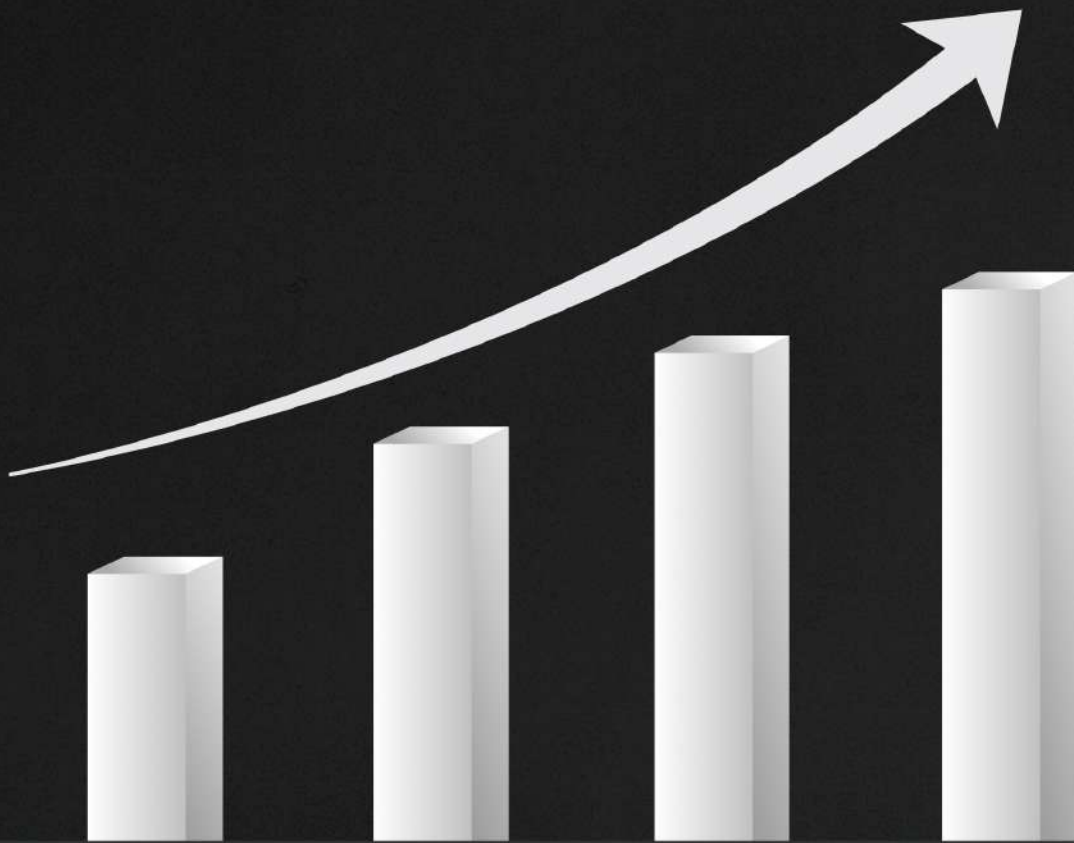


Learn Product-Led Growth

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OLA ELECTRIC

Product Led Growth

Best Lessons from seasoned growth leaders to help you grow in product career

* * *

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First edition

About Amplitude

Dear product folks,

Amplitude is a leading digital analytics platform that helps companies unlock the power of their products. Almost 2,000 customers, including Atlassian, Jersey Mike's, NBCUniversal, Shopify, and Under Armour, rely on Amplitude to gain self-service visibility into the entire customer journey.

Amplitude guides companies every step of the way as they capture data they can trust, uncover clear insights about customer behavior, and take faster action. When teams understand how people are using their products, they can deliver better product experiences that drive growth.

Amplitude is the best-in-class analytics solution for product, data, and marketing teams ranked #1 in multiple categories in G2's 2023 Winter Report.

Learn how to optimize your digital products and business at amplitude.com.

Happy building.

Team Amplitude

About Zeda.io

Dear product folks,

It's really difficult to build great and impactful products. Especially when you're constantly juggling between a dozen tools and ops, and managing multilateral stakeholders.

Most product teams find themselves in a tough spot – choosing between either building on customer feedback, or for business goals.

But successful products are ones that do not trade one off for the other.

They even manage to do this while optimizing for time, resources, and scalable efficiency. And we make that a whole lot easier. [Zeda.io](https://zedai.io) empowers your team to intelligently automate the management of customer feedback from myriad sources. With an insightful dashboard of analytics, you manage product strategy with grip.

Similarly, our Jira controls add a layer of intelligence on the tickets that helps you automate capacity planning, and intelligently improve prioritization.

Hope you build for your goals, align on business and product. And build with more clarity on all operations with us.

We hope you'll give Zeda.io a chance to transform the chaos of you everyday into organized Zen for your product team.

Drop us a hi on hello@zedai.io.

Happy building.

Team Zeda.io

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Foreword

To start, thank you for picking up this piece of art. Yes, art. This isn't just another 'product' book – it's about the stories, the learnings, and the real-life experiences of some of the best product managers and founders in our ecosystem. Anyone can toss together a bunch of lessons. But the nuggets that take product folks deep inside their journey and help them to understand how to become a better version of themselves are rare. They share lessons that will engage you and, more importantly, allow you to learn and apply through their practical insights. It's a collection of strategies, resources and lots more – it's highly recommended that you jump right in!

That being said, this wouldn't have been possible without the effort of the team – Megha, Aditya, Shalini, Parth, Ananya, Dheeraj and Forum – who have been putting effort into carefully curating this collection, which is what makes it so special. You can bet that any genuinely thoughtful book on revision captures my attention. And this is a gem by all means.

Over the last two years, we've been trying to get the ecosystem together and build the best product community in the world. Though our original focus was on offline networking events, it became apparent over time that there is a real gap in the way the industry upskills.

Since early 2021, with a fresh perspective on outcomes, we've been carefully making the underlying purpose behind every initiative we launch very clear: to help to democratise tech learning and enable the bridge of opportunities between the larger community and the industry. And with the help of tons of folks in the ecosystem – mentors, volunteers, teammates, industry partners – who've helped us at every single step, we've been able to make a tiny, tiny dent – and it's only a start, I promise. By the community, for the community

Suhas Motwani

Co-founder , TPF

Acknowledgment

We started this community two years back with a simple motive to make the knowledge around product management more accessible. With time, we have not only grown in size but also in our motive. We have always strongly believed in working together for the greater good of the community.

We are thankful to our readers and our community members from across the globe who have made this possible. Your support and encouragement are the only fuel that keeps us going over time. At the same time, we believe that every day is day one at The Product Folks, and we have miles to go together.

Hope you have a good read!

Introduction to Product - Led Growth

Product-Led Growth is a go-to-market strategy that relies on using your product as the main vehicle to acquire, activate, and retain customers.

We see that ourselves every day. The high product quality this new breed of companies are putting out, coupled with the plethora of choice out there, creates an overall impatience and disdain for poor product experiences. So before we commit to a product today we want to try it out, we want to make sure it keeps the promises it makes. So what does that mean for your company?

"People don't want to interact with salespeople or marketing campaigns anymore—not at the expense of actually getting to experience the product they're buying. To keep up with the market and get ahead of the curve, businesses must reshape their marketing, sales, and service strategies and fundamentally rethink the roles of their customer-facing teams."

As opposed to sales-driven or marketing-driven approaches that are mostly in use today, product-led growth is a business methodology aiming to "create company-wide alignment around the product as the largest source of sustainable, scalable business growth".

PLG is not just a type of business, it's a way of doing business

As Allan Wille, Co-Founder & CEO, Klipfolio puts it:

Product-Led Growth means that every team in your business influences the product.

- Your marketing team will ask, "how can our product generate a demand flywheel?"
- Your sales team will ask, "how can we use the product to qualify our prospects for us?"
- Your customer team will ask, "how can the product help the customers become wildly successful?"

Product-led companies with a high growth trajectory include the following:

- B2B: Airtable, Slack, Figma, and Zapier
- B2C: Pinterest, Typeform, and Warby Parker

PRODUCT LED GROWTH 101

Our Partners:



What is product-led growth?

“Product-Led Growth (PLG) is a business strategy that focuses on using a company's product as the main driver for acquiring and retaining customers. This approach differs from traditional growth strategies that rely on outbound marketing and sales efforts to generate leads and close deals.

In a PLG model, the product itself serves as the primary source of value and the main means of attracting and engaging customers”

Sales-led/ Marketing-led/ Product-led

- Companies usually adopt one of the three growth led models



- Product-led growth enables the users to explore the product for free in the form of trial. Once the users gain value from the product, the value increases and is shared, which leads to conversion to a paid plan that offers more licenses and additional features. With this approach, the product sells itself.
- Whereas, in cases of the sale- or marketing-led approach, the prospect of the product's value must be explicitly communicated through various efforts.
- Monetization is a key part of product-led growth

When is the growth stage achieved in a venture?

The growth stage in a venture typically refers to a phase in a company's development when it has established a product or service, demonstrated market demand, and is now focused on expanding its customer base, revenue, and market share.

Product-market fit refers to the degree to which a product meets the needs and expectations of its target market. Here are some metrics that can be used to gauge product-market fit:

- **Customer feedback:** This can be collected through surveys, interviews, online reviews, and customer support interactions. Understanding what customers like and don't like about your product can help you make improvements and ensure that you're meeting their needs.
- **User engagement:** This can be measured through metrics such as time spent on the product, frequency of use, and user retention. High levels of engagement suggest that customers find the product valuable and are using it regularly.
- **Conversion rates:** This metric measures the percentage of visitors to your website or app who take a desired action, such as making a purchase or signing up for a service. High conversion rates indicate that customers are finding your product useful and are taking action as a result.
- **Net Promoter Score (NPS):** This is a customer satisfaction metric that measures how likely customers are to recommend your product to others. A high NPS score indicates strong product-market fit.
- **Customer Acquisition Cost (CAC):** This metric measures the cost of acquiring a new customer, including marketing and sales expenses. A low CAC relative to customer lifetime value (LTV) suggests that your product is in high demand and that customers are willing to pay for it.
- **Revenue and profitability:** Ultimately, the goal of product-market fit is to drive revenue and profitability. Measuring these metrics over time can help you gauge the success of your product and determine if changes are needed to improve product-market fit.

What are some of the key components of a successful PLG Strategy?

- **Product-Market Fit:** A product that solves a real problem for a specific target audience is the foundation of PLG. A product that is well-designed, user-friendly, and provides real value to customers will naturally attract and retain them.
- **Viral Loop:** A viral loop refers to the process by which customers invite others to use a product, thereby increasing its reach and user base. This can be accomplished through features such as referral programs, word-of-mouth marketing, and social sharing options.
- **Freemium Model:** Offering a basic version of a product for free and charging for premium features is a popular PLG strategy. This allows potential customers to try the product and understand its value before committing to a paid subscription.
- **Self-Serve Experience:** A self-serve experience allows customers to sign up, start using the product, and upgrade on their own, without the need for a sales representative. This helps to reduce the cost of customer acquisition and provides a more streamlined experience for the customer.
- **User Engagement:** Engaging customers and encouraging them to use the product regularly is critical for PLG success. This can be achieved through personalized messaging, in-app incentives, and regular updates that add new features and value to the product.

How do you measure the business growth in PLG?

- Promote a culture of experimentation
- Embrace failure and feedback
- A bad decision is better than no decision

The success of product-led growth is measured through some of the below-mentioned metrics:

- **User Acquisition:** This is the number of new users who sign up for your product in a given period of time. A high rate of user acquisition can indicate that your product is resonating with your target market and that your growth initiatives are effective.
- **Activation:** This is the number of users who complete a desired action within the product, such as setting up an account or completing a purchase. A high activation rate can indicate that your product is delivering value to users and that they are engaged with the product.
- **Retention:** This is the number of users who continue to use the product over time. A high retention rate can indicate that users are finding value in the product and that they are likely to become loyal customers.
- **Monthly Recurring Revenue (MRR):** This is the monthly revenue generated from recurring sources, such as subscriptions or recurring payments. A high MRR can indicate that the product is delivering sustainable revenue and that the company is on track to achieve its growth goals.
- **Customer Lifetime Value (LTV):** This is the total value that a customer is expected to bring to the company over the course of their relationship with the product. A high LTV can indicate that the product is delivering high-value to customers and that the company is on track to achieve its growth goals.

In summary, a successful PLG model relies on a combination of high user acquisition, activation, and retention rates, as well as a high MRR and LTV.

In conclusion

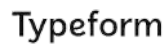
Product-Led Growth is a powerful strategy for acquiring and retaining customers, and it is becoming increasingly popular as businesses seek to find more cost-effective and scalable ways to grow.

By putting the product at the center of the growth strategy and focusing on user engagement, companies can create sustainable growth and build strong relationships with their customers.

Lesser-known companies that have implemented product-led growth:



- **Calendly:** A business communication platform



- **Typeform:** An online form builder that helps users to build fun and visually captivating forms



- **CloudApp:** A screen capture and screen recording platform that supports online storage and sharing



- **Heap:** A platform that combines quantitative and qualitative analytics for a 360-degree view of your customer journey



- **Zendesk:** Software-as-a-Service products related to customer support, sales, and other customer communications



- **Pendo:** A product analytics app built to help software companies to develop products that resonate with customers



- **Digital ocean:** An American cloud infrastructure provider headquartered in New York City with data centers worldwide. It provides developers, startups, and SMBs with cloud Infrastructure-as-a-Service platforms



- **Miro:** A visual collaboration platform for ideas across offices



- **Zapier:** A product that allows end users to integrate the web applications they use and automate workflows

Optimizing Growth Funnels— Reach and Activation

Our Partners:



**AVADHOOT REVANKAR
& HIMANSHU PERIWAL**

**CGO - netcore &
Co-Founder - Unlu class**

About the Product Coach

Avadhoot Revankar

CGO, Netcore

Avadhoot Revankar enjoys diagnosing and solving problems. He is passionate about MarTech, Personalization & Product led Growth. With 10+ years of experience at Netcore, he has helped hundreds of leading companies across different verticals to come out of their marketing pain.

Himanshu Periwai

Co-founder, Unlu Class

Himanshu, a graduate of IIM Calcutta and NSIT, is an ex-entrepreneur and founded Unlu, a product that enables Media & Entertainment artists to monetize at scale. Over the last 15 years, he has worked on various Private Equity and Fin-tech mandates with Bain & Company, was part of the team at Amazon, launched in India and led its Product Marketing, and was the VP Growth at Ixigo, one of India's top 3 travel aggregators, helping it scale from 5 Mn to 150Mn+ users.

Introduction: Growth Funnel

A Growth funnel is a framework to visualize how your product turns people in your target audience into customers. The funnel starts with a broad audience, and then moves progressively smaller groups through touchpoints like marketing materials and free trials or freemium access.

Steps in it :

- A (Acquisition): How do customers find you?
- A (Activation): How quickly can you get your customers to the “Aha!” moment?
- R (Retention): How many of your customers are you retaining, and why are you losing the others?
- R (Referral): How can you turn your customer into your advocates?
- R (Revenue): How can you increase revenue?

Channels for reach:

- Organic search
- Paid search
- Direct search
- Social media
- Paid search
- Referrals
- Events
- Email marketing
- Word of mouth marketing
- Cold outreach
- Direct mail

How will you Evaluate Framework - Prioritization of channels

Channel value depends on business. For example, SEO input time can be high for one business and low for another depending on how competitive the terms are.

Examples to optimize reach (ixigo): Personalization through dynamic ads resulted in a 74% increase in flight bookings

	Cost	Targeting	Control	Input time	Output Time	Scale
Perfect World	Low	High	High	Low	Low	High
SEM	Medium	High	High	Low	Low	High
SEO	Low	Medium	Low	Medium	High	High
Viral	Low	Low	Medium	High	Medium	High
Sales	Very High	High	High	High	High	High

Metrics in Frameworks

The importance of tracking metrics

Metrics are a “quantifiable measure” or defined numbers/values that gauge the level of performance, quality, and improvement (or lack thereof) of a business.

Metrics are super important for startups as they help to do the following:

- Accurately measure what is going well and how activities are correlated
- Influence the direction in critical decision making

What is the Importance of Following a Framework?

The analytics framework is the examination, exploration, and interpretation of metrics. It is important for the following reasons:

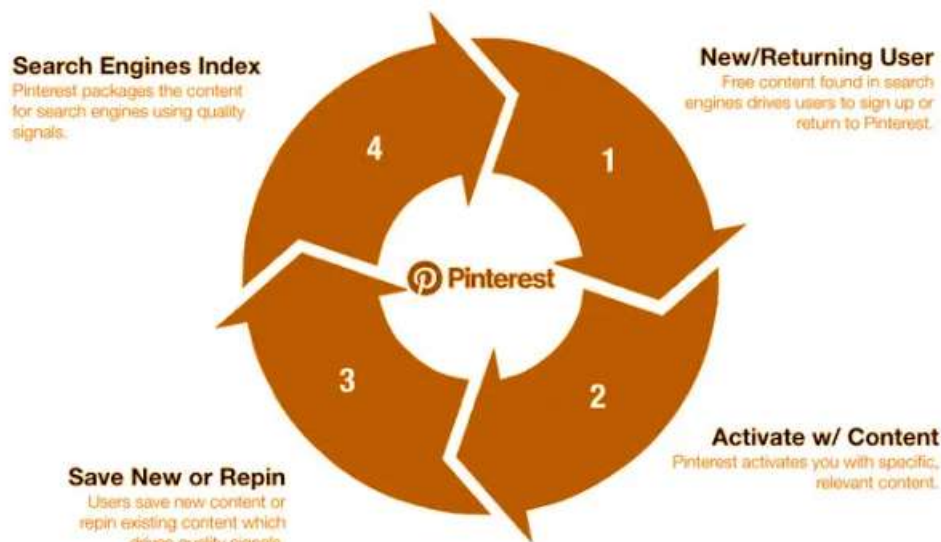
- It helps to decipher metrics into meaningful patterns and insights for later decision making
- It helps to determine product market fit by aiding the understand of the target users and how the product can solve a specific market problem

PLG-led organizations deliver products to the market that take into account and respond to changing consumer requirements. Without spending lots of money on advertising, PLG frameworks help the business to grow. Funnel and Flywheel are other frameworks.

What are the different PLG Frameworks?

1. Growth Loops:

Growth loops are closed systems where the inputs produce further outputs, which can be reinvested in the input by certain processes. Growth loops are used to create various attributes, like new users, users returned, protection, or performance.



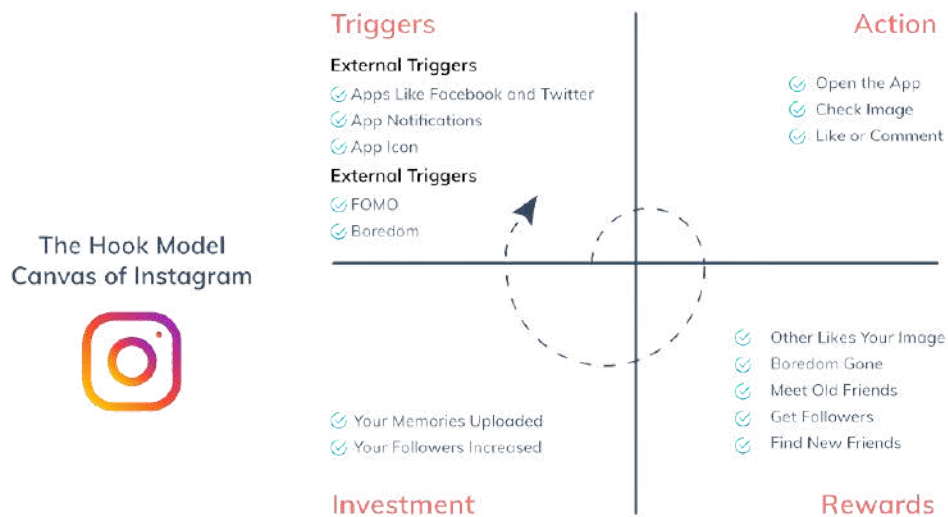
The guiding force behind the growth of Pinterest is the following:

- Registers (or returns) of the customer
- The ability to use particular content on the product
- The capability to save new content or replenish existing content that gives quality signals to Pinterest
- The distribution of search engine premium content
- Users' ability to scan the material and registers/returns (see stage 1)

2. The Hook Model

- The Hook Model is a four-phase method that companies may use to build goods or services widely used by consumers. The aim is to result in a voluntary, high-frequency commitment. At its heart, the Hook Model is about building a custom for the consumer. It also seeks to connect the issue of the customer to the solution of a business with sufficient frequency to make the commitment a continuous practice.
- Entrepreneur, author, and behavioral economist, Nir Eyal, developed the Hook Model methodology. His approach to product development is based on the formation of habits through a looping cycle consisting of a stimulus, intervention, variable reward, and ongoing investment.

The Hook Model consists of the many stages. Example of Instagram is highlighted.



Stages of Hook Model

- **Trigger (external or internal):** This is the behavioral actuator. It signals the action that builds a habit.
- **Action:** These actions are carried out in expectation of reward.
- **Variable reward:** The dilemma that has been addressed as a result of the action taken reinforces the behavioral loop. The reward styles include the rewards of the tribe (social rewards based on association and acceptance), the rewards of the hunt (search for material resources), and the rewards of the self (personal satisfaction in the form of mastery or self-fulfillment).
- **Investment:** An activity that will develop the product or service in the future.
 - Along with “rewards” and “triggers” seen on Facebook, what makes Instagram so compelling is the urge to be like the people we see. We follow the profiles of people who we need to emulate, and then we put our efforts into making them.
 - The ability to live a delightful Instagram life and share it online with friends is a desire that keeps you clicking and using Instagram a few hours a day.
 - And along with your friends’ feedback, those carefully clicked and perfectly edited images will become your investment in the app for the future.

3. The Fogg Behavior Model

The Fogg Behavior Model consists of three factors that must coincide at the same time for behavior to occur: incentive, capacity, and propriety.

The Fogg Behavior Model conveys that behavior can only occur when three components occur simultaneously.

The components are as follows:

- **Motivation:** People usually get inspired to improve their actions.
- **Ability:** Behavioral ability must be present.
- **Trigger:** Stimulation or energy to execute that behavior must be present.

The equation, $B = MAT$, is used to improve the enthusiasm of learners by improving UI and enhancing content that makes the company turn the lever.

4. The RICE Scoring Model

The RICE Scoring Model is a prioritization system used to enable PMs to decide which products, features, and other initiatives are to be included in their product roadmaps by scoring certain elements according to four criteria.

The elements that make up the RICE model are reach, impact, confidence, and effort.

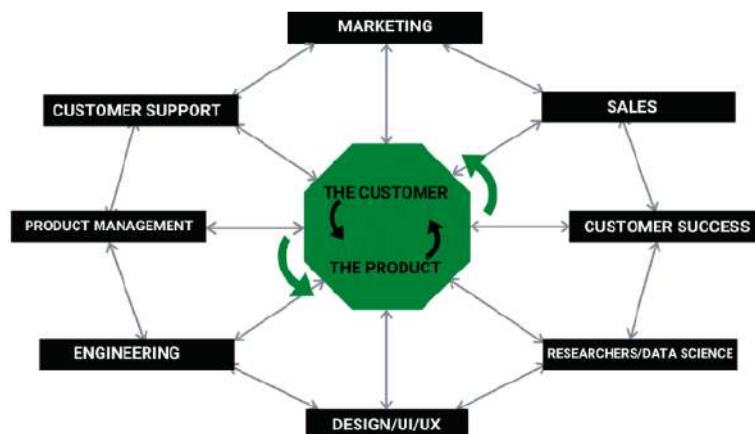
The following formula is used to test and rank competing ideas:

- **Reach:** how many people will be impacted?
- **Impact:** how much will each person be influenced by this?
- **Confidence:** how confident are you in your prediction?
- **Effort:** how long is this going to take?

$$\frac{\text{Reach} \times \text{Impact} \times \text{Confidence}}{\text{Effort}} = \text{RICE SCORE}$$

5. Single Point of Truth

The single point of truth framework places the product and customers at the center of all operations. Learning about users and giving everyone access to those learnings keeps the organization close to the people it services, both functionally and emotionally. Cross-functional collaboration is also possible since everyone is working on the same platform of understanding.



The Frameworks to find the size of your reach audience

TAM: Total Available Market

- Focus on: Total market/size
- Example: Total LED market

SAM: Serviceable Available Market

- Focus on: Your own technology/ services
- Example: The total living colors LED market (a segment of total LED market)

SOM: Serviceable Obtainable Market

- Focus on: Which realistic market share can I obtain, considering competition, countries, trends, expected demand/forecast, my sales/distribution channels, and other market influences?
- Example: My realistic goal to sell living color products on the LED market

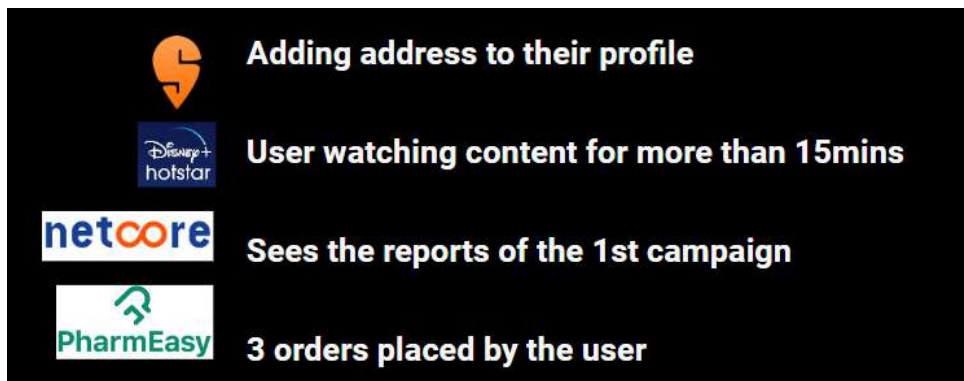


What are the Top metrics for Reach

- **CPM** – Cost per 1000 impression; For example, if you're running an ad-Facebook/Google/YouTube of 1000 rupees and it is seen by 10,000 users, then $CPM = 1000/10 = 100$ rupees
- **CPC** – Cost per click; For example, If you're running an ad on Facebook/ Google/YouTube of 10,000 rupees and a total of 500 people click on it, then $CPC = 10,000/500 = 20$ rupees
- **CPI** – Cost per installation; For example, If you're running an app campaign of 10,000 rupees, and you find out that 100 people install the app, then $CPI = 10,000/100 = 100$ rupees
- **CPA**— Cost per action (such as cost per order); For example, If you're running an ad of 10,000 rupees and you get 10 leads and earn 1,000 rupees per lead, then $CPA = 1000$ rupees.
- **AOV**—Average order value
- **Conversion rate**—If, let's say, out of 100 people who install the app, only 2 people purchase (convert), then the conversion rate = 2%
- **CAC**—Customer acquisition cost. This is the total cost to acquire by a paid customer.
- **CLTV**—Customer life time value; If you acquire a customer and for a life time of 1 year/2 year/5 years, who purchases the product 5 times and the AOV is 1,000 rupees, then $CLTV = 5 \times 1,000 = 5,000$ rupees. CLTV is also important for recurring payments, especially in SaaS, when you have monthly subscription.

Defining Activation (Aha Moment)

When the user 1st Realizes the Value of the Product, there is Aha Moment 90% of the times
The “Aha!” moment metrics of some products are as follows:

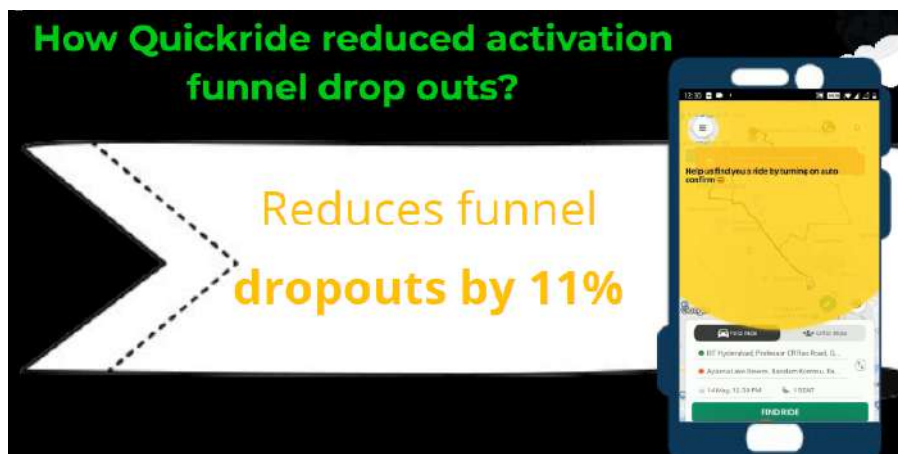
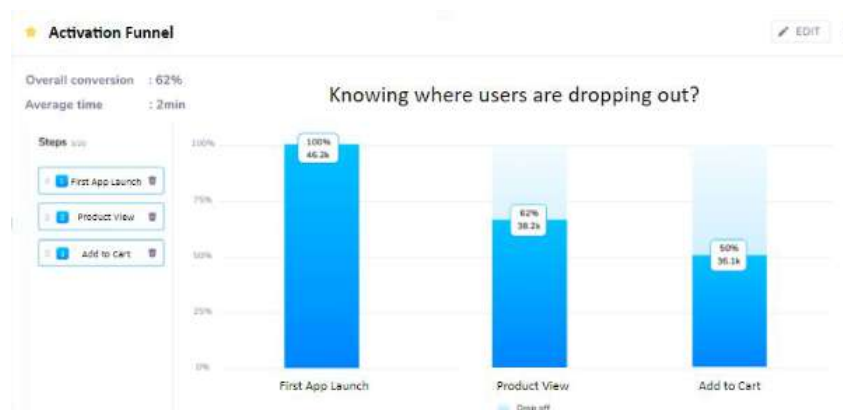


How do you arrive to the right Activation Metric?

- Work backwards—Why are users staying back?
- Watch users live in action—session recordings
- Talk to your users
- What are your customer-facing teams saying?

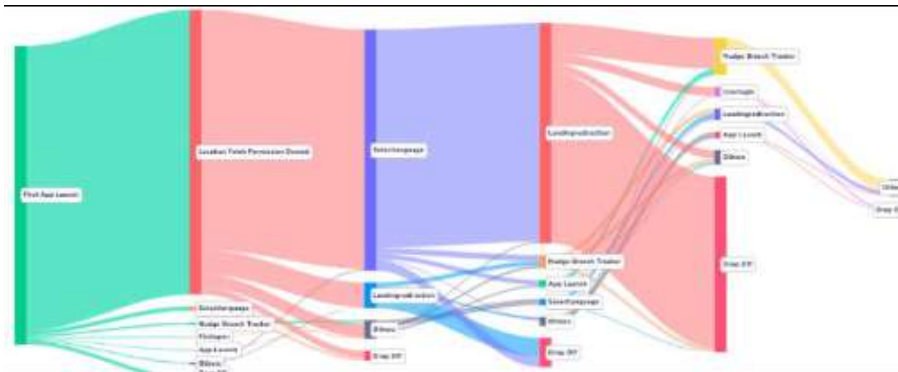
Analyzing the activation funnel

Knowing where users are dropping out



Analyzing user Paths

- Figure out “Why” are they dropping out?
- Figure out “What” makes users retain and guide users on that path?



Analysing Live session recordings

User wanting to purchase Ice Cream
Searches “London Dairy”
Doesn't find the product he wants

The diagram shows a user's search journey. A circular arrow indicates the user's path, starting from a search icon, moving to a search bar, and then to a search results page. A hand is shown interacting with a search bar on a mobile device. To the right, a screenshot of a food delivery app shows a search bar with the text "London Dairy" and a list of search results including "Tandoori Chicken", "Chicken Biryani", "Mutton Biryani", "Chicken Curry", "Mutton Curry", "Chicken Kebab", "Mutton Kebab", "Chicken Tikka", "Mutton Tikka", "Chicken Dahi", "Mutton Dahi", "Chicken Raita", "Mutton Raita", "Chicken Chutney", "Mutton Chutney", "Chicken Naan", "Mutton Naan", "Chicken Roti", "Mutton Roti", "Chicken Rice", "Mutton Rice", "Chicken Curry", "Mutton Curry", "Chicken Kebab", "Mutton Kebab", "Chicken Tikka", "Mutton Tikka", "Chicken Dahi", "Mutton Dahi", "Chicken Raita", "Mutton Raita", "Chicken Chutney", "Mutton Chutney", "Chicken Naan", "Mutton Naan", "Chicken Roti", "Mutton Roti", "Chicken Rice", "Mutton Rice".

What are the steps taken to improve your activation

- Keep sign up process simple and talk benefit over features
- Personalize the initial experience of the user- quick to value
- Guide the user to the most important parts of your App/Product
- A/B Test & Experiment with Screens and offers to understand what works best
- Gamify the onboarding experience

#Aatmanirbhar PM (Independent)

Access To Right Data
of your product, website or mobile app

AGILITY

Ability To Take Actions Independently
With minimal dependency on Tech/Dev

Optimizing Growth Funnels - Engagement & Retention

Our Partners:



ANIRBAN DAS

Sr. Director-Ola Electric

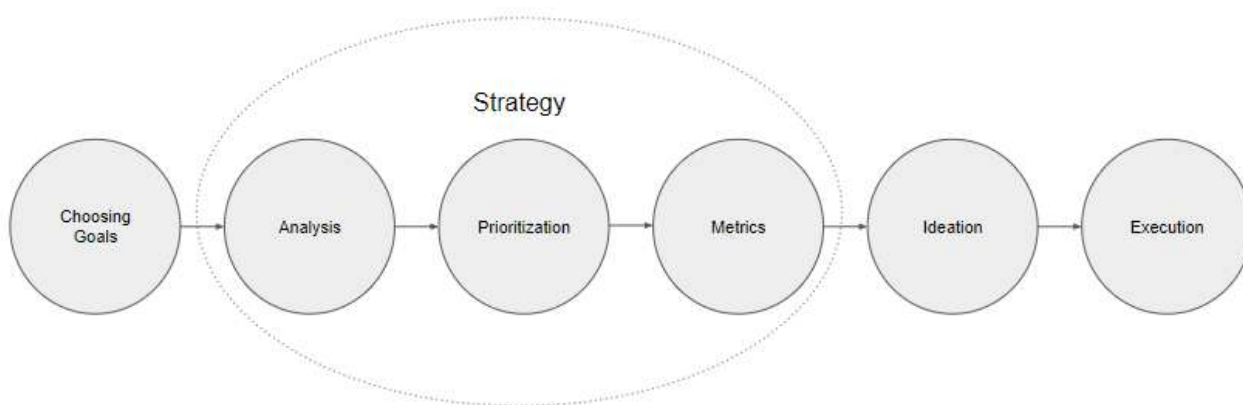
About the Product Coach

Anirban Das

Sr. Director - Ola Electric

Anirban Das has 12+ years of experience in product management and growth in Zynga, Hike, Dunzo and has shipped several product and non product growth initiatives. Currently, he is a Senior director of Product management of Ola Electric. He started his technology career as an SDET in Microsoft.

The PLG framework- To improve engagement and retention



Let's understand this PLG framework with the help of an example.

Example: Zepto

Choosing Goals

Goal Options:

- 10x GMV for the next 3 years
- 10x GMV for the next 3 months
- Convert users from online competition
- 25% share gain from offline
- 25% increase in sales/store

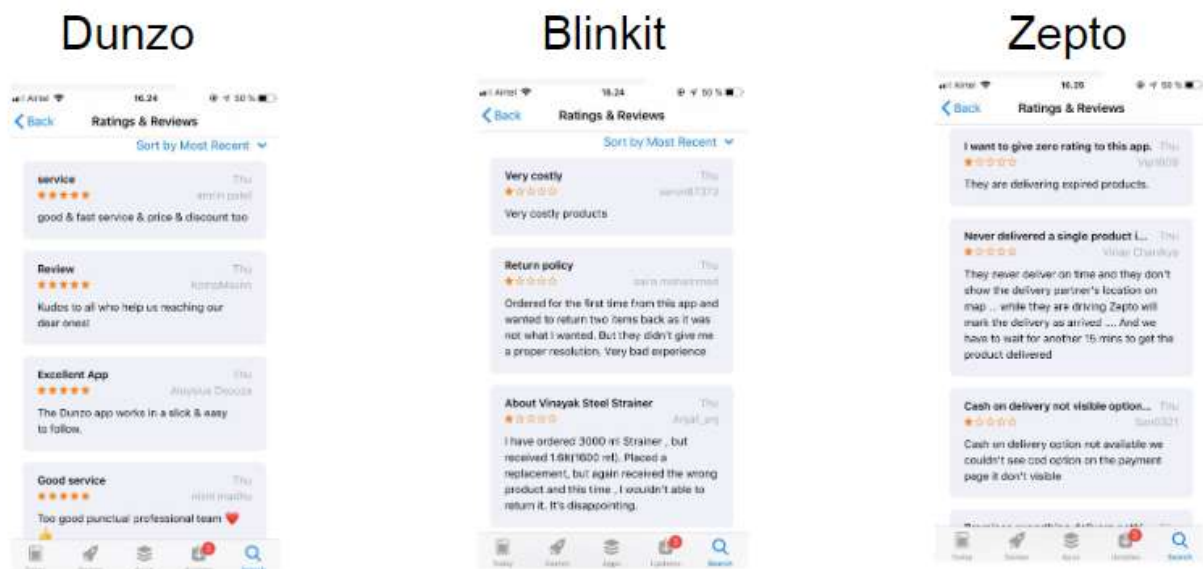
Strategy: A plan designed to achieve a certain goal

“ Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat. ”

Analysis: The careful examination of different parts or details of something

- Customer feedback
- Competition products (Dunzo, Blinkit, and Zepto)

Customer feedback analysis: Information capture



Customer feedback analysis: Information classification

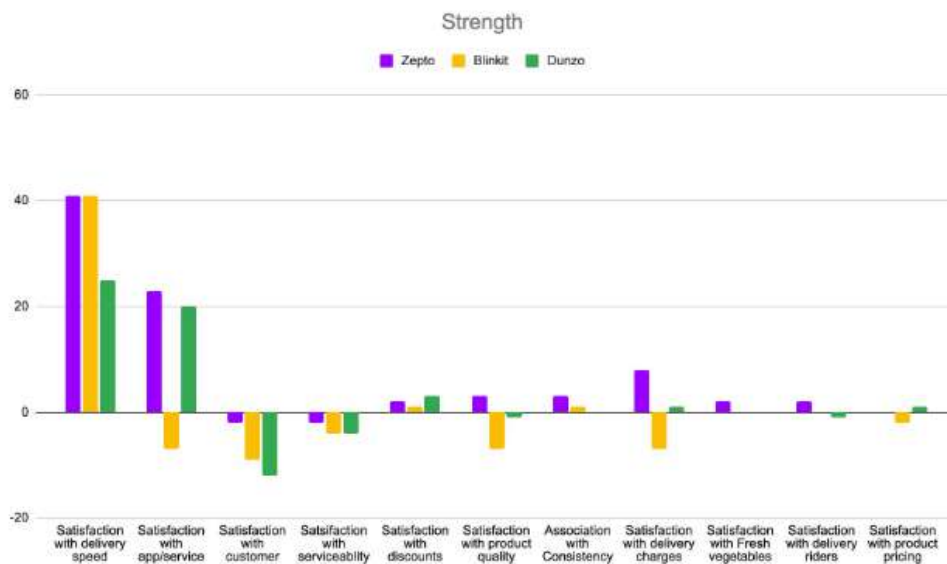
D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
	userImage	content	score	Themes														
	https://play.it	very good	5															
	https://play.it	I want see grocery shopping	1															
	https://play.it	Received a sample product yesterday along with the ordered items. Guess what? The sample product was expired. And it was a kids eating product. What if I did not notice and the kids would have eaten and anything happened to them. Will you people pay the bills??? Forgot bills. What about the lives???? Pathetic Experience Worst service. Uninstalled the app. Disgrace to society.	1	Expired products	Poor service													
	https://play.it	good promotion offers	5	Good Promotional offers														
	https://play.it	It's a very good app	5	Good App														
	https://play.it	Their offers are sometimes not clear. Good Marketing gimmick. You realize offer is not applicable after doing the transaction. (Most of the time). So they need to be genuine in displaying the offer.	1	Misleading Promotional offers														
	https://play.it	Good	5	Good app														
	https://play.it	This is really wonderful App.... this discount Kahin nahi	5	Good app	Discounted price													
	https://play.it	melega.....	1	Buggy app														
	https://play.it	Unable to login from my number	5															
	https://play.it	Lovely	5															
	https://play.it	good	5															
	https://play.it	I have no idea why I cannot order/choose from paan items in my android device. Update messed up everything.	1	Buggy app														
	https://play.it	Don't use it	1															

Customer feedback analysis: Theme formation

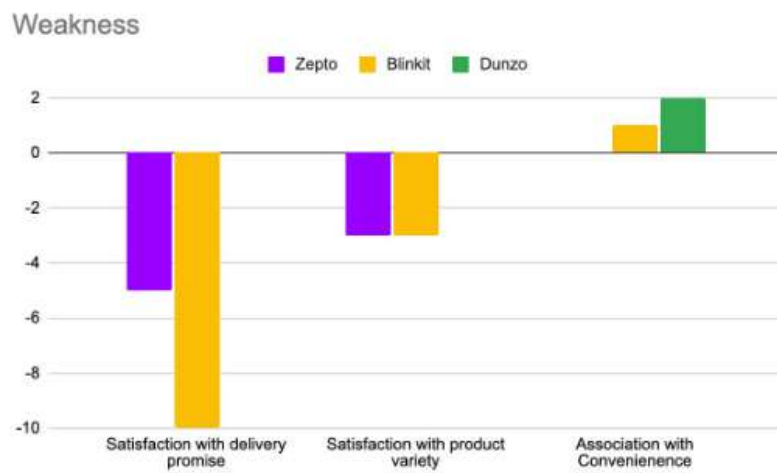
1. Information compression
2. Awareness of the nature of information loss

Grouping Themes: Using SWOT analysis

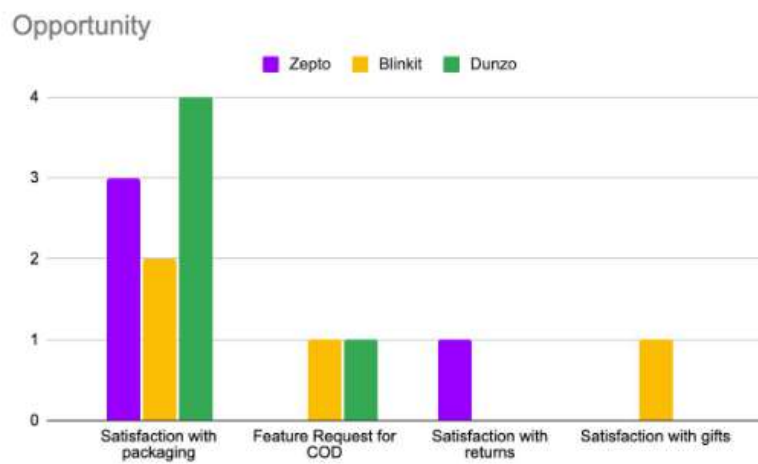
Grouping Themes: Strengths



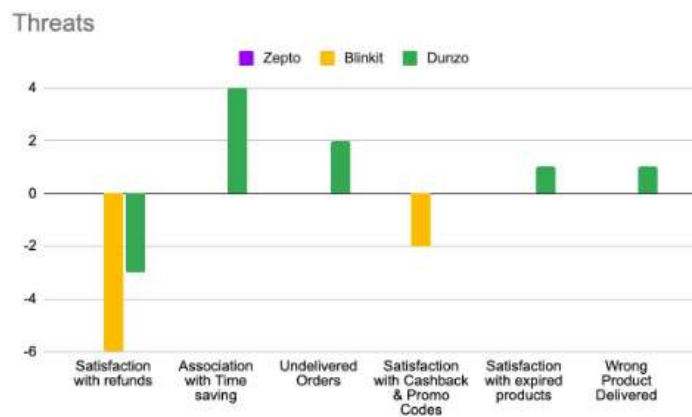
Grouping Themes: Weaknesses



Grouping Themes: Opportunities



Grouping Themes: Threats



Prioritization: The careful examination of different parts or details of something

Prioritizing Themes: Strengths

	A	B	C	D	E	F	G	
1	Zepto	Blinkit	Dunzo	Total	Mod Total	Type	Strategy	
2	Satisfaction with delivery speed	41	41	25	107	107 Strength	Double Down	
3	Satisfaction with app/service	23	-7	20	36	36 Strength	Double Down	
4	Satisfaction with customer support	-2	-9	-12	-23	23 Strength	Double Down	
6	Satisfaction with serviceability	-2	-4	-4	-10	10 Strength	Double Down	
10	Satisfaction with discounts	2	1	3	6	6 Strength	Double Down	
11	Satisfaction with product quality	3	-7	-1	-5	5 Strength	Double Down	
12	Association with Consistency	3	4	0	4	4 Strength	Ignore	
15	Satisfaction with delivery charges	8	-7	1	2	2 Strength	Double Down	
16	Satisfaction with Fresh vegetables	2	0	0	2	2 Strength	Double Down	
20	Satisfaction with delivery riders	2	0	-1	1	1 Strength	Double Down	
22	Satisfaction with product pricing	0	-2	1	-1	1 Strength	Double Down	

Prioritizing Themes: Weaknesses

	A	B	C	D	E	F	G	H
1	Zepto	Blinkit	Dunzo	Total	Mod Total	Type	Strategy	
5	Satisfaction with delivery promise	-5	-10	0	-15	15 Weakness	Double Down	
9	Satisfaction with product variety	-3	-3	0	-6	6 Weakness	Add selectively and measure tradeoffs on speed, gross margins and conversion	
14	Association with Convenience	0	4	2	3	3 Weakness	Ignore	

Prioritizing Themes: Opportunities

	A	B	C	D	E	F	G	H
1	Zepto	Blinkit	Dunzo	Total	Mod Total	Type	Strategy	
7	Satisfaction with packaging	3	2	4	9	9 Opportunity	Innovate and Experiment	
17	Feature Request for COD	0	1	1	2	2 Opportunity	Innovate and Experiment	
21	Satisfaction with returns	1	0	0	1	1 Opportunity	Innovate and Experiment	
23	Satisfaction with gifts	0	1	0	1	1 Opportunity	Innovate and Experiment	

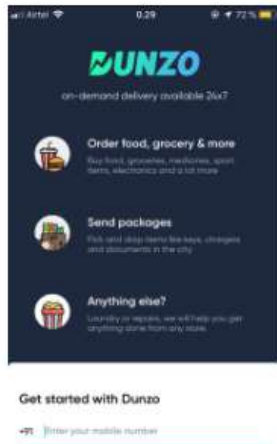
Prioritizing Themes: Threats

	A	B	C	D	E	F	G	H
1	Zepto	Blinkit	Dunzo	Total	Mod Total	Type	Strategy	
8	Satisfaction with refunds	0	-6	-3	-9	9 Threat	Solve proactively if known issues exist	
13	Association with Time-saving	0	0	4	4	4 Threat	Ignore	
18	Undelivered Orders	0	0	2	2	2 Threat	Solve proactively if known issues exist	
19	Satisfaction with Cashback & Promo Codes	0	-2	0	-2	2 Threat	Ignore	
24	Satisfaction with expired products	0	0	1	1	1 Threat	Solve proactively if known issues exist	
25	Wrong Product Delivered	0	0	1	1	1 Threat	Solve proactively if known issues exist	

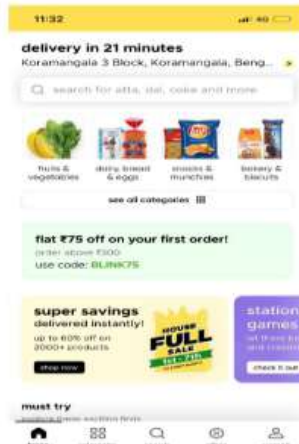
Competition product analysis

Login Page

Dunzo



Blinkit



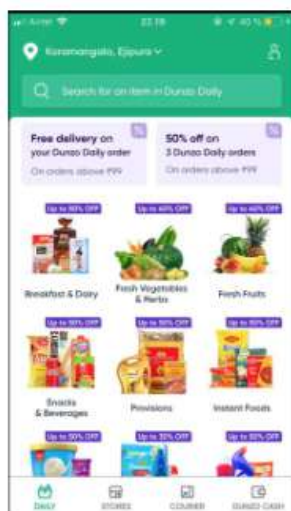
Zepto



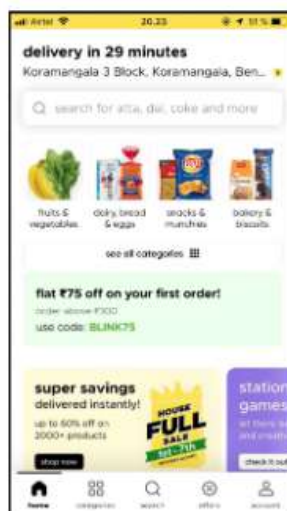
	Dunzo	Blinkit	Zepto
Other categories	✓	✗	✗
Product selection	✗	✓	✗
Fast delivery	✗	✓	✓
1st order offer	✗	✓	✗

Home Page

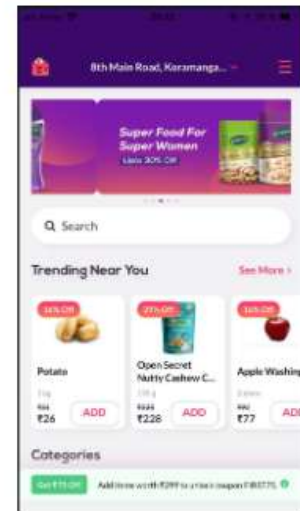
Dunzo



Blinkit



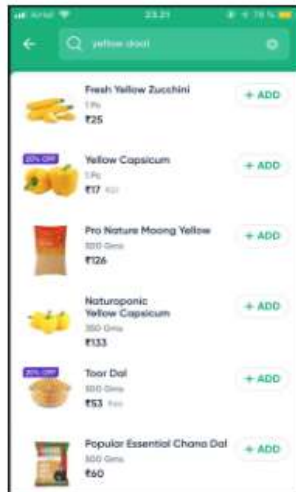
Zepto



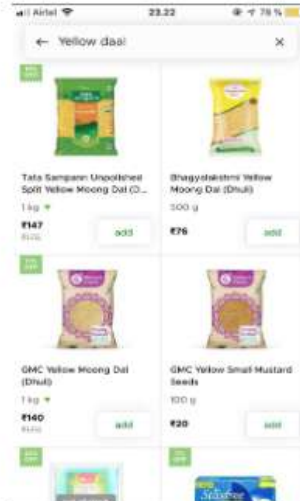
	Dunzo	Blinkit	Zepto
Trending near	✗	✗	✓
Delivery time	✗	✓	✗
Free delivery	✓	✗	✗
Discount offers	✓	✓	✓

Search

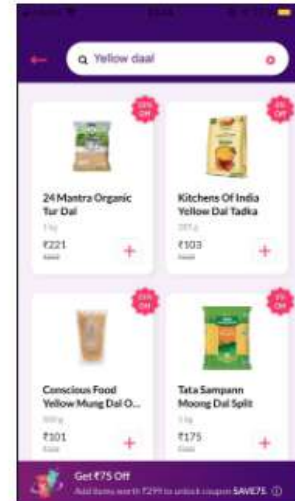
Dunzo



Blinkit



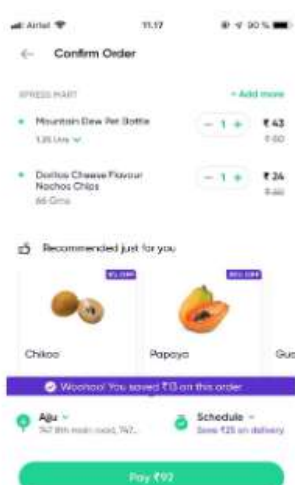
Zepto



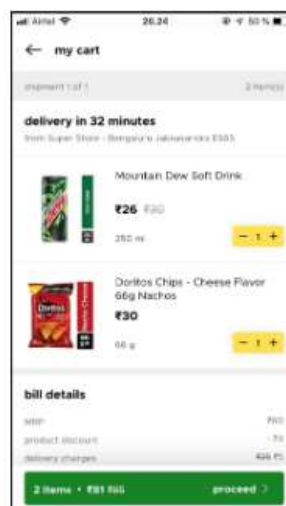
	Dunzo	Blinkit	Zepto
Search Relevance	✗	✗	✓
Cart size offer	✗	✗	✓
Products shown/view	6	6	4

Checkout

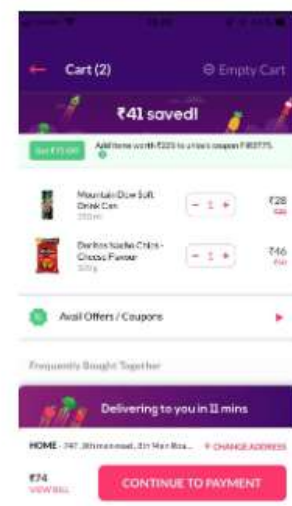
Dunzo



Blinkit



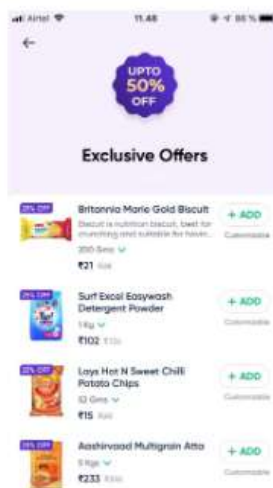
Zepto



	Dunzo	Blinkit	Zepto
Add more	✓	✗	✗
Store name	✓	✓	✗
Recommendation	✓	✗	✓
Delivery time	*shows after choosing delivery option	✓	✓
Change address	✓	✗	✓
Schedule order	✓	✗	✗
Savings	✓	✗	✓

Offers

Dunzo



Blinkit



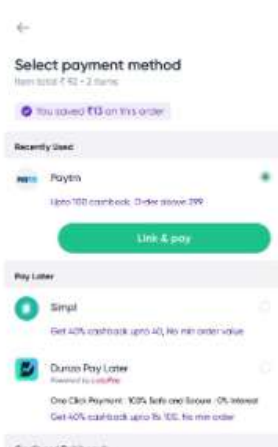
Zepto



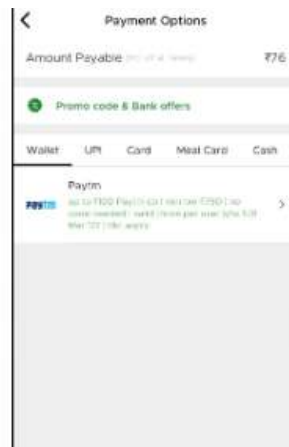
	Dunzo	Blinkit	Zepto
Exclusive offers	✓	✗	✓
Cart size offer	✗	✗	✓
Range of products with offer	✗	✓	✗

Payment

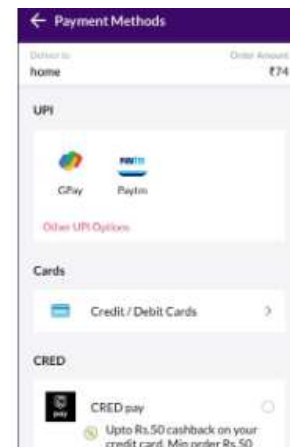
Dunzo



Blinkit



Zepto



	Dunzo	Blinkit	Zepto
Payment Options	8	9	13
Promo code	✗	✓	✗
Bank offers	✓	✓	✓

Delivery Packaging

Dunzo



Blinkit



Zepto



	Dunzo	Blinkit	Zepto
Seal	✓	✗	✗
Physical Invoice	✓	✓	✗
Branding	✗	✗	✓

Prioritizing Themes: Ignore

	A	B	C	D	E	F
1	Journey Step	Step	Zepto	Blinkit	Dunzo	Strategy
2	Login	Other-categories	no	no	yes	ignore
4	Login	Fast-delivery	yes	yes	no	ignore
6	Home	Trending-near	yes	no	no	ignore
12	Search	Cart-size-offer	yes	no	no	ignore
13	Checkout	Add-more	no	no	yes	ignore
14	Checkout	Store-name	no	yes	yes	ignore
17	Checkout	Change-address	yes	no	yes	ignore
18	Checkout	Schedule-order	no	no	yes	ignore
19	Checkout	Savings	yes	no	yes	ignore
20	Offers	Exclusive-offers	yes	no	yes	ignore
21	Offers	Cart-size-offer	yes	no	no	ignore
23	Payment	Promo-code	no	yes	no	ignore
27	Delivery-packaging	Invoice	no	yes	yes	ignore

Prioritizing Themes: Doubledown

	A	B	C	D	E	F
1	Journey Step	Step	Zepto	Blinkit	Dunzo	Strategy
11	Search	Search relevance	yes	no	no	Double Down
25	Payment	Payment options	13	9	8	Double Down
26	Delivery packaging	Bag sealed	no	no	yes	Double Down

Prioritizing Themes: Optimize

	A	B	C	D	E	F
1	Journey Step	Step	Zepto	Blinkit	Dunzo	Strategy
9	Home	Discount offers	yes	yes	yes	Optimize
16	Checkout	Delivery time	yes	yes	yes*	Optimize
24	Payment	Bank offers	yes	yes	yes	Optimize

Prioritizing Themes: Experiment

	A	B	C	D	E	F
1	Journey Step	Step	Zepto	Blinkit	Dunzo	Strategy
3	Login	Product selection discovery	no	yes	no	Experiment
5	Login	1st order offer	no	yes	no	Experiment
7	Home	Delivery time	no	yes	no	Experiment
8	Home	Free delivery	no	no	yes	Experiment
10	Search	Products shown/view	4	6	6	Experiment
15	Checkout	Recommendation	yes	no	yes	Experiment
22	Offers	Range of products with offer	no	yes	no	Experiment
28	Delivery packaging	Branding	yes	no	no	Experiment

Metrics: A quantifiable measure to track, assess and improve the functioning of a system.

Principles in choosing metrics:

- Principle 1: Why do you need the metric?
- Principle 2: Only pick what you can control
- Principle 3: Use metrics to focus action
- Principle 4: Set product success metrics before you ship a solution. This helps to avoid validation bias.

Choosing Metrics Example ; Delivery Speed

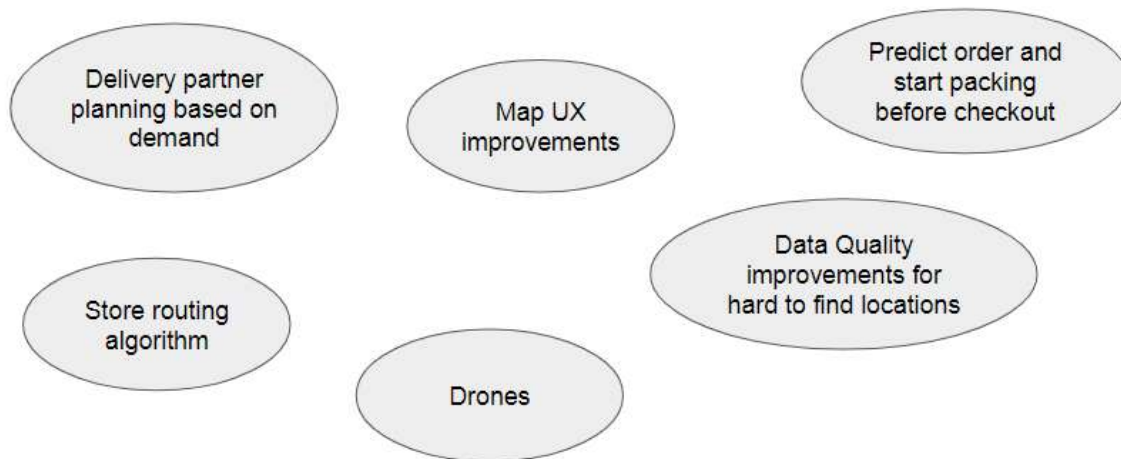
	Principle 1: Why	Principle 2: Control	Principle 3: Focus
Delivery Time < 10 min for 99% of orders	✓	✗	✗
Avg. Delivery Time of 8 mins	✓	✗	✗
No. of orders delayed greater than 5 mins to less than 0.01%	✓	✗	✓
Reduce p95 picking time of slowest 300 SKUs from 30s to 15 s	✓	✓	✓

Choosing Metrics Example ; Search

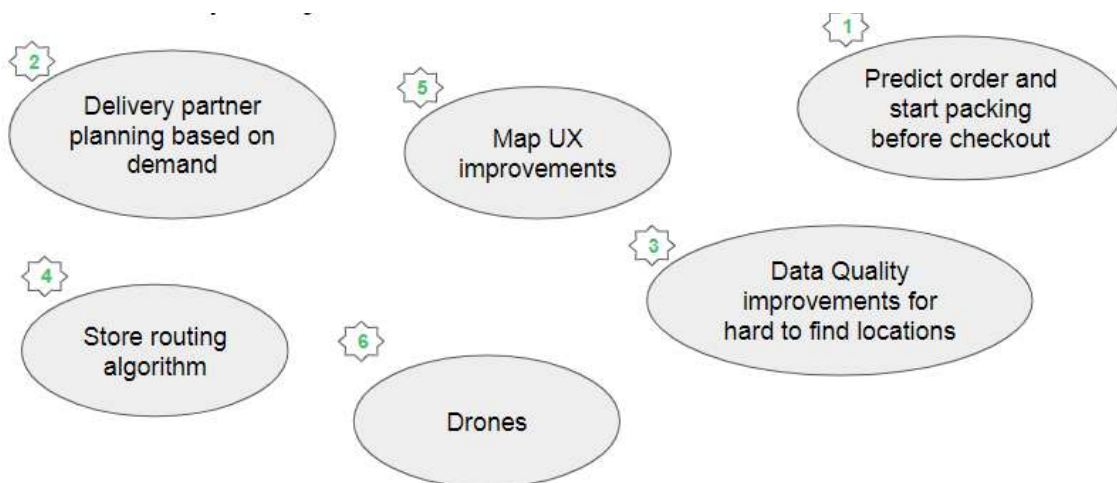
	Principle 1: Why	Principle 2: Control	Principle 3: Focus
Improve Search CTR from x to y	✓	✗	✗
Reduce null search %age from x to y	✓	✓	✗
Improve availability of 163 SKUs from 83% to 97% Add 753 additional tags to 163 SKUs	✓	✓	✓

Ideation: Asking the right questions

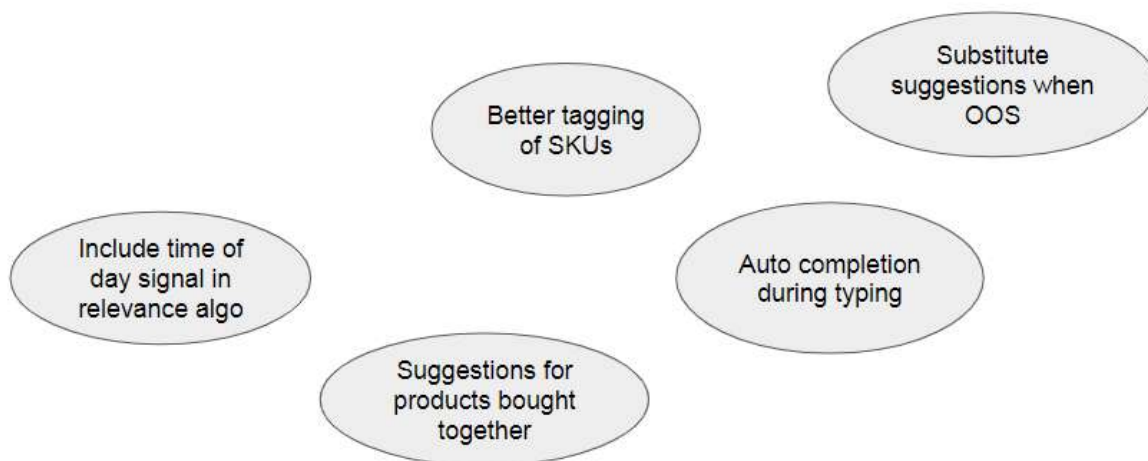
Delivery Speed: What products can we build that improve delivery speed?



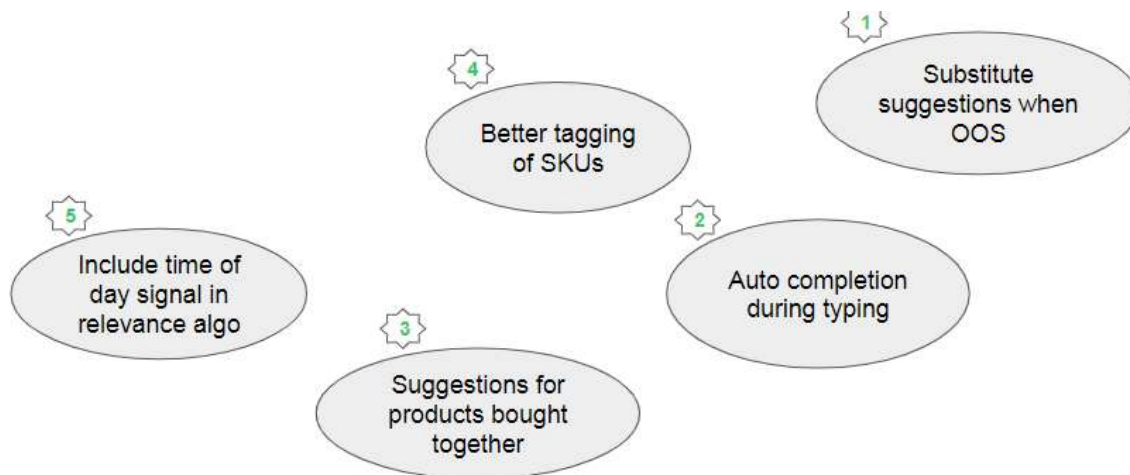
Delivery Speed: How many orders are getting delayed at that step? By how much?



Search: What products can we build that improve search?



Search: How many users are dropping off at that step?



Execution:

Tips that may be useful:

- Anticipate and derisk wait times
- Convincing the team on why will have compounding effects over time
- Information symmetry (in 95%+ cases) will smoothen things
- Actively minimize artifacts for similar things
- Track work across teams so that they can be easily connected
- Immediate and reflective RCAs are one-half of preventing future mistakes
- Thoughtfully designed preventive actions are the other half
- When in doubt, over-communicate
- Fill up the negative spaces that may appear from time to time
- Iterate: Change management is hard but repeating a process that isn't working is foolish

Measuring in Action

Our Partners:



APOORVA SUDARSHAN
Director of Customer Success - SpotDraft

About the Product Coach

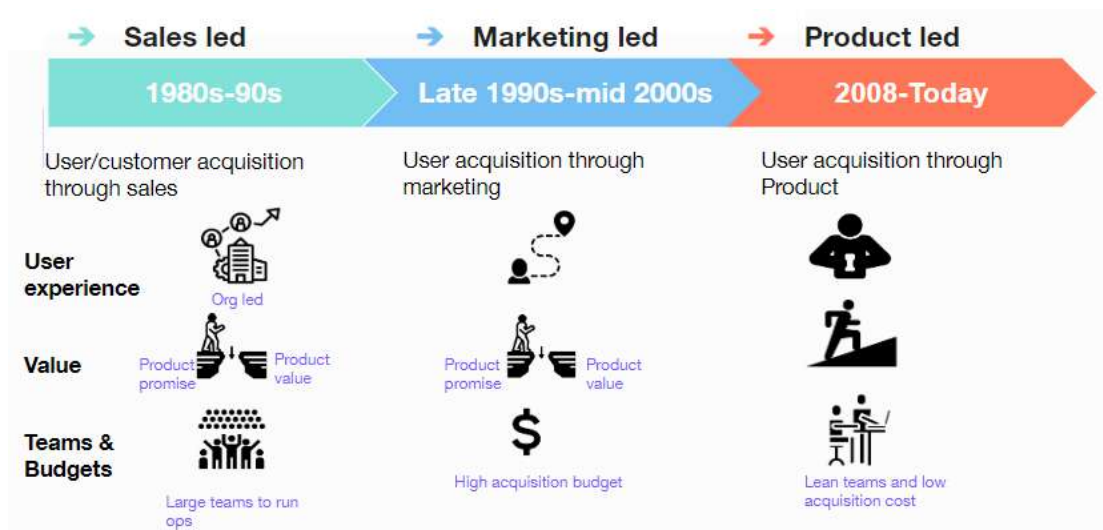
Apoorva Sudarshan

Director - Customer Success, SpotDraft

Apoorva is in founding GTM team in India and gets to work with some of the best internet businesses for their product-led growth. She loves evangelizing the concept of Customer Success and has been a panelist on CS meetups/an active voice in the growing community. She has worked in revenue-driving roles in diverse industries like Big data, attribution analytics and HR-tech. Over the decade, she owned renewals, driven upsells, designed Onboarding frameworks, mentored team members and implemented NPS surveys, amongst other things.

Evolution to Product-led growth

- Sales led (1980–1990s): User/customer acquisition through sales
- Marketing led (Late 1990s to the mid-2000s): User acquisition through marketing
- Product led: User acquisition through products



Product-led growth?

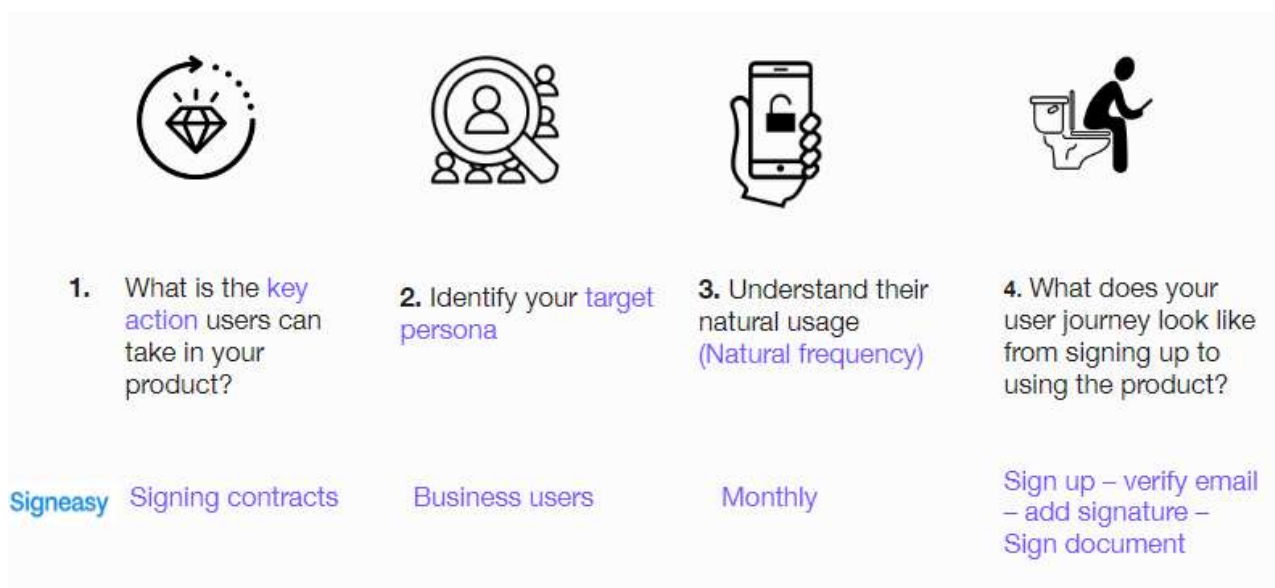
Product-led growth is driven by great user experience.



Getting into the PLG mindset

Steps to drive PLG in your organization:

- What are the key actions users can take with your product?
- Identify your target persona
- Understand their natural usage (natural frequency)
- What does your user journey look like from signing up to using the product?



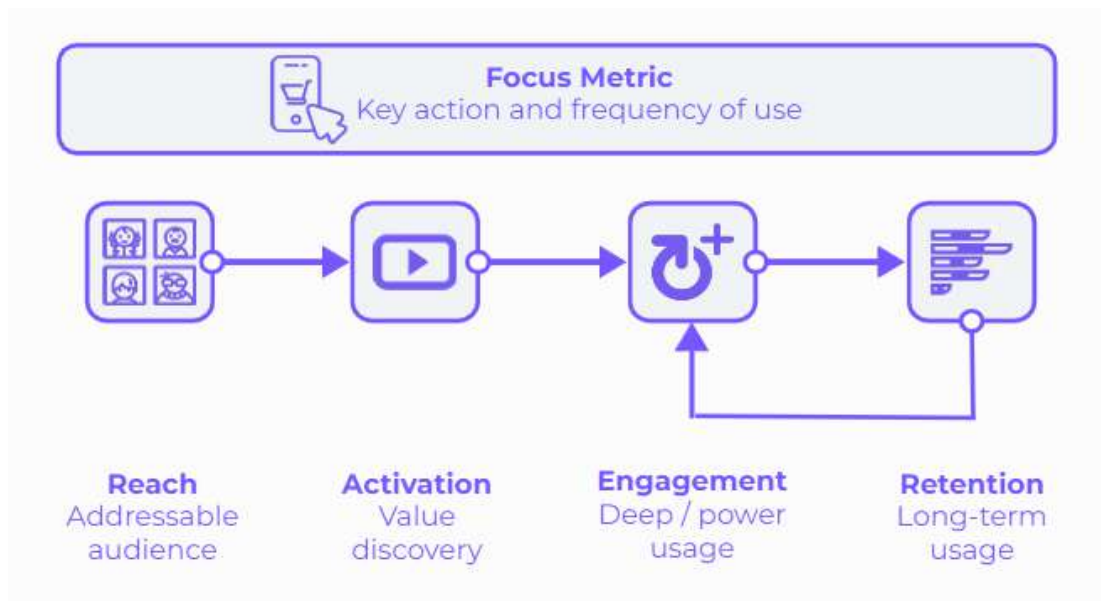
Measuring your PLG journey

Metrics that matter:

Focus metric: Key action and frequency of use

Supporting matrices:

- Reach: Addressable audience
- Activation: Value discovery
- Engagement: Deep/power usage
- Retention: Long-term usage



Demo use case:

You're a new product manager for a messaging app, 'Clack', and you've been tasked with defining and understanding key metrics in their PLG journey. As a PM at Clack, what should your focus metric be?

About Clack:

- Clack is a B2B messaging tool.
- Users can upgrade directly by inputting their credit card information.
- The company would like to measure core KPIs, but as a PM, your focus is on building a great user experience.

Experimentation and Launch

Our Partners:

**BANDAN JOT SINGH****Business Unit Lead -
BNPL**

About the Product Coach

Bandan Jot Singh

Business Unit Lead - BNPL

Bandan is a Financial services and Payments product leader with experience working in Europe, Singapore, Indonesia, Thailand and India. Directly led financial services products and teams for tech companies and regulated financial institutions. He has core expertise in Buy Now Pay Later, Alternative payments, Consumer and merchant lending products. He has a great experience as a product lead and a business lead.

Source reference- <http://productify.substack.com/>

What Is Product-Market Fit (PMF)?

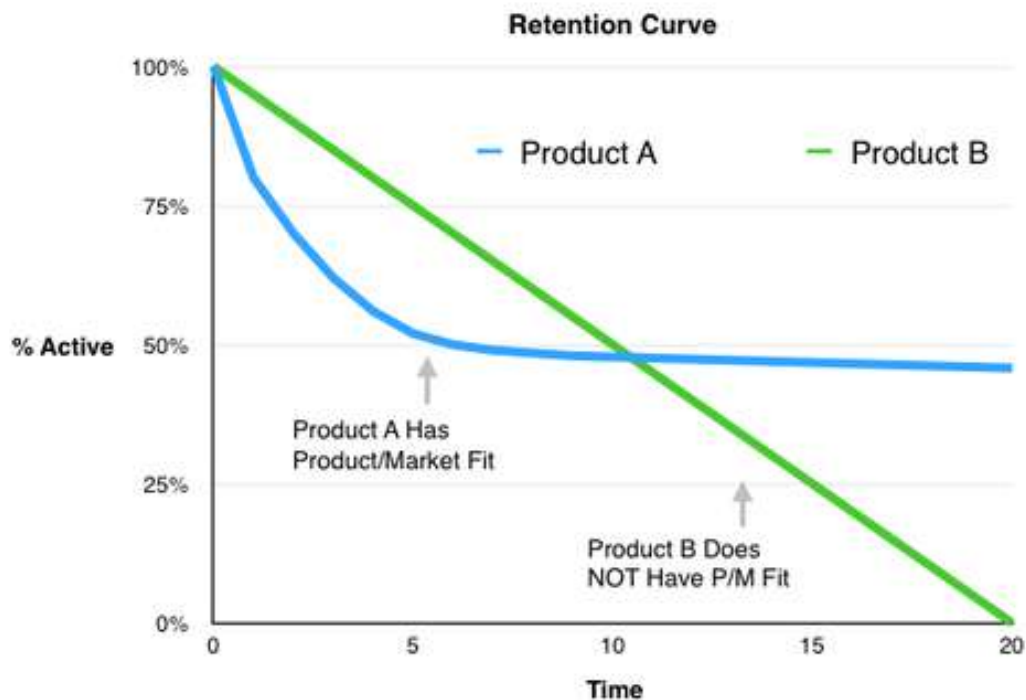
PMF is the degree to which a product assures a strong market demand.

Marc Andreessen says, “product-market fit means being in a good market with a product that can satisfy the market.” An entrepreneur identifies the need in a market and creates a solution that the customers want to buy. Achieving PMF is difficult to implement, and it does not happen all at once; it is a set of signals that can be measured along a time span to find that the product is in demand.

How to think about PMF?

1. Find your riskiest assumptions. When the assumptions fail, find the reason by asking multiple ‘why’ questions.
2. Test the riskiest assumptions:
 - a. Do not look at the growth of the product as it is a long process.
 - b. Look at the loyalty aspect of the product by answering the question below:
 - Are the users coming back? Have the sales been increasing?
 - Is acquiring new users becoming cheap?

The Retention Curve by Brian Balfour—If the curve flattens off at some point, you have probably found the product market fit for some audience.



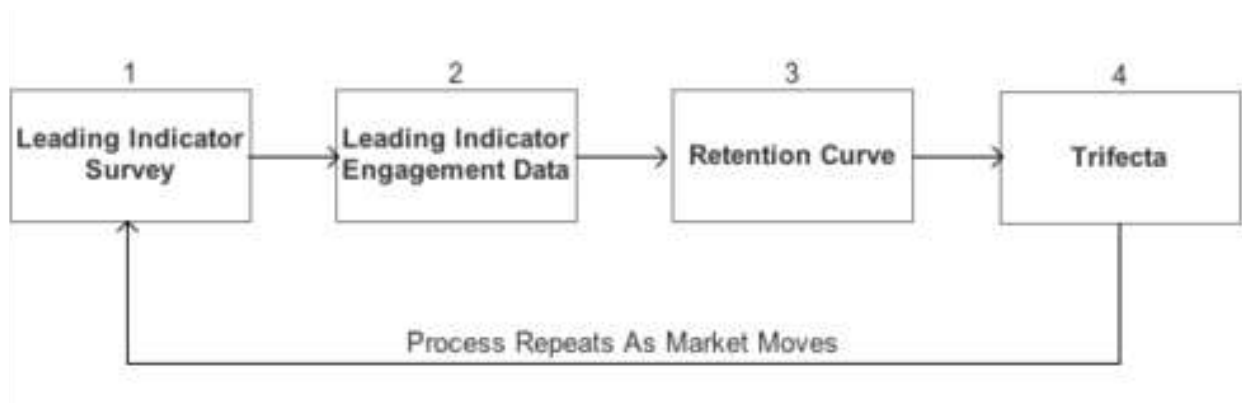
When do you know you have PMF?

Below are the signals that help in understanding if PMF can be achieved:

- Retention- Retaining customers is usually easier than gaining new users. Measure the retention percentage regularly.
- Check for disappointment if the product is shut down- Surveys are the best ways to know if PMF has been achieved. During the survey, question the users how they would feel if the product got shut down, and if about 40 % say they would be disappointed, it means that you have achieved PMF to some extent.
- Exponential Organic Growth- Word of mouth (WOM) is an organic growth mechanism, so aim for it.
- Cost-efficient growth- Throwing money helps to gain new users but not retain old users. Revenue must be greater than the money you spend to reach the customers' products.
- $CAC < LTV$ - the Customer Acquisition Cost should be lesser than the Lifetime Value of the product and ideally CAC:LTV ratio should be 3:1.
- People using the product even when broken- Even when Instagram/ Facebook broke down, people kept trying to log in and use it. That is the kind of PMF we should plan to achieve.

PMF is Never Ending

Product Market Fit Path



PMF is not a definitive point on a startup path but a series of tests and checkpoints that increase in difficulty as well as definitiveness. It is a never-ending process mainly because the market doesn't sit still and continuously demands a better product to meet its needs.

Experimentation as the Key to PMF

Primarily, experiments are required for the following reasons:

- A great objective way to deal with the highest-paid person's opinion culture.
- Every solution is a hypothesis; it has to be tested and validated to be considered as a feature.
- Don't let sub-optimal features be a part of your product.
- An amazing feature is knowing which one should be removed and which of the features should be scaled.
- Product sense can be made clear; if you think you are understanding what users want, experiments provide statistical proof.

Experimentation basics:

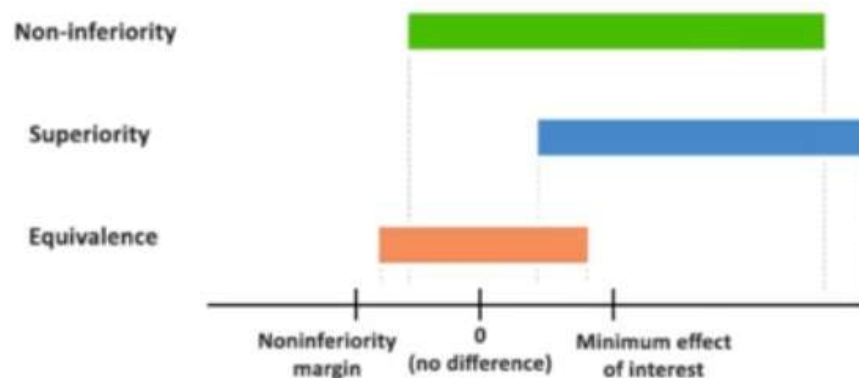
A — Base (existing/default state of the product)

B — Variant (an improvement that has been implemented)

- **A/B improvement experiment:** Any change implemented looking to improve the product. B is an improvement over A proved through ideal movements of primary metrics. It can be a multi-variant experiment.

- **A/B1/B2 experiment:** Check which of the 2 variants, amount B1 and B2, works the best, and by how much, using ideal movements of primary and secondary metrics.
- **A/B non-harm (non-inferior) experiment:** Find any variant B that neither improves nor harms the base A primary metrics.
- **A/B blackout experiment:** Remove a feature from the existing state of a product and find what is the value of the feature. Then we can decide if we need the feature or not.

Examples of confidence intervals for different types of tests stopped with a successful outcome



Setting planned duration

What?

Indicates how long to run the experiment

- Take an example: If the sample size is huge at around 1k customers, then the experiment can be run for 2 weeks.
- If cancellation is reduced to 3 days, the run time should not change. It must run for 2 weeks to achieve better experiment results.

Why is it important?

- If not set, makes experiment results unreliable, leading to misleading future product development
- Not setting runtime triples the chances of seeing false positive results, i.e., we are likely to interpret that there is a +ve impact when there is none.

When to start it

- Before the experiment starts or a week into the experiment

Power and Statistical signification

- The power of an experiment is its sensitivity—the likelihood that, if the effect tested for is real, your experiment will be able to detect it.
- Statistical power is determined by the type of statistical test you're doing, the number of people you test, and the effect size.
- The significance level of an event (such as a statistical test) is the probability that the event could have occurred by chance.
- If the level is quite low, that is, the probability of occurring by chance is quite small, we say the event is significant.
- 0.5% retention is a small change leading to more power and sensitivity.
- If there is a high chance of > 5%, introducing a feature, for example, cashback for all users, can lead to a decrease in power and sensitivity.
- If the experiment succeeds and the significance level is 5%, there is a 95% probability that experiments detect that change.

Going full-on if it is of primary significance

What?

- Go full-on only when our primary and supporting metrics are conclusive in the right direction.
- Stick to full-on criteria defined before starting the experiment.

Why is it important?

- It helps us to ship the right features to users.
- If not followed, it would lead us to ship features that do not help our users and mislead future product development.

Case Study Examples

E-Commerce Merchant Case Study:

You're a PM in an e-commerce company that is currently doing 360-degree shots of all its products. But your CEO is now considering stopping adding new 360-degree shots due to the technical and personnel costs involved in making, uploading, and hosting them. What kind of experiment would you run as a PM?

- Blackout run if the experiment is there to check whether that feature adds value or not
- Do not drop the metrics to drop even after removing the 360-degree feature
- Non-harm experiment based on sample size data
- A-B experiment run for improvement

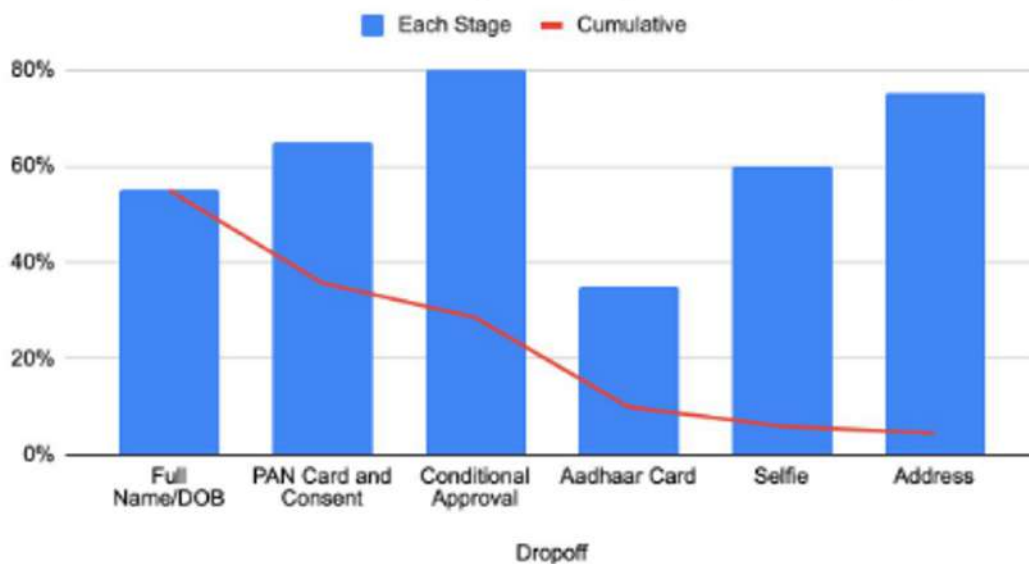
SAAS Case Study:

You're a PM in an online SaaS website for which we want to test a simple change of a button text. Currently, the button says, "Free Trial", and the test is whether adding an action-inducing word to it will change things, so the variant tested is "Start Free Trial". What kind of experiment would you want to run?

- No need to run the experiment is one option, but users might come down, so run the experiment till the entire runtime
- An improvement experiment can be used

Aditya Birla Case Study:

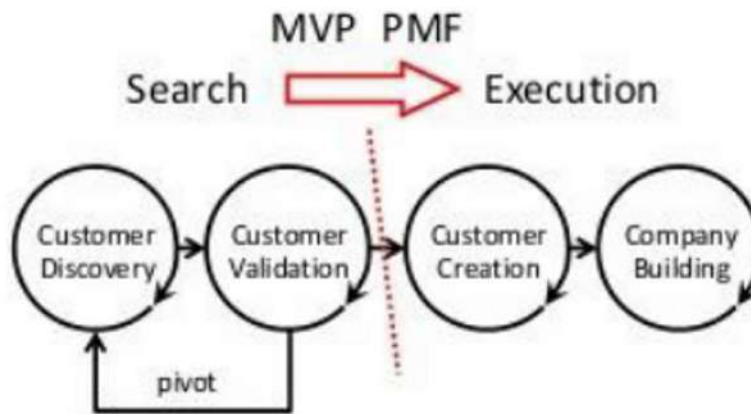
Funnel Performance of KYC process (No human touch)



Dropoff	Explanation Step	Full Name/DOB	PAN Card and Consent	Conditional Approval	Submit and Save	Aadhaar Card	Selfie	Address
Each Stage	55%	75%	80%	80%	80%	68%	65%	75%
Cumulative	55%	41.3%	33.0%	26.4%	21.1%	14.4%	9.3%	7.0%

- In this funnel, where does the drop-down happen?
- Maximum people drop off at the Aadhar step.
- One way to fix this is to introduce new changes.
- There are multi-variant experiments, like improvements in B1 and B2, multiple options, like a passport option instead of an Aadhar option, and notifications in case applications are not filled.

Pivot, Stop, or Scale



- If any of the key PMF indicators are not being hit (e.g., in an A/B experiment), then pivot, i.e., go back to customer discovery and try another feature or solution.
- If the experiment succeeds, then scale that feature; if not, stop it.
- Experimentation allows you to become objective about PMF and not fall in love with your own idea or product.

Why is there no PLG without experimentation?

- The acquisition is a never-ending game. The growth can slow down, and one needs to constantly build/innovate new features to keep the growth trajectory going.
- Retention is key to PMF, but retention can drop over a period of time. One should keep a tap on which features have positive or negative effects on retention.
- There are no metric moves in isolation; this is a GOLDEN rule.
- If you grow like crazy, CS complaints will go up.
- If you just focus on acquisition, retention will drop.

Product Monetization Fit

Our Partners:



PRADEEP VARADARAJA
Co-founder - Obvious



About the Product Coach

Pradeep Varadaraja Banavara

Cofounder of Obvious

Pradeep Varadaraja is is passionate about building products which customers love and businesses cannot live without. He has 20yrs of learnings as an engineer, entrepreneur and executive, building and scaling platforms, products and organizations. He has worked in government, academia, startups and multinational corporations with experience across education, mapping, consumer internet, real-estate, e-commerce, mobility and deliveries.

He has built, scaled and managed high performance cross functional teams and led successful fundraising efforts, negotiated business acquisitions and put together joint ventures and managed multi-million dollar P&Ls.

Insight on Product Led Growth

This is a popular go-to-market strategy that reflects the product as the main driver of acquisition, activation, and customer retention.

Companies usually adopt one of the three growth led models:

- Sales-led
- Marketing-led
- Product-led

Deep dive into monetization

Monetization can be understood by finding out whether it is a product-market fit. Some of the things needs to be addressed are the following:

- Market of the product
- Value proposition (VP)
- Validation of the VP

The next step is to scale revenue sustainably and grow the business. In short, monetization refers to the generation of revenue for the value offered to the users.

The monetization strategy is integrated with the product's lifecycle in different ways. There is a difference in linkage for startups and well-established companies.

'The journey of an entrepreneur on a cliff—jump, make a plan, and fly in between' is an example of a monetization journey

Once the plane is assembled, there are three steps within:

1. Selling seats on the plane—getting consumers to pay for your product that's yet to fly
2. Refueling midair—monetization without sacrificing either growth or speed of execution
3. Cruising on auto-pilot—getting stakeholders to buy in for the flight plan

Goldilocks problems, such as pricing sensitivity in setting too low and too expensive a price, must be set, and related questions must be addressed.

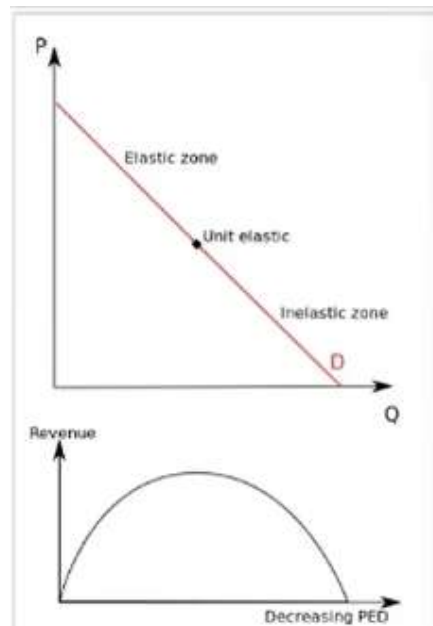
• *More deep, understand real world examples:*

- **Learn from Jio**—Strategies are introduced through huge initial investment, the subscriptions with low pricing are introduced for opposed barriers to entry.
 - Subscriptions and welcome trial offers are reliable sources of income.
 - Using dynamic pricing to generate revenue.
 - Bundling and packaging products through releasing the Jio phone with various offers and digital products as a bundle and the generation of revenue streams with ecosystem value.
 - Selling the seats on airlines through stakes recovery to various investors.
- **Discuss the delivery fees by Swiggy**—the pricing myopia concept is pitched in.
 - Price the ecosystem, not the product, as the ecosystem largely overlays the pricing.
 - The more orders, the more the impact on taxes and ecosystem.
 - While having a bunch of products, the competitors must be clearly understood.
 - Also, find out who is going to pay the discounts and enable the strategy in the ecosystem.

Understand Real World Examples

○ Learnings from OLA

- Do not proportionate false values on other products, setting higher prices than auto.
- Set a base margin price for every step taken for monetization.
- Be creative and think for the long term by releasing offers on occasions.
- Expand business through mobility transfer and moving logistics to people.
- Commercial partnerships with cafes, ATMs, and Wi-Fi networks can deliver end-to-end user service to consumers, which is commonly needed during a ride.
- Introduce initiatives such as ride sharing with offers in case of odd-even management of vehicles.
- Use a lock-in-mechanism through share passes and premise passes with wallet credits.
- Bundle packages, such as Wi-Fi, cashback, and offers.



The figure shows the demand and pricing variation that must be adopted in monetization (known as the price elasticity of demand).

- Free returns are not always focused on aphorisms of customer delight.
- There are no decisions; only tradeoffs exist.
- Not all problems can be solved; certain conditions need to be built in to not lose value over fulfilling customer delight.
- Seller and buyer both are customers of Flipkart where in both the customers satisfaction needs to be fulfilled which has enabled Flipkart to build in initiatives that compel the use of commercial technologies like AI for mapping seller protection funding.

- Learnings from **Zerodha** :
 - Products must be compelling for users by introducing features for customers to stop using applications in case of losses, which can inhibit their own company's growth but instills customer confidence in the product.
 - The introduction of features such as Nudge, which suggests that customers choose the right way to deal with stocks and trading, are forms of introduced value-added creative technology.
 - Upselling encompasses the sale of additional features, product add-ons, and services. Cross-selling refers to completely different products or services. This is the takeaway of two approaches which Zerodha can move on.

3. ***Cruising on: Strategy on Minting money by itself***

a. **Learnings from Zomato fleet onboarding:**

- i. Introduced an entry monetization fee to avoid later loss problems by providing onboarding packages.

b. **The Struggle of CoinDCX with BAN and finishing off by deleting Uber:**

- i. CoinDCX monetized into the market after struggling with BAN and against RBI.
- ii. No surge pricing effect led to a comeback, making customers happy and making business thrive right through commercial strategies.
- iii. Ultimately, user needs are the key aspect of any product-led business with various barriers and support from different teams working together.
- iv. In short, the best revenue model will be one that's repeatable, measurable, and always increasing value for your users.

How to break into Product-Led Growth Domain

Our Partners:

**HIMANSHU GARG****Product, Apna Marketplace**

About the Product Coach

Himanshu Garg

Product Leader- Apna Marketplace

Himanshu spends a majority of his time building product's functional pillars and nurturing folks in tech, product, marketing, analytics and communication. He is currently building Apna to disrupt how individuals connect to opportunities across India and the world.

His believes in a his philosophy that life is too short to build bad products. And it's pretty clear to him, you can either be a good PM Or a bad PM, nothing in between.

What is Product Growth Team?

The team responsible for bringing out product-led growth is an example of many large business-scale companies around the world.

Various core members, such as the following, are hired in the product growth team:

- Growth product lead
- Growth marketing lead
- Growth engineering lead

Product Death Cycle:

The processes usually occurring in this cycle are the following:

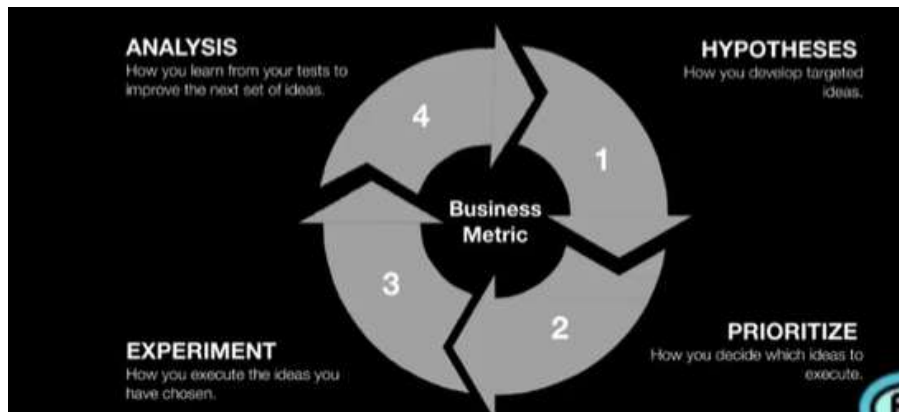
- No one uses the product.
- Customers are asked what features are missing out.
- The missing features are built.

The cycle circles and repeats and results in death as a result of a larger market tap in and many customer backing reasons. A better product doesn't mean better or equal distribution. All the different parts of product integration need to be performed, rather than relying on asking customers.

That's where the product growth team comes in to address the following.

Product Growth:

This is the scientific method applied to business KPIs.



Keeping the core of business metrics, such as revenue, in the mind of the company, the users are evaluated and product growth is carried out using the following methods :

- Analysis
- Hypothesis based on problems
- Prioritization of the solutions and ideas
- Experimentation with the solutions to the core metric

The Product and Growth link

- **What is a growth and product team?**
 - A growth team is a software group of people solving a company's business problems.
 - A product team is a software group of people solving customers' problems.
 - Both go hand in hand at times.
- **Potential roles of a growth team**
 - Growth PM
 - Growth Engineer
 - Growth Marketer
 - Growth Data Analyst
 - Growth Designer
- **Growth Vs X described:**
 - Growth vs Marketing
 - After the branding of events, PR/marketing through various methods, such as the use of digital marketing, begins, which includes affiliate programs and SEO, followed by the beginning of growth, which is the inclusion of monetization, referral, and onboarding.
 - Growth vs Product
 - The product is developed to optimize core user value, followed by growth to achieve the faster achievement of the core value. Both go hand in hand due to repetition and stickiness.
 - For example, a job portal application is used to initially evaluate users based on their interests in various jobs and enables different job roles. It also triggers the user and engages growth through various social media tools.

- **Responsibilities of the team:**
 - Running experiments
 - Creating new features
 - Research and analytics
- **Skills needed:**
 - Analytical skills for various engagements in a product and customers
 - Cross-functional skills, such as business and marketing
 - Ecosystem thinking to get the outcomes and results validating internal features.

•

Career paths to be a Growth PM:

- The point of origin can be an analyst, consultant, engineer, designer, or marketer.
- If the point of origin is an analyst, the next role is marketer, followed by growth PM.
- If the point of origin is a consultant, the next role is product strategist, followed by growth PM.

How is Growth Structured?

Growth is structured in two models:

- **Low Ownership Model**—This model is usually worked out in companies like Apple, where they have less ownership and work on high-end features on product specs. They have less control and high speed.
- **High Ownership Model**—This model is usually worked out in companies like Uber, where they own more ownership and work in all specs. They have high control and less speed.

Signs of good Growth company

- **Ownership** — Low touch and high touch models adopted depend on the way the companies deal with key business KPIs.
- **Company Culture** —This depends on whether it is rooted in the design itself or the allowance of the capabilities of experimentation of product-led growth.
- **Buy in from Leadership** —This involves dealing with stakeholders on growth leadership.

In a nutshell, the product manager must know how to do the following:

- Hustle with time
- Balance the perspectives of key business initiatives
- Deal with different stakeholders and engineers
- Understand the discipline of the product
- Enhance designers' values and outcomes

Some of the key factors to consider when designing your product-led growth strategy include the following:

- What is the core problem a developer is trying to solve with your product?
- What value does your product provide to a developer and respective teams?
- How does your product fit within a developer's workflow?
- How do you create viral developer adoption from a developer's use of your product?
- What is the monetization path from free to paid?

Pros of PLG:

- One of the major aspects is shorter sales cycles. The product will self-serve so customers can onboard as quickly as possible.
- Lower customer acquisition costs (CAC) as limited human intervention is required to convert clients and easy to reach a large number of customers
- Low CAC can be leveraged to keep pricing low compared to the competition and capture market share
- Potential for rapid scale and disruption competition.

Cons of PLG

- Significant cost and resources deployed in serving free customers and a very low percentage of paying customers.
- The strategy can only work in a large TAM (total addressable market) where the product is defined in a specific market.
- "Distance" from customers could lead to low "real" relationships with customers. It's easy to lose control of changing and evolving customer needs.

Conclusion:

Product-led growth begins with the product. PLG is so powerful because that momentum is maintained and exponentially grown by the increased inbound interest and word-of-mouth promotion that comes from having a well-designed product.

The Way Forward

We have always believed that it's always day one for the product community. There are a lot of amazing products to be built and shipped. We hope this book inspires you to build your own product and helps you to be a great Growth PM. We can't wait to hear your story someday.

We will appreciate your reviews of this e-book so that we can improve our work next time. Share it away on the socials with the hashtag #PLGEbook

Contribution

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