

Birla Institute of Technology & Science, Pilani
Work-Integrated Learning Programmes Division
First Semester 2022-2023
Comprehensive Examination (EC-3 Make-up)

Course No. : SE ZG685
Course Title : SOFTWARE PRODUCT MANAGEMENT
Nature of Exam : Open Book
Weightage : 40%
Duration : 2 Hours
Date of Exam : Saturday, 26/11/2022 (FN)

No. of Pages	= 3
No. of Questions	= 8

Note:

1. Please follow all the *Instructions to Candidates* given on the cover page of the answer book.
2. All parts of a question should be answered consecutively. Each answer should start from a fresh page.
3. Assumptions made if any, should be stated clearly at the beginning of your answer.

Q.1Set.(A) Design 4 Customer interview Questions to assess the value of the product described in the case study “FastTag”. [4]

Ans:

How is compare to other product

Chatgpt ans

How has the FastTag product improved your experience with toll payments? Can you provide specific examples of how it has made the process more convenient or efficient for you?

This question helps to gauge the overall impact of FastTag on the customer's experience with toll payments. It encourages the customer to provide specific instances where the product has brought value by streamlining the payment process.

Prior to using FastTag, what challenges or frustrations did you encounter with traditional toll payment methods? How has FastTag addressed or resolved these challenges for you?

This question aims to uncover the pain points and difficulties customers faced before adopting FastTag. It allows them to compare their previous experiences with the benefits and solutions provided by FastTag, highlighting the value the product brings in addressing those challenges.

Have you noticed any cost savings or time savings since using FastTag? Can you estimate the impact it has had on your expenses or travel time?

This question explores the financial and time-related benefits customers have experienced with FastTag. It helps assess the value in terms of tangible outcomes, such as reduced costs or saved time, which are essential factors for customers in evaluating a product's worth.

How does FastTag compare to other toll payment options you have used or considered? What unique features or advantages does FastTag offer in comparison?

This question seeks to understand how FastTag differentiates itself from other competing solutions in the market. By comparing FastTag to alternative options, customers can express their

perceptions of the product's unique features, advantages, or value propositions that set it apart from the competition.

Q.1Set.(B) Design 4 Customer interview Questions to assess the value of the software product described in the case study “DBS home loan”. [4]

Q.1Set.(C) Design 4 Customer interview Questions to assess the value of the software product described in the case study “Acko car insurance”. [4]

Q.2Set.(A) Analyze product market fit of “Toothsi dental aligner app”. Create the lean canvas board. [4 + 4 = 8]

Ans:

Markte fit of Toothsi dental aligner app

- Target customer – (Market)
- Under serve needs – (Market)
- Value proposition – (Product)
- Feature set – (Product)
- UX– (Product)

Product-Market Fit Pyramid Template



Similar like this

Lean Canvas

Designed for:
Chouk Connect

Designed by:
Amit, Anand

Date:
27/02/2023

Version:
1.0

Problem Daily wedge worker and employer not able to connect properly which leads to demand supply issue	Solution Chouk connect app enables both parties to express their requirement and get most suitable outcome	Unique Value Proposition Both parties can connect and see their nearest available solution, we target very ground level worker market	Unfair Advantage Providing service to very ground level to labour to household owners	Customer Segments Daily wedger and household or employer can be anyone even workers can be individuals or company
Existing Alternatives Few apps are present in market but they target professional services like medical, engineer like urban clap	Key Metrics UI friendly and even suitable for lowest mobile knowledge individuals, user can see the available worker and filtered through skills	High-Level Concept	Channels Mobile application with simple UI	Early Adopters Daily wedgers Normal Household owners or any one who looks for worker
Cost Structure Application development cost IT operations cost Staff operation Process management cost Marketing Legal			Revenue Structure Margin Commission charges on services	

☐

-
- Q.2Set.(B) Analyze product market fit of “Redbus bus booking app”. Create the lean canvas board. [4 + 4 = 8]
- Q.2Set.(C) Analyze product market fit of “RazorPay payment gateway app”. Create the lean canvas board. [4 + 4 = 8]
-

Q.3Set(A) Discuss Positioning and Messaging for Twilio product. [4]

Ans:

Positioning: Twilio's positioning should emphasize its key differentiators and unique selling points (USPs). Here are some potential positioning statements for Twilio:

- Twilio is the cloud communication platform that enables developers and businesses to quickly and easily build and scale real-time communication applications across multiple channels.
- Twilio provides powerful APIs and flexible SDKs that enable businesses to integrate messaging, voice, and video communication capabilities into their applications with ease.
- Twilio empowers businesses of all sizes to create meaningful customer experiences by enabling real-time communication on any channel, at any scale.

Messaging: To support its positioning, Twilio's messaging should focus on the benefits and outcomes that customers can achieve by using the platform. Here are some potential messaging themes for Twilio:

- Empowering businesses to create engaging customer experiences through real-time communication
- Enabling developers to build and scale communication applications quickly and easily
- Providing a reliable, secure, and flexible communication platform that can integrate with any application
- Offering a comprehensive suite of communication APIs and tools to meet the needs of businesses across industries

Q.3Set(B) Discuss Positioning and Messaging for Tally product. [4]

Q.3Set(C) Discuss Positioning and Messaging for AirBnB product. [4]

Q.4 Set. (A) “Prove your product first, scale / optimize later” is a best practice for startups. How was this done in case of ID Fresh foods? [4]

Ans:

1. Quality focus: ID Fresh Foods prioritized the quality of their products from the very beginning. They ensured that their food items were made with fresh ingredients, hygienically processed, and free from preservatives. This commitment to quality helped them gain customer trust and loyalty.
2. Localized operations: Instead of trying to reach a wide audience from the start, ID Fresh Foods initially focused on serving the local market. They started with a single city (Bengaluru) and expanded gradually to other cities, ensuring that they were able to maintain product quality, customer satisfaction, and operational efficiency.
3. Word-of-mouth marketing: ID Fresh Foods relied heavily on word-of-mouth marketing to generate awareness and build a customer base. By consistently delivering high-quality products, they earned positive reviews and

recommendations from customers, which helped them gain traction and establish a strong reputation.

4. Continuous improvement: While scaling their operations, ID Fresh Foods continued to invest in research and development to improve their products and processes. They actively sought customer feedback, incorporated suggestions, and fine-tuned their recipes and production methods. This dedication to continuous improvement allowed them to maintain product quality while scaling their operations.
5. Scalability and optimization: Once ID Fresh Foods had established a strong foundation and proven their product in the market, they focused on scaling up and optimizing their operations. They implemented advanced technology, automated processes, and expanded their production facilities to meet growing demand without compromising on quality.

Q.4 Set. (B) “Prove your product first, scale / optimize later” is a best practice for startups. How was this done in case of Spotify? [4]

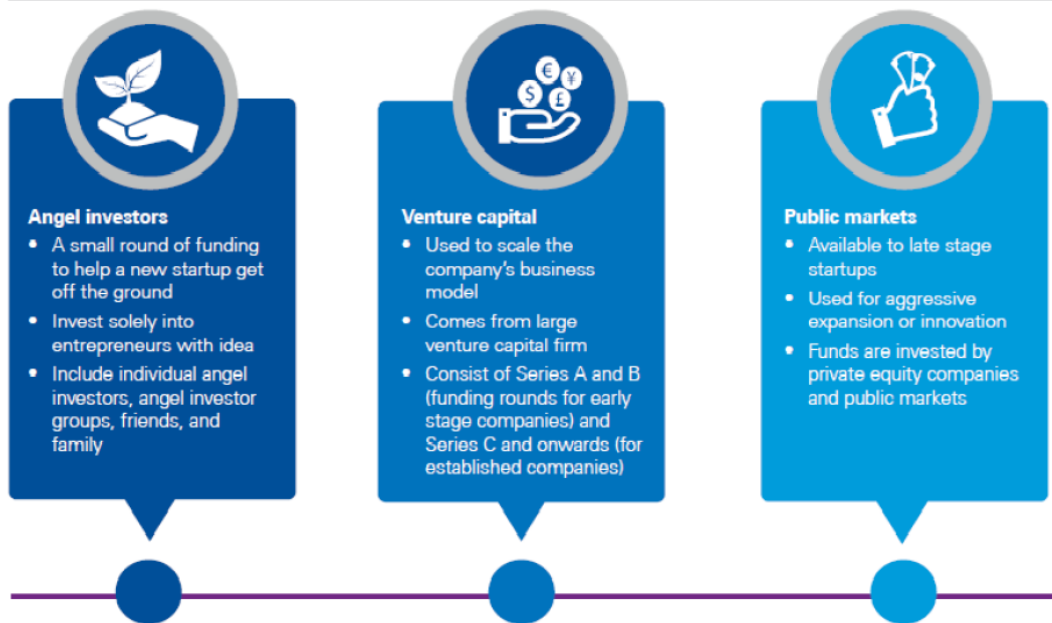
Ans:

Q.4 Set. (C) “Prove your product first, scale / optimize later” is a best practice for startups. How was this done in case of Netflix? [4]

Q.5 Set. (A) Which funding sources are suited for new startups. Justify [4]

Ans:

- Angel



Q.5 Set. (B) Which funding sources are suited for established and stable company. Justify [4]

Ans:

- Venture capital

Q.5 Set. (C) Which funding sources are suited for socially responsible company. Justify [4]

Ans:

- Crowd funding

Q.6 Set. (A) Which revenue model would you recommend for 'Google Drive' for corporates? Justify. [4]

Ans:

Subscription

Revenue streams



Type	Description / Example
Licenses	One-time upfront license fee + fee for upgrades and support
Subscriptions	Salesforce, Financial Times, Spotify
Usage based	AWS, AWS Lambda, MailChimp, Shutterstock.
Freemium	Free & Premium versions: Grammarly, Tinder, Zapier
Transaction fee	AirBnB, Uber, eBay, Payment Gateway
Advertising	Google Search, Angry Birds, Facebook, Twitter. Google
In-app purchase	VSCO, Meet Me
App store	Commission on app sold: SAP EcoHuub, Microsoft solution finder
IP licensing	Google leasing Chrome browser & Android OS for purpose built device

Q.6 Set. (B) Which revenue model would you recommend for 'Postman API testing' product? Justify. [4]

Ans:

subscription-based revenue

Q.6 Set. (C) Which revenue model would you recommend for 'Kissflow' for corporates? Justify. [4]

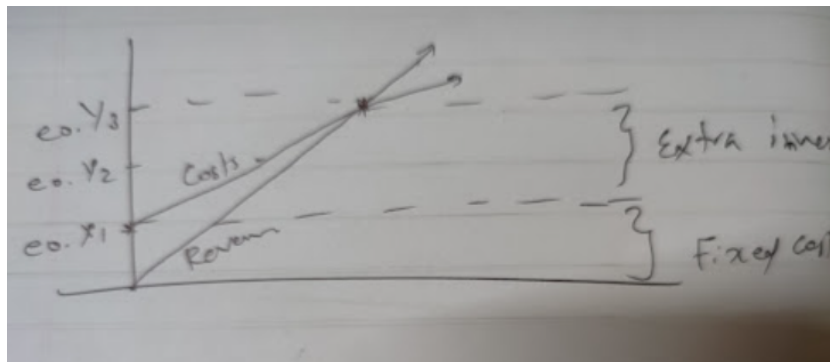
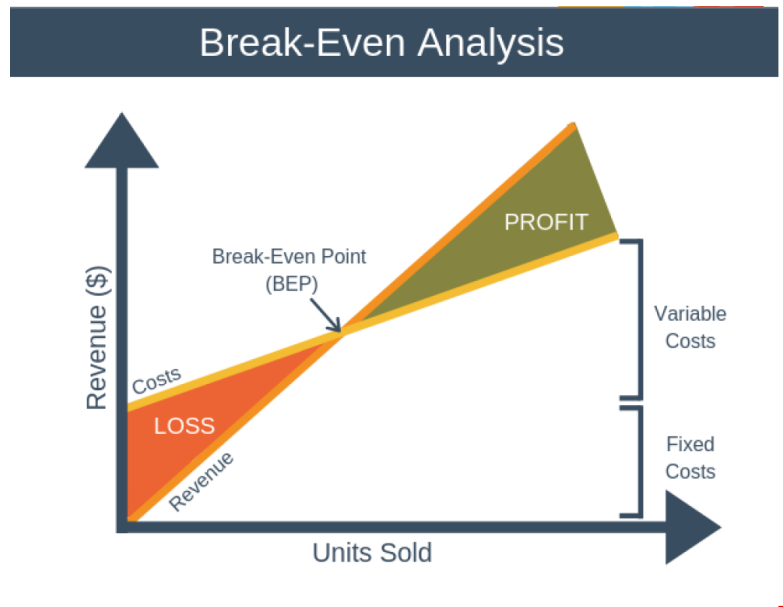
Q.7 Set. (A) 2 friends got together to launch as B2B product company. In the first year they assessed the product idea, built an MVP to validate the idea, put together a team to build the product.

In the second year they started selling the product to a few companies and in the third year they increased their sales to even more customers.

In the first year the company did not make any profit. In the second year they made a small profit and in the third year they made even more profit. At the end of the third year they reached the break-even point.

Based on the description given above, explain how the company claims to have made profit in year 2 while the break-even was reached only at end of year 3. [4]

Ans:



Q.7 Set. (B) 2 friends got together to launch as B2B product company. In the first year they assessed the product idea, built an MVP to validate the idea, put together a team to build the product.

In the second year they started selling the product to a few companies and in the third year they increased their sales to even more customers.

In the first year the company did not make any profit. In the second year they made a small profit and in the third year they made even more profit. At the end of the third year they reached the break-even point.

Based on the description given above, explain how the company claims to have made profit in year 2 while the break-even was reached only at end of year 3. [4]

Q.7 Set. (C) 2 friends got together to launch as B2B product company. In the first year they assessed the product idea, built an MVP to validate the idea, put together a team to build the product.

In the second year they started selling the product to a few companies and in the third year they increased their sales to even more customers.

In the first year the company did not make any profit. In the second year they made a small profit and in the third year they made even more profit. At the end of the third year they reached the break-even point.

Based on the description given above, explain how the company claims to have made profit in year 2 while the break-even was reached only at end of year 3. [4]

Q.8 Set. (A)

- Using the concept described in the book “Innovator’s Dilemma”, explain why large companies like SAP did not embrace cloud technology early, compared to startups such as Salesforce.com. [4]

Ans:

Example like Nokia, Kodak

- Using the “3-box solution” described by Prof. Vijay Govindarajan, explain how Adobe moved its product (s) from desktop to cloud. [4]

Ans:

The “3-box solution” framework, proposed by Prof. Vijay Govindarajan, involves managing three boxes simultaneously to drive innovation and transformation within an organization. Let’s apply this framework to understand how Adobe moved its products from the desktop to the cloud:

1. Box 1: Manage the Present In this box, Adobe focused on managing its existing desktop software products, such as Adobe Photoshop, Illustrator, and InDesign. These products were the foundation of Adobe’s success, with a large customer base and established market presence. Adobe continued to enhance and optimize these products to meet customer needs while generating revenue.

2. Box 2: Selectively Forget the Past In Box 2, Adobe recognized the need to selectively forget the past and shift its mindset towards the future of cloud-based software. They acknowledged that the future of technology and customer preferences were evolving towards cloud-based solutions. Adobe made a strategic decision to embrace this change and started developing a new cloud-based platform called Adobe Creative Cloud.

Adobe Creative Cloud introduced a subscription-based model that allowed users to access a suite of Adobe software and services through the cloud. By moving away from perpetual licenses and embracing a subscription model, Adobe aimed to provide greater flexibility, seamless updates, and enhanced collaboration capabilities to its customers.

3. Box 3: Create the Future In Box 3, Adobe focused on creating the future by actively building and refining its cloud-based offerings. They invested in developing new features, improving user experiences, and expanding the capabilities of Adobe Creative Cloud. This included features like cloud storage, collaborative workflows, real-time syncing, and mobile integration to cater to the changing needs of creative professionals.

Adobe also adopted a "mobile-first" approach, recognizing the growing importance of mobile devices in the creative process. They introduced mobile apps that seamlessly integrated with Adobe Creative Cloud, enabling users to access and work on their projects across multiple devices.

Over time, Adobe successfully transitioned its product offerings from traditional desktop software to a cloud-based subscription model. By managing the present, selectively forgetting the past, and creating the future, Adobe was able to transform its business and align with the changing market dynamics, providing a more connected and flexible experience for its customers.

The "3-box solution" framework helped Adobe balance its focus on existing revenue-generating products while strategically investing in new cloud-based offerings, allowing them to evolve and stay ahead in a rapidly changing industry.

Q.8 Set. (B)

- Using the concept described in the book "Innovator's Dilemma", explain why large companies like SAP did not embrace cloud technology early, compared to startups such as SalesForce.com. [4]
- Using the "3-box solution" described by Prof. Vijay Govindarajan, explain how Adobe moved its product (s) from desktop to cloud. [4]

Q.8 Set. (C)

- Using the concept described in the book “Innovator’s Dilemma”, explain why large companies like SAP did not embrace cloud technology early, compared to startups such as Salesforce.com. [4]
- Using the “3-box solution” described by Prof. Vijay Govindarajan, explain how Adobe moved its product (s) from desktop to cloud. [4]
