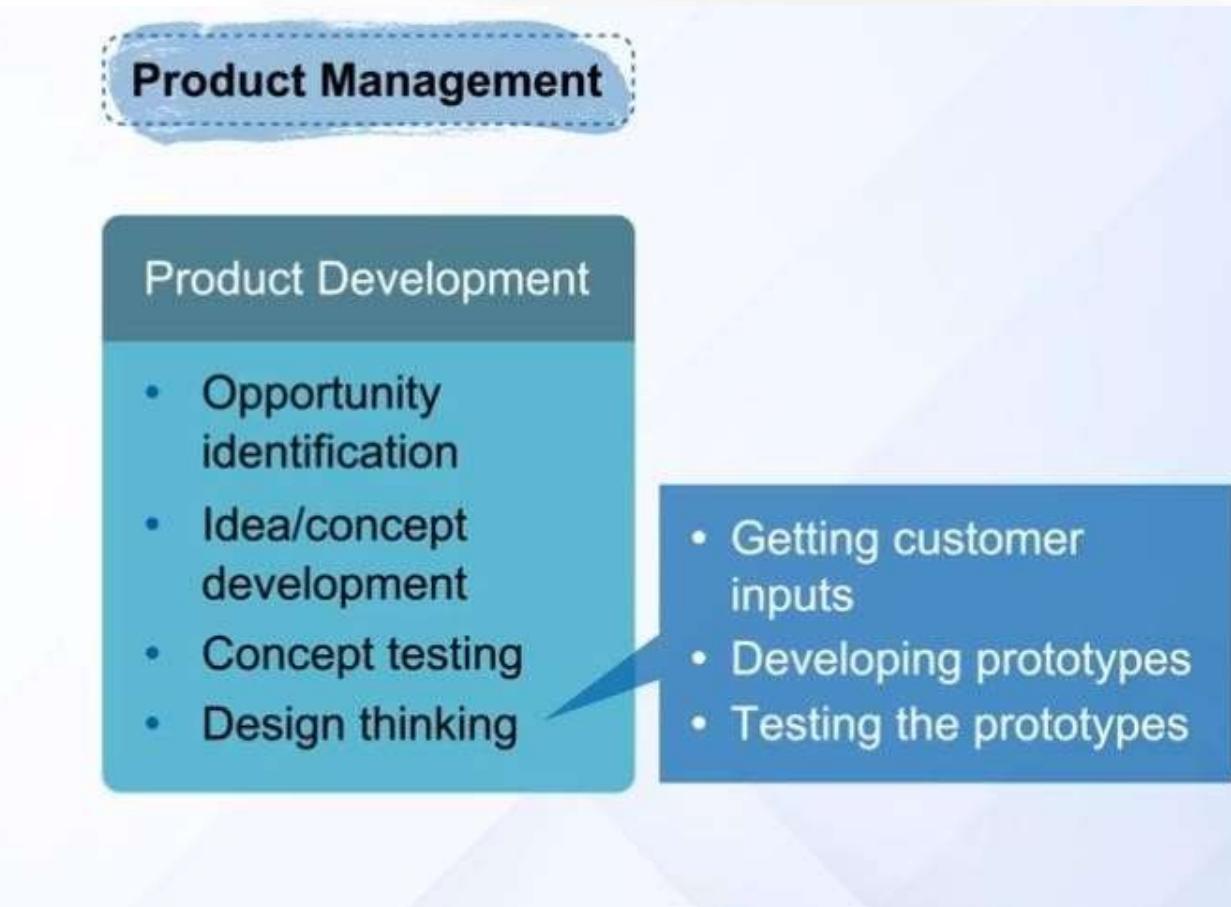
### Product Development

- Opportunity identification
- Idea/concept development
- Concept testing

Get ideas from the market and put them to test

Get feedback from the market and make sure it is followed

# Design Thinking



# Conjoint Analysis

## Product Management

### Market Development

- Product service solution  
(conjoint analysis)

How important  
is a brand relative  
to price?

# Market Development

## Product Management

### Market Development

- Product service solution (conjoint analysis)
- Segmentation and targeting
- Competitive positioning
- Pricing and product line development

Elantra vs Sonata  
vs Genesis

# Executives

## Product Management

### Executives

- Distribution and ecosystem management
- Brand and life cycle management
- Managing product and business performance

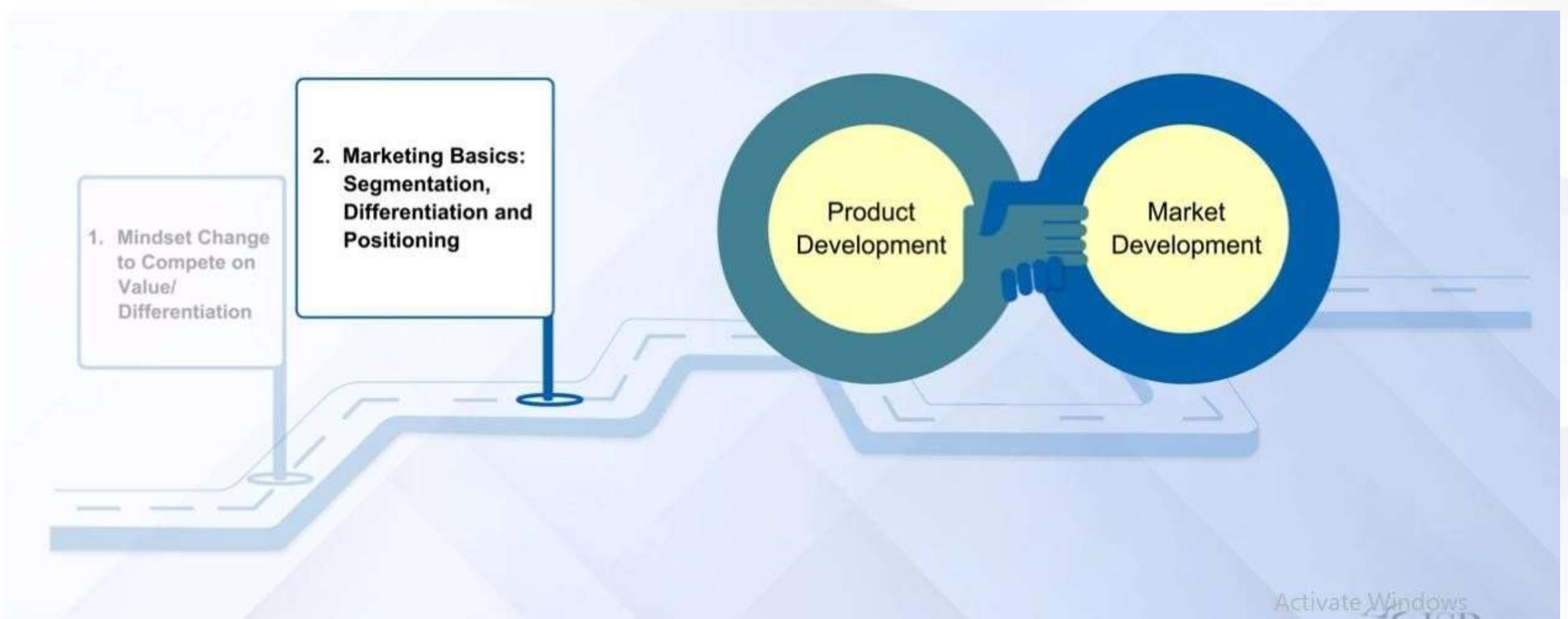
# Summary

# Key Learnings

- 
1. Changing Mindset to Compete on Value/Differentiation

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# Key Learnings



# Key Learnings



# Key Learnings



# Key Learnings



# Key Learnings

1. Mindset Change  
to Compete on  
Value/  
Differentiation

2. Marketing  
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## 5. Produce Life Cycle Dynamics and Market Evolution

- Samsung Strategies Over Product and Country Life Cycles

3. Product  
Development  
Processes

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Go to Settings > Update & Security > Executive Education

# Key Learnings

1. Mindset Change  
to Compete on  
Value/  
Differentiation

2. Market  
Buckets:  
Segmentation,  
Differentiation & Positioning



## 5. Produce Life Cycle Dynamics and Market Evolution

- Samsung Strategies Over Product and Country Life Cycles

Value Migration → Automobile Industry

- Honda – from Bicycles to the NSX

Product  
Development  
Processes

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# Key Learnings



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