amazon

To be Earth's most customer-centric company.
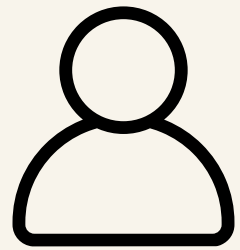
By Kavya Kumari Gupta
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Company Vision

To be Earth's most customer-centric company, where customers can find and discover anything they might want to buy online.
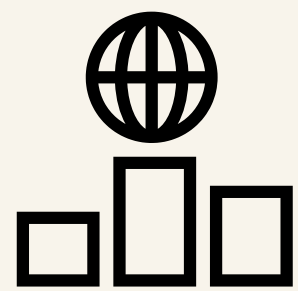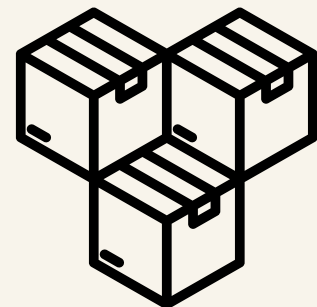
Problem Statement

You are a Product Manager in the User-Generated Content (UGC) team at Amazon. Your goal is to increase the number of customer reviews per product.

Today, only a small fraction (~5-8%) of Amazon buyers leave a review. This limits product discovery, purchase confidence, and user engagement.

📈 Key Stats (India)

Total Users
100M+ active

App Downloads
500M+ active

App Rank
Top 3 in e-commerce

Top Product Categories
Electronics, Fashion, Home Essentials

Inclusive Business and Revenue Model

Amazon operates on a multifaceted business model that includes marketplace commissions, advertising (sponsored products), fulfillment services (FBA), and Prime memberships. While customers don't pay to leave reviews, their feedback plays a vital indirect role in boosting revenue by influencing product rankings, reducing returns, and improving conversion rates. Reviews help other users make informed choices, build seller credibility, and improve product visibility organically—cutting down ad spend. By enhancing review participation, Amazon not only enriches the shopping experience but also strengthens its core monetization levers, making user-generated content a key driver of both inclusivity and profitability.

What's New in the Business Model of Amazon?

Amazon Influencer & Creator Economy Integration

With the rise of short-form content, Amazon now empowers influencers to create shoppable videos and live streams, allowing them to monetize via affiliate links and boosting UGC organically. This encourages creators to generate reviews, tutorials, and product showcases.

"Buy with Prime" Expansion

Amazon now allows third-party merchants to offer Buy with Prime on their own websites. This expands Amazon's logistics (FBA), payment systems, and trust factor beyond its own platform — increasing fulfillment revenue and brand dominance.

Advertising as a Core Revenue Engine

Sponsored Products and Amazon DSP (Demand-Side Platform) have become massive business lines. Ads are now personalized using shopper behavior, with growing emphasis on video and off-platform ads (e.g., Amazon ads on Fire TV, Twitch, etc.).

Subscription Bundles & Ecosystem Lock-In

Amazon bundles services like Prime Video, Music, Reading, and Free Delivery under the Prime membership — making it harder for users to churn. They're also experimenting with gamification and cashback offers via Amazon Pay.

Sustainability & Climate Pledge-Friendly Products

Amazon now highlights products with eco-labels, creating an ethical consumer segment. This not only supports environmental goals but also opens up a new consumer incentive loop.

Generative AI for Sellers & Buyers

Amazon is introducing AI tools for sellers to auto-generate product listings, images, and customer Q&A. On the buyer side, generative AI is being tested to summarize reviews, personalize recommendations, and enhance search experience.

Mapping Business Outcome to Product Outcome

Revenue Per User

- **Purchase Rate**
  - # of purchases after reading reviews
    - Sentiment score
    - Verified purchase reviews
    - Read time impact
  - total users who viewed reviews
    - Scroll % to reviews
    - Rich content visibility
    - UI positioning
- **Avg Order Value**
  - AOV by Reviewed vs. Non-reviewed products
    - Cross-sell
    - Perceived quality
  - AOV change after enabling review prompts
    - Vine/Influencer review impact
    - Media-rich content
- **# of Reviewed Products**
  - % of SKUs with 5+ reviews
    - Review prompt success rate
  - % of reviews in last 30 days
    - Recency trigger
    - Review decay factor
- **Ad Revenue**
  - Review Page CTR
    - Visual appeal
    - Placement
  - Impressions (review page visits × avg ads)
    - Review visit growth
  - CPC (by category)
    - Smart bidding thresholds

Business Outcome to be targeted
"Revenue growth and ProfitExpansion"

A key business outcome Amazon should target is increasing the volume and authenticity of user-generated reviews across all product categories to boost customer trust, drive higher conversion rates, and improve product discoverability. By enabling more verified buyers to share genuine feedback, Amazon can enhance customer decision-making, reduce returns, and create a more engaging shopping experience—ultimately leading to increased customer retention and revenue growth. This also strengthens Amazon's competitive edge by deepening its data-driven recommendation engine and reinforcing its position as the most customer-centric marketplace.

SWOT Analysis
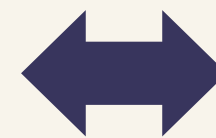
For Better Readability
[click here](#)

Strengths

1. Strong Brand Recognition
2. Wide Product Range
3. Advanced Technology
4. Customer-Centric Approach
5. Economies of Scale
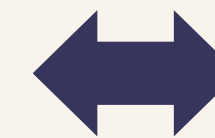6. Strong Cloud Services (AWS)
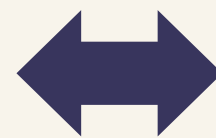
Weaknesses

1. Thin Profit Margins
2. Dependence on Third-Party Sellers
3. Workplace Criticism
4. Global Tax Scrutiny
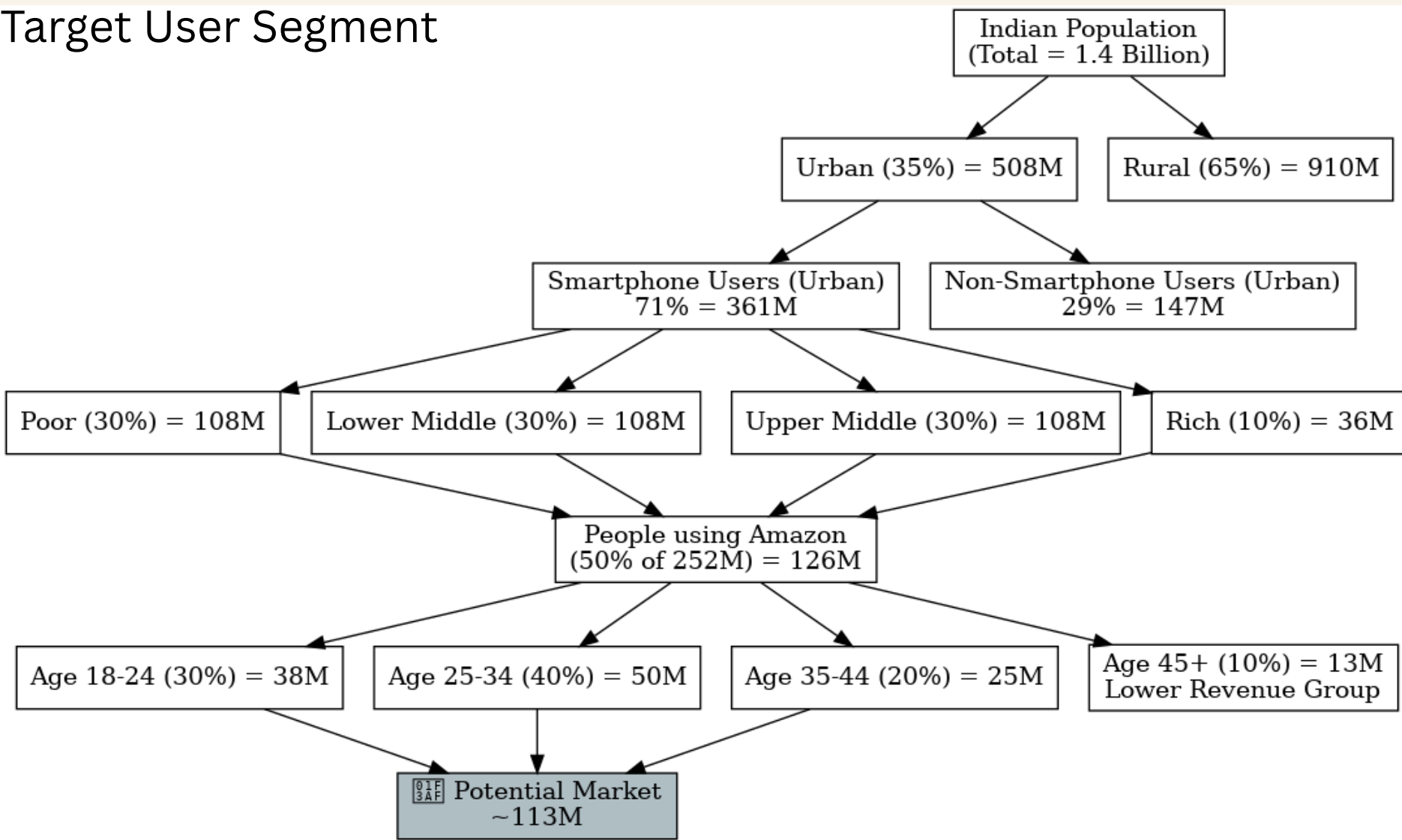5. Over-Reliance on US Market

Opportunities

1. Expansion in Emerging Markets
2. Voice Commerce & Smart Devices
3. Physical Retail Integration
4. Subscription Growth
5. Sustainability Initiatives

Threats

1. Intense Competition
2. Regulatory Challenges
3. Cybersecurity Risks
4. Changing Consumer Behavior
5. Global Supply Chain Disruptions

Target User Segment

User Persona

Name: Riya Mehta
Age: 24
Occupation: Student +Influencer
Behavior:

- Shops 2–3 times/month on Amazon
- Rarely leaves reviews
- Engages more on Instagram than in-app
- Finds reviews useful but doesn't feel motivated to write them

Name: Aarav Sharma
Age: 29
Occupation: Working Professional (Software Engineer)
Behavior:

- Shops mostly for electronics, gadgets, and home essentials
- Makes frequent purchases during sales (3–5 items/month)
- Leaves reviews only when extremely satisfied or dissatisfied
- Uses Amazon primarily through the mobile app
- Trusts reviews with photos/videos before purchasing

India's booming e-commerce sector continues to accelerate, with over 850 million internet users as of 2025 and growing. Out of this, approximately 300 million+ Indians actively shop online, with Amazon being one of the top platforms.

As per industry reports, the Indian e-commerce market is projected to surpass $200 billion by 2026, fueled by rapid smartphone adoption, cheaper data, and strong growth in Tier 2+ cities. By 2026, over 60% of new e-commerce customers are expected to come from smaller towns and semi-urban areas.

With a strong logistics network, Amazon has access to 95%+ of India's PIN codes, and is continuously expanding into groceries, healthcare, fashion, and local seller enablement.

By FY26:

- Online shoppers expected: 400M+
- Annual e-commerce transactions: Estimated to exceed ₹25 lakh crore
- User-generated content (reviews, ratings) plays a critical role in driving conversions, especially for new and budget-conscious buyers.

Amazon's opportunity lies not just in selling products, but in owning the trust, behavior, and influence of India's digital-first population.

Target User's Unmet Needs

Major takeaways from the user study conducted: 72 responses received

📊 Age Demographics

18–24 yrs (22.3%)
25–34 yrs (46.1%)
35–44 yrs (21.5%)
45+ yrs (10.1%)

📱 App Usage

Monthly (42.5%)
Weekly (30.2%)
During Sales Only (18.7%)
Daily (8.6%)

🔍 Major activities preferred by our segment

Fashion shopping, electronics, home essentials, festival gifts, deal hunting

Consolidated Problems

Low motivation to leave reviews post-purchase
No tangible reward or recognition for sharing feedback
Forgetfulness after delivery (no strong reminder system)
Spam/fake reviews lower trust in genuine feedback
Lack of personalization in post-purchase experience
Cluttered review section without good sorting/filtering

Our goal:

To build an incentivized, effortless, and social review experience that motivates users to share valuable feedback — increasing platform trust, product discoverability, and ultimately leading to higher conversion and revenue.

12 users who shop on Amazon were interviewed
- 12/12 purchase during Amazon Great Indian Festival or Prime Day
- 10/12 read product reviews before purchasing
- 9/12 said they rarely write reviews
- 7/12 said writing reviews feels like extra effort
- 6/12 forget to leave a review after delivery
- 8/12 said they trust image/video reviews the most
- 5/12 said they don't feel rewarded for reviewing
- 3/12 said they think reviews are full of spam or fake content

6 users who don't actively use Amazon were interviewed
- 3/6 prefer using Flipkart for rewards & pricing
- 4/6 think Amazon doesn't personalize deals or surfaces as much
- 2/6 said the interface feels too cluttered with ads
- 3/6 find Amazon reviews overwhelming and difficult to filter
- 5/6 still use Amazon occasionally for exclusive Prime products

Detailed analysis of the problem

What is the true problem?

The true problem lies in the gap between user expectations and the current review experience on Amazon. Users rely heavily on reviews before making purchase decisions, but very few leave their own — citing lack of time, motivation, or reward. The review process feels effort-heavy and unrewarding, especially for users accustomed to instant feedback loops (like social media). Additionally, fake or spammy reviews lower user trust. This results in limited authentic user-generated content, which weakens Amazon's trust layer and impacts product discovery, decision-making, and ultimately, conversions.

How do we know it's a real problem?

- User interviews confirm: 90% read reviews, but less than 10% write them
- Common reasons: "Too lazy", "Forgot", "Doesn't benefit me", "Seems fake anyway"
- Product reviews are a deciding factor for new & hesitant buyers — especially in high-ticket categories
- Review participation is even lower in Tier-2+ cities, where trust-building is critical
- Sellers increasingly push for fake reviews, harming credibility — users notice and lose faith

Why should we solve this problem NOW?

- Massive Commerce Opportunity: India's e-commerce market is set to exceed $200B by 2026 — increasing the urgency to build trust through reviews.
- Tier-2 & Rural Boom: As millions of new users from smaller towns enter e-commerce, they rely more on authentic reviews to overcome trust barriers.
- UGC is Influence Capital: With platforms like YouTube & Instagram influencing shopping behavior, Amazon must integrate review-generation with creator habits.
- High Competition: Platforms like Flipkart are integrating gamified reviews and loyalty features. Amazon must act to stay ahead.
- Personalization Era: Reviews provide signals for better recommendations. Without more reviews, Amazon's AI personalization weakens.
- Monetization Expansion: More genuine reviews lead to higher conversions, fewer returns, and increased ad effectiveness.

What value will be generated by solving this problem?

For the Users
- Users feel heard and rewarded for their voice
- Easier review process = more participation
- Image/video-based reviews = more trust and social validation
- Integration with Amazon Coins, Badges, and Influencer tools makes it feel fun, not a chore

For the Business
- More reviews = more conversions = more revenue
- Reduction in product returns due to accurate expectation setting
- Boost in seller quality through visible feedback loops
- Enhanced ads + recommendation engine with richer data

Defining the Job to be Done (JTBD)
JTBD: When I shop online and find a product worth sharing feedback on, I want a quick and rewarding way to leave a review — so I feel like my opinion matters, others benefit from it, and I get something valuable in return.
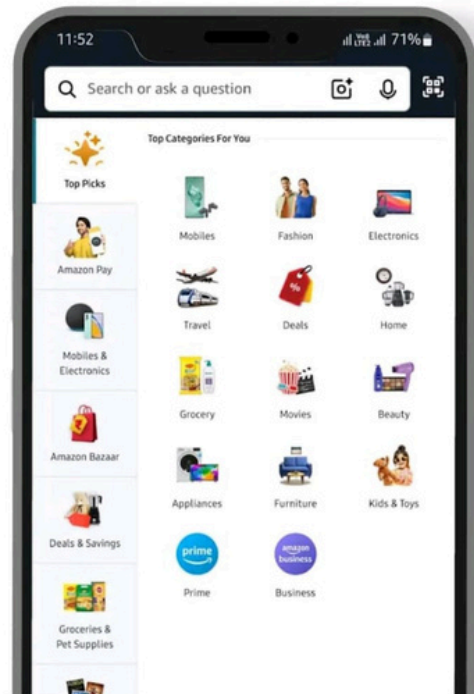
Ideating Possible Solutions

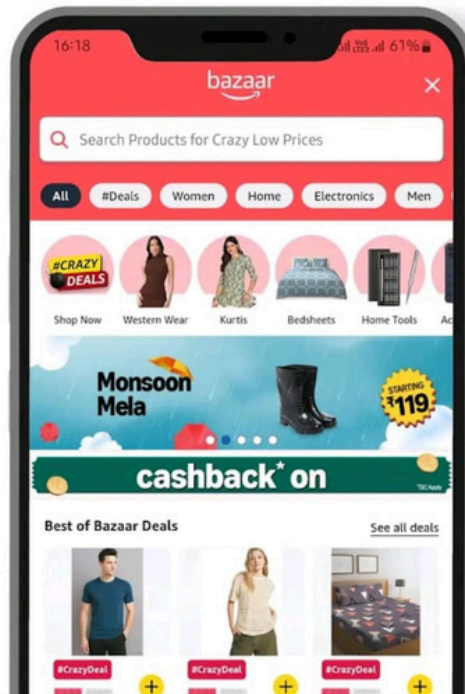| Ideating Possible Solutions	Features	How it Works?	How it Solves
Review & Reward System Incentivize users for leaving valuable reviews	• Gamified Review Badges (Bronze → Diamond) • Amazon Coins for verified reviews • Streak rewards for reviewing consecutive purchases	• After purchase delivery, user gets a review prompt • Verified purchases with detailed text/image reviews earn coi • Consistent reviewers level up, unlocking badges & benefits	• Turns reviews into a game-like experience • Boosts motivation through recognition and rewards • Builds a sense of community and trust
Smart Review Prompts Make the review process faster and easier	• AI-generated review templates • Emoji sliders (for emotions like "love it", "okay", "meh") • Voice-to-text review input	• Based on product category, Amazon shows quick-tag option • Suggests previous review style (if user has reviewed before) • Allows 1-click photo upload	• Reduces friction and mental effort • Enables even lazy or non-writer users to contribute • Improves review volume and quality
Social Share Incentives Leverage influencers and visual content creators	• Shareable review formats (Reels, Story Cards) • Bonus Coins for Instagram/YouTube links • "Review of the Week" feature for visibility	• After a user posts an image/video review, Amazon gives a sh • Bonus coins are credited when a social link is verified • Best reviews get highlighted on product page	• Expands Amazon's social visibility • Attracts creators to contribute meaningful UGC • Brings in new users via peer influence
Post-Delivery Review Reminders Reduce drop-off in review intent	• Smart Notification System • "Remind me later" snooze option • In-app review tracker widget	• Push notifications 3 days post-delivery, timed for engageme • Reminders highlight possible rewards if review is completed • Tracker shows pending reviews and reward eligibility	• Tackles forgetfulness, a major review drop-off reason • Reinforces habit of post-purchase feedback • Increases overall review completion rate

Amazon Perches Types

Browse & shop
Millions of Products

Amazon Bazaar
Crazy Deals

Medical
Medicines, Consultation and Dignostics

Everyday Savings
Fresh Groceries

Watch entertainting videos
For free

Amazon Pay
Fast & Safe online payment

Core Amazon marketplace — electronics, fashion, books, home & kitchen, beauty, etc.

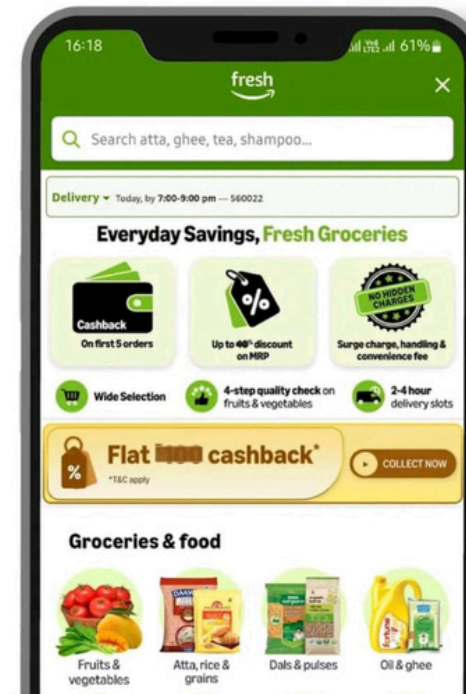Lightning deals, today's deals, coupons, Prime Day, and Great Indian Festival
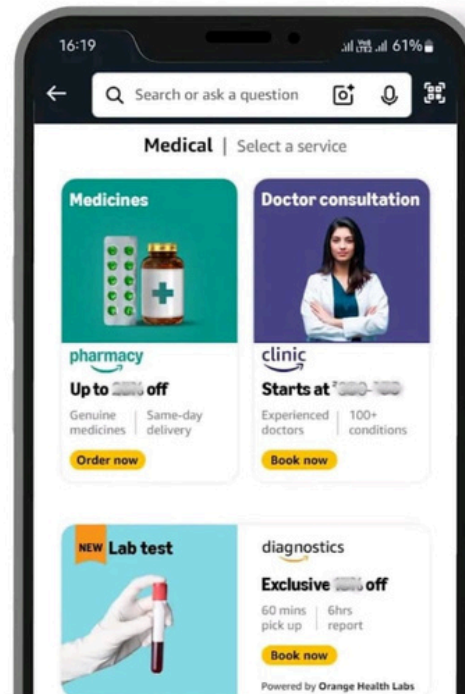
Prescription meds, health supplements, and wellness products

Groceries and daily essentials with scheduled delivery
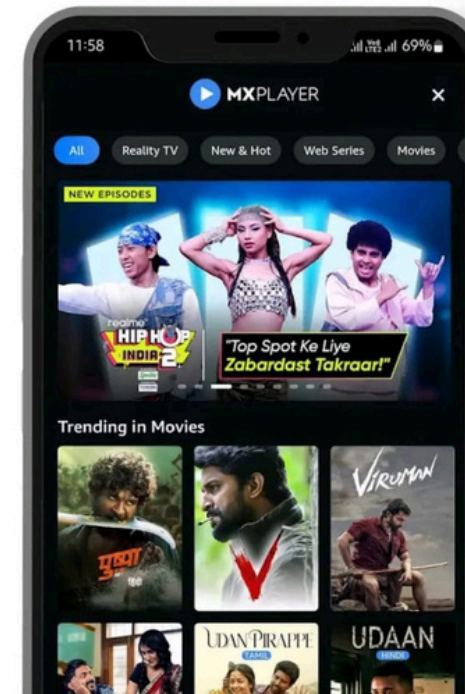
Free video content (web series, short films, influencer shows)
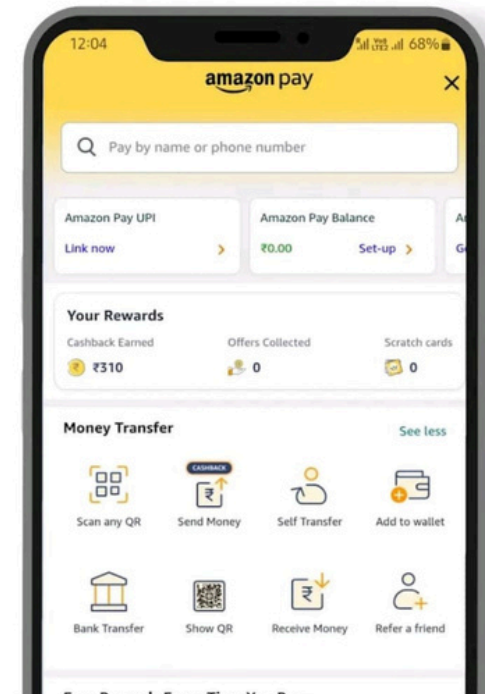
Digital wallet to pay bills, recharge, scan UPI QR codes, book travel, etc.

👤 User Side experience

3. 💰 Amazon Pay
Flow:
 User recharges mobile/DTH, pays bills, books tickets, or scans UPI QR at a shop.
 Earns Amazon Coins or scratch card rewards.
 Coins can later be used for product purchases or gift cards.
Experience Outcome:
Feels like a daily utility tool.
Builds reward loops, adds value to Amazon wallet ecosystem.
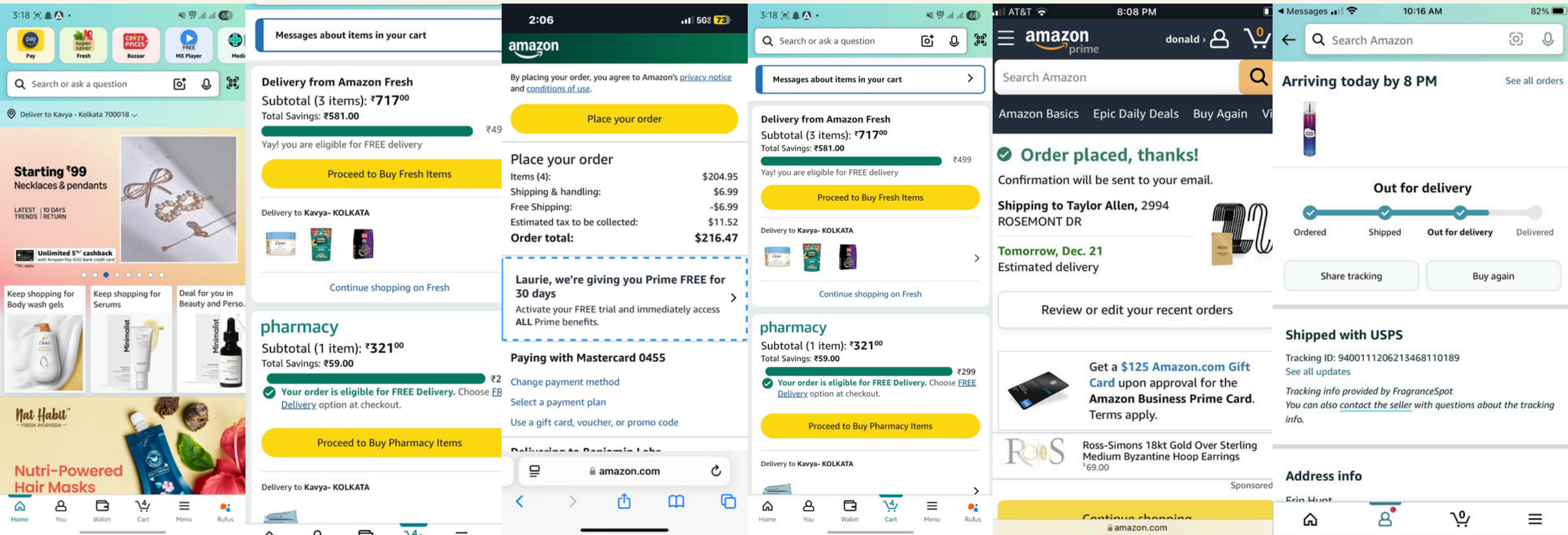
1. 🔍 Search & Product Purchase Journey
Flow:
 User opens the app/web and searches for a product (e.g. "wireless headphones").
 Filters by ratings, Prime delivery, price, or deals.
 Reads reviews, especially image/video ones.
 Clicks "Buy Now" or adds to cart.
 Payment done via Amazon Pay or UPI.
 Post-delivery: User receives a push notification to review.
Experience Outcome:
 Seamless end-to-end product discovery and purchase.
 User relies on reviews heavily for decision-making.

2. 🥦 Amazon Fresh (Grocery)
Flow:
 User navigates to Amazon Fresh section.
 Adds daily items (milk, veggies, bread) to cart.
 Schedules a delivery slot for the next day.
 Delivery happens with cold chain for perishables.
Experience Outcome:
 Quick weekly grocery shopping.
 High focus on delivery speed, freshness, and replacements.

Overall Result:
Amazon provides a multi-surface experience — from entertainment to groceries to essential payments. Each type of purchase is embedded in the broader journey to keep users inside the app ecosystem, while personalized suggestions and seamless UI reduce friction.

Choosing the Right Solution

Possible Solutions	Reach (R)	Impact (I)	Confidence (C)	Effort (E)	Score
Review & Reward System (Gamified badges + Amazon Coins)	HIGH (Affects all product buyers)	HIGH (Incentivizes more reviews)	HIGH (Based on user research & market trends)	LOW (Assume infinite bandwidth)	27
Smart Review Prompts (Emoji sliders, templates)	HIGH	MEDIUM (Improves review ease)	MEDIUM (Needs testing for adoption)	LOW	12
Social Review Sharing (Instagram/Youtube integrations)	MEDIUM (Content creators)	MEDIUM (Drives UGC & visibility)	MEDIUM (Depends on creator behavior)	LOW	8

→ **RICE Framework Used**

Final Score = (R × I × C) / E
High = 3, Medium = 2
Effort is assumed negligible due to infinite tech bandwidth.

About the Prioritized Solution(s)

Our top-priority solution — Review & Reward System — directly addresses the core user friction (no motivation to review) while gamifying the experience.
Smart Review Prompts complement it by reducing friction and simplifying review writing.
Social Review Sharing serves as a growth lever by encouraging creators to contribute visible, authentic feedback and attract new shoppers.
Together, these solutions:
- Boost engagement & trust
- Drive authentic user-generated content (UGC)
- Improve conversion rates across product pages

Riskiest Hypothesis

1. Rewards Will Boost Review Count: Coins and badges will incentivize more users to review; risk: over-gamification or reward abuse
2. Simplified Review Prompts Improve Participation: Users may find emojis/templates easier; risk: superficial or low-quality reviews
3. Social Review Sharing Grows UGC: External shareability drives visibility and trust; risk: low creator participation

Actors in the System

1. Users: Amazon buyers across all categories — electronic fashion, grocery, etc.
2. Amazon Platform: Delivers products, hosts reviews, provides reward & analytics infrastructure
3. Sellers: Brands and SMBs relying on reviews to drive

Measuring Feature Success

North Star Metric (NSM) = Number of High-Quality Reviews per Active Monthly User

Acquisition	
L1	**L2**
Increase in review contribution by repeat shoppers.	Increase in conversion rate from product viewers to reviewers.
Growth in participation in reward programs (Amazon Coins, Badges).	% increase in users leaving at least one review per month.

Activation	
L1	**L2**
Average number of reviews submitted per user per month.	% of new users using smart review tools (emoji, templates).
Number of first-time reviewers triggered via rewards.	% users writing reviews within 48 hours of delivery.

Retention	
L1	**L2**
% of users who review 2+ products per month.	% of repeat reviewers engaging 2 months in a row.
% of active users engaged with review-related gamification.	Redemption rate of Amazon Coin rewards for reviews.

What Are the Risks and How Do We Deal With Them?

Pitfalls

1. Review fatigue or spammy reviews from over-incentivizing.
2. User discomfort with gamified or social review elements.
3. Misuse of Amazon Coins or gaming the system.
4. Review quality drops due to templates/emojis.

Mitigations

1. Use AI to detect low-quality reviews and personalize reward eligibility.
2. Make review rewards optional and adjustable in settings.
3. Add usage limits, redemption thresholds, and backend fraud monitoring.
4. Combine structured + open-ended review formats and monitor sentiment analysis.

Second-Order Consequences

Elevated Trust & Purchase Confidence: Reviews boost buyer decision-making, improving conversion rate.

Increased Brand Value for Sellers: Sellers benefit from more product visibility and higher sales through better reviews.

Amazon Ecosystem Stickiness: A rewarding, engaging post-purchase experience reduces churn and keeps users loyal.