

A Method to Explore Synergy between Products

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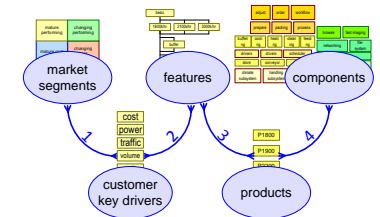
Abstract

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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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

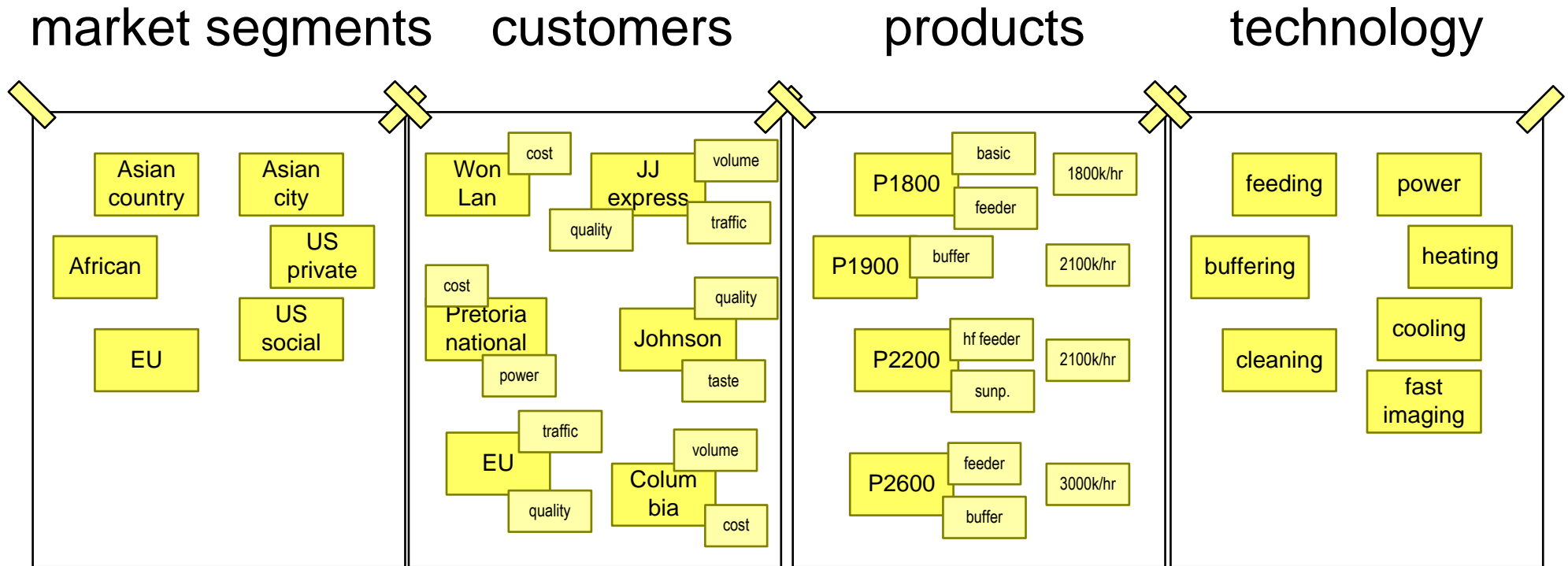
features - products

products - components

discuss value, synergy, and (potential) conflicts

create long-term and short-term plan

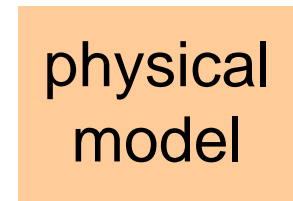
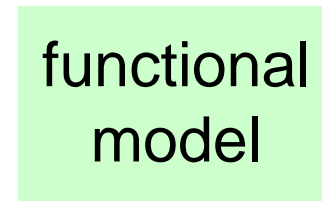
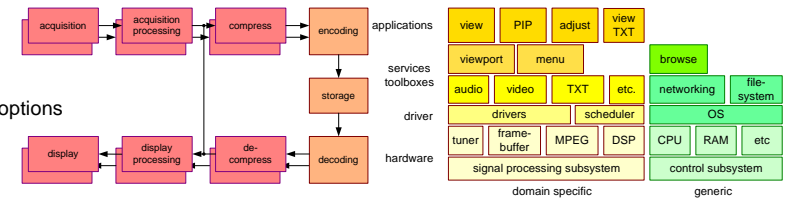
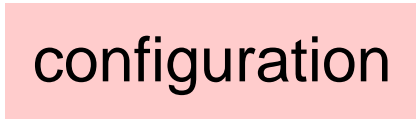
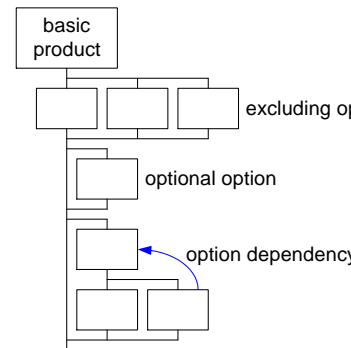
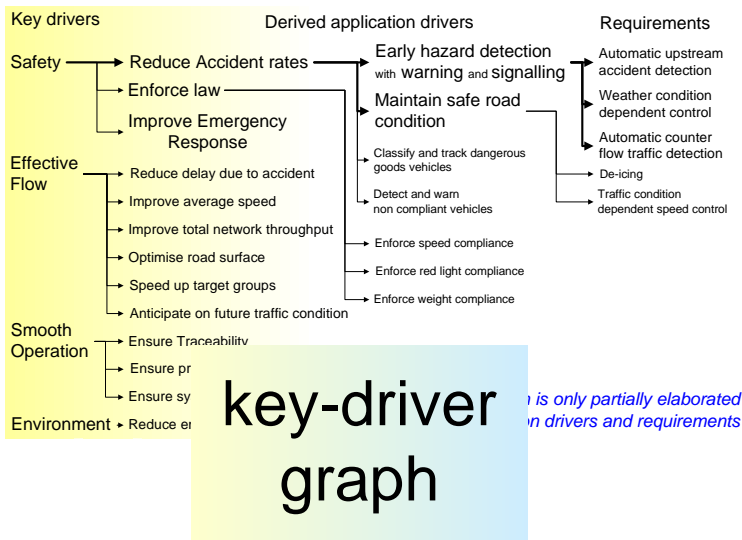
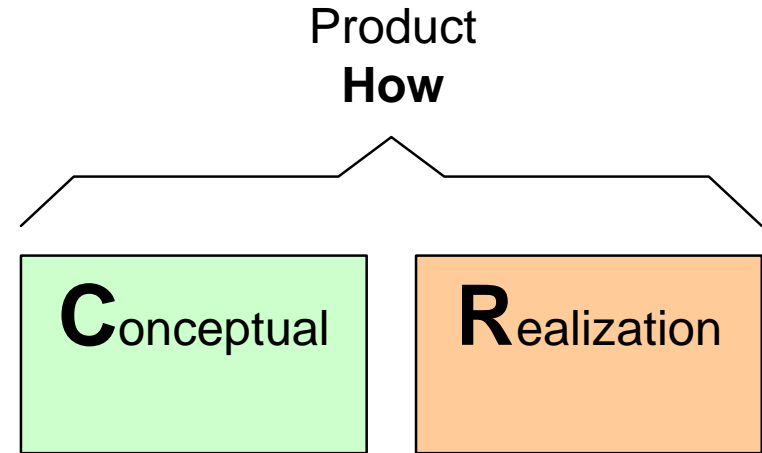
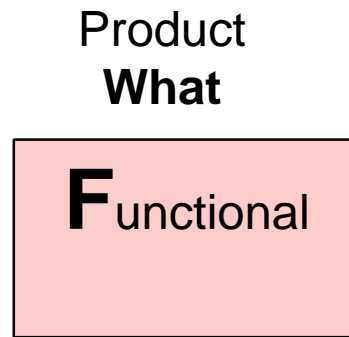
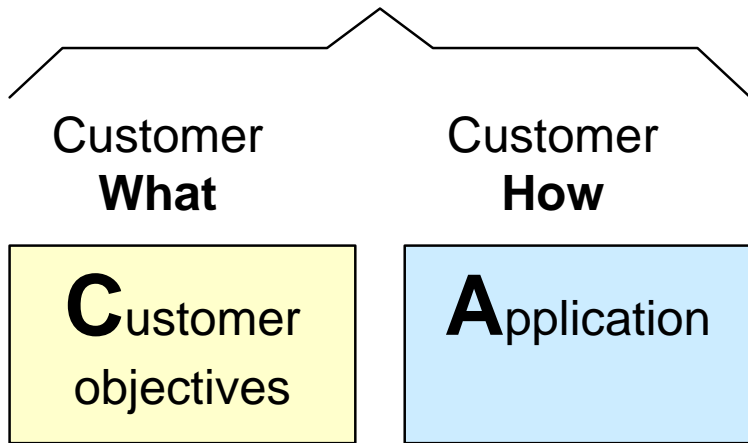
Explore Markets, Customers, Products and Technologies



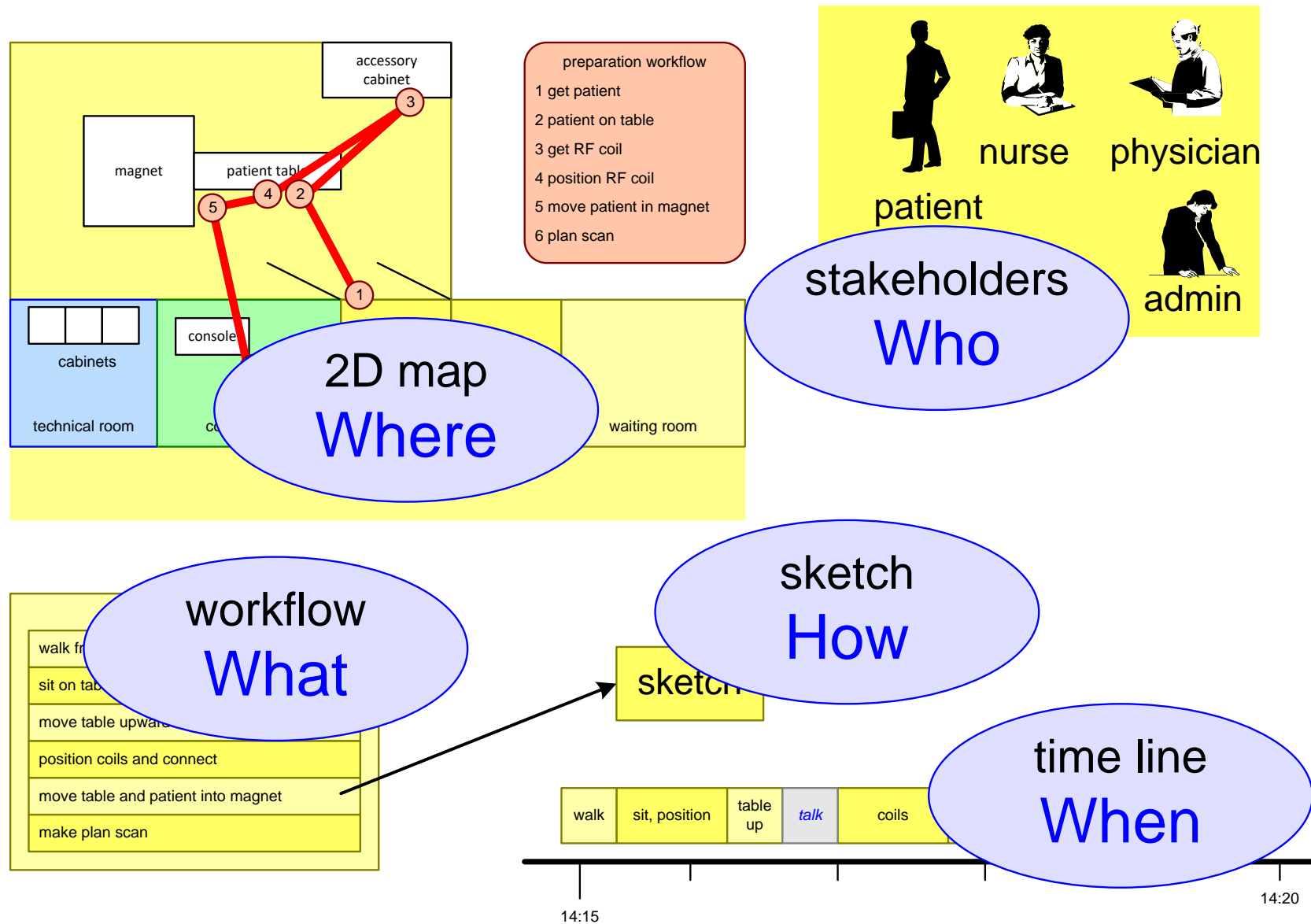
brain storm and discuss time-boxed

Study one Customer and Product

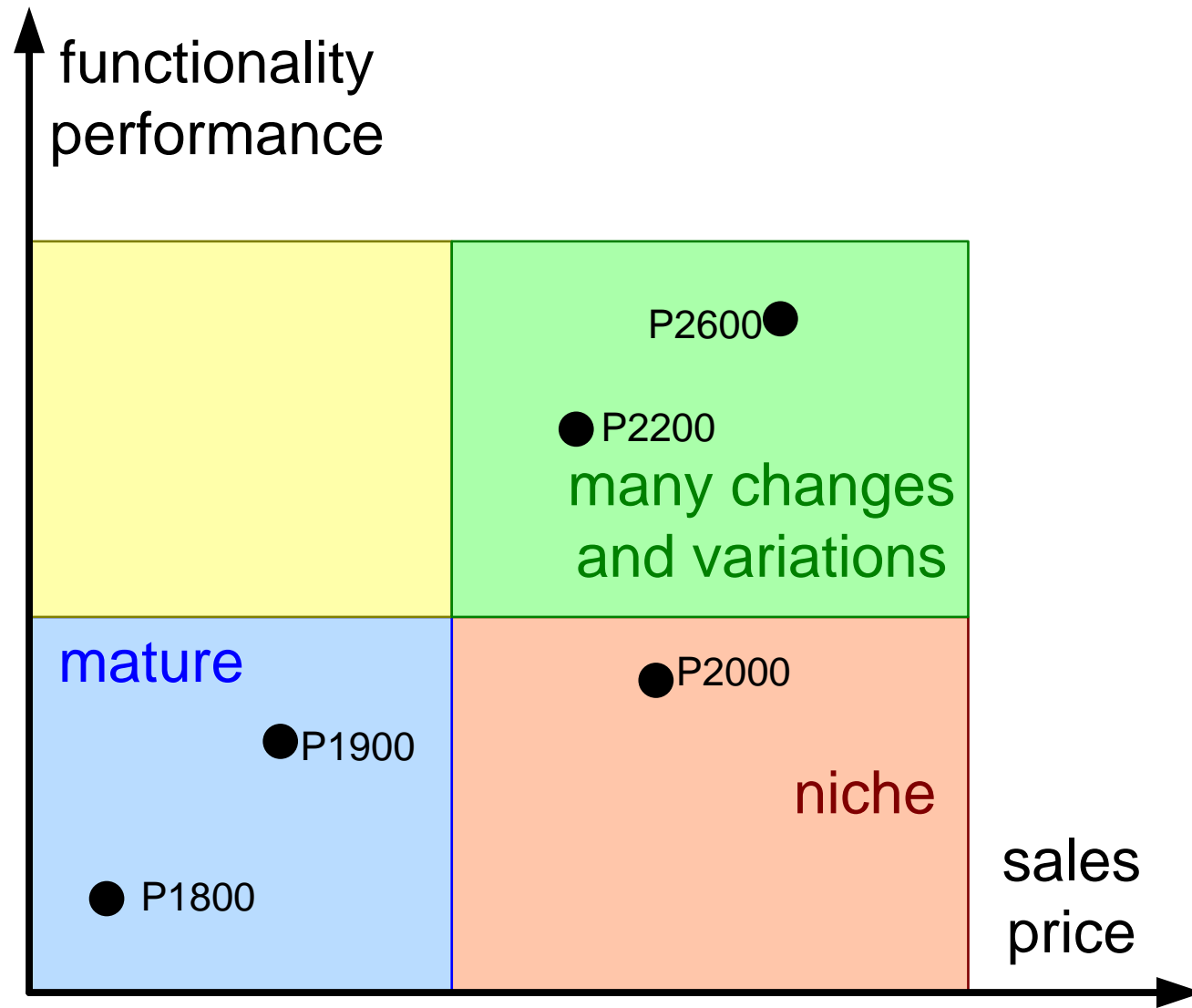
What does Customer need in Product and **Why?**



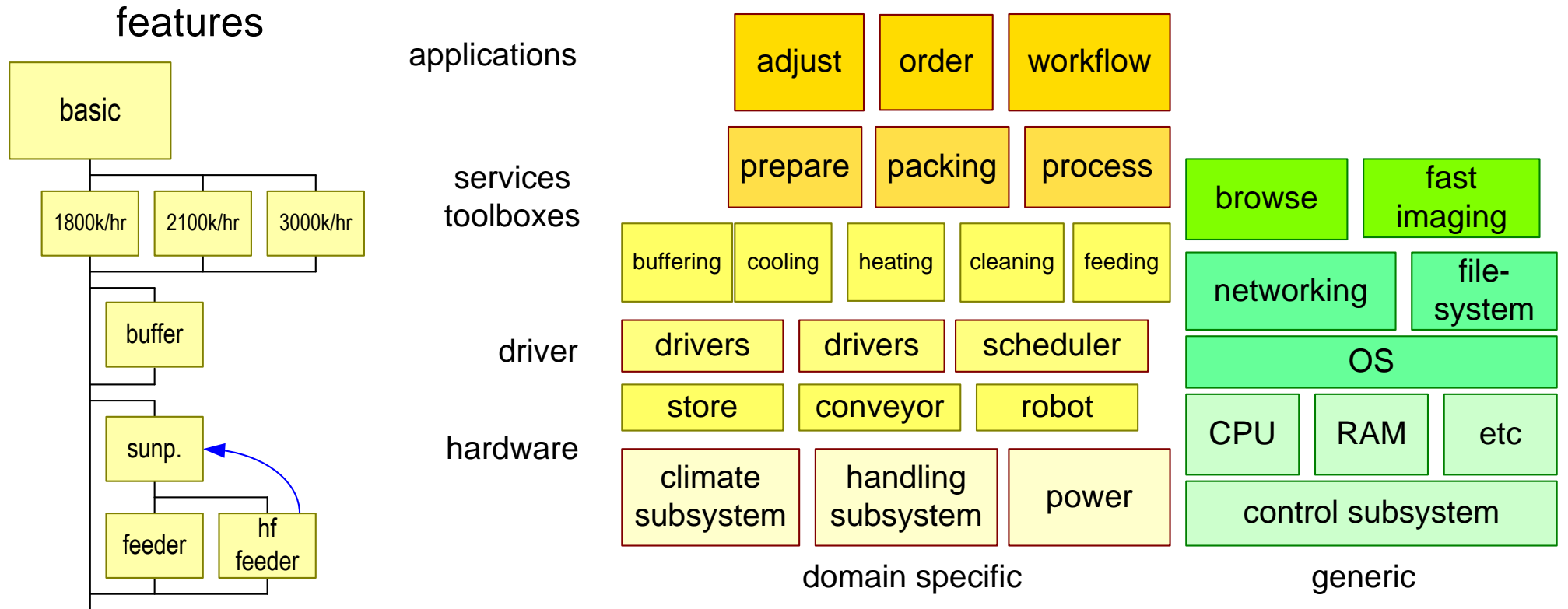
Work Flow Analysis for Different Customers/Applications



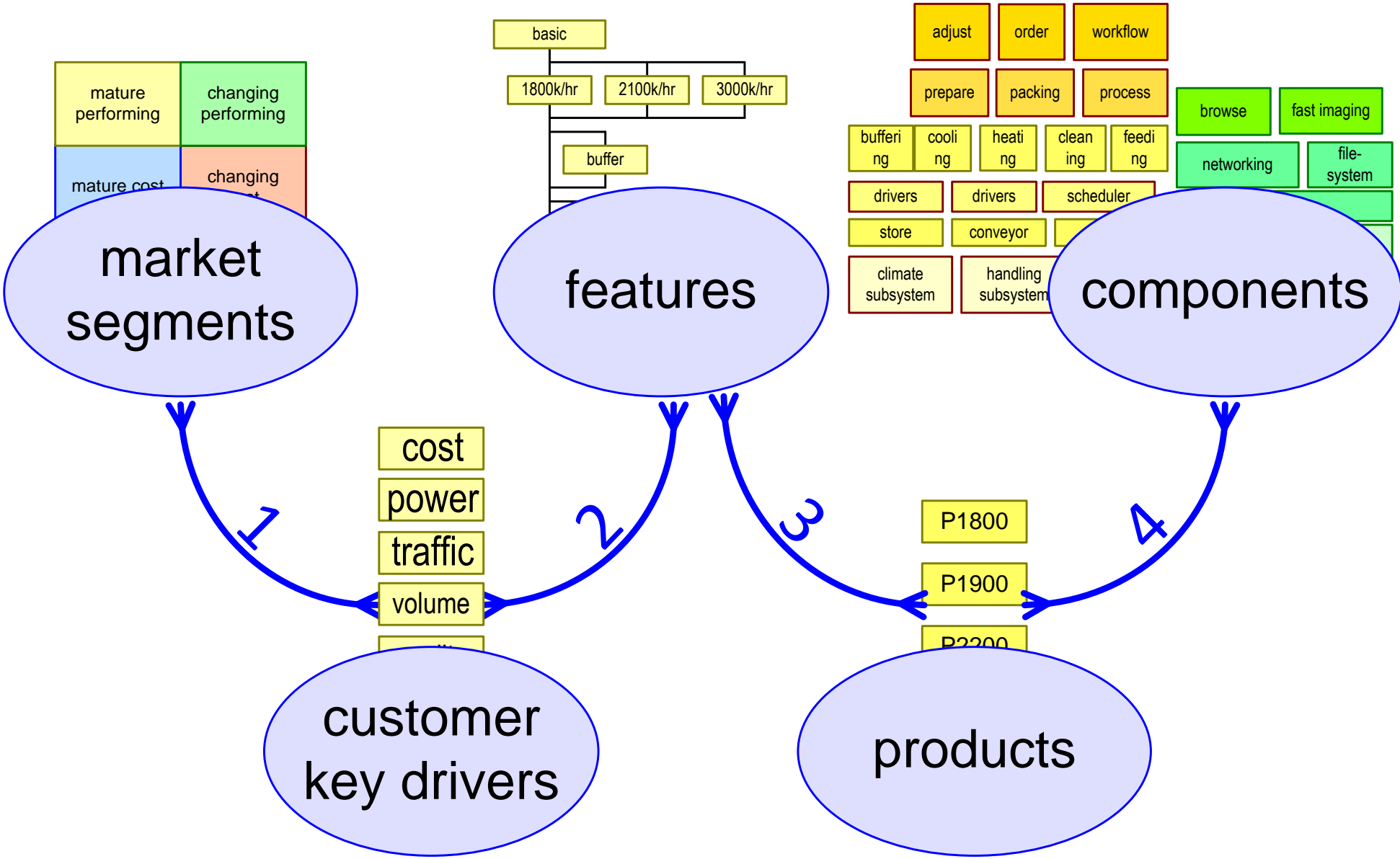
Make Map of Customers and Market Segments



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

