

# Product management 101

## Market intelligence

Safety / Events Close Following Jul 11, 6:05 AM Pending Review ... 1/20 >

**Cell Phone Usage**

July 11 6:05 PM Shared by Stan Marsh

67 MPH 55 LIMIT AI Vision On 0.7s Time-to-Hit

60 MPH SPEED TIME 6:05:23 am

AVERAGE TIME-TO-HIT 3.5 seconds

Event Details

SEVERITY Medium

RISK FACTORS Close Following Cell Phone Usage

ENVIRONMENTAL RISK Dawn/Dusk

DRIVER Jose Bernardo

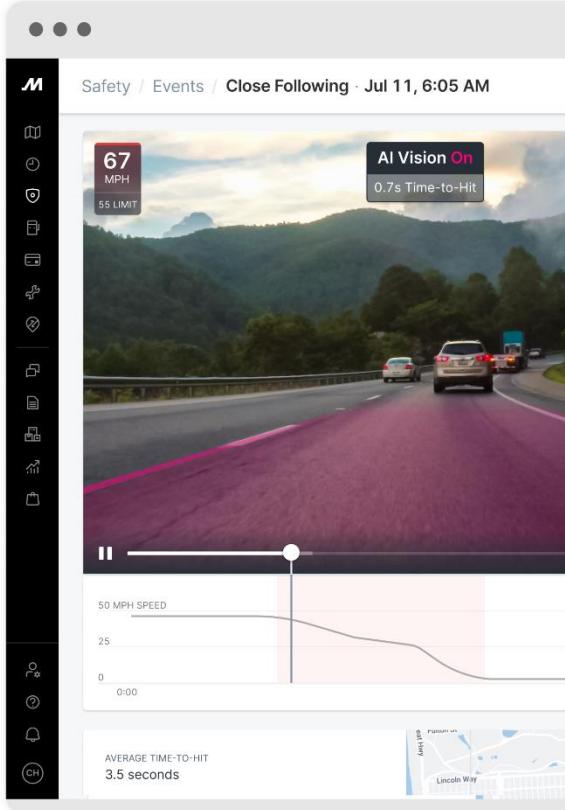
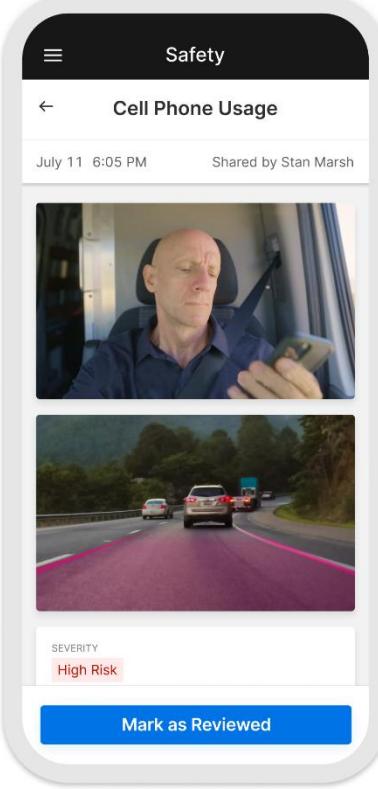
VEHICLE LH100 · 2007 Peterbilt 389

LOCATION Snellville, Georgia

Notes

Write something... Enter ↵ to Save

Make visible to driver



***Deep customer insight*** powers everything we do as product managers

The primary target customer of Motive's Driver Safety product is ***Safety and Compliance Managers*** at trucking companies

***Your challenge!***

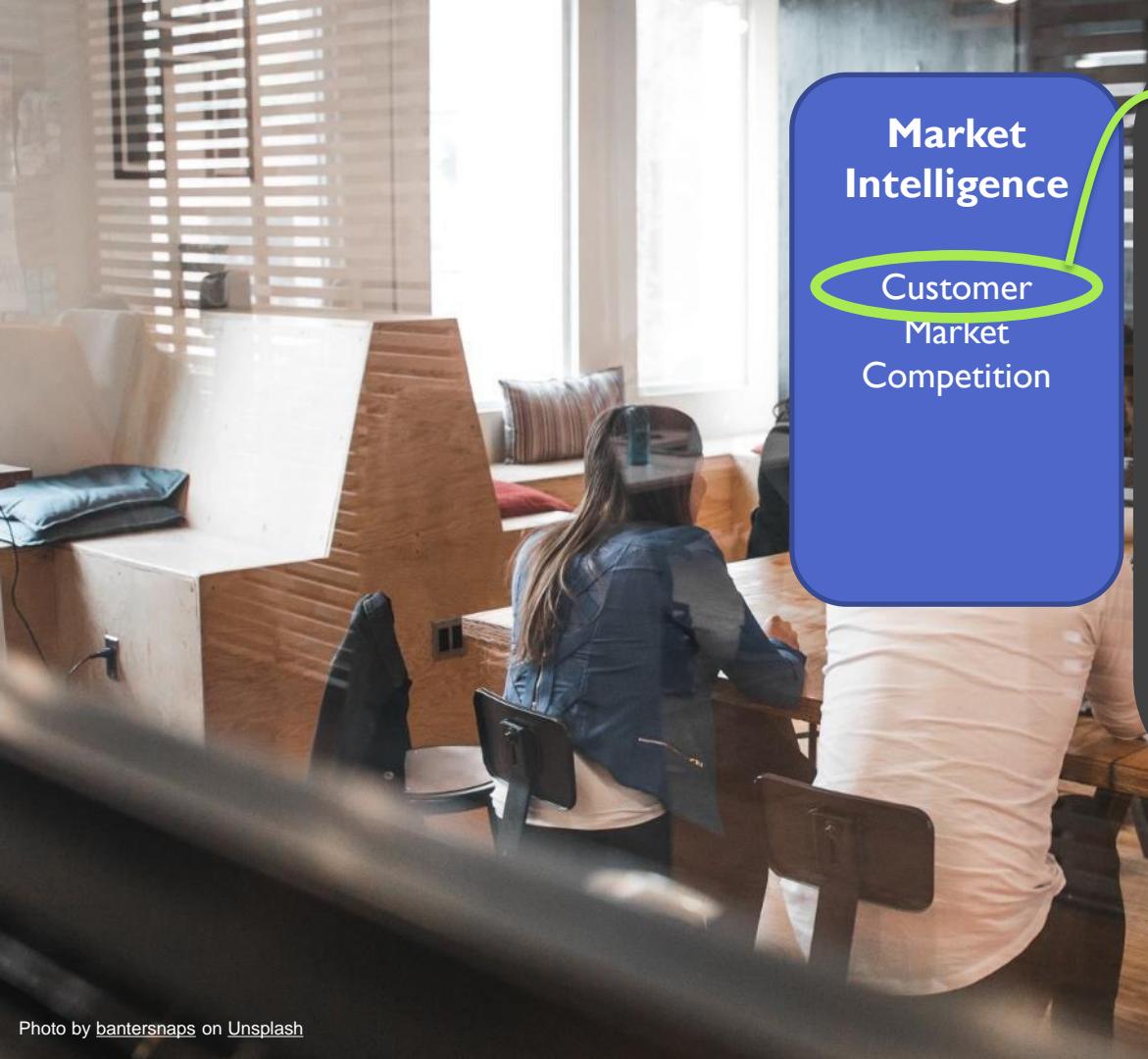
*If you were a product manager at Motive, how would you get deep customer insight?*

# Product management 101

## *Customer analysis*







- Customers and their needs*
- Why should we care?
  - Customer interviews
  - Capturing and analyzing customer needs
    - Personas
    - Kano model
  - Company examples and practice activities

## **What are customer needs?**

- Customers are trying to solve an issue, or realize an opportunity



## **Why do we care?**

- A deep understanding of customer needs guides strategy, new product development, growth plans, pricing, and sales efforts

*A foundational element of product management*



Without a direct understanding of our customers, we really don't have much as a product managers

We can significantly up our game by getting a deeper, firsthand understanding of our customers

We want a ***deep, intuitive understanding*** of the articulated and unarticulated needs of their customers

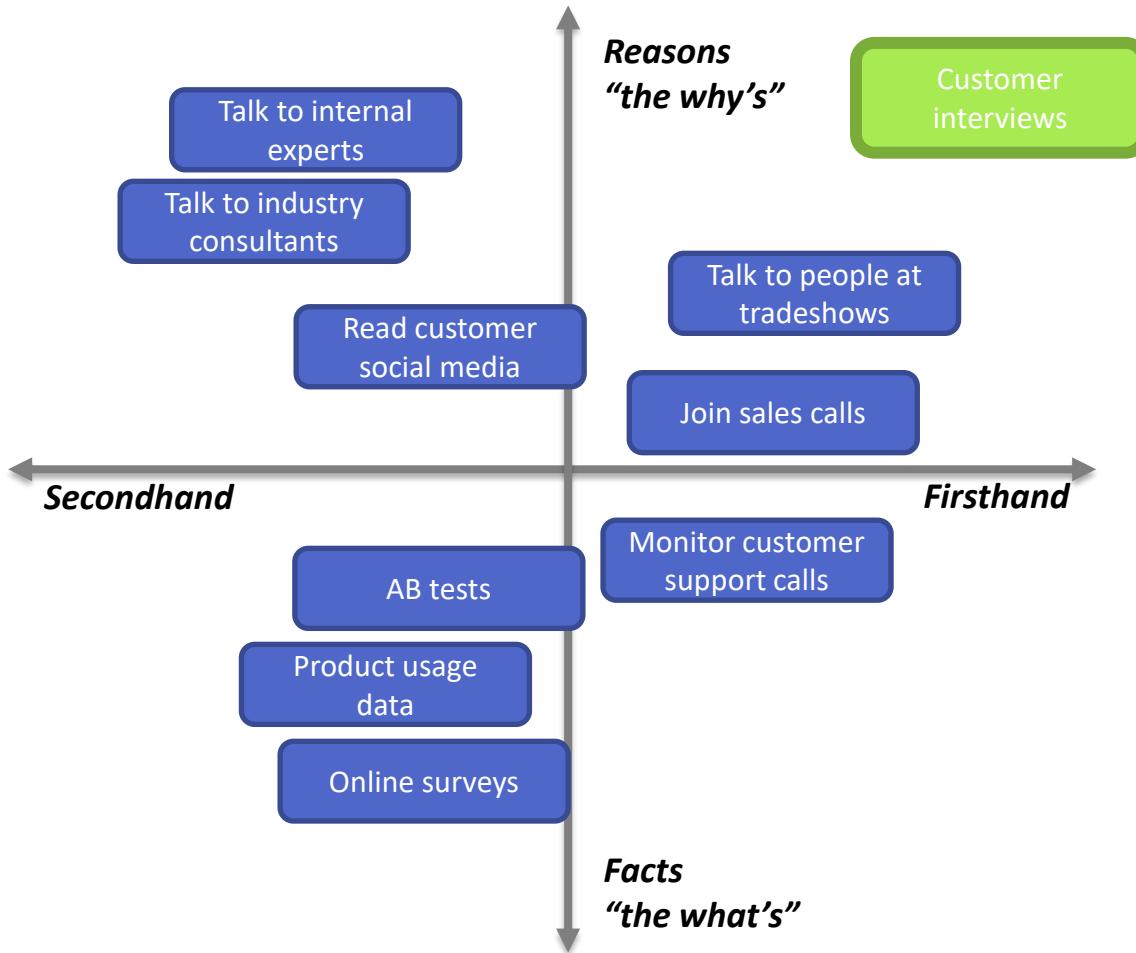
- What are their needs, motivations, and hopes?
- How are they meeting their needs doing today?
- What's changing? (trends)



***Why*** is this important?

***Where*** are the emotions?

# How we learn about customers



The *first rule* of excellent product management: do customer interviews *early* and *often*

- One of the *simplest* and *most direct* ways of understanding customer needs

## *The basics...*

- Talk directly to ***real customers***
  - People who use our products, buy them, benefit from them
    - + use competitors' products
    - + potential customers
- Test our new ***product concepts***
- Interview together with our ***product designers*** and ***engineers***
- We stay open and avoid ***bias***

NIHITO: nothing important happens in the office  
*(Pragmatic Institute)*

Get out into the field, get our boots dirty!



### ***Interview customers continuously***

- If we want innovative new products, we need to talk to customers every week
  - Preferred: One-hour in-depth face-to-face discussions
  - OK too: Shorter conversations over Zoom



Ask mostly **open-ended** questions:  
why, how, describe, tell me

- *You mentioned that you enjoy meal planning, can you tell me more about that?*



Mostly avoid **closed-ended** questions: yes/no, ratings, rankings

- Better suited to a survey
- *Do you use this product daily? weekly? monthly?*

## ***What we want to know...***

- What are customers' needs, motivations, and hopes?
- What are customers doing today?
- What's changing? (trends)
- Where are they frustrated or blocked today?
- What would they like to see?
- What do they think of our new product concepts?
- Where are the emotions?

Products | Driver Safety

## Protect your fleet and profits with an all-in-one safety solution.

Proactively manage fleet safety, deliver documented results, and free up more time in your day. Prevent accidents and exonerate drivers with the most accurate, fastest AI dash cam.

[Get started](#) [Get a tour](#)[See how it works \(1:50\)](#)

Step	Action
1	Recruit respondents
2	Interview them
3	Test our product concepts
4	Analyze our data
5	Share and use



Step	Action
1	Recruit respondents
2	Interview them
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## I. Recruit respondents

- Sales/customer success teams, tradeshows, conferences, meetups, LinkedIn, Facebook groups, requests in our products. Get creative!
- Start with the easiest, friendliest, least-controversial customers

## Motive driver safety

- Safety and compliance managers at trucking companies, drivers at truck stops, American Trucking Assn conference



Step	Action
1	Recruit respondents
2	Interview them
3	Test our product concepts
4	Analyze our data
5	Share and use

## 2. Interview them

- Start with their situation, needs, and what they are doing today
- Look for emotions

### Motive driver safety

- How are you managing driver safety today? Why is this important to you? What's working today? What's not? Listen for stories.



Step	Action
1	Recruit respondents
2	Interview them
3	Test our product concepts
4	Analyze our data
5	Share and use

### 3. Test our product concepts

- Share some simple concepts of new product ideas and get reactions
- *More on this later!*

### Motive driver safety

- We are considering creating a combined “driver safety score” for each driver. It would look like this (show screenshot). Would this be helpful? Why/why not?



Step	Action
1	Recruit respondents
2	Interview them
3	Test our product concepts
4	Analyze our data
5	Share and use

## 4. Analyze our data

- Record our notes – observations, insights, stories, and anything that sparked emotions. Capture the detail
- Use personas and the Kano model

## Motive driver safety

- One persona for a Safety and Compliance manager at a trucking company, another for a driver



Step	Action
1	Recruit respondents
2	Interview them
3	Test our product concepts
4	Analyze our data
5	Share and use

## 5. Share and use

- Quick email/Slack message after each interview
- Pull the team together after a set of interviews, share insights, discuss
- Use insights to guide product strategy, product development, positioning, pricing...

## Motive driver safety

- After five onsite interviews at trucking companies in Tulsa, Oklahoma, share insights with our leadership team

1

Customer interviews are our ***best source for innovation***

- We need a source of truth, something our competitors don't see yet

2

We ***get our swagger back***

- Credibility, confidence, and an independent view

“The journey of a thousand insights starts with a few imperfect qualitative interviews.”

Rich Mironov



Customer interviews give us a *rich qualitative data*

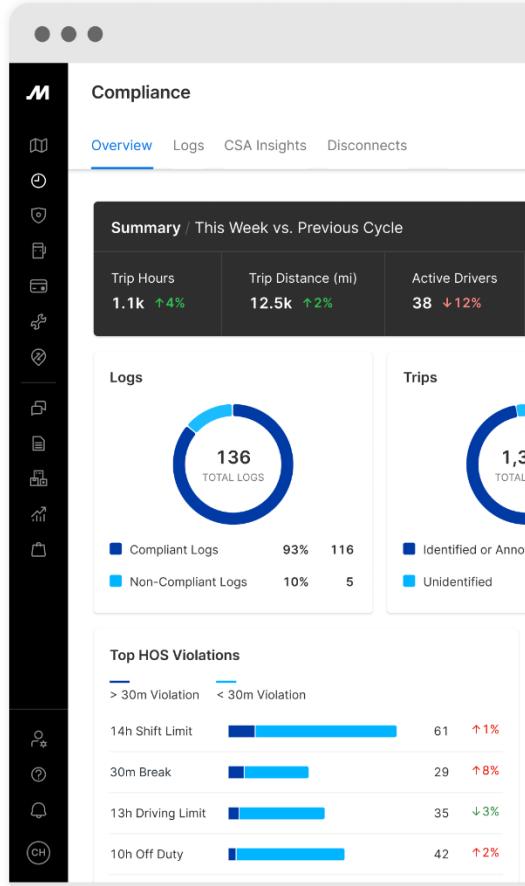
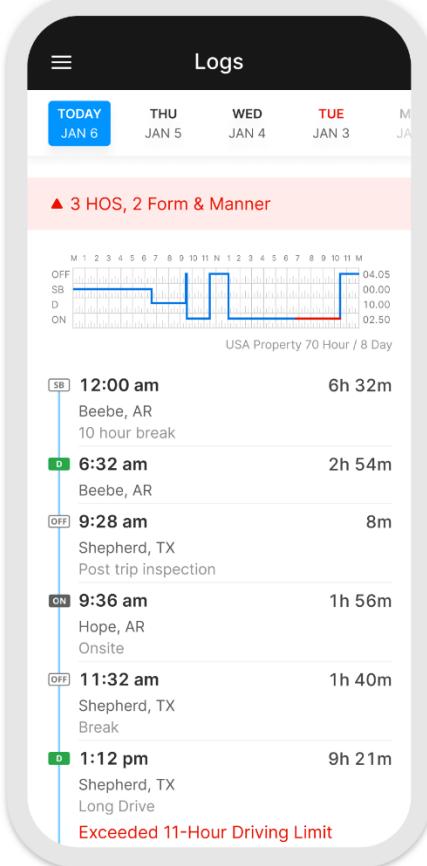
Our next step: *analyze* and *share*

Two ways:

- Personas
- Kano model

## Personas...

- A **one-person stand-in** for a segment of customers
  - Try to capture flavor, depth, and emotions
- **Easy to communicate** with our engineering, marketing, sales, and executive teams
- If **users** and **buyers** are separate people, then we may want separate personas



# Motive

First application was an **electronic logbook** application & device (ELD)

Tracking the “**hours of service**” of truck drivers

- Driving
- On-duty not driving
- Sleeper berth
- Off duty

## Primary customers:

- Truck drivers
- Compliance and safety managers at trucking companies



## Juliet

Compliance and safety manager at a major trucking company

*"There is nothing more important to us than the safety of our drivers, and the safety of all the other people on the roads around our trucks."*

### Job goals

1. Keep all the drivers in her company safe and get them home to their families. No collisions, no injuries to drivers or the public
2. Avoid company fines for compliance violations
3. Keep the company's Compliance, Safety, and Accountability (CSA) score healthy, to ensure access to government contracts

### A day-in-the-life

- Reviews driving incident videos, together with her staff. Looks at compliance dashboards of yesterday's driving logs. Seeks out drivers that are doing exceptionally well and notes any drivers with minor (or major) compliance violations
- For drivers with excellent records, Juliet and her staff contact the driver with compliments, and monthly rewards
- For videos showing unsafe driving, or driving logs showing a pattern of compliance violations, Juliet and her staff contact the driver, share the videos or noncompliant driving logs, and coach the driver for safer behavior

### A good day

No safety violations and few compliance violations. A day without surprises.

### A bad day

A collision in Montana. A set of drivers in North Carolina who are cheating on their driving logs. CSA score takes a hit. Company gets fined.

### Role in the purchase process

For video safety, electronic logging devices, and compliance monitoring

- Juliet leads the evaluation team for solutions and makes recommendations to the company's executive team

### Engagement triggers

What prompts Juliet to research and consider new safety and compliance solutions

- Purchase of new trucks, with the opportunity to add existing solutions or switch vendors
- Change in regulations, prompting a re-evaluation of current safety and compliance solutions

Goals: what is the person trying to do, what motivates her?

A day-in-the-life

Name, role, quote

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A good day, a bad day...  
find the emotions!

## Juliet

Compliance and safety  
manager at a major  
trucking company

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than the safety of our drivers, and the  
safety of all the other people on the  
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Role in the purchase process,  
engagement triggers

# Sasha

ASTUTE, CONFIDENT,  
SAVVY, KNOWLEDGEABLE

## SMART SHOPPER

**GOAL** Shopping smart to get more for her money

“ I don't have stacks of money so I need to make the most of what I have.

**FRUSTRATION** Struggling to believe she's found the best price

“ I often spend too long looking for the best price on something. I'm never satisfied that I've got the cheapest price.

**SATISFACTION** Getting one up on retailers

“ I enjoy saving so much it's starting to feel like a game. I love beating the system.



PERCENTAGE OF  
CUSTOMER BASE

Rob	£41.57
Sasha	£37.88
Iobel	£31.88
Julia	£29.67

WEEKLY ONLINE  
SPEND



ANNUAL HOUSEHOLD  
INCOME

Sasha is 34, married and has a two year old child. She currently works as a part-time office manager and lives in the suburbs of Bristol.

### HER FAVOURITE BRANDS



# Isobel

MATERIALISTIC, GENEROUS,  
SPONTANEOUS, IMPULSIVE

## IMPULSE SHOPPER

**GOAL** Getting a good deal on everything

“ I really like shopping and bargain hunting. I'm guilty of buying things I don't need because they're cheap.

**FRUSTRATION** Deal blindness

“ I like shopping in-store to find a bargain. I often get lost working out the best deals online.

**SATISFACTION** The thrill of a bargain

“ I love shopping, even if it's not for me. I've got two cupboards full of gifts to give.



PERCENTAGE OF  
CUSTOMER BASE

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Sasha	£37.88
Isobel	£31.88
Julia	£29.67

WEEKLY ONLINE  
SPEND



ANNUAL HOUSEHOLD  
INCOME

Isobel is 36 and lives with her partner and 6 month old child in the suburbs of Newcastle. She works as a shop assistant.

### HER FAVOURITE BRANDS



# Julia

RESERVED, CAUTIOUS,  
PLANNED, WARY

## CAREFULLY CONSIDERED SHOPPER

**GOAL** Being careful with the monthly budget

“ It's my responsibility to make sure everyone in my family has what they need and our money stretches.

**FRUSTRATION** A lack of trust in voucher and deal sites

“ I don't really trust deal sites. I worry that the quality of what I buy will be compromised.

**SATISFACTION** Having money left over at the end of the month

“ When I have money left over from the monthly budget I love putting some away for savings and gifts.



PERCENTAGE OF  
CUSTOMER BASE

Rob	£41.57
Sasha	£37.88
Isobel	£31.88
Julia	£29.67

WEEKLY ONLINE  
SPEND



ANNUAL HOUSEHOLD  
INCOME

Julia is 47. She's married with three children and lives in the suburbs of Leamington Spa, where she works as a nurse at the local maternity hospital.

### HER FAVOURITE BRANDS



# Rob

TIME-POOR, SAFE,  
IMPATIENT, HABITUAL

## COMFORTABLE CLASSIC SHOPPER

**GOAL** Shopping quickly at trusted brands

“ Saving money is too much hassle. I don't have time to hunt around for deals.

**FRUSTRATION** Too many irrelevant offers

“ I don't browse. I find what I want and buy it. No point worrying about a few quid here and there.

**SATISFACTION** Shopping and saving quickly - on a needs-must basis

“ I bought shoes online and 10% was taken off automatically. No hunting for the discount.



PERCENTAGE OF  
CUSTOMER BASE

Rob	£41.57
Sasha	£37.88
Isobel	£31.88
Julia	£29.67

WEEKLY ONLINE  
SPEND



ANNUAL HOUSEHOLD  
INCOME

Rob is 44. He's married with two young children and lives in a large village on the outskirts of Basingstoke. He works as a primary school deputy head teacher.

### HIS FAVOURITE BRANDS





## Sasha

### SMART SHOPPER

GOAL Shopping smart to get more for her money

“ I don't have stacks of money so I need to make the most of what I have.

SATISFACTION Shopping to believe she's found a deal

“ I often spend too long looking for the best price on something. I'm never satisfied that I've got the cheapest price.

MOTIVATION Getting one over on the system

“ I enjoy using so much P&P it's starting to feel like a game. I love beating the system.

ASTUTE, CONFIDENT,  
SAVVY, KNOWLEDGEABLE

ANNUAL HOUSEHOLD INCOME

£22,847

WEEKLY ONLINE SPEND

£77.88

PERCENTAGE OF CUSTOMER BASE

10%

IMAGE

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Personas **humanize** your target customer – making it accessible to your team

**Juliet**

Compliance and safety manager at a major trucking company

"There is nothing more important to us than the safety of our drivers, and the safety of all the other people on the roads around our trucks."

**Job goals**

- Keep all the drivers in her company safe and get them home to their families. No collisions, no injuries to drivers or the public.
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**Role in the purchase process**

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**Engagement triggers**

What prompts Juliet to research new compliance solutions?

- Purchase of new trucks, with the opportunity to add existing solutions or switch vendors
- Change in regulations, prompting a re-evaluation of current safety and compliance solutions



Use your **deep customer insight** to guide your personas

Personas are a **highly flexible** tool.  
Adapt these to the needs of your team...

# *Product management tools include personas*

Aha! Fredwin Cycling ▾ Notebook Strategy Releases Ideas Features Roadmaps

Strategic personas Add persona

Paul: Pro Racer | Rachel: Recreational Mountain Biker | Robin: Recreational Road Biker

**Paul: Pro Racer**



**Likes**  
Tracking all workouts and sharing the data with his coaches, comparing heart rate and average power over time and comparing his effort over time. Auto uploads of data when he returns home, during the night to own new gadgets.

**Dislikes**  
Loss of GPS signal, poor battery life, manually having to upload data, and stopping to send texts.

**Trusts information from**  
Team members, coaches, and trainers

**Influence**  
Junior team members, local club pros, and cyclists in local group rides

**Education** College graduate | **Product knowledge** High | **Experience** 15 years

**Goals**

- Joining a high profile team
- Racing in Europe
- Staying healthy

**Description**  
Paul is a Cat. 1 road racer. He is paid to ride on a team and competes in dozens of races a year. He considers cycling his full-time job, but also works part-time to help support his income. Paul and his coaches track and analyze every workout and pay close attention to the data to ensure that is getting stronger during the racing season. He uses the data to gain the rest he needs to recover. The only way they can achieve this is by ensuring that they capture effort, distance, and power data from every ride.

But Paul wants more. He is looking for every advantage and is eager to try new devices to help him get it and more enjoyment from the countless hours he spends riding. He is an early adopter of new cycling devices and technology in general.

**Challenges**

- Balancing work and racing
- Optimizing nutrition and training based on data
- Choosing the right equipment (beyond what the team supplies)

**Responsibilities**

- Being the team's top performer
- Winning races
- Mentoring junior team members

**Skills**

- Identifying new technology that will give him an edge
- Analyzing performance-related data

Customer interviews give us a *rich qualitative data*

Our next step: *analyze* and *share*

Two ways:

- Personas
- Kano model

After we come back from interviews, we will have a ***long list*** of customer needs

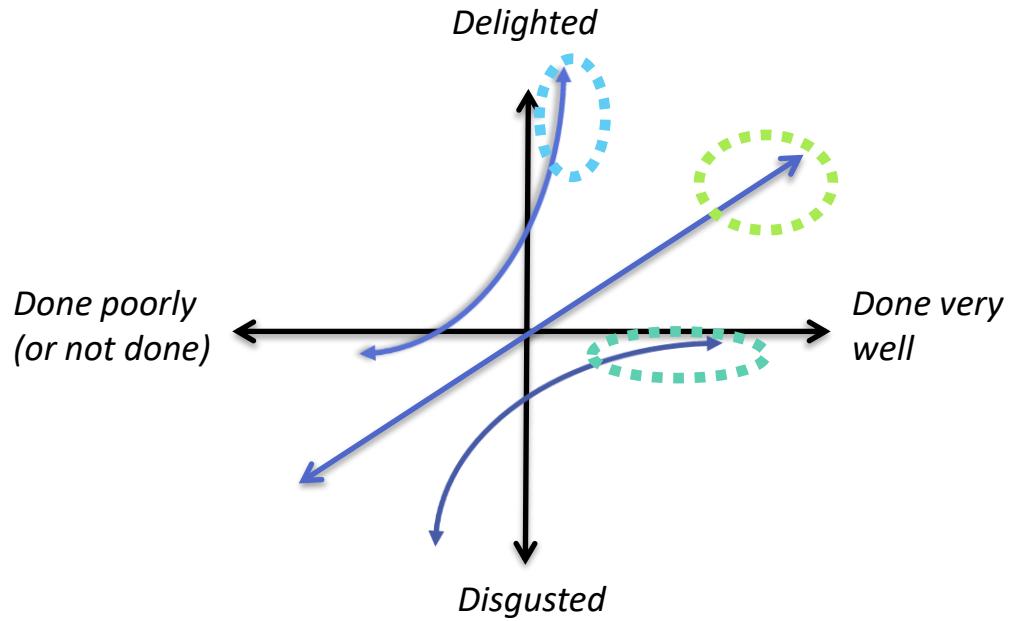
### ***Not all needs are equal***

- Customers have different priorities and meanings attached to these needs



The ***Kano model***  
can help!

# Kano model



3

## Attractive needs (delighters)

*Unspoken, not expected*

- Need 1
- Need 2
- Need 3

2

## Performance needs

*Stated, more is better*

- Need 1
- Need 2
- Need 3

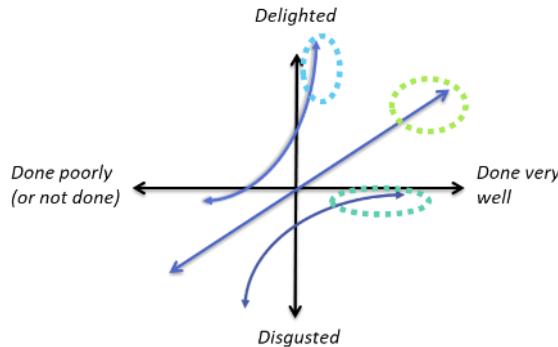
1

## Basic needs

*"Must be" requirements*

- Need 1
- Need 2
- Need 3

# Kano model



3

## Attractive needs (delighters)

*Unspoken, not expected*

- Need 1
- Need 2
- Need 3



*Pick 1-2 for customer delight and competitive differentiation*

2

## Performance needs

*Stated, more is better*

- Need 1
- Need 2
- Need 3



*Choose the right set at the right level to ensure an attractive, competitive product*

1

## Basic needs

*"Must be" requirements*

- Need 1
- Need 2
- Need 3



*Include these in your product requirements, no choice...*

A *deep, intuitive understanding* of customer needs is a foundational element of product management

Two *examples* of companies that do this well...

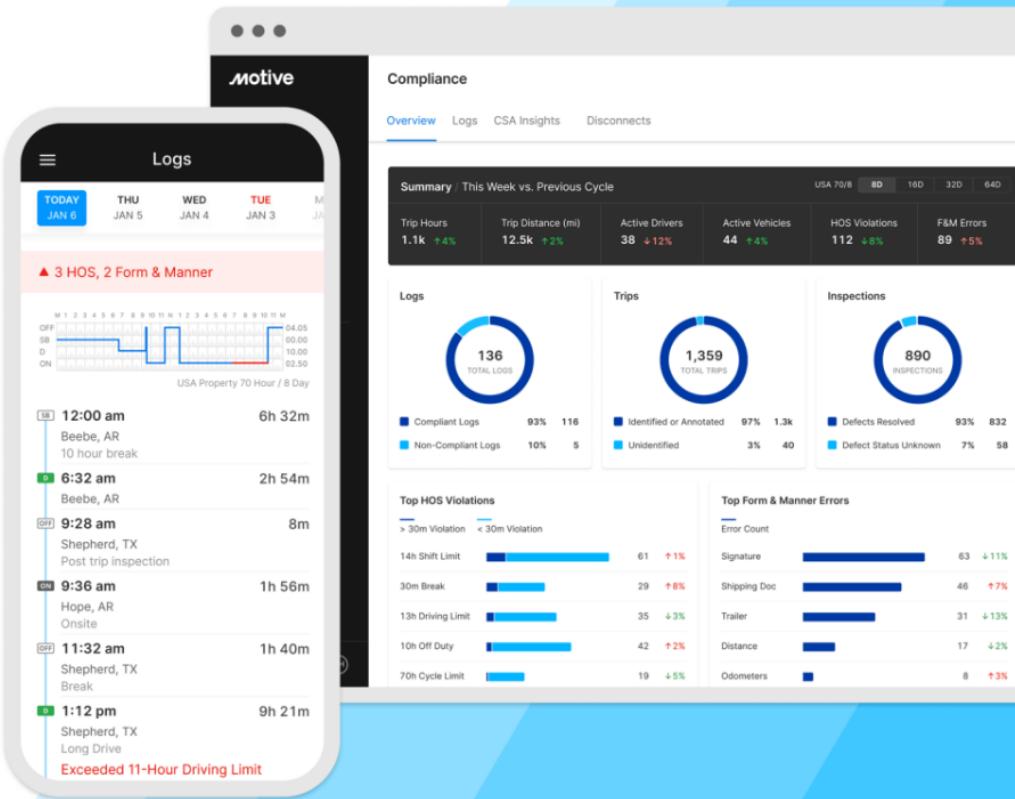
Products | Compliance

# ELD compliance, IFTA reporting, and CSA insights. All in one place.

Optimize drive time, minimize violations, and improve CSA scores with automated compliance management.

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See how it works (1:22)



# Steelcase

*Gesture chairs*



A deep, intuitive understanding of customer needs is a foundational element of product management

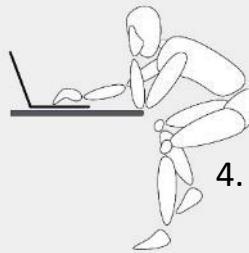
*If you are a product manager for office chairs, you need to know how people sit.*

# Analysis of customer needs

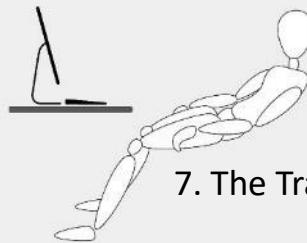
Example:  
Steelcase  
*Gesture chairs*



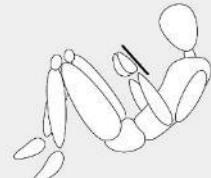
1. The Draw



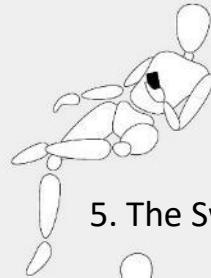
4. The Cocoon



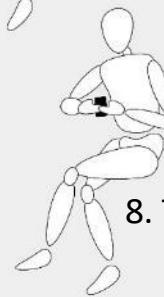
7. The Trance



2. The Multi-Device



5. The Swipe



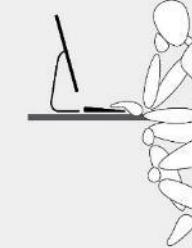
8. The Take It In



3. The Text



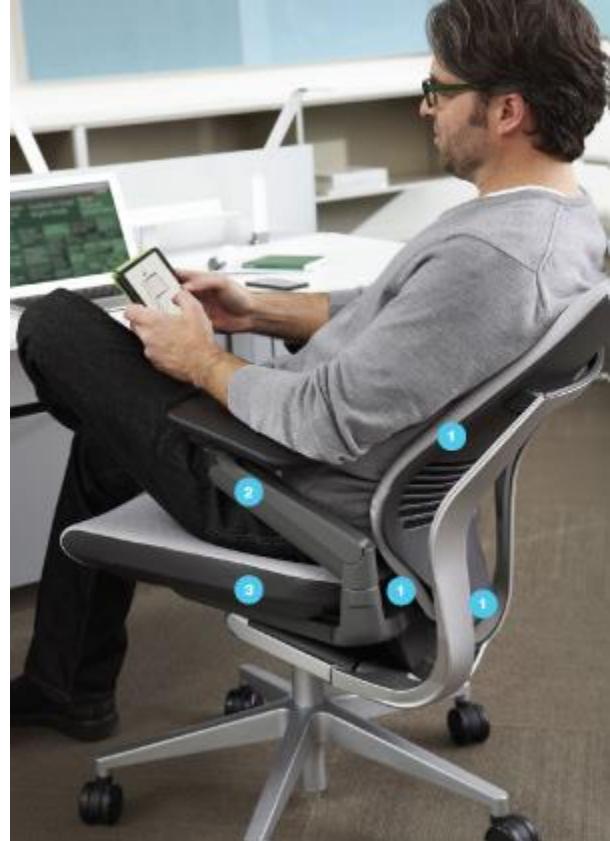
6. The Smart Lean



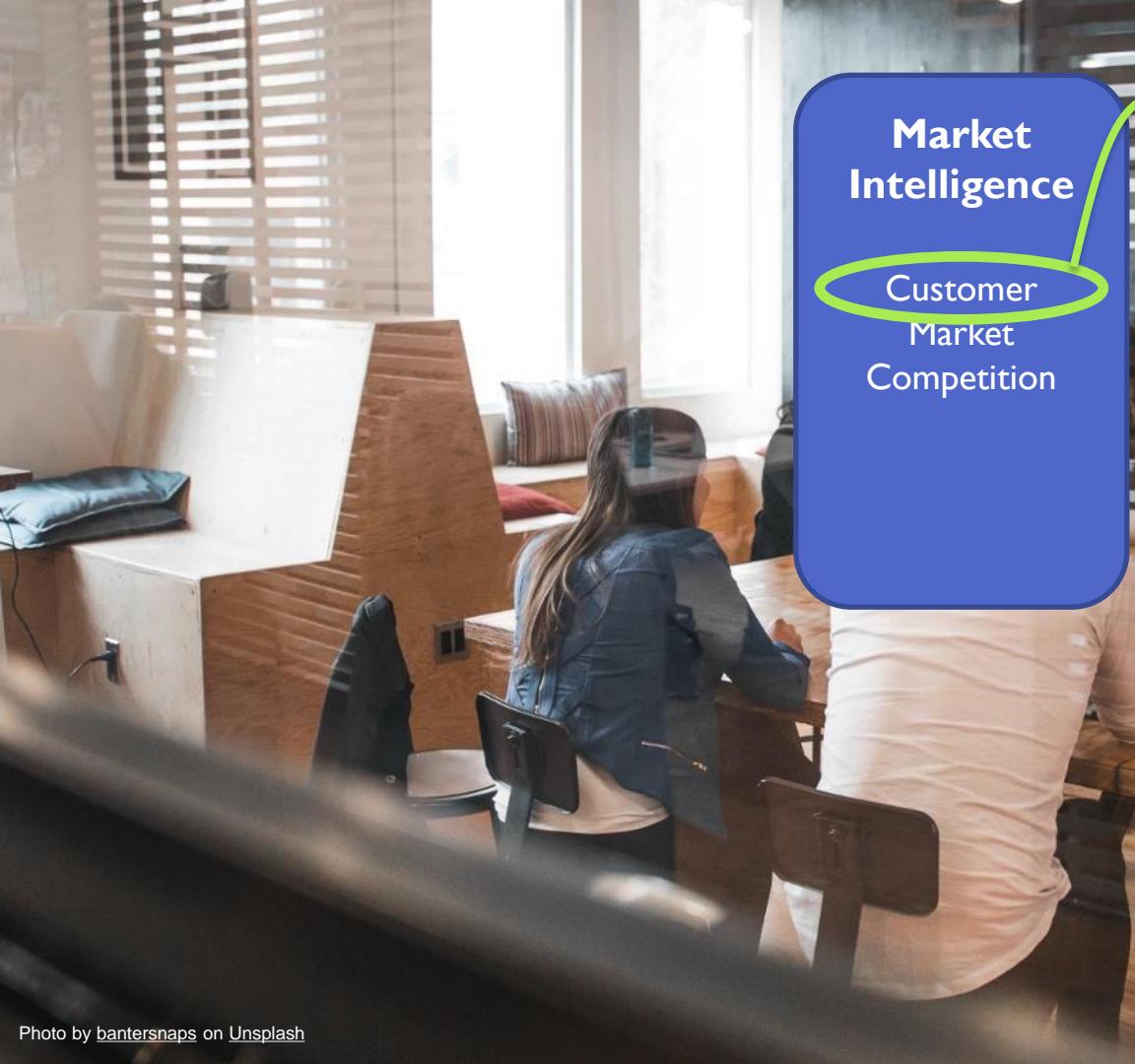
9. The Strunch

Steelcase used their customer research to develop the Gesture chair

Built for all the new positions of office work



David Pogue, "Chair pitched as answer to new ways we sit on the job," *New York Times*



- ✓ Customers and their needs
- ✓ Why should we care?
- ✓ Customer interviews
- ✓ Capturing and analyzing customer needs
  - ✓ Personas
  - ✓ Kano model
- ✓ Company examples and practice activities



We can significantly up our game by spending time to truly understand our customers

# Product management

## 101

*Market analysis*



Photo by [note thanun](#) on [Unsplash](#)



## Market Intelligence

Customer  
Market  
Competition

- Importance of market analysis and segmentation

- Identifying market segments

- Profiling segments
  - Describing
  - Sizing

## **Market segmentation**

- Process of dividing a broad market into groups of customers with similar needs (*needs-based segmentation*)

## **Why do it?**

- Evaluate, compare and select market segments to enter
- Target specific customers
  - design products to specifically meet their needs
  - focus our marketing & sales efforts

## *Needs-based segmentation*

1

### **Identify the segments**

- Cluster customers into groups with very similar needs
- Use market research, customer data, and deep market understanding

2

### **Profile the segments**

- Describe
- Size

We'll start  
here

## *Needs-based segmentation*

1

### **Identify the segments**

- Cluster customers into groups with very similar needs
- Use market research, customer data, and deep market understanding

2

### **Profile the segments**

- Describe
- Size



The Ancestry homepage features a woman smiling on the left and a man with a beard in a forest on the right. A green callout bubble in the top right corner says "Ancestral heritage". The central text reads "DISCOVER MORE ABOUT WHO YOU ARE AND WHERE YOU'RE FROM". Two buttons are shown: "Explore AncestryDNA" with a DNA helix icon and "Get started" with a magnifying glass icon.



The 23andMe homepage features a collage of diverse people engaged in various activities like running, exercising, and relaxing. A large orange callout bubble in the bottom right corner says "Health". The central text on the page reads "Health happens now.™ Take action to stay healthy. Get 150+ personalized genetic reports." A pink button at the bottom says "Shop now".

## *Needs-based segmentation*

1

### **Identify the segments**

- Cluster customers into groups with very similar needs
- Use market research, customer data, key opinion leaders, and deep market understanding

2

### **Profile the segments**

- **Describe**
- Size

We're here

## *Describe our segments*

- Customer characteristics
- Needs, motivations, issues to solve
- How are they meeting their needs today?
- Location/geography
- Customer example
- Key trends

*Describe our segments*



	Photo	Photo	Photo
	Segment 1	Segment 2	Segment 3
<b>Segment description</b>			
<b>Customer characteristics</b>			
<b>Needs, motivations, issues to solve</b>			
<b>How are they meeting their needs today?</b>			
<b>Location/geography</b>			
<b>Customer example</b>			
<b>Key trends</b>			

## Describe our segments



DNA testing	Ancestral heritage	Health
<b>Segment description</b>	DNA testing to understand ancestral heritage & ethnicity	DNA testing to understand genetic risk factors for disease
<b>Customer characteristics</b>	Wealthy, urban, mixed family heritage, high interest in ancestors	Wealthy, urban, high health consciousness, family with history of disease
<b>Needs, motivations, issues to solve</b>	Want to know where their ancestors came from	Want to know their genetic risk for diseases
<b>How are they meeting their needs today?</b>	Family records, family stories, internet search	Health history of parents, grandparents, other relatives
<b>Location/geography</b>	Primarily US, Canada, Australia/NZ	Primarily US, Canada, Australia/NZ, western Europe
<b>Customer example</b>	Eric J, 49, New York City, thought he was Italian	Alix L, 29, Vancouver, BC, lactose-intolerance
<b>Key trends</b>	Increasing privacy concerns	Fast expansion of disease types

Personas are a one-person stand-in for a needs-based segment

**Juliet**

Compliance and safety manager at a major trucking company

*"There is nothing more important to us than the safety of our drivers, and the safety of all the other people on the roads around our trucks."*



**Job goals**

- Keep all the drivers in her company safe and get them home to their families. No collisions, no injuries to drivers or the public.
- Avoid company fines for compliance violations.
- Keep the company's Compliance, Safety, and Accountability (CSA) score healthy, to ensure access to government contracts.

**A day-in-the-life**

- Reviews driving incident videos, together with her staff. Looks at compliance dashboards of yesterday's driving logs. Seeks out drivers that are doing exceptionally well and notes any drivers with minor (or major) compliance violations.
- For drivers with excellent records, Juliet and her staff contact the driver with compliments, and monthly rewards.
- For videos showing unsafe driving, or driving logs showing a pattern of compliance violations, Juliet and her staff contact the driver, share the videos or noncompliant driving logs, and coach the driver for safer behavior.

**Role in the purchase process**

For video safety, electronic logging devices, and compliance monitoring

- Juliet leads the evaluation team for solutions and makes recommendations to the company's executive team

**Engagement triggers**

What prompts Juliet to research and consider new safety and compliance solutions?

- Purchase of new trucks, with the opportunity to add existing solutions or switch vendors
- Change in regulations, prompting a re-evaluation of current safety and compliance solutions

© Todd Birzer

## Needs-based segmentation

1

### Identify the segments

- Cluster customers into groups with very similar needs
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2

### Profile the segments

- **Describe**
- **Size**

**Two ways to describe  
a needs-based  
segment**

Profiling market segments			
		Example	
		Ancestral heritage	Health
Segment description	Your segment 1	Your segment 2	
Customer characteristics		DNA testing to understand ancestral heritage & ethnicity Wealthy, urban, mixed family heritage, high interest in ancestors	DNA testing to understand genetic risk factors for disease Wealthy, urban, high health consciousness, family with history of disease
Needs, motivations, issues to solve		Want to know where their ancestors came from	Want to know their genetic risk for diseases
How are they meeting their needs today?		Family records, family stories, internet search	Health history of parents, grandparents, other relatives
Location, geography		Primarily US, Canada, Australia/NZ	Primarily US, Canada, Australia/NZ, western Europe
Customer example		Eric J. 49, New York City, thought he was Italian	Alix L. 29, Vancouver, BC, lactose-intolerance
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© Todd Birzer

**Juliet**

Compliance and safety manager at a major trucking company

"There is nothing more important to us than the safety of our drivers, and the safety of all the other people on the roads around our trucks."

**A good day**

No safety violations and low compliance violations. A day without surprises.

**A bad day**

A collision in Houston. A lot of drivers in British Columbia who are cheating on their jobs. Their CSA score takes a hit. Company gets fined.

**What people like to research and consider new safety and compliance measures**

- Juliet looks for solutions from the solutions and makes recommendations to the company's executive team.
- Evaluate current practices, with the opportunity to add existing solutions or switch providers.
- Change regulations, preparing re-evaluation of existing policies.

**Engagement triggers**

What people like to research and consider new safety and compliance measures

- Juliet looks for solutions from the solutions and makes recommendations to the company's executive team.
- Evaluate current practices, with the opportunity to add existing solutions or switch providers.
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© Todd Birzer

## *Needs-based segmentation*

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### **Identify the segments**

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### **Profile the segments**

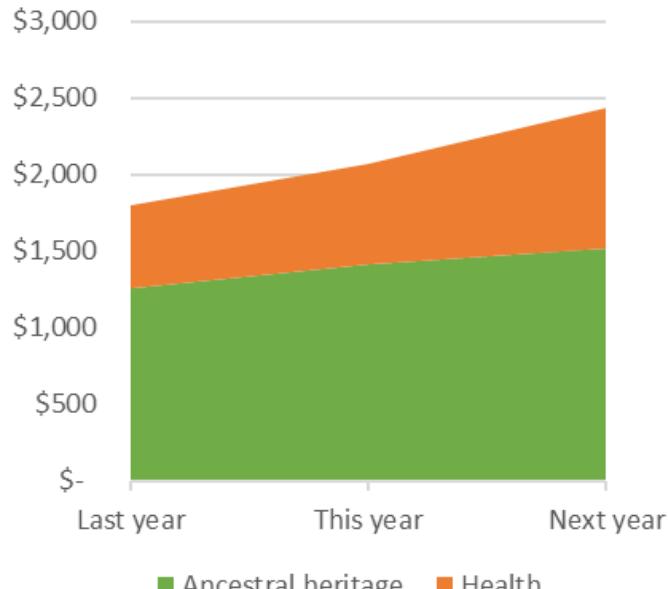
- Describe
- Size

We're here

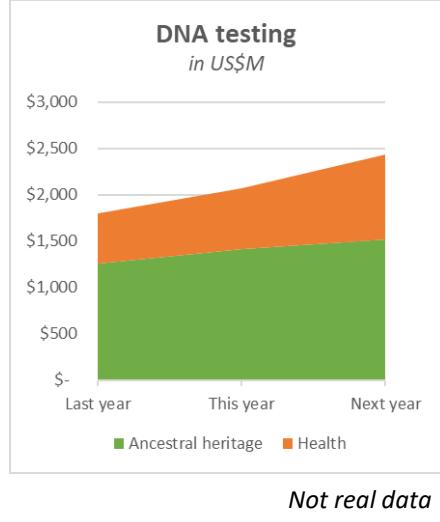
<i>DNA testing</i>	Ancestral heritage	Health
<b>Market size</b>	\$1412M	\$656M
<b>Annual growth</b>	12%	21%

*Not real data*

## DNA testing *in US\$M*



*Not real data*



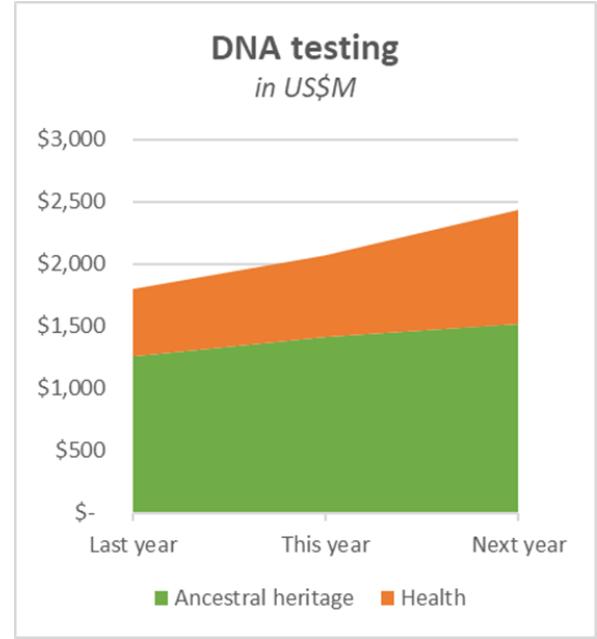
*Sure...but how??*

- Published market sizing reports, or...
- We estimate based on:
  - Our own sales
  - Our estimated market share
  - Feedback from channel partners, etc.
- Share, get feedback, refine over time

*Rough market sizing is far better than no market sizing!*



DNA testing	Ancestral heritage	Health
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✓ Importance of market analysis and segmentation

✓ Identifying market segments

✓ Profiling segments

✓ Describing

✓ Sizing

# Product management 101

*Competition*





## Market Intelligence

Customer  
Market  
**Competition**

- Why analyze competitors
- What to analyze
  - 4 questions
- Disruptive technology

We want to develop *long-term competitive advantages* for our products

- Very concrete: we need to be better than all competing alternatives at meeting our customers' needs

To develop this competitive distance – we need to *monitor* and *analyze* our competitors

## *Why analyze competitors?*

- Spot threats and opportunities early
- Craft counter-attack strategies
- Learn from competitors
  - Successes and failures
- Hone our pricing
- Create hard-to-copy advantages

*Types of competition...*

**Direct competition:** the companies we meet in the market every day

**Disruptive technology:** customers meet their needs in a fundamentally different way

*Types of competition...*

**Direct competition:** the companies we meet in the market every day

**Disruptive technology:** customers meet their needs in a fundamentally different way

Let's start here

*For 2-3 direct competitors, we want to know:*

1

How **important** is this competitor (now and in the future?)

- Revenue, market share, and trends

2

How does this competitor **approach the market** today and in the future?

- Target market, strengths, weaknesses, go-to-market approach, pricing, strategic direction

3

How do their **products** stack up?

- Product comparison (benefits & features)

4

How are we **differentiated** from this competitor?

- Positioning

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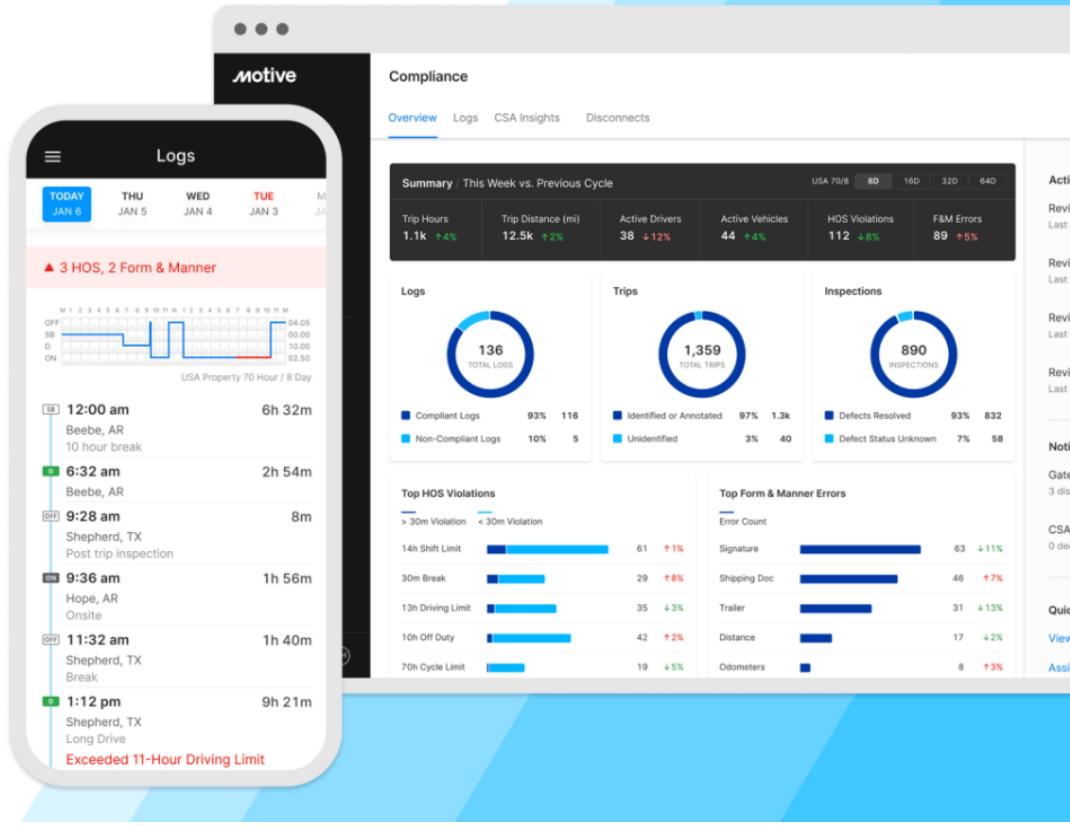
Products | Compliance

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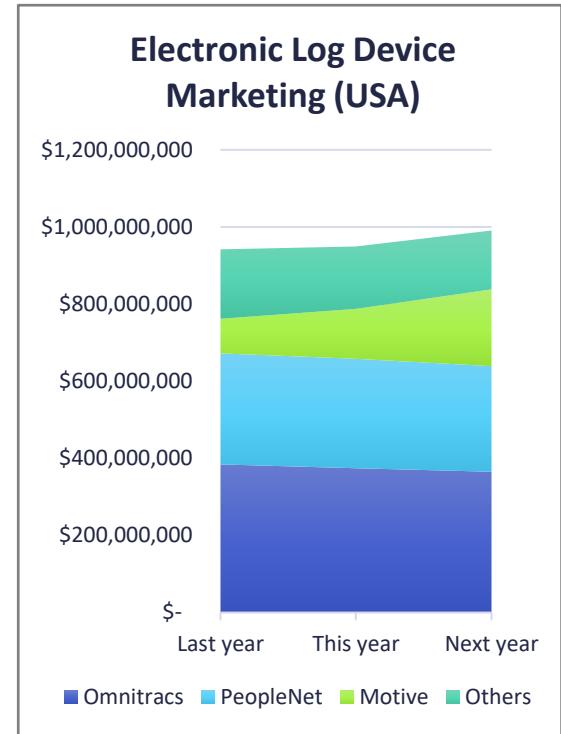


1

## How *important* is this competitor (now and in the future?)

- Revenue, market share, and trends

*A stacked area chart works well to show this*



1

## How *important* is this competitor (now and in the future?)

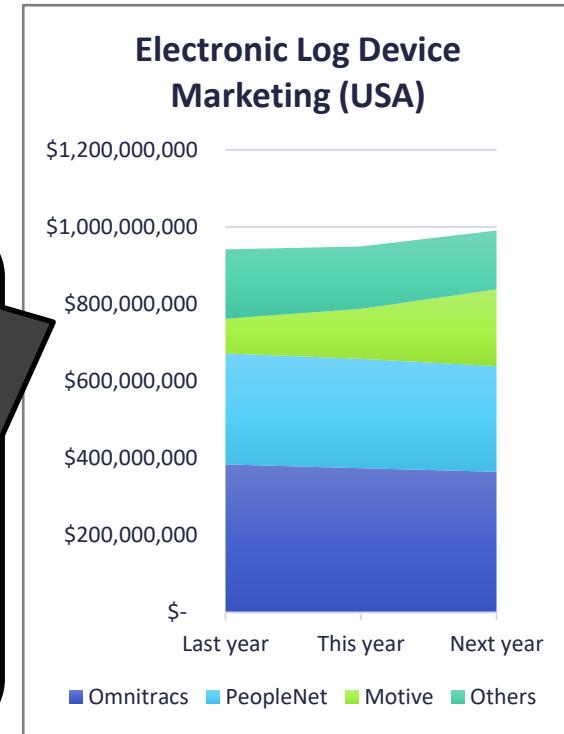
- Revenue, market share, and trends

*A stacked area chart works well to show this*

**Estimates** are far better than no data

Use our own  
**sales data** as a starting point

**Refine** over time



For 2-3 direct competitors, we want to know:

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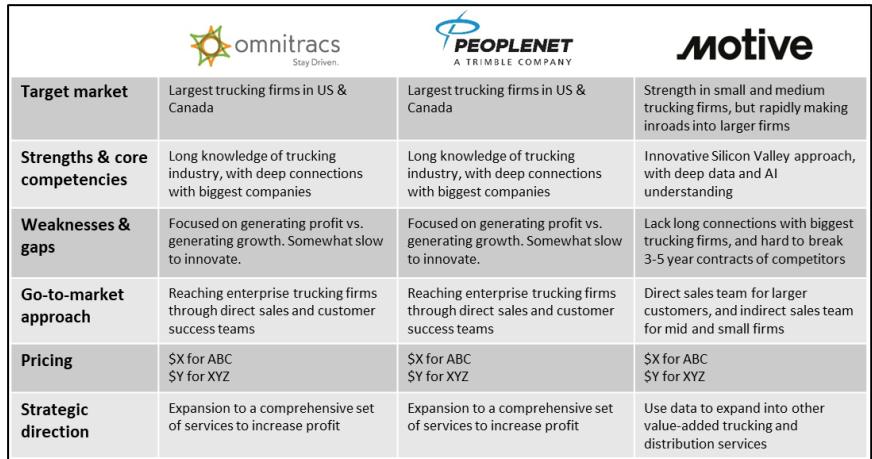
- Positioning

2

## How does this competitor *approach the market* today and in the future?

- Target market, strengths, weaknesses, go-to-market approach, pricing, strategic direction

*A comparison table works well for this information*



	Omnitracs Stay Driven.	PEOPLENET A TRIMBLE COMPANY	Motive
Target market	Largest trucking firms in US & Canada	Largest trucking firms in US & Canada	Strength in small and medium trucking firms, but rapidly making inroads into larger firms
Strengths & core competencies	Long knowledge of trucking industry, with deep connections with biggest companies	Long knowledge of trucking industry, with deep connections with biggest companies	Innovative Silicon Valley approach, with deep data and AI understanding
Weaknesses & gaps	Focused on generating profit vs. generating growth. Somewhat slow to innovate.	Focused on generating profit vs. generating growth. Somewhat slow to innovate.	Lack long connections with biggest trucking firms, and hard to break 3-5 year contracts of competitors
Go-to-market approach	Reaching enterprise trucking firms through direct sales and customer success teams	Reaching enterprise trucking firms through direct sales and customer success teams	Direct sales team for larger customers, and indirect sales team for mid and small firms
Pricing	\$X for ABC \$Y for XYZ	\$X for ABC \$Y for XYZ	\$X for ABC \$Y for XYZ
Strategic direction	Expansion to a comprehensive set of services to increase profit	Expansion to a comprehensive set of services to increase profit	Use data to expand into other value-added trucking and distribution services

*Not real data*

## How does this competitor *approach the market* today and in the future?

- Target market, strengths, weaknesses, go-to-market approach, pricing, strategic direction

	 Omnitrac Trucking Solutions	 PEOPLENET INTERSTATE CONTRACTING	 motive
Target market	Largest trucking firms in US & Canada	Largest trucking firms in US & Canada	Strength in small and medium trucking firms, but rapidly making inroads into larger firms
Strengths & core competencies	Long knowledge of trucking industry, with deep connections with biggest companies	Long knowledge of trucking industry, with deep connections with biggest companies	Innovative Silicon Valley approach, machine learning and AI understanding
Weaknesses & gaps	Focused on generating profit vs. generating growth. Somewhat slow to innovate.	Focused on generating profit vs. generating growth. Somewhat slow to innovate.	Lack long connections with biggest trucking firms, and hard to break 3-5 year contracts of competitors
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Strategic direction	Expansion to a comprehensive set of services to increase profit	Expansion to a comprehensive set of services to increase profit	Use data to expand into other value-added trucking and distribution services

Not real data

Seek a **wide variety of sources** for this data

**Internal experts:** Sales teams, ex-employees of competitors, execs

**External sources:** Websites, social media postings, job postings, press releases, Crunchbase (funding), Glassdoor reviews, tradeshows, YouTube interviews of CEOs

*For 2-3 direct competitors, we want to know:*

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3

How do their **products** stack up?

- Product comparison (benefits & features)

4

How are we **differentiated** from this competitor?

- Positioning

3

## How do their *products* stack up?

- Product comparison (benefits & features)

*A product comparison matrix is helpful here*

Features	Hours of service alerts	+++	++	+++
Broad range of truck connectivity	+++	+++	++	
Compliance monitoring & reporting	+++	-		++
IFTA tax calculations	+++	+++		+
Real-time safety alerts	++	++	+++	
Fuel consumption reports	++	+++		+

*Not real data*



3

## How do their *products* stack up?

- Product comparison (benefits & features)

	 Omnitracs Solutions	 PEOPLENET A TRAVEL COMPANY	 MOTIVE	
Features	Hours of service alerts	+++	++	+++
Broad range of truck connectivity	+++	+++	++	
Compliance monitoring & reporting	+++	-	++	
IFTA tax calculations	+++	+++	+	
Real-time safety alerts	++	++	+++	
Fuel consumption reports	++	+++	+	

*Not real data*

**Keep the list short** and focus on the important features & benefits

Do a **competitive product teardown** with your product designers and engineers

Be **honest** with your scores

**Talk to your sales team** and get their perspective

*For 2-3 direct competitors, we want to know:*

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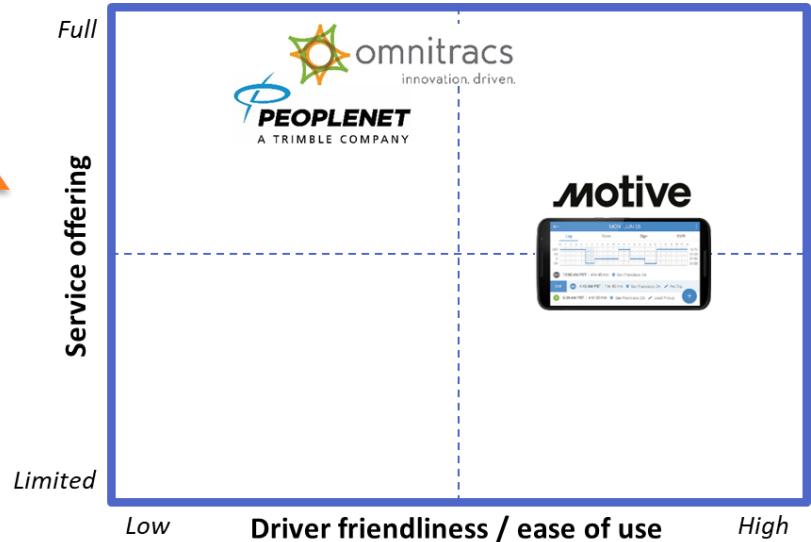
- Positioning

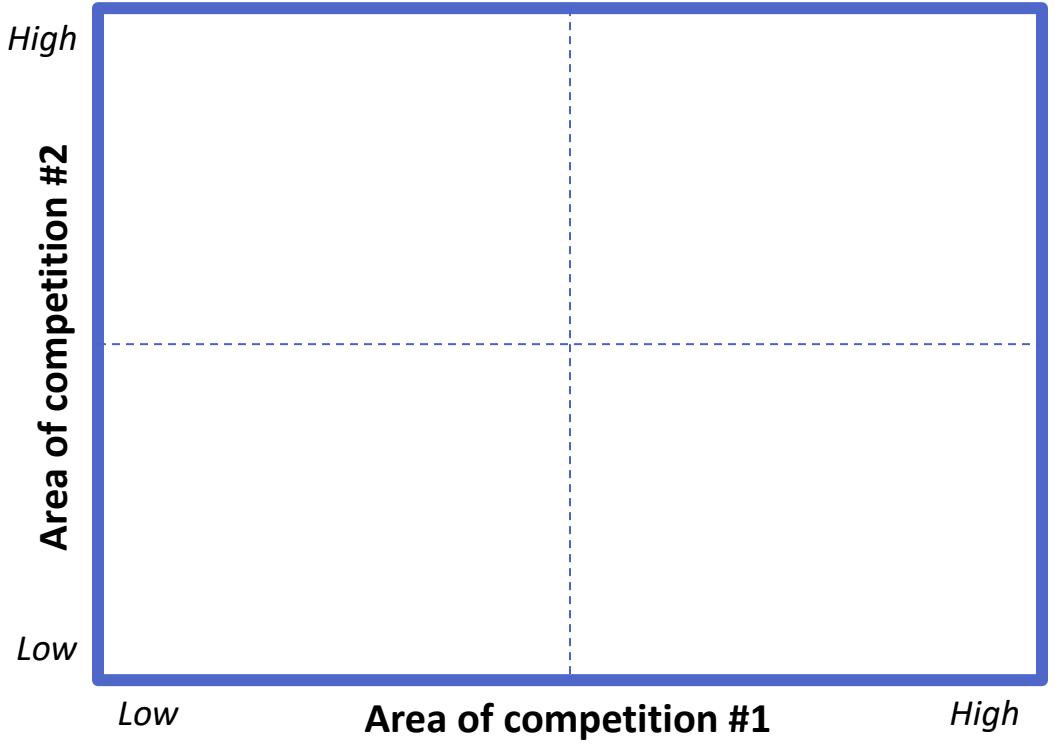
4

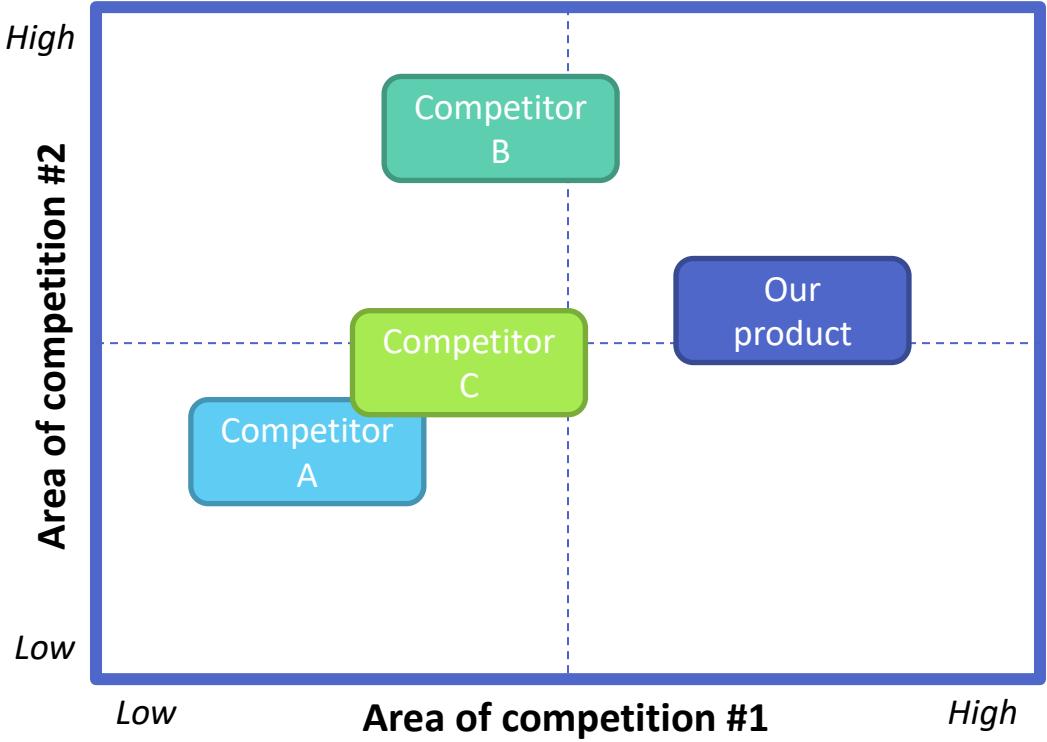
How are we **differentiated** from this competitor?

- Competitive positioning

*A competitive positioning matrix can add insight*







*Full*

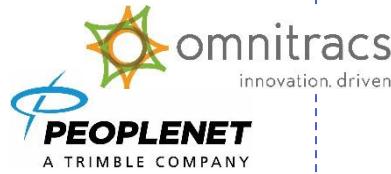
Service offering

*Limited*

*Low*

**Driver friendliness / ease of use**

*High*



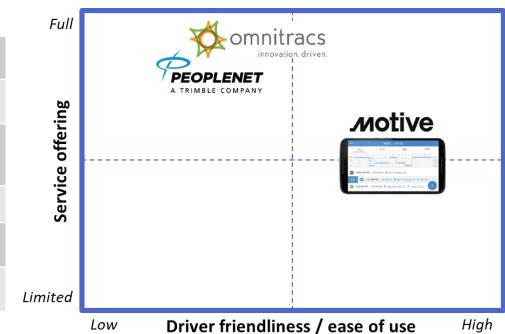
There is **power** in this analysis, guiding your...

- Product strategy, new product development, competitive positioning, pricing, choice of growth opportunities



Omnitracs		PEOPLENET A TRIMBLE COMPANY	Motive
Target market	Largest trucking firms in US & Canada	Largest trucking firms in US & Canada	Strength in small and medium trucking firms, but rapidly making inroads into larger firms
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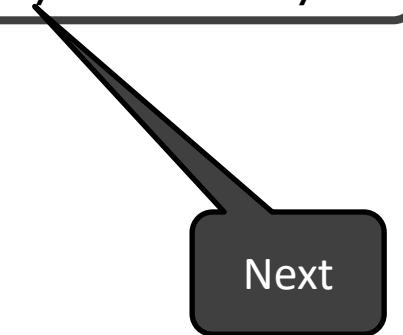
		 <b>Omnitracs</b> Big Picture.	 <b>PEOPLENET</b> A Central Control	 <b>Motive</b>
Features	Hours of service alerts	+++	++	+++
	Broad range of truck connectivity	+++	+++	++
	Compliance monitoring & reporting	+++	-	++
	IFTA tax calculations	+++	+++	+
	Real-time safety alerts	++	++	+++
	Fuel consumption reports	++	+++	+



*Types of competition...*

**Direct competition:** the companies we meet in the market every day

**Disruptive technology:** customers meet their needs in a fundamentally different way



Next

Disruptive technologies often **emerge over time** (but they catch companies by surprise)

Long-established companies can **lose their market position**

Larger companies can *struggle to adapt* to disruptive technologies

- Buried by day-to-day client demands
- Blinded by high profits

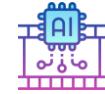
*Start-ups* don't have this baggage, and can move quickly into new technologies and markets



Kodak ([kodak.com](http://kodak.com))



Motive ([gomotive.com](http://gomotive.com))



Guru ([getguru.com](http://getguru.com))



## 1970s/1980s

90% share photographic film (US)

85% camera share (US)

145,000 employees (1986)

First digital image (1975)

## Today

Chapter 11 bankruptcy

4,200 employees (2024)



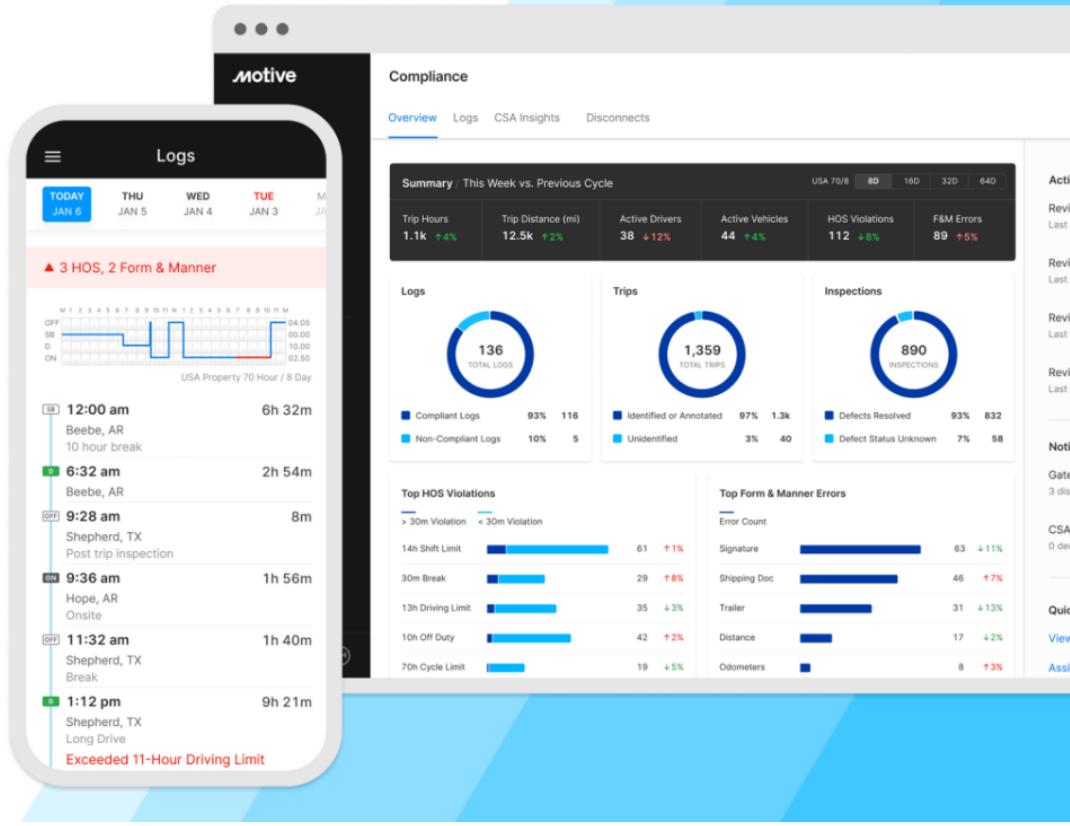
Products | Compliance

# ELD compliance, IFTA reporting, and CSA insights. All in one place.

Optimize drive time, minimize violations, and improve CSA scores with automated compliance management.

[Get started](#)[Get a tour](#)

See how it works (1:22)





Our trucks (and cars)  
are becoming  
autonomous

# motive

If we don't have truck drivers, we don't need to track truck drivers' "hours of service"





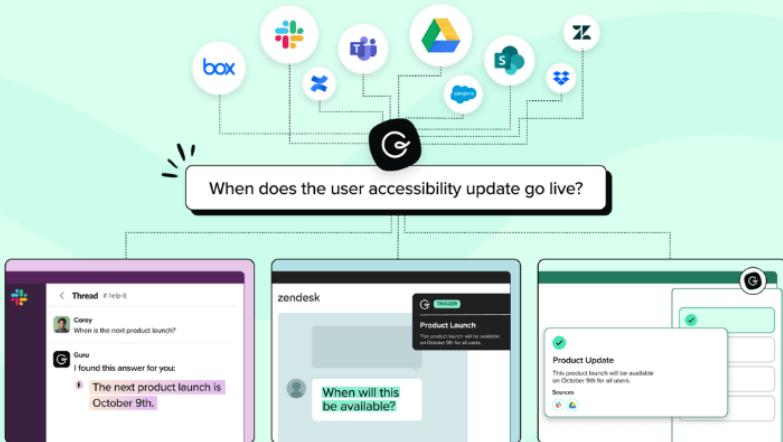
# motive

Attitude of seeing disruptive technology as a new opportunity

Rapid expansion to new areas: Vehicle tracking, maintenance, spend management, fleet operations, logistics...

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Watch a demo



### Enterprise AI Search

Enterprise AI search—instant answers from your existing sources

Learn more >

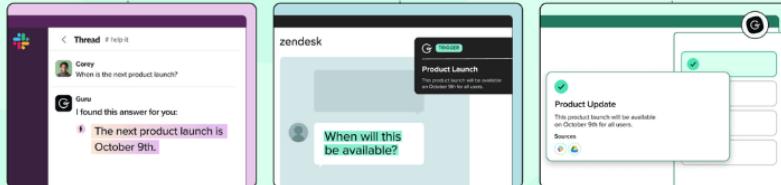
*In the face of **disruptive technology**...*

- Avoid it
- Wait and see
- See as a threat
- See as an opportunity**

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As **product managers...**

Be open and transparent about disruptive technologies

*Recognize the threat  
Recognize the opportunity*

## Market Intelligence

Customer  
Market  
Competition

- ✓ Why analyze competitors
- ✓ What to analyze
  - ✓ 4 questions
- ✓ Disruptive technology



A full understanding of our customers, markets, and competition guides all our work as a product manager

- Gives us *credibility*
- Gives us *impact*

Start with *customers*

- Our highest priority