A Method to Explore Synergy between Products

by Gerrit Muller University of South-Eastern Norway-NISE

e-mail: gaudisite@gmail.com

www.gaudisite.nl

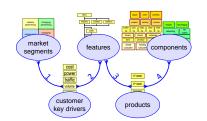
Abstract

Many companies struggle to benefit from similarities between products they sell. The challenge is to find these commonalities that can be shared between products, while the product value for different customers is not (too much) compromised. A method is provided to understand the playing field both in marketing and technology. Better understanding of the playing field facilitates choices about synergy.

Distribution

This article or presentation is written as part of the Gaudí project. The Gaudí project philosophy is to improve by obtaining frequent feedback. Frequent feedback is pursued by an open creation process. This document is published as intermediate or nearly mature version to get feedback. Further distribution is allowed as long as the document remains complete and unchanged.

September 6, 2020 status: draft version: 0



Types of synergy

Customer objectives

Application

Functional

Conceptual

Realization

Multiple markets

for example electron microscope markets:

different customers

material sciences life sciences semiconductors different applications

EM specialists biologists process quality

similar products

everything possible specific handling high throughput shared concepts

shared technology

e-beam sources, optics
vacuum
acquisition control

Single market

for example, health care, radiology market same customers

radiology department different applications & stakeholders

gastrointestinal orthopedics neurology

different products

radiography x-ray diagnostics MRI, CT scanner viewing shared concepts

shared technology

patient support
patient information
image information
storage & communication



Approach to Platform Business Analysis

explore markets, customers, products and technologies

share market and customer insights

identify product features and technology components

make maps:

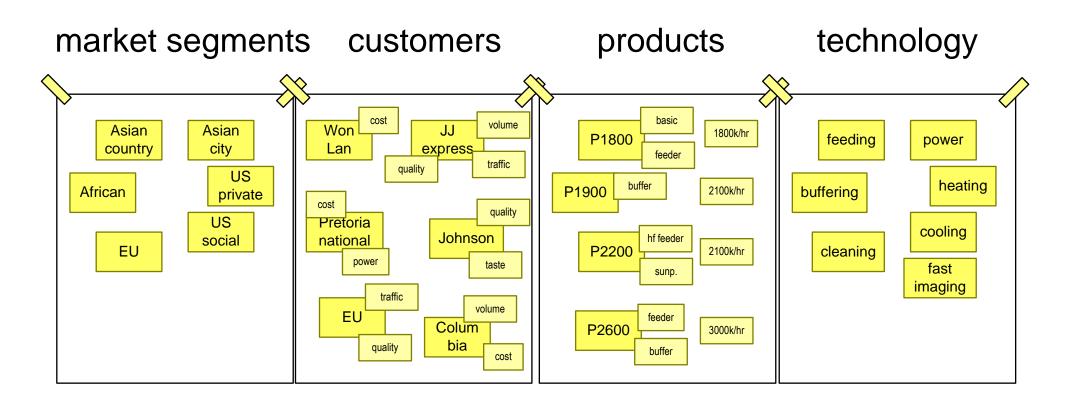
market segments - customer key drivers customer key drivers - features features - products products - components

discuss value, synergy, and (potential) conflicts

create long-term and short-term plan



Explore Markets, Customers, Products and Technologies



brain storm and discuss time-boxed

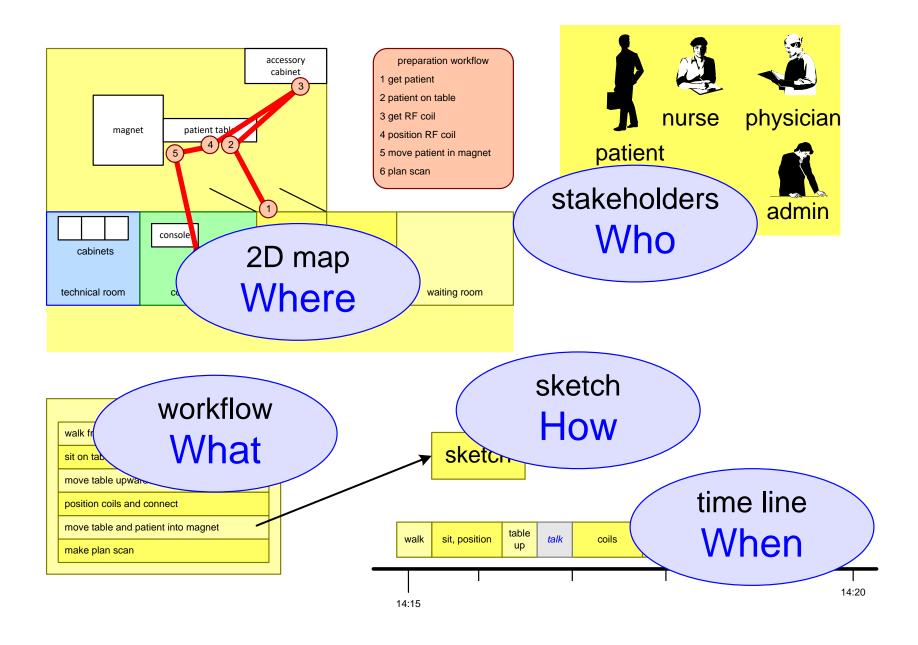


Study one Customer and Product

What does Customer need in Product and Why? **Product** How Customer Customer **Product** How What What Customer unctional Conceptual Realization **A**pplication objectives Key drivers Derived application drivers Requirements Early hazard detection Automatic upstream Reduce Accident rates basic accident detection with warning and signalling Enforce law product Weather condition Maintain safe road services dependent control condition Improve Emergency toolboxes TXT Automatic counter Response excluding options Classify and track dangerous flow traffic detection scheduler Effective Reduce delay due to accider MPEG CPU RAM Traffic condition Detect and warn control subsysten optional option Speed up target groups option dependency Operation → Ensure pr functional physical key-driver model configuration model graph

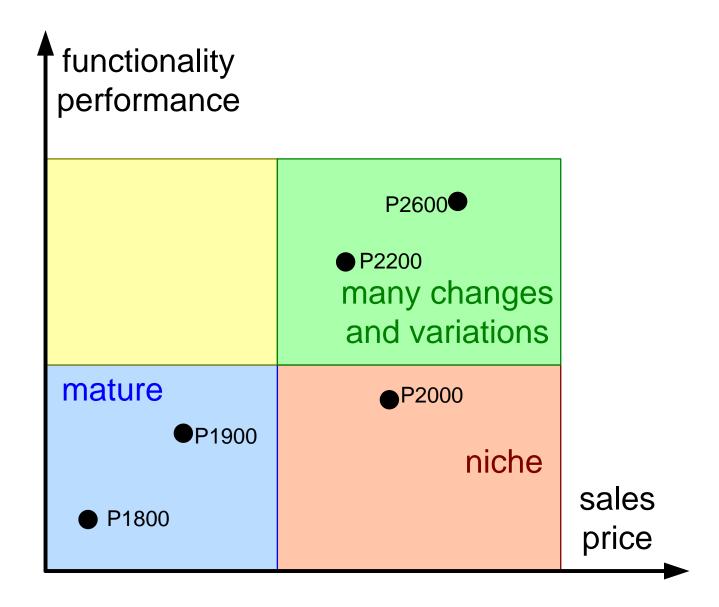


Work Flow Analysis for Different Customers/Applications



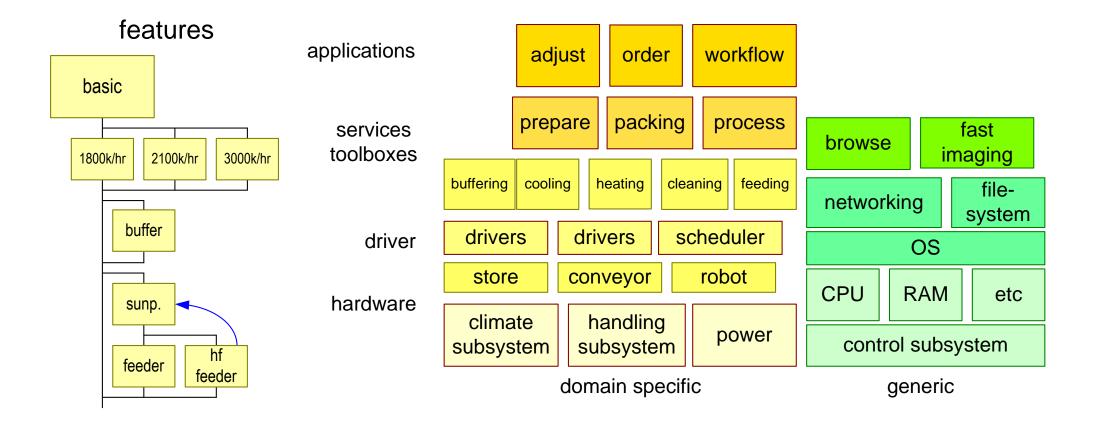


Make Map of Customers and Market Segments



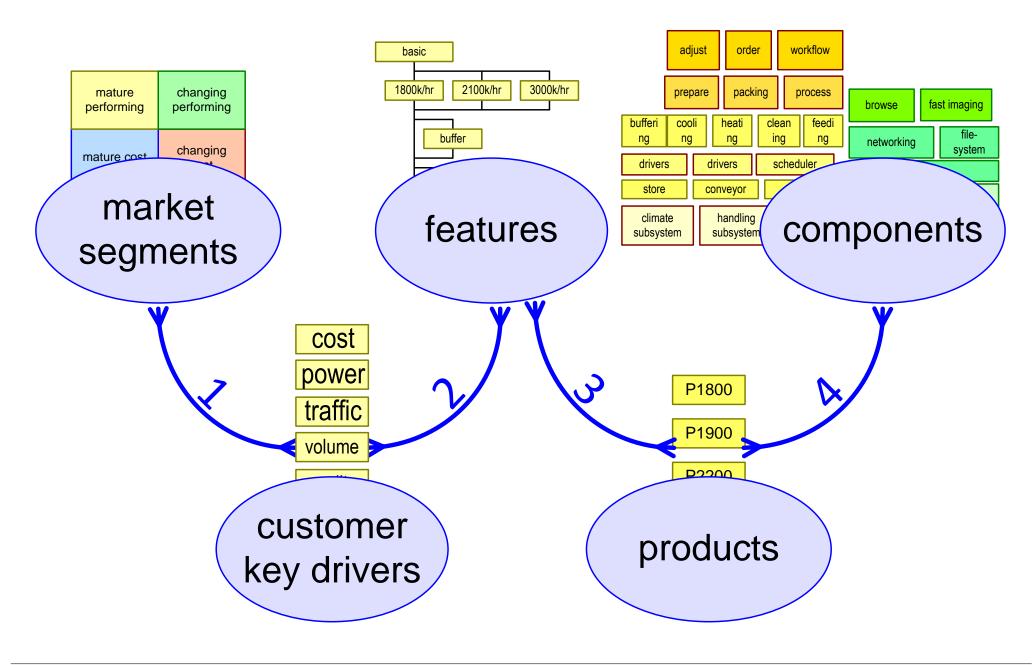


Identify Product Features and Technology Components





Mapping From Markets to Components





Example Criteria for Determining Value

- Value for the customer
- (dis)satisfaction level for the customer
- Selling value (How much is the customer willing to pay?)
- Level of differentiation w.r.t. the competition
- Impact on the market share
- Impact on the profit margin

Use relative scale, e.g. 1..5 1=low value, 5 -high value

Ask several knowledgeable people to score

Discussion provides insight (don't fall in spreadsheet trap)



Determine Value of Features

					— products →					
			P1800			P1900			P2200	
1		satisfaction customer	sales price	market share	satisfaction customer	sales price	market share	satisfaction customer	sales price	market share
features –	feeder	1	5	4	3	4	4	4	5	5
	hf feeder buffer	4	3	4	5	3	4	4	3	4
→	sunpower	2	2	1	2	2	1	2	2	4



Example Platform Scoping

