Implementation of Agile Product Management at Gillette
(Analysis and Recommendation)

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Synopsis of Agile Product Management Related Issue: From Document 1, it has been observed that Gillette wet razors are needed to be developed in a much shorter span of time to compete with the market and its competitors. Also, the Gillette razors must develop the features which exactly the users need. As per the conversation of David Ingram, they applied Scrum framework to develop their new razors quickly. He said that earlier Gillette used Waterfall process to develop its products. However, the efficiency of product development can further be improved by using different principles of Agile Product management. So, the problem statement is to find ways to apply Agile Product Management principles, framework, and methods to reduce the development cycle of wet razors and other products and include more features which users need to solve their problem. The solution can be applied to all other products of various brands of Procter & Gamble. This recommended approach will maximize the value delivered to its customers by the products.

Analysis of Data: In Document 1, Table. 1 summarizes the financial report of Gillette India Limited. It has been observed that although the net worth ang gross sales of the company increased, the profit before and after tax reduced by significant amount from year 2021 to year 2022. The shows that the company needs to implement strategies to improve their entire process to increase its profit. Lean Thinking can help eliminate waste from products which do not create any value, maximizing the profit. In addition, from the information and data mentioned in Document 1, it is observed that the trend in the industry is to innovate new products, apply recent technologies and digitalize the process. Exhibit 2 shows the growth strategy defined by Gillette India Limited. In the organization category, its focus is on Agile. Next, it wants to do constructive disruption. Design Thinking methods are suitable for disruptive innovation in business. Next it wants to increase productivity. Lean Thinking and Agile framework together can further increase productivity. Then it wants to become superior to win with customers. To understand what customers or users want, Design Thinking can be applied. Finally, it wants to improve its portfolio. Agile product management principles can help increase the product portfolio in a short span of time. Exhibit 5 in Document 1 shows

that there will be a tendency to use more green products by the users. This proves that the industry should develop strategies, methods, and frameworks to develop innovative products within a short period of time as the trend of the industry is changing fast to meet the fast-changing user requirements. As for example, users are more inclining towards green products. So, it might be needed to innovate and develop products quite frequently to meet the users' expectations. To experiment with new products, Agile product management is the best approach.

Recommendation: Several plausible alternatives to the Waterfall approach, which was used at Gillette, are discussed in this section along with their pros and cons. The Waterfall approach follows sequence of steps like other traditional product development processes. The steps, which the Waterfall process, follows are given below.

- Requirements and Analysis Phase: System architect and business analysts create the requirements for the product. Customers are also involved from the beginning.
- Design Phase: Customer requirements are considered, and UI designers provide graphical interface.
- Development Phase: The product is developed completely.
- Testing Phase: Product is validated and, if issues are identified, they are prioritized and pushed to the next development stage.
- Deployment Phase: The product is deployed, and customer feedback is received.
- Maintenance Phase: Product errors, bugs are fixed.

The drawbacks of this approach are over/under budgeting, little to no flexibility and little customer involvement. If a defect is observed at the end of the development or the requirement is changed, it is very costly and time-consuming to re-develop the product. This approach also increases the risk of successfully developing the product. To overcome this, modern product development processes and frameworks are developed. Their key features are described below.

- Lean: In Lean Thinking based approach, wasted efforts are eliminated and customer requirements are met.
- Agile Scrum: It is an iterative, adaptive, human centric and feedback-based framework to maximize the value of a product. It increases the probability of success of product development and reduces the risk.

- Design Thinking: It is a prototyping and customer centric development process of products.

The Waterfall process is suitable for B2B (Business-to-Business) as the portfolio of products is limited and the specifications are well defined in the beginning. B2B product development is strategy driven. On the other hand, Agile frameworks are suitable for B2C (Business-to-Consumer) as the product portfolio is large and requirements may need to be changed while the product is being developed. B2C product development is users' psychology and emotional attachment driven. Thus, the modern product development processes increase the probability of success and reduce risk. They are adaptive and feedback oriented. They develop MVPs (Minimum Viable Products) iteratively before developing the final product. MVPs are good at evaluating the product in the early phases and get feedback from its users. It plays a key role in Lean product development.

Lean Methods to Develop Wet Razors: Lean Thinking was proposed by Toyota Production System to improve manufacturing efficiency and product quality. Lean processes are Six Sigma, Kaizen, Kanban, etc. Six Sigma is a process improvement and controlling method. Kaizen helps determine if a process is needed or not. Kanban is all about visual monitoring of the workflow/process. The core values of Lean are creating value, delivering more with less, and delivering just enough just in time, empowering people and building trust, building a continuous improvement cycle and measuring everything. Lean promotes developing MVPs which guarantees the fast release of the products to the market, helps testing a market before the product is completely developed, and helps understanding the target market. There are Lean metrics defined. The Lean metrics are used to measure the quality continuously, detect and measure the amount of waste and identify new opportunities. Examples are Process Time, Waiting Time, lead time, Work-in-Progress, etc. Lean is a set of principles and best practices. Some of the best practices as per the Lean principle are to eliminate waste, to keep the floor clean, to maintain quality at source, to get all resources ready and to deliver just enough just in time. Thus, Lean principles can further help Gillette to develop its new razors within a short time span. However, initially it may be challenging for an organization to implement a Lean Thinking based approach.

Agile Frameworks to Develop Wet Razors: Scrum is an Agile framework widely used in various industries. It was originally designed for the software industry. It is a lightweight framework which solves complex problems iteratively. Scrum framework implements the

Agile principles. It helps develop products with regular increments and adjust the next product increments product as per the feedback. Empiricism and Lean thinking are the basis of Scrum framework. It controls the risk as well. The values of Scrum are commitment, courage, respect, focus and openness. Scrum framework defines the following events.

- The Sprint: For the given case, the length of the Sprint should be 7 days to develop the product quickly.
- Sprint Planning: Developers, based on empiricism, decide the Sprint Goal.
- Daily Scrum: Developers discuss and adapt the plan to reach Sprint Goal.
- Sprint Review: Stakeholders and Scrum team review the increments and decide what to do next.
- Sprint Retrospective: Scrum team discusses what went well and what did not.

A Scrum framework has the following artifacts.

- Product Backlog: The Product Backlogs are defined from User Stories. These are the to-do tasks to be done to develop the product incrementally. They are prioritized using different approaches like RICE framework, Desirability-Feasibility-Viability, and RoI scorecard, etc. Product Goal is to maximize the value of the product.
- Sprint Backlog: It has Sprint Goal, and a set of Product Backlogs selected for the Sprint using empiricism, Velocity Chart, etc.
- Increment: The product increments are the deliverables of the product. A useful increment happens in a product when Definition-of-Done is met. Definition-of-Done can be a checklist, metrics, etc.

The fundamental unit of Scrum framework is Scrum team. A Scrum team is formed with members less than or equal to 10. A Scrum team has the following roles.

- Product Owner: Product Owner is accountable for developing and communicating the goal, ordering Product Backlogs, and communicating them.
- Developers: They are responsible for developing the Sprint Backlog and useful increments at the end of the Sprints. They adapt their plan to reach Sprint Goal which cannot be changed during the Sprint.
- Scrum Master: Scrum Master is accountable for the Scrum team’s effectiveness, ensuring all Scrum events take place within the timebox and impediments are removed.

Thus, Scrum framework helps reduce the waste from the products. It just creates as much as needed in every Sprint, ensuring the product increments are released in time. Also, it adjusts its next Product Backlogs based on feedback, ensuring that the product delivers its maximum value to its users. Hence, Scrum framework can help Gillette to develop its new razors within a short time span, deliver what users exactly want and continuously improve the product based on the feedback. However, Scrum framework is limited to a small team with members less than or equal to ten. For larger teams, a scaled version called Nexus Scrum is defined, which is a complicated framework compared to Scrum.

Design Thinking to Develop Wet Razors: Another approach to develop wet razors is Design Thinking. Its core principles are user empathy, collaboration, innovative idea generation, prototyping, and feedback. The key stages of Design Thinking are empathize (engage users regularly to understand their problem and pain areas), define (observations and analysis of data are synthesized to define core problems), ideate (generate ideas by brainstorming, etc.), prototype (create a low-cost, basic version of the product) and testing (get user feedback to improve product). Gillette can apply Design Thinking to the development of wet razors as follows.

- Conduct user research or develop user personas: Gillette should engage its target users regularly and collect data by one-one interviews, facilitated workshops, user observations, surveys, and group discussions. With this 50% job of product development is done.
- Discover problem points: In this stage, Gillette should synthesize the observations and analysis data (collected from its users, employees, and stakeholders, etc.) to core problems in a human-centric way. In this phase, both core problems and solutions are defined. The objective is to create a solution for the users which is better than its competitors. Once the ideas are collected, they are prioritized.
- Design prototypes and test: In this phase, a prototype is developed. This is a low-fidelity or a basic prototype. The prototype is then subjected to testing. In this phase, the users give their valuable feedback. Based on that, a prototype can continue to iterate and improve. Thus, in this phase, Gillette can evaluate and investigate its product before it is finalized.
- Develop the product: This is the final stage of product development. In this phase, a Minimum Viable Product is developed and delivered to the customers. It is ensured to deliver a differentiated customer and product experience.

Thus, with Design Thinking, Gillette can solve the human-centric problems innovatively and increase the value of the product. However, Design Thinking approaches are costly and time-consuming.

Innovative Communication in Design Thinking: Gillette can use different visualization software to develop low fidelity prototype digitally. Different innovative communication techniques help interpret the data, users' pain areas, etc.

Prototyping in Design Thinking: Prototyping is not just a collection of artifacts. Prototypes are interactive and simulate the final product. It is needed to solve function problems in the product, prioritize potential features, get user feedback, reduce risk, etc. Prototypes can be of low-fidelity, mid-fidelity, high-fidelity and mixed-fidelity. Fidelity levels are gradually increased in Design Thinking. Different dimensions of fidelity are Visual (it tells how close the protype is to the actual product), Interaction (it presents the clickable elements to the user), Breadth (it shows the functionalities/features included in the prototype), Depth (it shows the details of the individual features of the protype), Content/Data Model (it shows the level of context of the protype for a user. The protypes should be developed with real content.).

Combined Method: In this approach, the best practices from Design Thinking, Lean Startup and Scrum framework can be combined. Design Thinking can help identify customer problems. On the other hand, Lean Startup and Agile framework can help find the solution.

The drawbacks of the plausible alternatives, which are discussed here, to the Waterfall process can be eliminated by using proper steps to implement the Agile product management. To implement Agile Product Management, Product Leadership is also needed apart from other roles. A Product Leader is responsible for successful product development and maintaining a competitive advantage in the technology-centric world. A Product Leader builds the team, develops process and practice for better teamwork, enables cross-team collaboration, and cultivates customer centric thinking. Agile coaches and Product Managers can further support implementing Agile product management. Once it is implemented, it will help the organization to develop new products as described in this document. In this way, Agile Product Management can be implemented for wet razor development at Gillette. This can reduce the time to release new products effectively and solve user centric problems to maximize the customer acceptance of Gillette products.