Cracking the PM interview 🚀

Case Study Solution - What metrics should PMs at WhatsApp track?

Case Study - **Product Metrics to Track at WhatsApp**

List down the metrics that PMs at WhatsApp should track.

Case Study Solution - Product Metrics to Track at WhatsApp

The best way to answer such questions it to create your own structure.

You should avoid using frameworks (AARRR or HEART or any other) directly since you will miss out on a lot of aspects if you try to forcefully fit metrics into these frameworks.

The idea is to identify various nodes that will provide you granularity at each level. Some of the parameters to breakdown the solution are:

1. **Platform**
   a. Web/mWeb, Android, iOS
2. **Feature type**
   a. Jobs or User Profiles or Company Pages or Posts in case of LinkedIn
3. **User type**
   a. A platform may have different types of users - this is true for platforms that have 2-way interaction system
   b. Airbnb has hosts and customers. Uber has rider and driver. LinkedIn has content creators and content consumers. Likewise, you can find for other platforms.

You may also find metrics at the intersection of 2 or more parameters.

Example: Jobs feature on Naukri can have recruiter and jobseeker. You can look at metrics for both user type for this feature.

Case Study Solution - **Areas to Consider**

Let's first look at the different areas in WhatsApp across which we can track features:

- User acquisition, engagement, churn
- User type: WhatsApp for Personal use VS WhatsApp for Business
- Features
    - One-to-one chat
    - One-to-many group chat
    - One-to-many broadcast chat
    - Status
    - Payments (in India) - CAN IGNORE FOR THIS EXAMPLE
    - Audio calls
    - Video calls
    - Communities
- Spam
    - Spam messages
    - Reported/blocked profiles
- Technical metrics (platform stability and availability)
- Likewise, there can be other areas that can be considered.

Case Study Solution - **One-to-one Chat**

We can go deeper into each of the features and explore metrics that will be relevant for the PM of that feature.

Let's start with one-to-one chat.

Within one-to-one chat, there are multiple types of messages (excluding calls):
- Text messages
- Voice messages
- Location share
- Document share
- Photo share
- Video share
- Audio share
- Contact share
- Polls

Let's look at Text messages in this exercise. Rest will be similar.

Case Study Solution - Text Messages

For text messages, we can look at following metrics:

1. **Conversation-level**
   a. Number of conversations initiated (one person sending a message to another person)
   b. Conversation response rate (the other person responding to the first message)
   c. Average number of messages per conversation (logic to define a conversation should be established)
   d. Average number of conversations between 2 people (this can also be looked by creating count buckets)
   e. And, many more!
2. **Message-level**
   a. Number of messages sent
   b. Number of messages delivered
   c. Number of messages read
   d. Average number of messages between 2 people (this can also be looked by creating count buckets)
   e. And, many more!
3. **Response-time metrics**
   a. Average time to respond after the first message in the conversation
   b. Average conversation duration
   c. And, many more!

Note: All the metrics can be tracked at 4 levels - overall and daily/weekly/monthly trend.

Case Study Solution - Group Chats

Now, **let's look at Group Chats.**
Here, we can look at the funnel. The funnel looks like below:

Create Group → Add Members → Add Description and profile image → Message exchanges → Exit

Now, metrics can be identified as below:
1. **Overall metrics (as of date)**
   a. Number of live groups
   b. Number of groups with more than 'X' members ('X' can be decided as per company policy)
   c. Number of active groups (definition of active group can be decided as per company policy)
2. **Daily trends - group creation**
   a. Daily groups created on a daily basis
   b. Total members being added to groups on a daily basis
   c. Avg number of messages sent per group per day
   d. Number of admins created
   e. Percent of active members in a group (this can help in deciding what percent of members in a group are active)
3. **Daily trends - groups deleted**
   a. Number of groups being deleted on a daily basis
   b. Number of users leaving groups on a daily basis

Likewise, many more metrics can be identified and tracked for WhatsApp Groups.

Case Study Solution - **Video Calls**

Now, **let's look at Video Calls.**

We can divide the call metrics into 3 buckets - quantity, quality and user feedback metrics (this is not a standard bifurcation - we are just making our own bifurcation to bring a structure to our process).
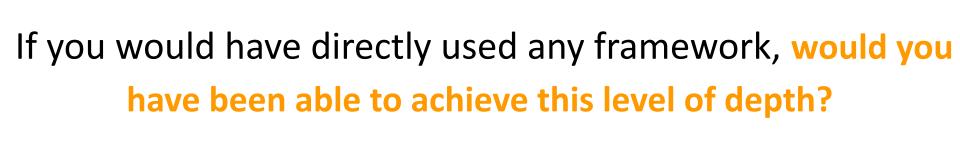
Quantity metrics:
1. Number of video calls on a daily/weekly/monthly basis
2. Number of users initiating the calls
3. Number of users participating in the call (1 call can have multiple participant)

Quality metrics:
1. Total time spent on video calls on a daily/weekly/monthly basis
2. Average call duration (overall, daily/weekly/monthly trend)
3. Many more…

Call feedback metrics (since WhatsApp asks you to rate your call):
1. Average call rating (overall, daily/weekly/monthly trend)
2. Split by rating (number of 1/2/…/5 star ratings)
3. Many more…

If you would have directly used any framework, **would you have been able to achieve this level of depth?**

Now, the question is **how much is enough?**

There is no right or wrong answer to this question.

Typically, you start with the basic and most important metrics to begin with.

As you proceed, you keep adding metrics to your dashboards and look at them.

Some of the metrics can be tracked on a daily basis; while, others can be tracked on a weekly or monthly basis.

Also, it is suggested that you create dashboards with all these metrics for easy reference. You won't be able to write and run the query for so many metrics every time. So, keep it handy!

You may also set up alerts for some of the metrics that don't change very frequently and very easily. Whenever those metrics move beyond a certain threshold, an alert is triggered and you can deep dive accordingly.

All **modules**

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Thank you! 😃