

A Method to Explore Synergy between Products

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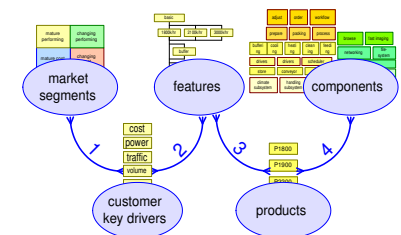
Abstract

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.

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July 1, 2011
status: draft
version: 0



Types of synergy

| | C ustomer objectives | A pplication | F unctional | C onceptual | R ealization |
|---|--|---|--|--|---------------------|
| Multiple markets | different customers | different applications | similar products | shared concepts | shared technology |
| for example electron microscope markets: | material sciences life sciences semiconductors | EM specialists biologists process quality | everything possible specific handling high throughput | e-beam sources, optics vacuum acquisition control | |
| Single market | same customers | different applications & stakeholders | different products | shared concepts | shared technology |
| for example, health care, radiology market | radiology department | gastrointestinal orthopedics neurology | radiography x-ray diagnostics MRI, CT scanner viewing | 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

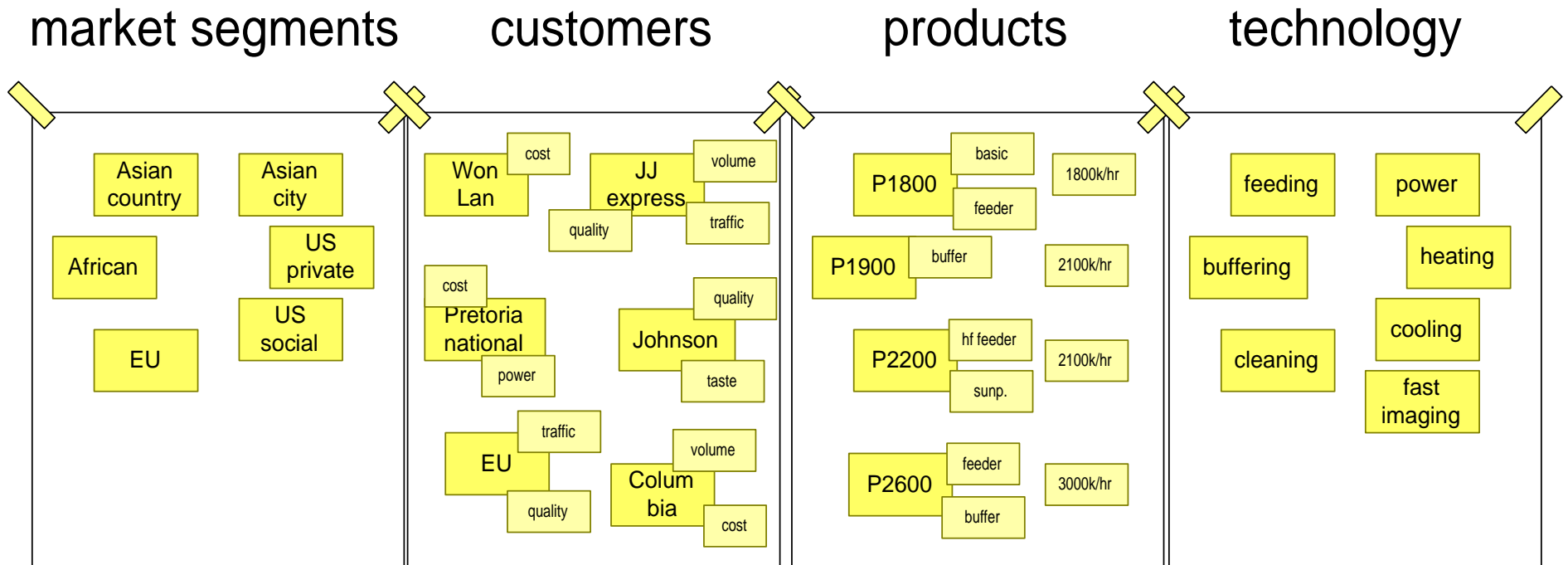
features - products

products - components

discuss value, synergy, and (potential) conflicts

create long-term and short-term plan

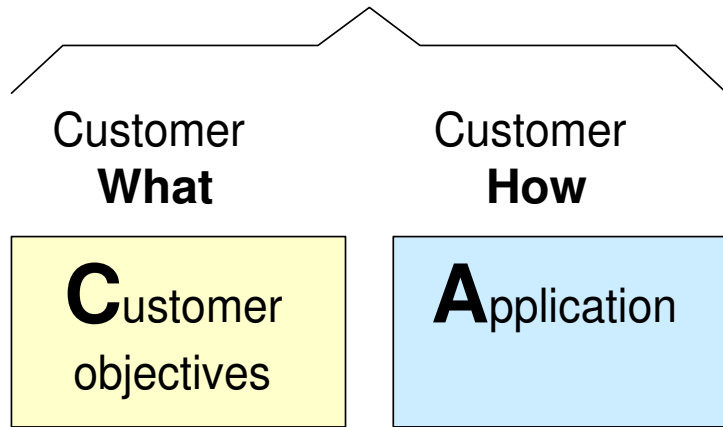
Explore Markets, Customers, Products and Technologies



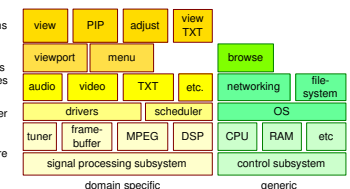
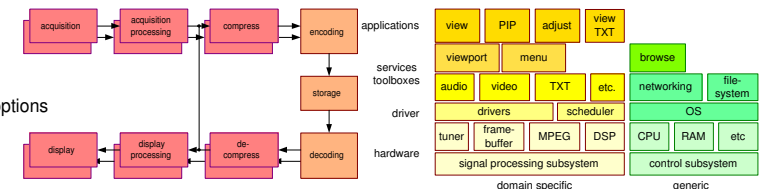
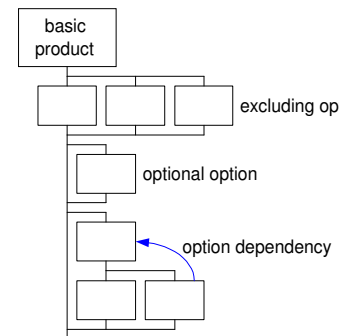
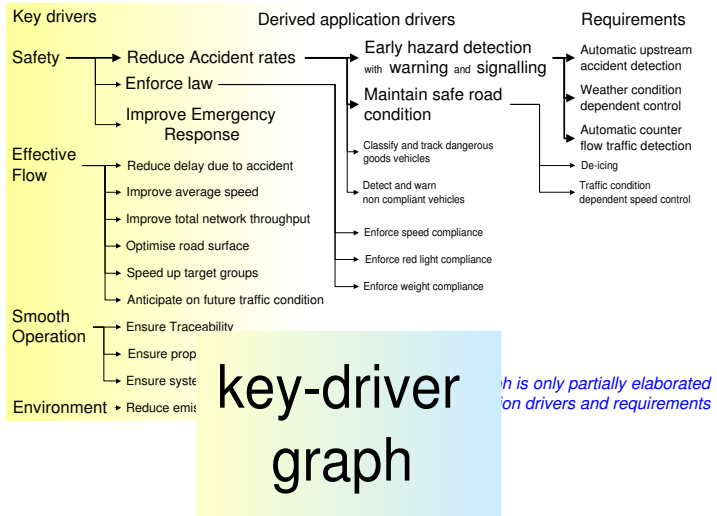
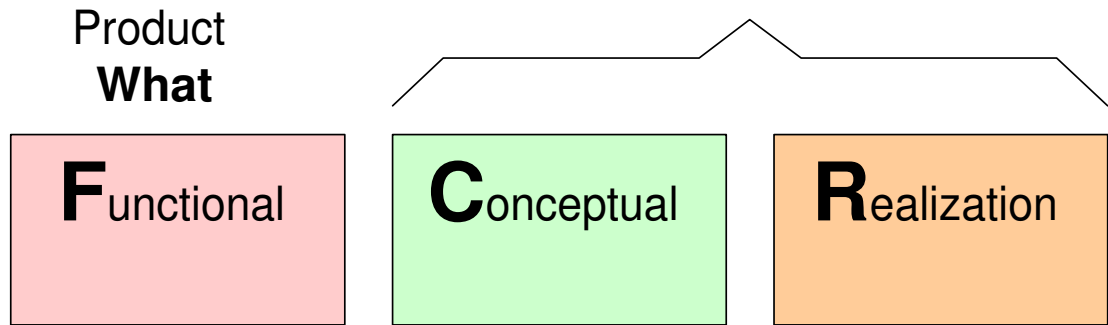
brain storm and discuss time-boxed

Study one Customer and Product

What does Customer need in Product and **Why?**



Product How

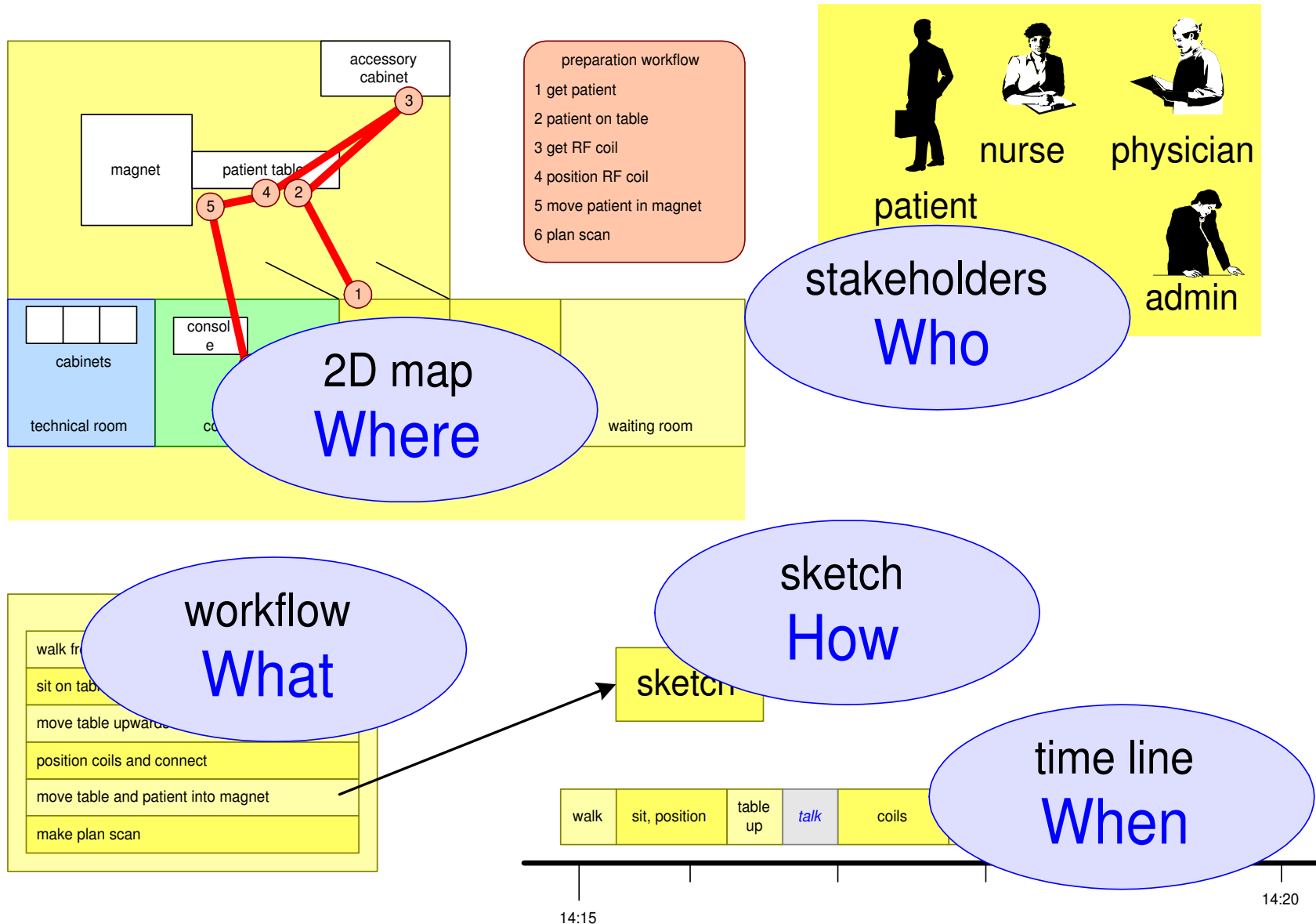


configuration

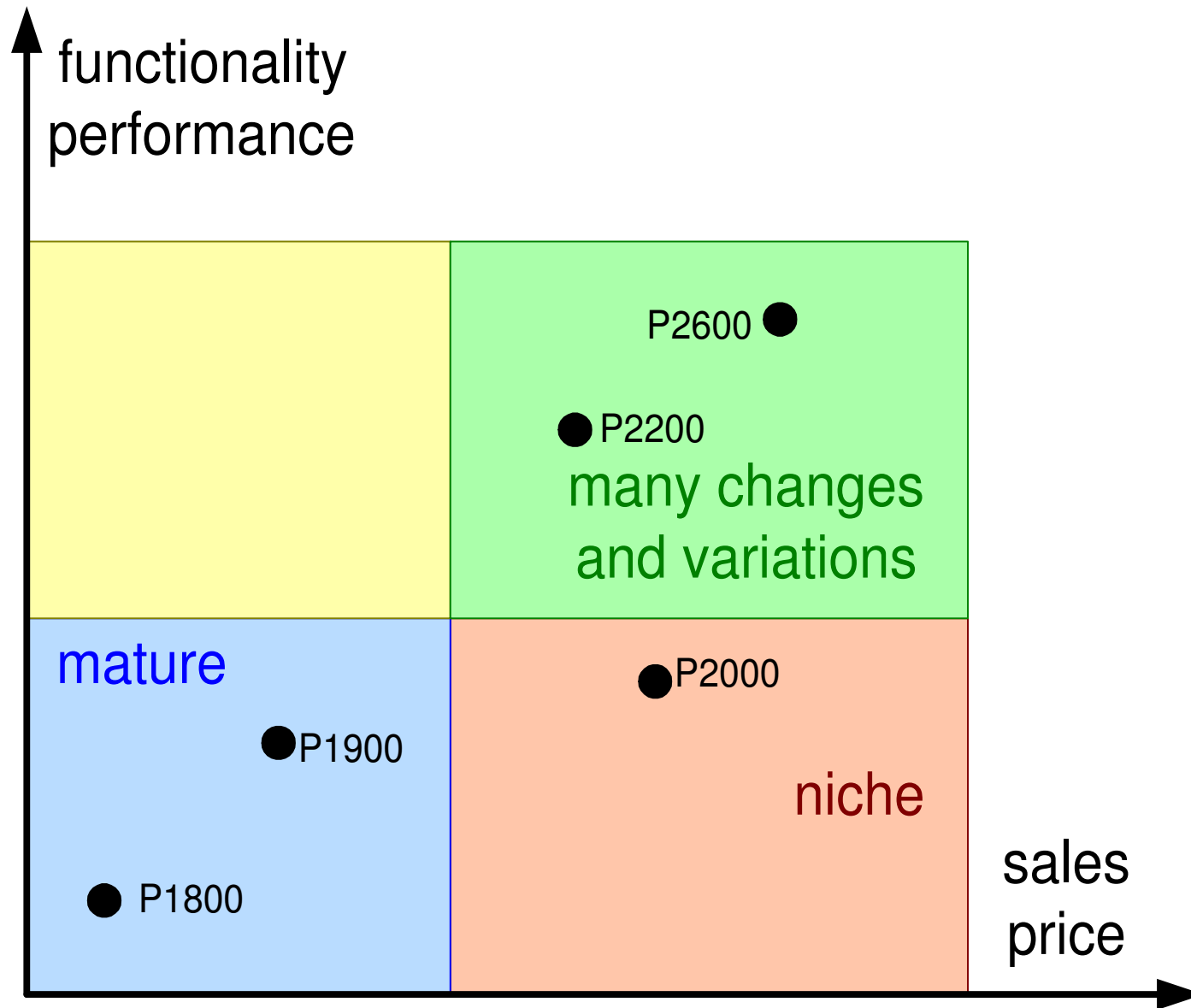
functional model

physical model

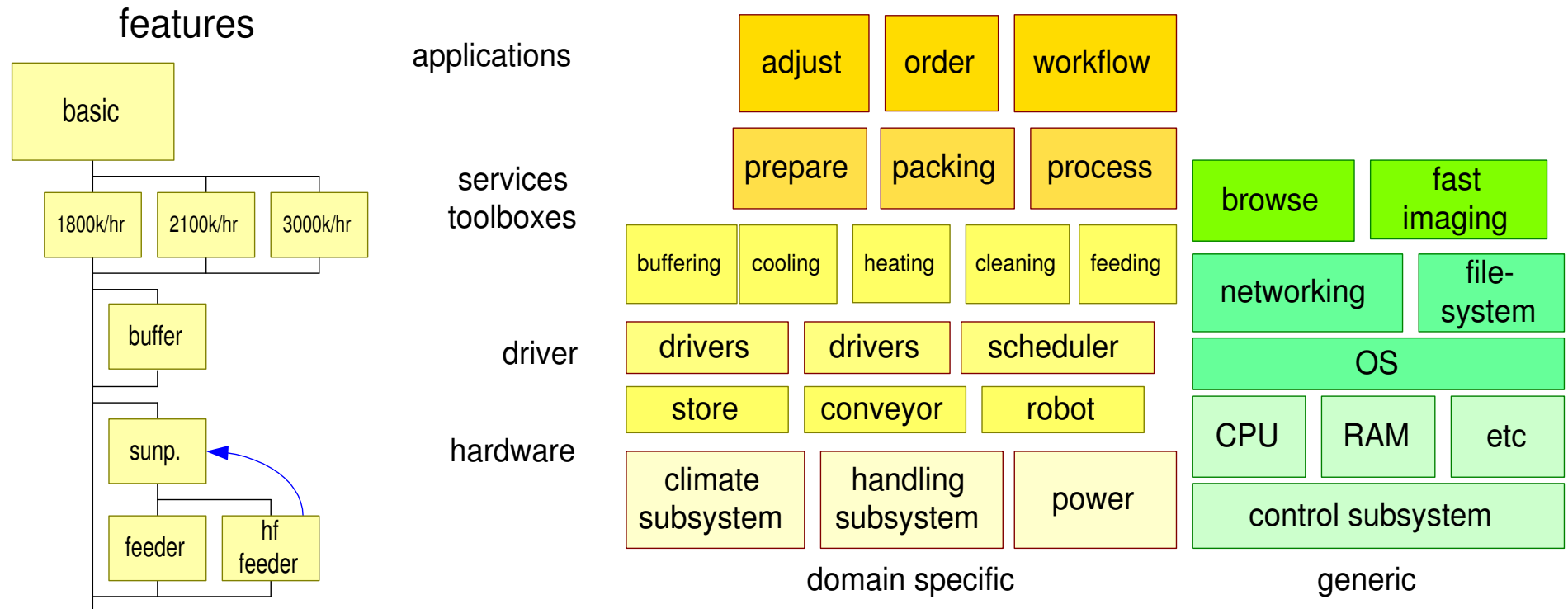
Work Flow Analysis for Different Customers/Applications



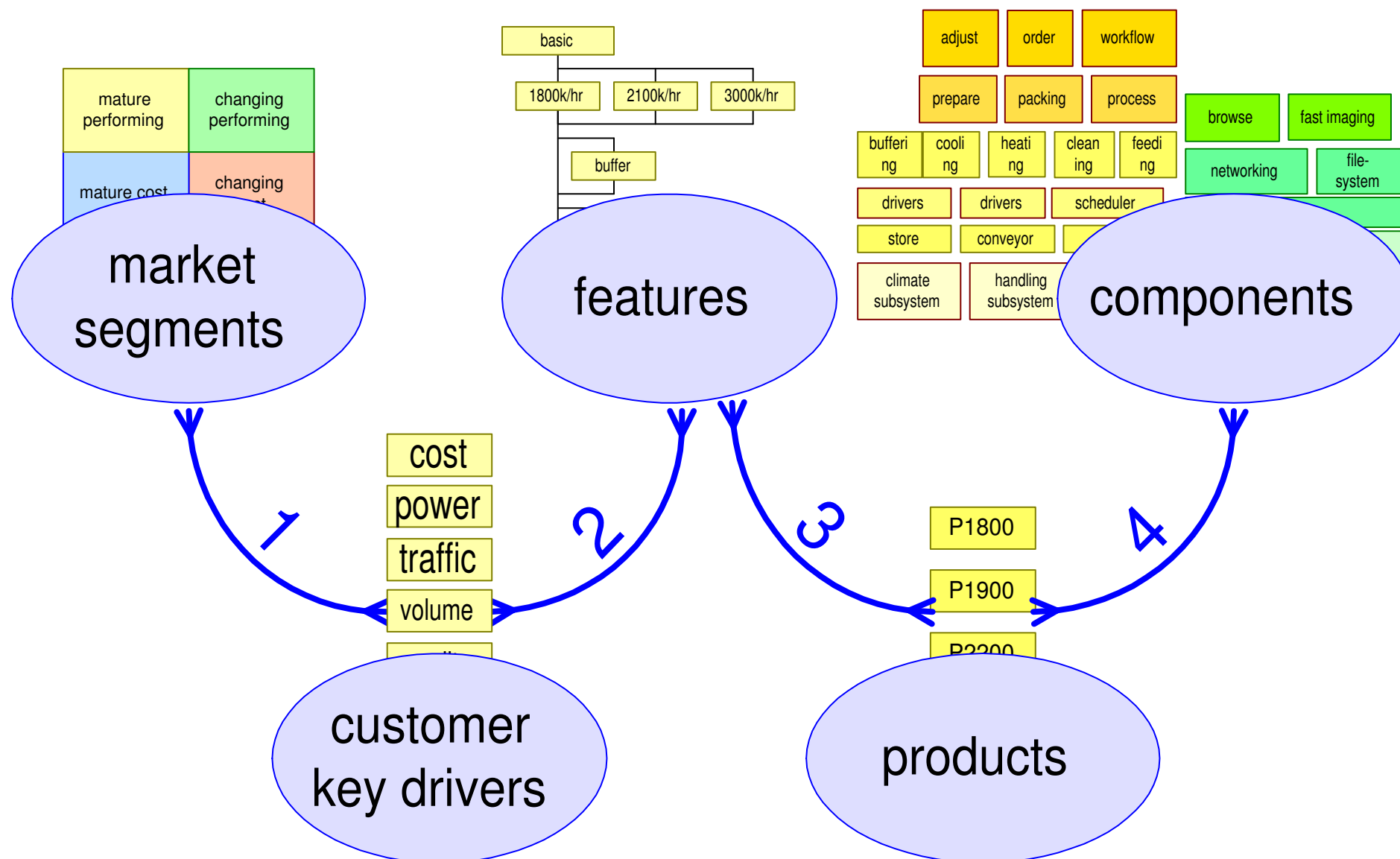
Make Map of Customers and Market Segments



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 →

↓ features —

| | | P1800 | | | P1900 | | | P2200 | | |
|-----------|--|-----------------------|-------------|--------------|-----------------------|-------------|--------------|-----------------------|-------------|--------------|
| | | satisfaction customer | sales price | market share | satisfaction customer | sales price | market share | satisfaction customer | sales price | market share |
| 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

