

B8607-001: Strategic Consumer Insights SP2020

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Project Background

HBO Max is a streaming video service scheduled to launch this spring and will compete with industry leaders like Netflix & Amazon, and new entrants like Quibi, Peacock and Disney+. HBO Max will include original series, licensed series, and movies from not only HBO, but also Warner Bros, Turner nets, and other distributors.

While established streaming services such as Netflix, Hulu, and Amazon Prime have had years to build consumer relationships and expectations, HBO Max enters the arena alongside several other competitors and must communicate its value proposition concurrently through marketing positioning against the competitive landscape in traditional and non-traditional platforms.

Project Objective

Our project has derived consumer insights from interviews, observations and secondary research with the overarching objective to tackle the above objective for HBO Max and ultimately develop a market positioning for them in such a crowded marketplace. The project aimed to gain insights from viewers to understand what would attract significantly more Gen-Z viewers to subscribe to the SVOD. Due to the ongoing pandemic situation worldwide and resource constraint, our project focused primarily on the Gen - Z viewers. More specifically, the project's main objective included generating insights on the viewers' relationship with streaming services : why certain segments of people prefer certain SVODs and what are the driving factors towards this. Based on our investigation and analysis of consumers' purchasing and decision-making processes, and from the insights thus generated, we are confident that the project will help HBO Max to strategize accordingly, better position their upcoming SVOD platform, and increase their customer base along with providing them the best experience possible.

Questions of particular interest are:

- How to identify HBO Max's unique selling propositions for consumers?
 - a. What features distinguish HBO Max from other competitors in the market?
 - b. How to understand the deeper level of USP ("so what")
- What is the competitive landscape of SVOD market
 - a. Attribute/service/features/price level comparison across the market -What are the differentiators for each service?
 - b. Define the most compelling content/features by target audiences for three services
 - c. Content/platform/brand awareness investigation
 - d. Former marketing campaigns
 - e. How many accounts on average does each customer have? why?
- Who are the potential SOVD consumers?
 - a. What do they value/need
 - b. Why do they subscribe
 - c. How do they decide to subscribe
- How to convert non-users into HBO Max subscribers?
 - a. Non-subscribers - what stopped them from using streaming services and how to attract them to start using it
 - b. Current SOVD users subscribing to other services - how to convince them to either stop subscribing to other streaming services or add a new streaming services
 - c. how to drive customer engagement by different contents based on different consumer segment's preference
- What are consumer's perception towards HBO Max after seeing their video ads (Focus group)
 - a. Content? Is it meeting their expectations? If yes, which part? If no, why?
 - b. Brand? Have they previously subscribed to HBO now? What do they feel about it
 - c. Features? What are the perceptions of the interface

- d. Price level? Is it too high/moderate/low
 - e. Willingness to subscribe?
- How do we decide our target audience segmentation?
 - a. Demographic: age, gender, income
 - b. Psychological: emotional needs towards subscribing
 - c. Behavioral: watching & usage behavior
- What is HBO Max's value proposition and how do HBO Max align its attributes to customers' emotional needs?
 - a. Content availability
 - b. Brand image and perception shaping
 - c. Platform UI, functions and features design
 - d. Customer experience

Project Roadmap

Our team carried out the project in the following steps:

- **Kick-off meeting**

To decide our pathway and timeline we met in March, at the kick-off meeting we discussed the following issues:

- (1) Goals of the project
- (2) Customer insight analysis tools to be used for the project from our repertoire of tools that we learnt during the course: Decision Making Unit Analysis, Need Landscape Analysis, Hierarchical Value Mapping, Buying Process Analysis etc.
- (3) Our plan of Actions
- (4) Assignment allocation for each team member
- (5) Timeline

- **Secondary Research**

Through analysis of the general information about SVOD viewing patterns, the current trends in the US, and specifically on Gen -Z we were able to identify the key macro trends that form the backdrop against which we conducted our primary research. The general conclusions of our secondary research have been summarized under Section 4.

- **Mode of Recruitment**

The recruitment mainly comes from us reaching out to our friends who use SVOD services on a regular basis with a screening of the platform they have experiences with, trying to find people who have used HBO services and Disney+ and can provide insightful consumer psychology and behaviors.

- **Iterated In-depth interviews**

In-depth interviews were conducted to investigate the watching patterns of Gen-Z viewers and their expectations along with the factors driving their decisions. The IDI respondents were mainly students and working professionals. Open-ended questions were designed and improved carefully. No leading questions were asked and each interviewee was made feel comfortable enough to share their exact thoughts and feelings with respect to our questions. We interviewed 28 people ranging in age between 16 to 28. The interviewees were almost evenly split by gender - 13 of them were female and 15 were male. All Interviewees were interviewed via video conferencing on zoom. The key takeaways from the interviews have been summarized under Appendix A3, while the detailed Interview Question sets have been presented in Appendix A1 and Appendix A2. The interviews allowed us to fill crucial gaps in our understanding of the consumer behavior that we gained from Secondary Research and Observations. The interviews also allowed us to explore some of the innovation options that we gradually developed during the project, as we went through our qualitative research.

- **Analysis and Generation of Insights**

We integrated the data obtained from our Secondary Research, Observations and Interviews into key findings. Upon collating and compiling our data, we identified some very interesting themes and drew consumer insights for HBO Max, as summarized in Section 6.

Secondary Research and Competitive Analysis

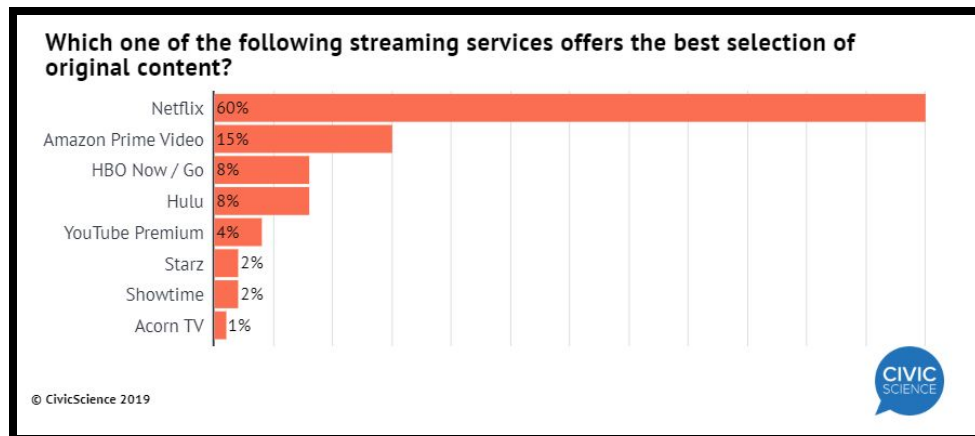
Revenue in the Video Streaming (SVOD) segment amounts to US\$11,950m in 2020. It is expected to show an annual growth rate (CAGR 2020-2024) of 2.1%, resulting in a market volume of US\$12,968m by 2024. This clearly states the potential market for SVODS in the US.

While trying to understand the current market positioning and perception of HBO, we researched the web for some comparisons to draw insights from. We considered and compared the leading svods on various grounds just to get an idea of where HBO currently stands in the crowded marketplace and how we can distinguish it from its competitors.

We compared SVODs on the following grounds:

1. Content and Originality

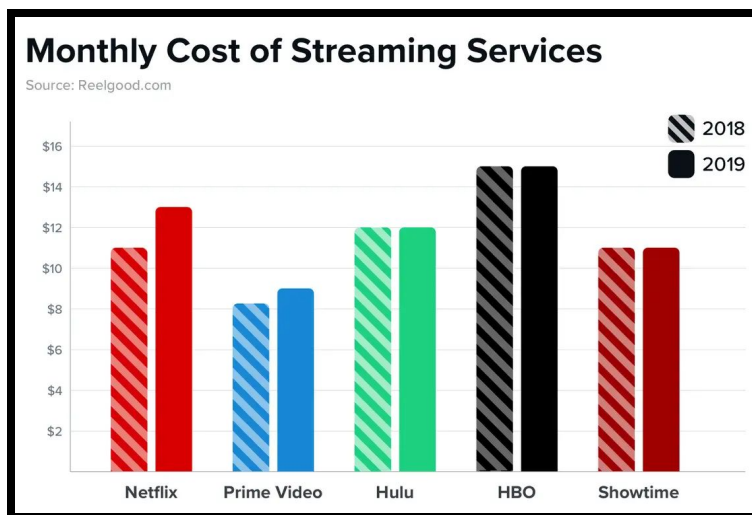
A CivicScience report published in October 2019 found that US viewers overwhelmingly prefer Netflix when it comes to original programming, with 60% choosing Netflix as the best place to find original programming. Amazon Prime, with a 15% vote share was a distant second, with Hulu and HBO Now only claiming 8% apiece. With HBO long considered the natural home of prestige content, for Netflix to be preferred by 7.5 more people is certainly a vote of confidence in the streaming giant's content.



Source: www.businessofapps.com

2. price

While HBO Now is the most expensive service and has fewer movies and TV shows than the competition, the premium network has historically favored quality over quantity, and focused on a stacked Sunday night line-up of programming. But after the AT&T and Time Warner merger, HBO's quantity of content will increase. AT&T plans to increase HBO's budget and wants to introduce two hours of prime-time original programming on Monday nights along with Sundays.

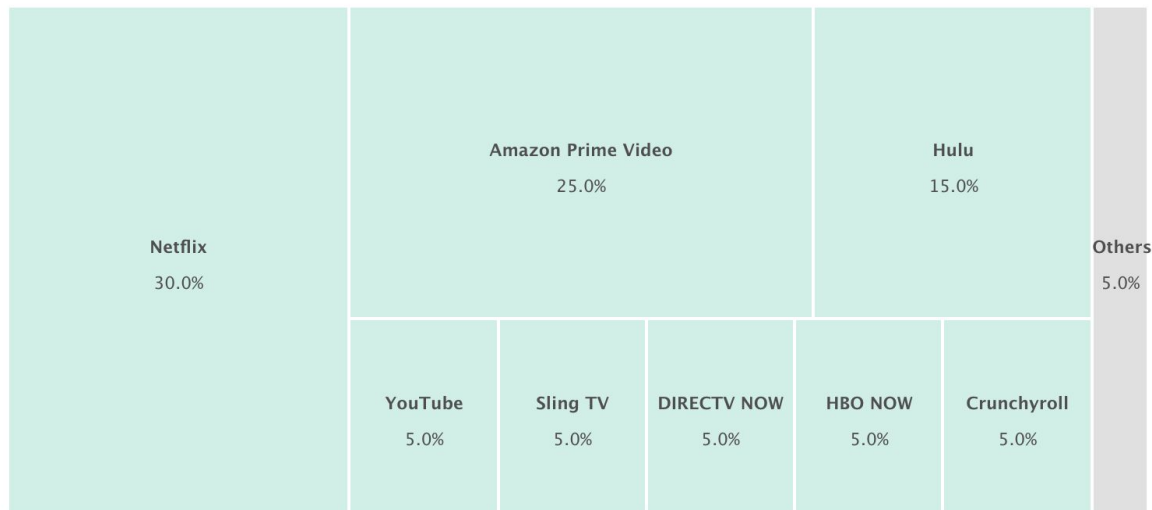


Source: Business Insider

3. Popularity

In 2018, Netflix curiously seems to drop in popularity among 25-34 year olds, who are also the

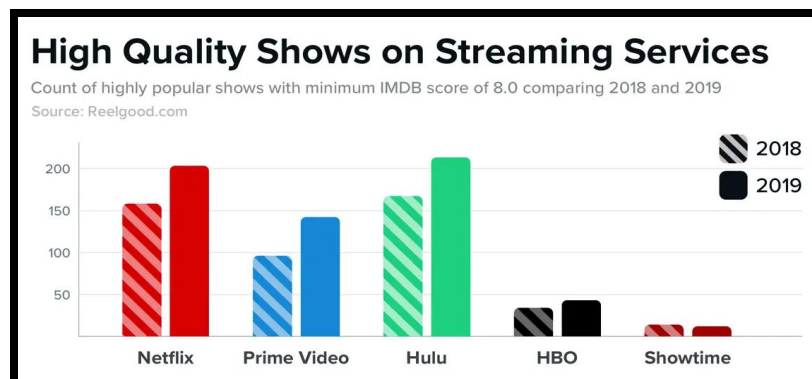
demographic that most heavily favour HBO Now. People have a perception that HBO offers only adult suitable content.



Source: Statista, based on BeyonData GmbH, Priori Data GmbH and SimilarWeb Ltd., March 2020

4. Quality of Shows

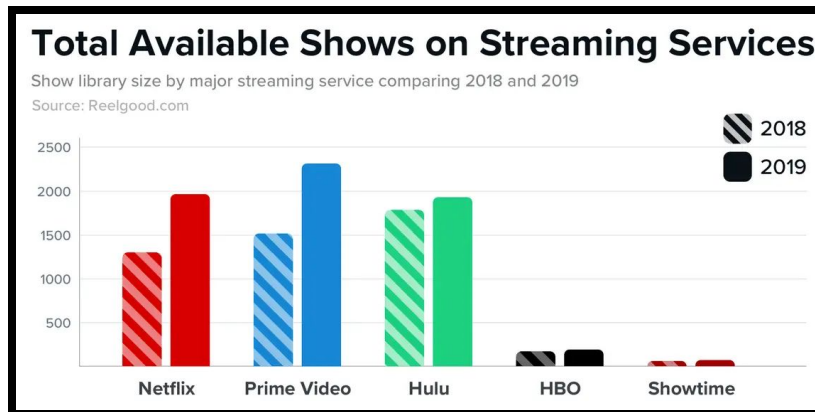
According to the current perception of viewers, HBO does not stream highly popular shows. Game of Thrones was found to be the only exception due to which the viewers subscribed to the network.



Source: Business Insider

5. Number of shows

The size of the content library for HBO was found to be limited. Only the people who were interested in particular shows subscribed to the network, others who believed in watching random shows based on recommendations or just what catches the eye while scrolling the dashboard did not prefer HBO.

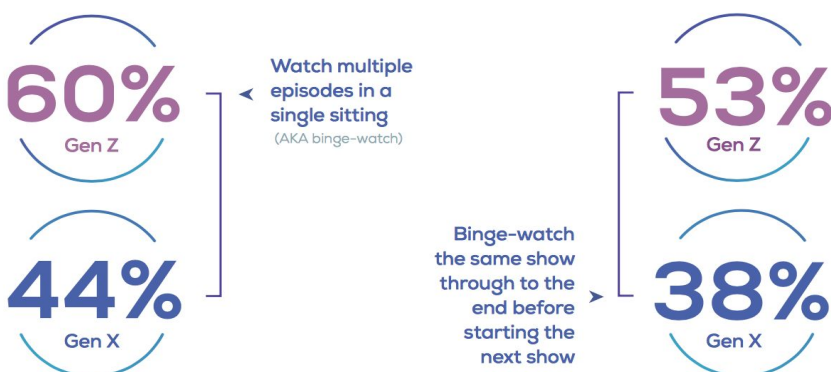


Source: Business Insider

Based on the above comparisons, we understood that HBO was definitely a part of the viewers' consideration set but had a very weak stand in their minds when compared to the other industry giants like Netflix.

Target Segment

We decided to target the Gen Z viewers for our research as these are the ones who are 21% more likely to discover when they watch television, and they are also more open to recommendations based on previous viewing habits. They are more likely to binge-watch than other age groups.



We also found that Gen Z use SVOD services for social connection, and they are more likely to multi-screening and multitasking, which means doing other things while watching online contents.

According to our research, a few reasons why Gen Z will watch a show might include:

43% Just to talk about it

32% Simply to impress others

23% To look smart

38% of Gen Z is most open to suggestions and will check out TV content recommendations based on previous viewing habits.



This concluded our secondary research and we decided to continue our Primary research with 3 SVODs, namely -

1. HBO Max (Target SVOD)
2. Netflix (Established SVOD)
3. Disney + (Entrant SVOD)

Primary Research

We conducted our primary research with two rounds of In-depth Interviews

Overview | 28 IDIs in total

Age | 16-28

Gender | 15 Male / 13 Female

Occupation | Students / Working Professional

Industry | Business / Art / Healthcare / Engineer

SVOD Usage History

- Netflix: currently using
- HBO: limited usage

- Disney + : limited usage

Round 1:

At this stage we interviewed 15 individuals over video conferencing. We tried to understand their general preferences and behaviors towards SVOD services:

- In the first part of this questionnaire, we considered general questions without being specific to a particular SVOD so that respondents can open up their thoughts without being restricted to a particular network.
- The second part of this questionnaire was specific to three SVODs - Netflix, HBO, Disney+ .We narrowed down to these three based on our secondary research. This part of the question set was designed in order to understand our respondents' perception towards HBO and its competing industry giants. Studying their perception towards the competitors of HBO Max helped us understand what features they prefer, how much does brand image matter to them while deciding to subscribe, their reasons to unsubscribe and what are the basis on which they rank SVODs.
- The third part of this question set was specific to HBO Max. It was designed in order to understand the respondents' perception of HBO Max on viewing the HBO Max commercial. The link to the commercial can be found in the Round 1 IDI Question set in Appendix.

Round 2:

After discussing all our findings from round 1, we decided to dive deeper into some aspects just to understand the viewers' perspective better. We worked over the five steps towards Consumer Insights and tried to narrow down to relevant questions based on each exercise. Questions that came up with each exercise were then analyzed and we finalized our list of questions for the Round 2 In-depth Interviews after summing up all our insights. The same can be found in the Appendix.

At this stage we interviewed 13 individuals over video conferencing. We tried to understand their perception towards HBO Max after viewing the brand compass, including the official trailer, official website and social media page. We tried to focus on SVOD functions and

roles in general along with the customer value and weight attached to each SVOD feature using the MAM Analysis. The detailed MAM model can be found in the Appendix (A2). We also used the Customer Need Analysis, Buying Process Analysis & Customer Experience Analysis to come up with questions that helped us understand and break down the much wanted HBO vs. HBO Max perception. This is the part of the question set which helped us derive the most value for our analysis. These insights can be found in the following section.

Key Insights and findings

Based on our in-depth interview results, we have developed 5 key SVOD consumer insights.

Insight 1. GenZ are “Die Hearts”

Our target segment GenZ are always die heart fans of their favorite shows, and such a watching behavior influences their subscription purchases decision to a significant extent. Based on our interview findings, most GenZ have indicated a sense of “absolute loyalty” to their favorite, specific shows. For example, there is one participant who told us that she switched her subscription from Netflix to Hulu only because her favorite TV Series “How I Met Your Mother”, which she always watches when feeling depressed, was removed from Netflix and was added to Hulu. There are many other examples for such a watching behavior where users make their subscription purchase just for watching one specific content that is exclusive to that platform, such as friends before it left Netflix, and Game of Thrones on HBO Now. For those die heart fans, we believe that their loyalty to a specific content could be converted to the purchase decision in the SVOD platform.

Insight 2: GenZ enjoys unrestricted explorations

Our second insight is that GenZ also values unrestricted explorations. Once GenZ started to use the platform, we found out that it is not only the availability of their favorite shows but also the unrestricted exploration options that attract users to keep their subscriptions. Based on our interview results, we found out that content variety is one of the top two most important features for users. There is one participant mentioned that “Though I have my favorite kinds of shows, I still hope to have the option of being able to choose from a wide range of variety of programs from different categories and genres”. Besides, some of them also expressed an interest in exploring available video content in the form of gridview, instead of a horizontal scrolling menu that Netflix currently has. In sum, GenZ tends to enjoy the feeling of variety with abundance of choices, along with the freedom to explore.

Insight 3: Opportunity in FOMO marketing campaign to encourage reactive purchase

As most GenZ makes subscription purchase decisions under peer influence, HBO Max could leverage the Fear of Missing Out to encourage reactive purchase. It is known that humans naturally want to be part of things and want to feel connected. Particularly, many data suggests that FOMO is most prevalent among young people. Based on research, we found out that around 69% of GenZ have experienced this phenomenon. From our in-depth interview, one of our participants told us that “The only reason I subscribed to HBO was because my colleagues were all watching Game of Thrones and discussing it during work breaks. She didn’t want to feel missing out.” In this case, it is valuable for the SVOD service to leverage the viewer's desire to feel connected and make a reactive purchase.

Insight 4: Companionship vs. Captivation

We discovered two major types of consumption patterns associated with SVOD services :

1. Companionship:

Viewers tend to subscribe to SVOD services so that they have a companion while doing other things, such as getting ready in the morning, preparing meals, during dinner time and

before going to bed. For example, one of our respondents said that “I usually watch shows while I am doing artwork to kill time or before I go to bed. More light-hearted or things I’ve watched before. Something I don’t have to pay much attention to.” This type of viewing pattern shows that SVOD services can be seen as companions that provide viewers with a sense of belongingness and support. Consumers generally tend to watch SVOD services to relax or kill time. For these reasons and specifically at these times, they prefer shows from the comedy genre and other light-hearted shows that do not require much attention.

2. Captivation:

As opposed to the “Companionship” viewing pattern, “Captivation” means that viewers devote a good chunk of time to SVOD services with limited distractions. Viewers tend to sit down for a longer period of time, usually on the weekends or during holidays and binge-watch shows with full attention. For “captivation” viewing patterns, viewers tend to watch shows that require more attention or shows that are their favorites. For example, our respondents said “If I am really into one show, I prefer binge-watching at a specific time without being distracted.” “Captivation” usually happens when consumers have a lot of time and dedication to spare for their favourite shows. There is a different level of curiosity in their minds for ‘What happens next?’ and this drives them to watch in captivation, without any deviation or delays. The shows mostly preferred in this respect are Game of Thrones and West world.

Insight 5: Key shows shape the perception of the brand

We discovered that the perceptions of SVOD brands are usually shaped by specific shows, such as GOT and West World shaping the image HBO. Furthermore, using ZMET and brand image keywords techniques, we discovered that viewers mainly consider HBO as high-quality, fancy, complex shows, sophisticated. Then, after watching the offerings of HBO Max, viewers have the perceptions of variety, inclusive, new things to explore, alongside mesh-up, mixture of classics and new, worry about quality. With quality of shows considered as the top 2 most important features considered by viewers, the change of perception towards

quality from HBO to HBO Max poses some challenges that need to be solved.

We also received some perceptions for Netflix and Disney +, discovered that these brands are very different from HBO in terms of brand image with Netflix mostly associated with chilling, relax and Disney+ mostly associated with Children.

Brand positioning and Marketing tactics

Based on the insights we derived from our secondary and primary research, we came up with five brand positionings for HBO Max that match the five insights accordingly. In addition, we created sample marketing executions and mock-up ads that illustrate our marketing recommendations.

1. Max in quality, Max in experience, be the Die Heart you want here at HBO Max:



“Not only one of your favorite shows, but all of them”

Rationale: Since we know that GenZ will subscribe to a platform because one of their favorite shows, then, we consider they will be more motivated to subscribe if we emphasize that there are more than one, even all of them here. In addition, we also hope to echo their fandom of their favorite shows by providing them the place to be the Die Hearts.

2. Max your freedom to choose, no limitations, no restraints, anything, anytime:

Contrary to the row with 20 options that Netflix has, GenZ viewers would love to have a larger number of choices for each category with option to expand to grid-view UI

Availabilities of wide range of genre, nationalities, emotional, scenario options etc. to create more categories for easy explorations and unlimited choices

Rationale: Two tactics to illustrate this freeness and unlimited are listed as below. With more genres available, or just more ways of categorizing the shows, we think HBO Max will be able to provide the feeling of “Be there for you for all kinds of needs and types of shows”.

3. Max your social experience :

Corresponding to insight 3 where Gen Zers usually make purchase decisions under peer influence, there is an opportunity for HBO Max to position itself as a “Max your social experience” platform for addressing the Fear of Missing Out phenomenon.

1). Video commercial

HBO Max could leverage viewer’s desire to feel connected and push viewers to make reactive purchases after watching those video commercials. One sample Scenario could be a young professional who smoothly joins new colleagues’ conversation about GOT during work breaks and enjoys HBO movie time with families at night.

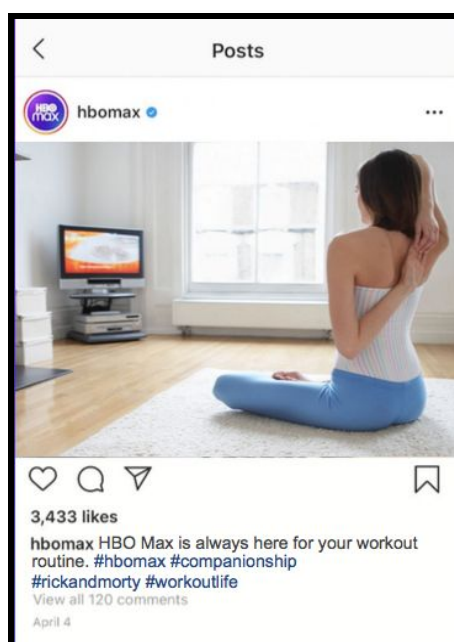
2). Social media campaign

HBO Max could leverage FOMO by posting and sharing testimonials on multiple social media channels (Facebook, twitter etc.) With a specific number of likes, comments and shares, HBO max could deliver the messages to its subscribers where they will “never miss out on the trends and hits”. Social media participants could also be impressed about how HBO Max is in demand by the specific number of likes, comments and shares on HBO Max social media channels.

4. Max the companionship:

Corresponding to insight 4, we thought HBO Max can leverage the “companionship” concept by creating video commercials, programmatic ads, and social media campaigns that highlight HBO Max as a companion for Gen Zers. For example, HBO Max can create a series of **video commercials** that features Gen Zers spending their days with HBO Max in different scenarios (e.g. morning coffee shop while waiting for friends, study break, workout, dinner time) and use smooth transitions to show how HBO Max can seamlessly blend into the lives of Gen Zers and keep their boredoms at bay.

Social media campaigns can use the same concept as video commercials. For example, creating social media posts that demonstrate how Gen Zers spend their days and interact with HBO Max in different scenarios. We create two mock-ups to illustrate our concept:



Max the storytelling experience:

For the “Captivation” viewing pattern, we thought HBO Max could position itself as a personal storyteller for Gen Zers. As we mentioned earlier, captivation means that viewers take a longer period of time out of their days for specific shows on SVOD services. For this viewing pattern and relationship, HBO Max can be seen as an intimate storyteller for Gen Zers that lead them to discover the wonderland. Therefore, the marketing tactics can highlight the immersive, attractive experience that HBO Max can provide to their viewers. For example, HBO Max can create a series of **theme video commercials** that use each hot show as a theme for each execution. The videos can feature Gen Zers watching specific shows and receiving VR-like, immersive viewing experience, or even become one of the characters in the shows.

Tik Tok is one of the most widely used social media platforms amongst Gen Zers. Therefore, HBO Max can leverage the presence and engagement on Tik Tok by initiating **Tik Tok Challenges** that allow Gen Zers to create stories and videos based on the shows featured on HBO Max. Participants can use hashtags such as #your(show_name)challenge (#GOTchallenge, #Friendschallenge) and tag the official accounts of HBO Max and the shows to get their videos featured on HBO Max website, Twitter and Instagram accounts. We believe increasing interaction and engagement are important to capture Gen Zers. Here are two Tik Tok challenge mock-ups that we created:



5. Max the difference between Just “HBO” and “HBO Max”:

Example: Showing pictures such as Rick and Morty sitting on the crown from GOT, indicating the new and trendiness on the foundation and basis of high-quality HBO spirit.

Rationale: Since we found out that key shows will shape the perception of a SVOD platform, we hope to use such statements and visuals with the representative shows to convey and express our messages: there are more new originals to be present with HBO-quality.

Appendix

A1: Questions for IDI - Round 1

SVOD General Questions

1. What factor has the most influence on your decision to subscribe to an SVOD service?
 - a. Can you name a situation? What is a scenario?
(e.g. one show(classic or new), variety of content, price, peer pressure, trails conversion, amazon prime addition, etc.)
2. What are the top 3 features that you are looking for when you choose an SVOD service?
 - a. Why are they important to you?
3. Do you prefer binge-watching or just one episode at a time?
 - a. Why?
 - b. When?
4. What kind of shows do you watch most often or recently? Name 1-3 of them
 - a. Genre, names
 - b. Length of episodes
5. How do you know about new programs? New SVOD services? <Media outlet>

- (e.g. social media(which one), friends, advertising(online/offline) etc.)
6. The Laps time (after finishing your favorite show on Netflix, stop visiting the site or watching Netflix for XXX amount of time)
 - a. What is the reason lapsing?
 - i. Will you stop subscription because of the laps time?
 - ii. If not, what will be the reason to stop subscribing?
 - b. What is the reason for reusing?
 - c. What is the reason for re-subscribing?
 7. Do you share an account with other people?
 - a. Why sharing?
 - b. If yes, who is paying the subscription fee?
 - c. How many people(sub-account) and what age range?
 - d. How much more are you willing to pay to set up different sub-accounts to avoid the situation?

Competitor Question [Netflix, Disney+, HBO?]

8. What SVOD services do you use?
 - a. Why use just one/multiple SVOD?
 - b. How much time do you spend on SVOD in total every week?
 - c. Proportion of time spent on each SVOD?
 - d. Which one do you use most often and why?
9. Do you have a favorite SVOD provider?
 - a. Why do you prefer 'x' over others?
 - b. What features do you like the most from this provider?
 - c. What features do you NOT like the most from this provider?
10. [ZMET] Please select metaphorical pictures that best describe your perception towards the following brands (think functionally or emotionally)
 - a. Please explain
11. Please come up with a celebrity that best fits the image of these brands.
 - a. Please explain

12. Price point comparison

a. Rank the price perception among these brands

Disney+: \$6.99 USD per month / \$12.99 (Hulu + ESPN+ + Disney+)

Netflix: \$8.99 / \$12.99 / \$15.99 per month (based on video quality & # of sub-account)

HBO Now: \$14.99 per month

HBO Max Questions

13. What is your perception towards HBO Max after seeing their video ad?

<<https://www.hbomax.com/>>

a. Content? Is it meeting their expectations?

b. If yes, which part?

c. If no, what else do you want to have on the platform?

14. Brand perception -- Have you previously subscribed to any HBO services?

a. How do you feel about it?

15. What's your opinion towards the pricing of HBO Max?

a. Is it too high/moderate/low?

i. Can you justify your answer?

16. Do you want to subscribe to HBO Max?

a. Why?

b. What do you like the most about HBO Max?

c. What is your concern in deciding to subscribe?

A2: Questions for IDI - Round 2 with MAM Analysis

Decision Making Unit Analysis

1. Based on your past SVOD subscription experiences, who have influenced you the most for your subscription-purchasing decision? (friends, siblings, parents, celebrities etc.)

--- DMU Model (need to be translated)

- a. Identity
- b. Role
- c. Relative Influence
- d. Their “official” agenda
- e. Their personal concerns (hidden agenda)
- f. Potential strategies & tactics

Have you heard about HBO Max and what was the circumstance?

- g. Be specific of channel of social media if applicable
- h. Friends --- how close?

Customer Need Analysis Questions (laddering interview, underlying motives) & Buying Process Analysis & Customer Experience Analysis Questions

1. Why did you subscribe to the SVOD service that you are currently using/have used before?
2. When do you usually watch SVOD? What’s the circumstance/occasion/frequency?
Platform used?
 - a. Please specify the shows, occasion, platforms

The role Videos plays in emotional correlation. For example

- b. when you are down?
- c. When you are bored?
- d. When you want to be entertained?
- e. When you want to learn stuff?
- f. Connect with your friends?
- g. Family time?

3. ZMET for HBO

- h. What is your perception of HBO (overall perception)?

VIEW HBOMax VIDEO <https://www.youtube.com/watch?v=9yLNhhHs3-k>

2. ZMET for HBOMax.
 - a. What is your perception of HBO Max after watching the commercial?

3. Show brand compass for HBOMax



Social Media Posts:

https://twitter.com/hbomax?ref_src=twsrc%5Egoogle%7Ctwcamp%5Eserp%7Ctwgr%5Eauthor

Website: <https://www.hbomax.com/>

- a. What do you feel about HBOMax as a brand?
 - i. Perception Map <1-3 key words>
4. What about HBO Max that attracts you?
 - a. What do you think HBO Max can improve upon?

Customer Value Analysis Questions

1. When you subscribe to a SVOD platform, what are the features of the service you consider? Why? (HBO Max, Netflix, Disney+)
 - a. Content Variety --- Genre and forms (documentary, movies, TV shows, global content)
 - b. Quantity of shows --- for each category, you have a lot of options
 - c. Quality
 - d. Recommendation system
 - e. Search and Filtering (length of episodes, no of seasons, purely based on genres, most recommended, most viewed, won the most awards, ratings etc.)
 - f. UX/UI
 - g. Popularity of the platform

- h. Offline viewing
- i. Subtitles/language
- j. Mobile/desktop flexibility
- k. Cost

*Feel free to add features that you want and expect

2. What are the weights for your considering features? (the weight of each category need to add to 100)
3. Based on your answers, please rate HBO Max/ Disney+/ Netflix (1-10) in each categories, based on your perception/
4. Finally, please rank HBO Max/ Disney+/ Netflix

Attribute	Weight	HBO Max	Disney+	Netflix
Content Variety				
Quantity				
Quality				
Recommendation				
Search and Filtering				
UX/UI				
Popularity				
Offline Viewing				
Language				
Mobile Flexibility				

Cost				
Total	100			

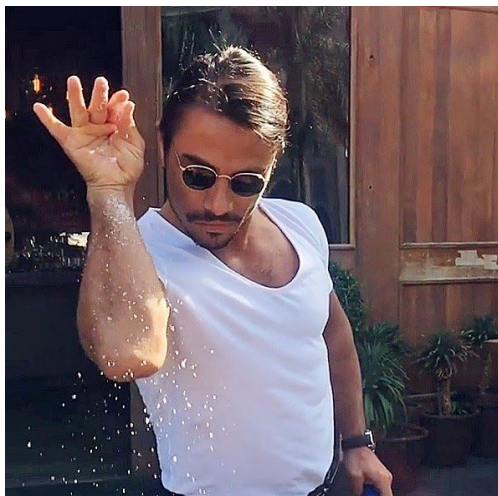
A3: IDI Key Quotes

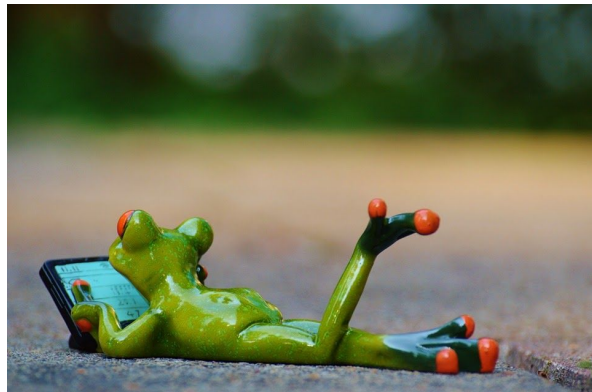
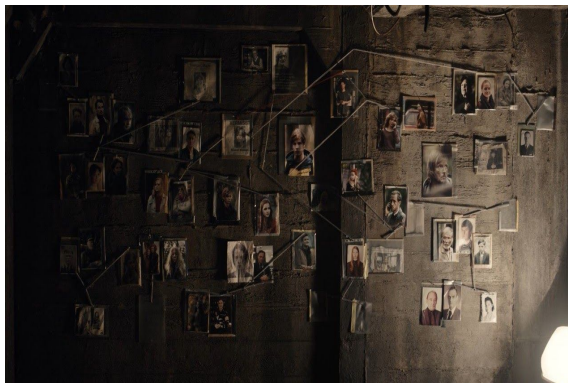
- “Though I have my favorite kinds of shows, I still hope to have the option of able to choose from a wide range of variety of programs from different categories and genres”
- “When viewing shows from each genre or category, I prefer to have gridview with large numbers of options, as opposed to what Netflix currently has, 20 options in one row that I need to scroll around.”
- “I am curious about the different kinds of contents out there and would try them out from time to time ”
- “I watch SVOD At night and in morning when getting ready, Netflix at most times, After work --- movies to relax after work; Morning --- for the background noise”
- “I watch SVOD when eating for series like Friends and weekends for series like You on Netflix”
- “HBO feels like a lot of original themes to discover, magical, convolutions, e.g. West World, Game of Thrones and are well-made”
- “HBO Max seems to have more things but also a mixture of well-produced and some not HBO standard production shows”
- “The PR of HBO Max makes me feel that way, highly inviting/seductive --- PR shows a lot of different things that people across ages will love and across genres”
- “Worry about that HBO Max don’t meet with expectation and promotion, Netflix currently has a lot of international shows that I might miss out on HBO Max”
- “Dilemma of cancelation of other platforms, intrigued but hesitant to invest, not a lot on the website, fear of not meeting expectation”

- “I don’t think I would cancel my HBO subscription because there are no other places where I could watch Game Of Thrones”
- “I canceled my Netflix membership in the beginning of this year when they took Friends off”
- “The only reason I subscribed to HBO was because my coworkers were all watching GOT and discussing it after work. I didn’t want to feel missing out.”
- “I usually watch shows while I am doing artwork to kill time or before I go to bed. More light-hearted or things I’ve watched before. Something I don’t have to pay much attention to.”
- “I think usually during dinner time or after work, mostly to relax and don’t let myself feel bored.”
- “If I am really into one show, I prefer binge-watching at a specific time without being distracted.”
- “It really depends on the shows and genres. If it’s something heavy and requires thinking, I’d rather watch it when I have more time devoted to it”

A4: ZMET Analysis Pictures

First Round IDI









Second Round IDI





