BITS Pilani

Software product management

Product development in the enterprise

Nandagopal Govindan

Contents

How is product management different for the enterprise?

- Products are usually specialized focused on an industry
  - Example: SAP, Shopify, AutoDesk, Navitaire (airline reservation)
- User vs buyer:
  - Buyers are interested in solving a business problem and user is interested in specific functionality and ease of use.
  - Example of a business problem: "We are facing intense downward pricing pressure from a smaller competitor who is trying to steal market share, and we're are looking for new ways to engage with our own customers to stem attrition."
- Testing: A/B testing is not usually used due to the impact on enterprise customers
- Development model: More waterfall than Agile. Ex. PayMe
- Release cycles are longer.
  - Paypal has 2 month release cycles

Innovators dilemma

(Book by Clayton Christensen)

- Large organization are worried about impact on current business. Kodak did not accept the digital camera innovation,

- Disruptive innovation is ignored by enterprises:
  - Enterprise focus is on steady revenue month on month.
  - But startup innovators have no such expectations.
  - Initially the disruptive innovation is small and unpolished, the customers using it are small in number.
  - But it grows gradually and by the time it is noticed by the enterprise, the innovator is far ahead to catchup

  - Example:
  - IBM was late to enter Cloud services
  - SalesForce offered an innovative CRM on the cloud and the large companies kept ignoring the opportunity

Alex Pressland
- BBC

Case study: Developing product in Enterprise

PayMe

How enterprises can innovate?

3-Box solution by Vijay Govindarajan ex-Prof at Harvard

(https://www.youtube.com/watch?v=wgD2VzFqCaE)

Apple's product development process

Apple's proces

Google: A day in the life of a Product Manager

Google - Day
of a PM

Innovation value chain

A process to innovate in the enterprise

Innovation value chain

Appendix