

Product Growth

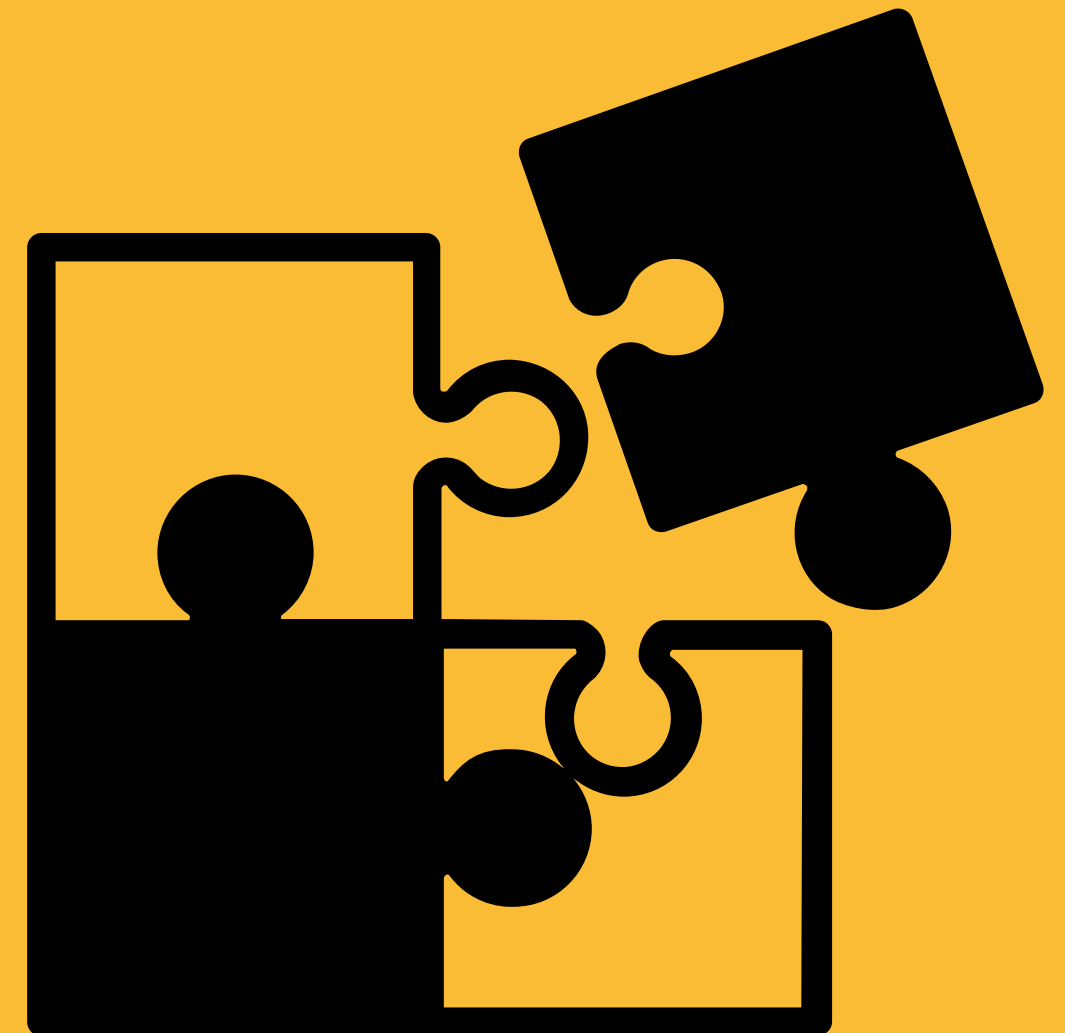
From napkin sketches to product revenue

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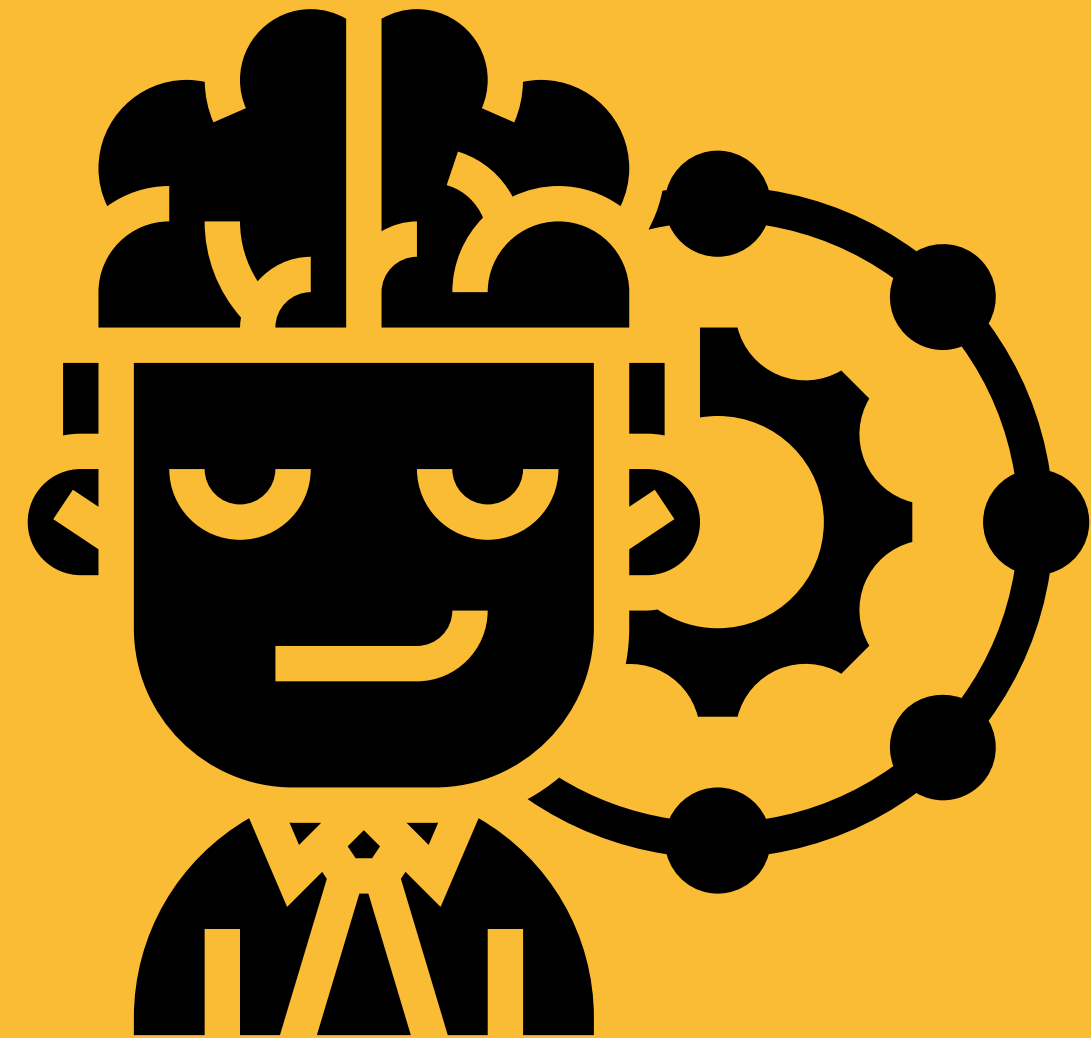
"Xero is in Singapore. Launching tax is table stakes and critical enabler to Xero's growth in market, we need to solve for GST"



1. How will my product grow?
2. How will my product make money?
3. What is my role as a product leader to drive growth?



What brings me here..



Define your growth target



- Triangulate Market, Customer, Competitor insights
- Define **buyer** profiles
- Users are not always buyers!

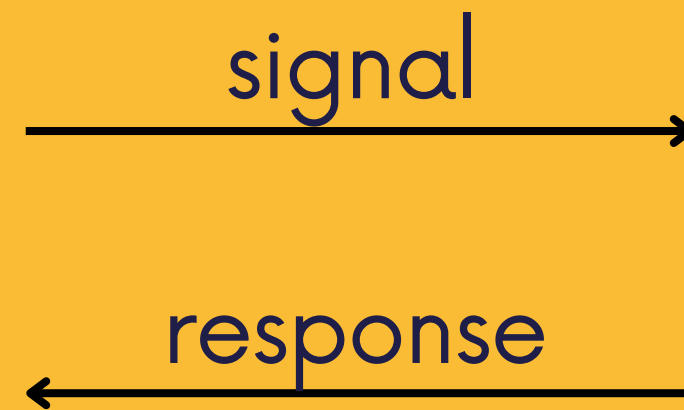


Brian Balfour's 4 fits framework

Prepare your product response

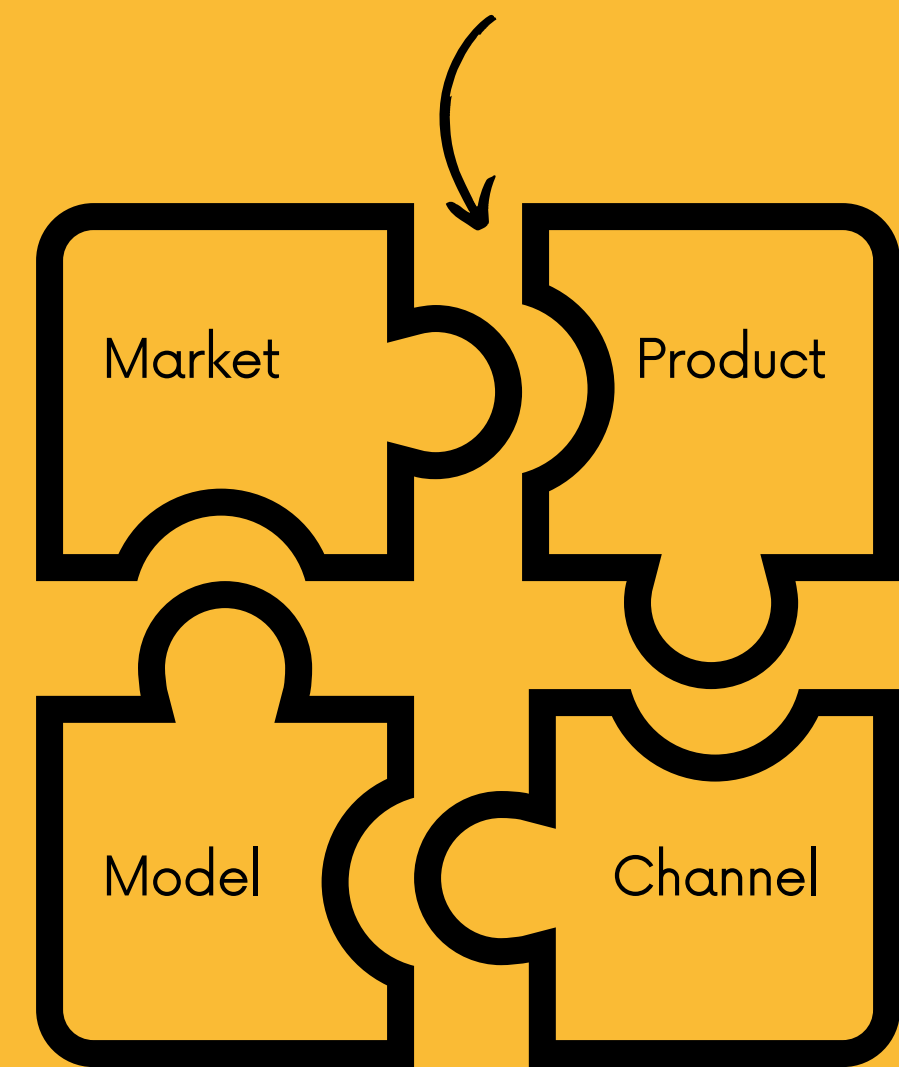


Market

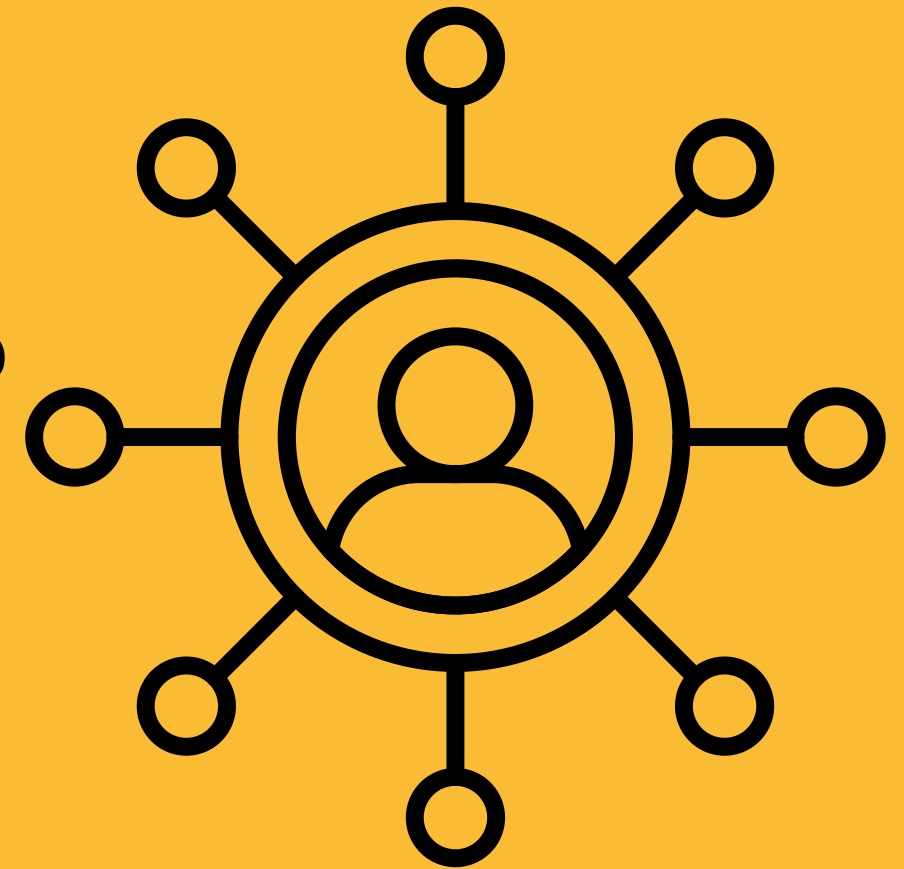


Product

- Product bets for the chosen segment
- Choosing product service mix
- **Positioning** your product & brand

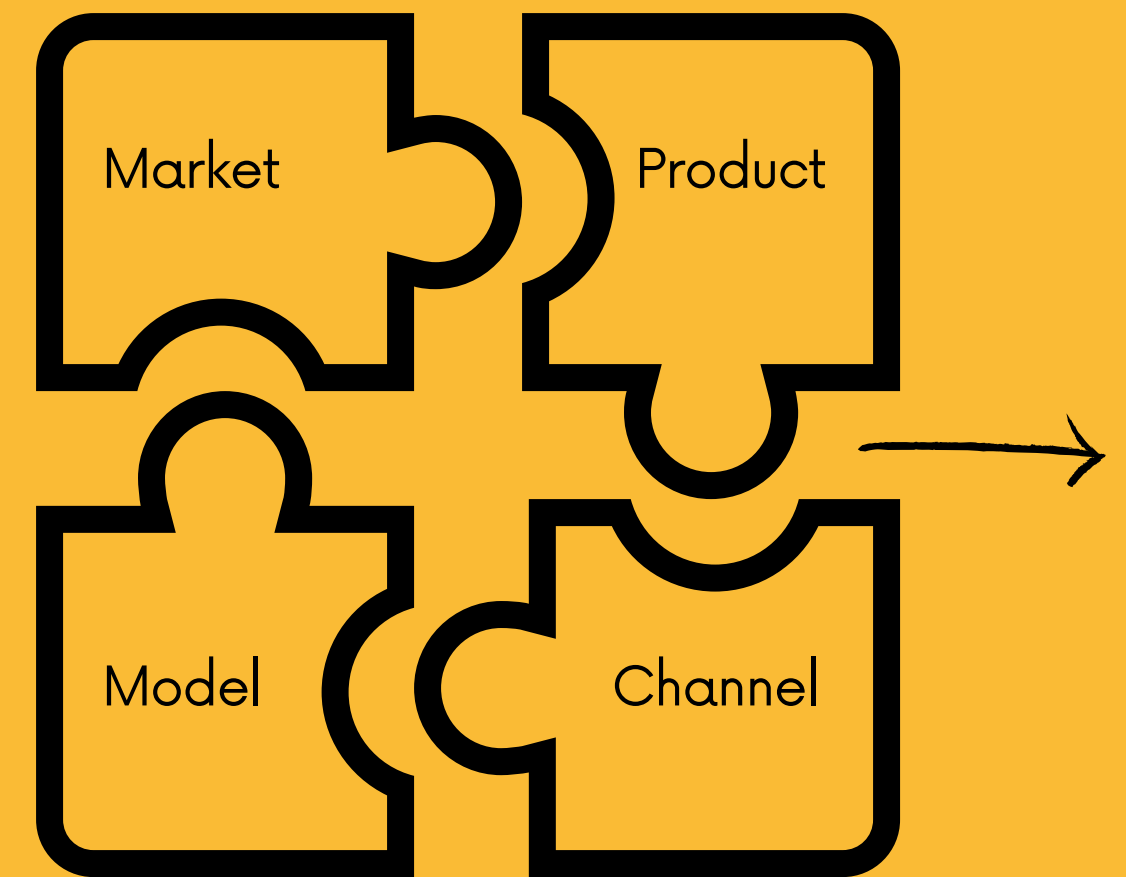


How are you going to reach customers?



Determine what channels early on before product is built

- Social channels, Website
- Paid marketing
- Resellers & Value Added Resellers (e.g Xero)
- B2B Partnerships
- Enterprise sales



Before



Top of funnel
marketing activities

ENGAGE

Product bets

Trial conversion to Paid
Product Usage

DELIGHT

Retention oriented delight features

Repeat use
CSAT/NPS

AFTER

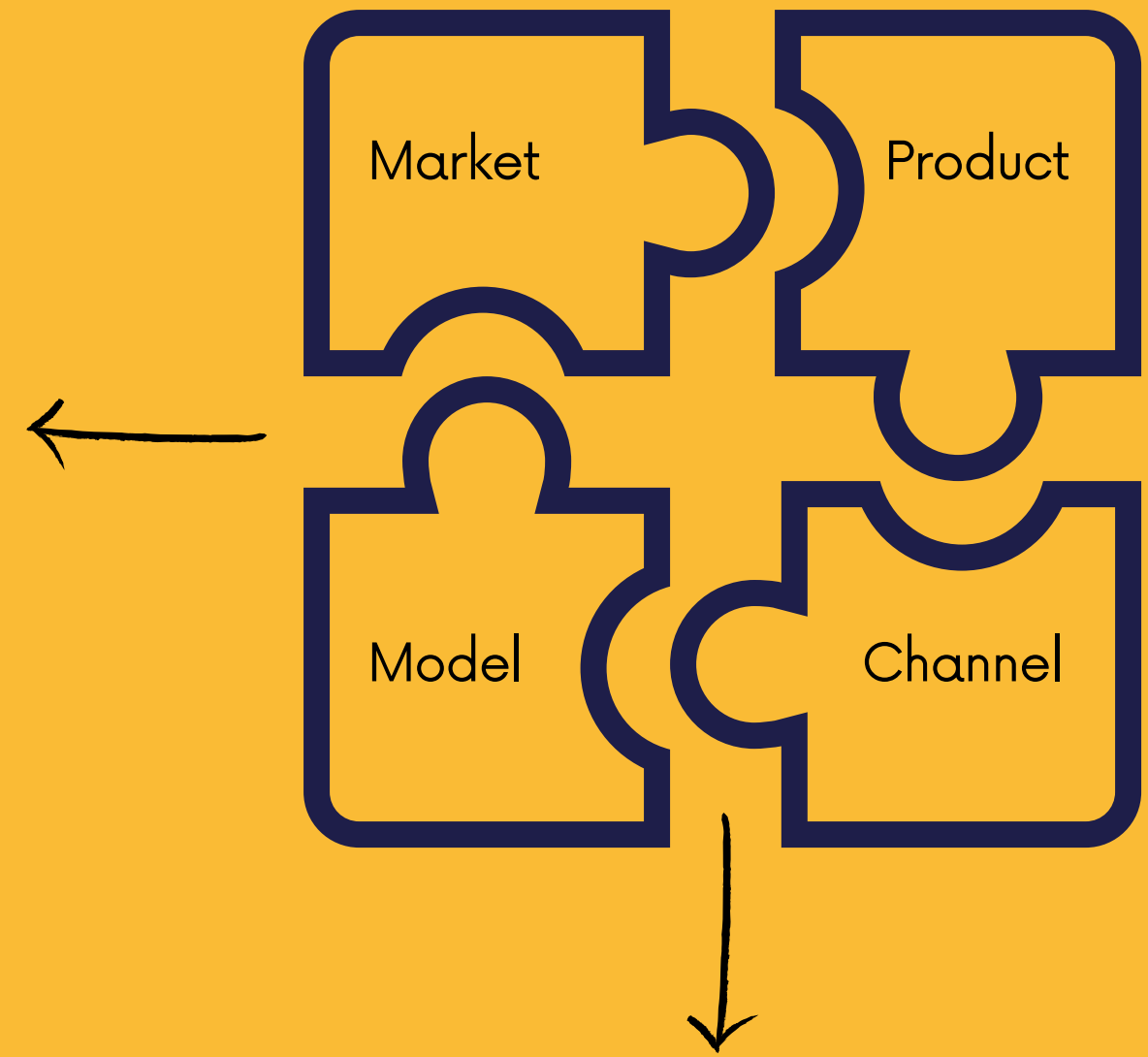


	ATTRACT	ENGAGE	DELIGHT	BUILD ADVOCACY
Product Optimisation	e.g Unassisted onboarding	Core product bets	Retention oriented	e.g Reviews & Referral
GTM Optimisation	Demand Gen LeadGen	'Moments that matter' milestones activated (PQL)	Upsell & Cross- sell	Distribute insights
Seeking these outcomes	Leads generated	e.g Trial conversion to Paid Product utilisation	Repeat use CSAT & NPS	New customer sign up

Monetisation and Pricing

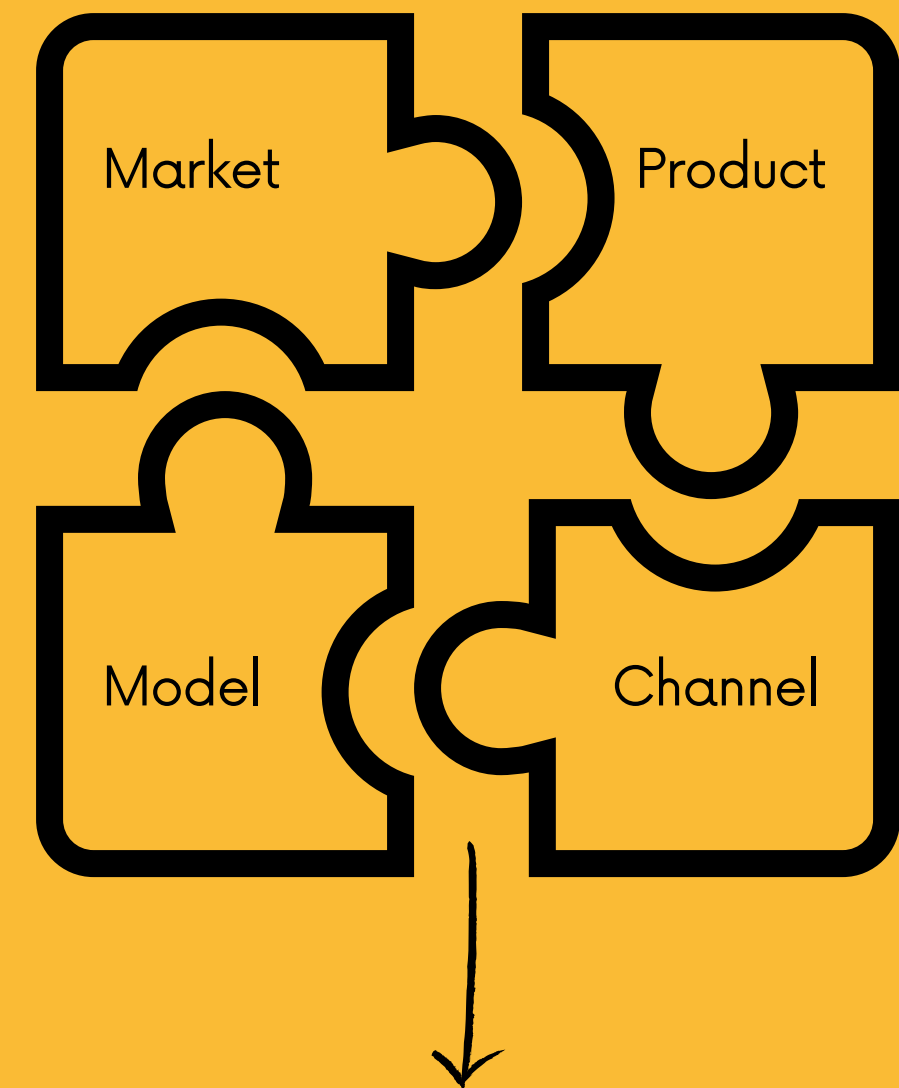


- How you charge
- How much you charge
- Willingness to Pay



How you charge your customers

- Subscription based, Usage based, Licensing fee, Partner ecosystem model
- **One size doesn't fit all channels!**



Preserve 'future value' of your product

	Many	Few
Essential functionality	Core offering	Specific customer implementation
Optional functionality	Add-on	Not worth it



How much you charge?

Cross functional effort (Product/Sales/
Finance/Revenue Ops)



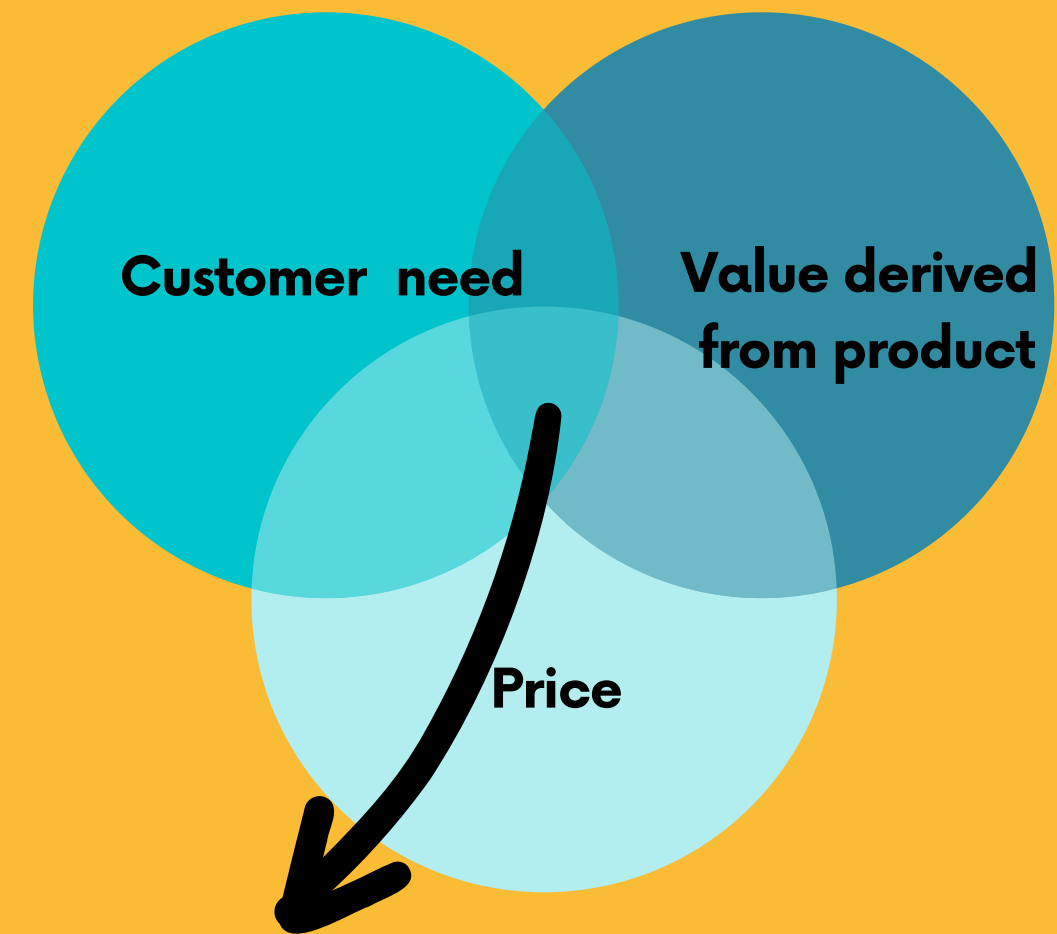
1. Product cost? (COGS)
2. Margin Principles?
3. Competitor Pricing?
4. Modelled out retail price
5. Channel specific pricing
(Good/better/best)



Willingness to Pay

Test it early!

- Price sensitivity surveys
- A/B testing with wireframes
- Pilot programmes
- Early adopter pricing



Willingness to Pay

Tactics

- Compromise effect/Goldilock rule
 - Incentivise to create habits before optimising for revenue
- Reverse trials, usage limits, offer features in preview mode

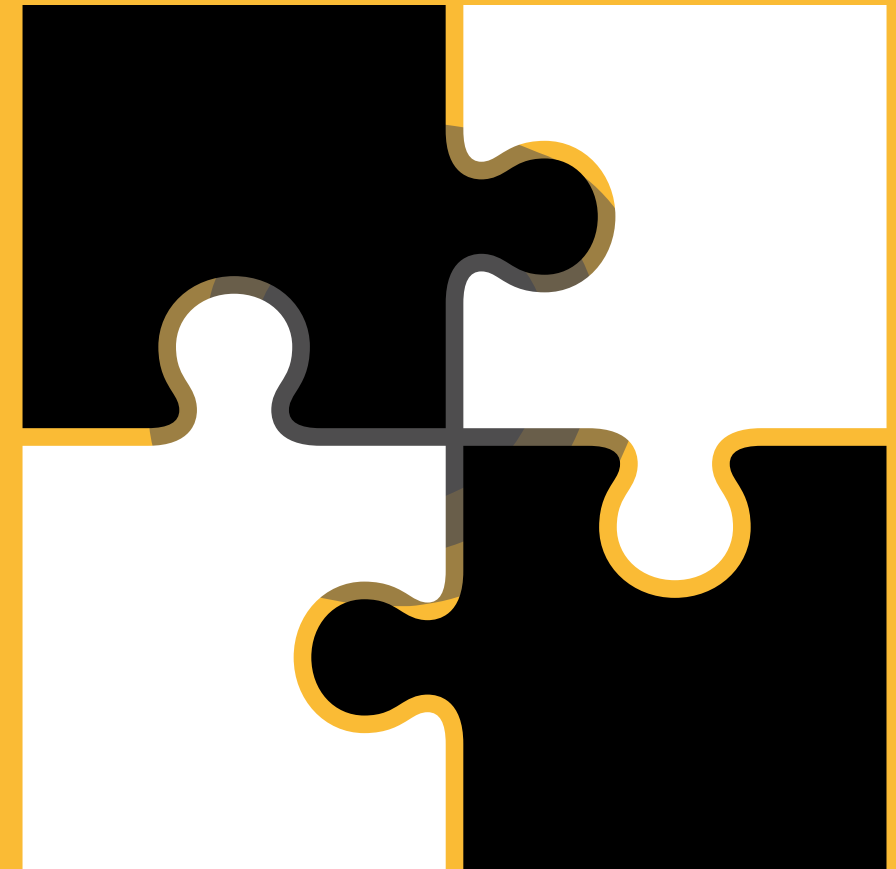
Basic	Standard	Premium
NZ\$12.99	NZ\$18.49	NZ\$24.99
Good	Better	Best
720p	1080p	4K+HDR
✓	✓	✓

Subject to your internet service and device capabilities. Not all content is available in all [Use](#) for more details.

4 different devices at the same time with Premium, 2 with Standard and 1 with Basic.

Wrapping up

- Prove fit by testing out with customer cohorts before you write a line of code
- Be a driver, don't be a passenger!



THANK
YOU