MISSION
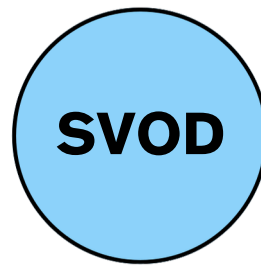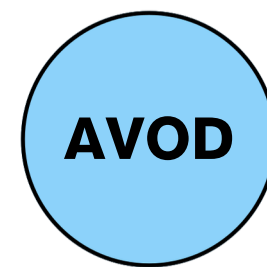
To give consumers world's best-in-class digital video customer experience
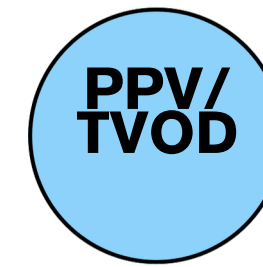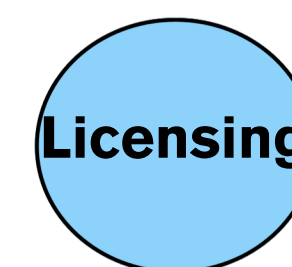
BUSINESS MODEL

SVOD
Subscriber Video On Demand: users pay a monthly or annual fee

AVOD
Ad-Based Video On Demand: brands pay for ads shown before or during video plays

PPV/TVOD
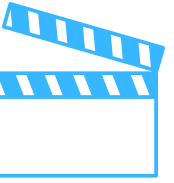Pay per view/Transactional Video On Demand: users rent or purchase content

Licensing
Content Licensing: original content licensed to other platforms

210M Users

24K+ Movies

2100 TV Shows

$5.16B Revenue

19% Market Share

60% Male users

24.3% Traffic

31.7% 25-34 years

29.8% 18-24 years

DEVICES

Web APP

Mobile App on phones, tablets

Television

Gaming console

PURPOSE

Purpose of this document is to propose a possible solution to the 'paradox of choice' problem in Amazon Prime Video users, resulting in **increased loyalty** of users to the app, assuming we have infinite tech bandwidth.

'Paradox of choice' insists that while the popular belief is that abundance of options helps users to make an informed decision, it actually confuses users and makes it harder for them to choose the best out of all.

Ep1: Pilot

Why should Amazon Prime Video care about 'Paradox of choice'?
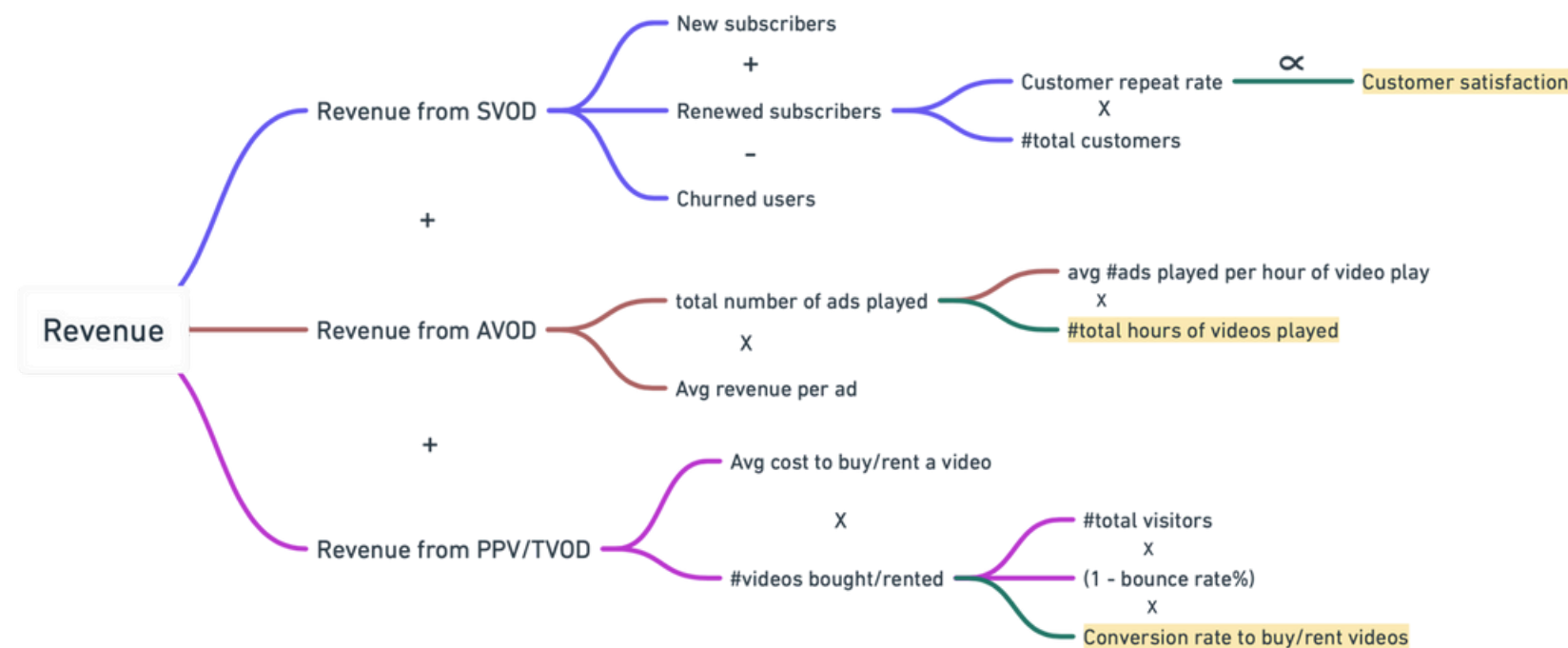
Click to view the KPI Tree

Clearly, by focusing on following product outcomes -
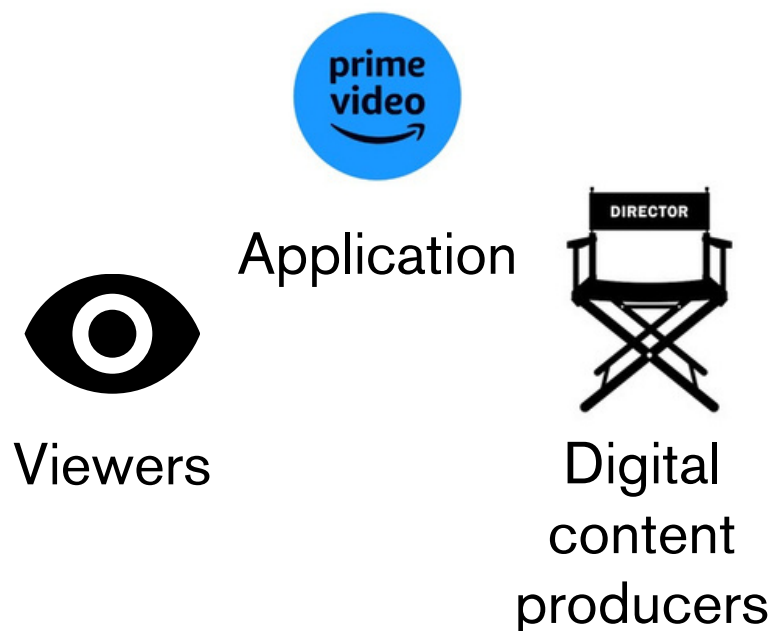
↳ customer satisfaction with the platform

↳ #total hours of videos played on platform

↳ conversion rate of buying/renting content

our business outcome, i.e., revenue will be directly impacted.

The below loop also signifies the value of personalised recommendations in order for the business to grow.

Actors in the system

Viewers

Application

Digital content producers

Problem Hypothesis

Viewers face the problem of **'analysis paralysis'**, i.e., they get so overwhelmed by the abundance of choices that they end up not watching anything, leading to **dissatisfaction** with the platform amongst users.

Retention Growth Loop

User watches content on Prime Video

Recommendation algorithm learns about their watching patterns

Homepage displays curated list of similar content using data learned from multiple users

User discovers the new list with better personalisation
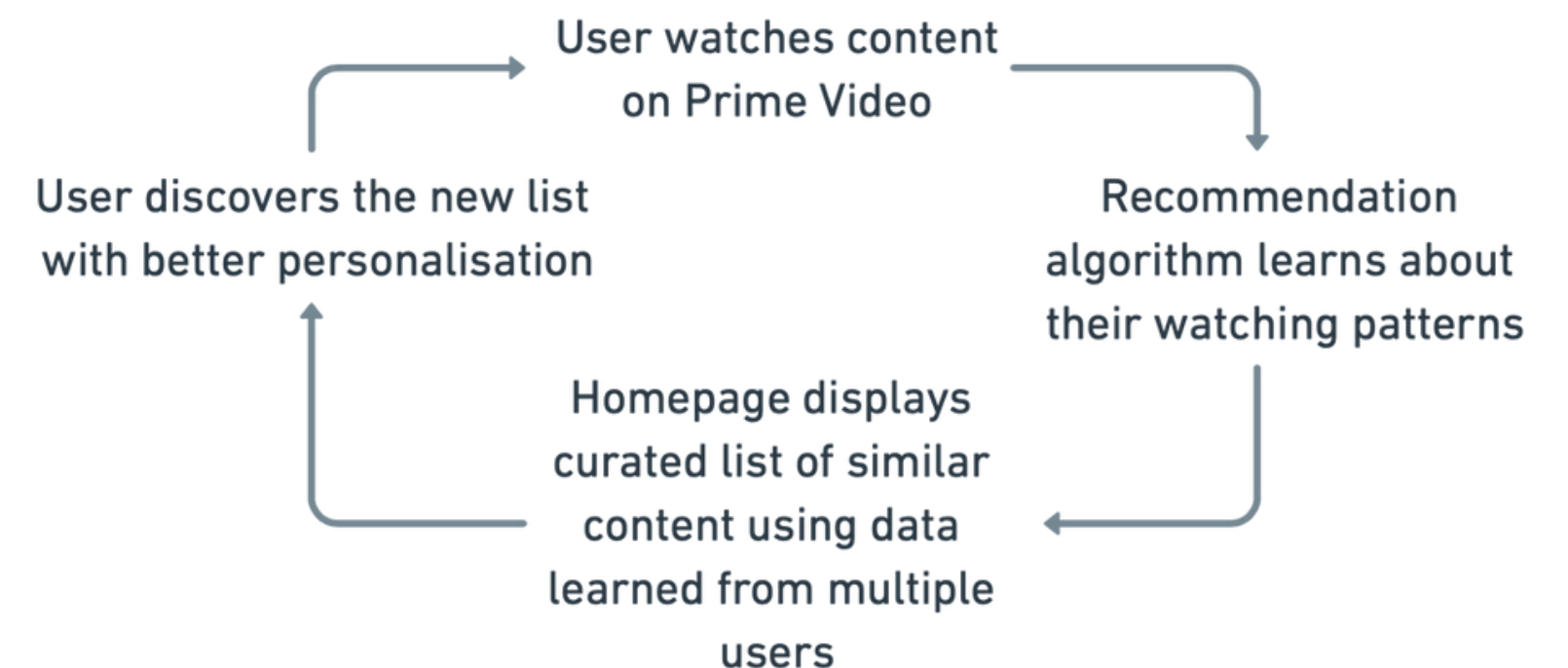
user survey

user interview

user flow

▶ Click to view
26 responses

▶ Click to view
9 responses

▶ Click to view
Current User Flow

Young(24-35 years) tech-savvy individuals staying in Urban India who watch at least one episode/movie in a month on an OTT platform and want to explore different content online.

100% people use at least one OTT platform

85% people find it difficult to choose what to watch

75% people **don't relate well** with the current recommendation results

67% people end up in **analysis paralysis**

84% people rely on **recommendations from friends**

81% people are likely to follow **recommendations from influencers/critics/experts**

81% people feel proud when their friend likes their recommendation

15 minutes is the **average time people spend browsing** for the perfect content to watch

85% people say the content they choose depends on their mood or on the fact that they are watching alone or with someone

Karan Sharma
Choreographer
Mumbai | 25 years

"Can't even remember the number of times my meal has gone cold while looking for something to watch"

NEEDS
● Relevant recommendations on OTT platform
● Mood based content watching made easy

PAIN POINTS 🙄
Spends way too much time trying to find the perfect watch by researching on Google and other sites.

Maya Singhania
Engineering Manager
Bangalore | 32 years

"I only sit down to watch a show or movie when my friends talk about it or recommend it to me."

NEEDS
● Better visibility of highly engaging content
● Relevant recommendations on OTT platform

PAIN POINTS 🙁
Has to rely on in-person conversation/direct chats as the only medium to get reco from friends

What is the true problem?

Though they check the items recommended by the platform, majority of the **users do not see their interests aligning with the same**. Due to lack of any other means to get reco on the app, they either fall back to their comfort shows/movies or close the app without fulfilling their need for entertainment leading to **dissatisfaction and frustration**.

Is it a real problem?

From survey and interviews, it is clear that while choosing the content to watch, most users resort to methods lying outside the OTT platform which **hampers the customer experience** which in turn goes against our mission statement.

Why solve it now?

Video streaming market is expected to showcase a **CAGR of 21.5%** from 2023 to 2028 with approximately **1.6billion users** by 2027. PrimeVideo already has a market share of 19% globally, next to Netflix(occupying 21% of the market). In this competitive landscape, **focus on personalisation and hence on customer retention** is the key to becoming the world's leading digital content platform.

Job To Be Done

When I am looking to explore new digital content

But I can't find relevant content to watch

Then Help me with the content discovery process

So that I spend more time watching content and less time searching for it.

What are the values generated by solving it?

For the User: Better visibility of content that suits their persona without having to waste their precious time browsing and searching would mean better ROI for users as they get **access to good content** of their choosing while applying **lesser effort** to look for them.

For the business: Customer satisfaction would mean **increase in customer engagement and retention** leading to increased revenue and profits. Will also help in building trust and brand name in market hence **inviting new customers at low cost.**

For content producers: Increased engagement of users on the platform would mean **better royalty payments** to the producers and makers.

How can it be solved?

Scroll Away
"Get ideas from experts!"

What is it?
Short videoclips by critics or influencers, shown to users, sharing their reviews of content available on our platform or their recommendations based on genre, language, and so on. Their creativity is leveraged by us in the form of a barter or a paid collaboration.

How does it help?
Removes the need for users to check reviews of movies elsewhere. The scrollable video format that people are already used to makes the adoption easier and faster.

Prime Squad
"See what others are watching!"

What is it?
Individuals create squads and add other users to it using a follow request/accept system. They can create custom playlists visible to the They can also choose to share their 'Watchlist', 'Likes', 'Dislikes' lists with their squad members or keep it private.

How does it help?

Virtualises theprocess of talking to friends for getting recommendations. Also gives validation to users by showing how many users have made use of their recommendation.

Mad-Eye Moody
"What's your mood today?"

What is it?
Users search using keywords depicting their current mood. Reco algorithm learns user behaviour over time based on their search patterns to show relevant options considering factors like time of day, day of week, weather - all of which tend to affect moods of people.
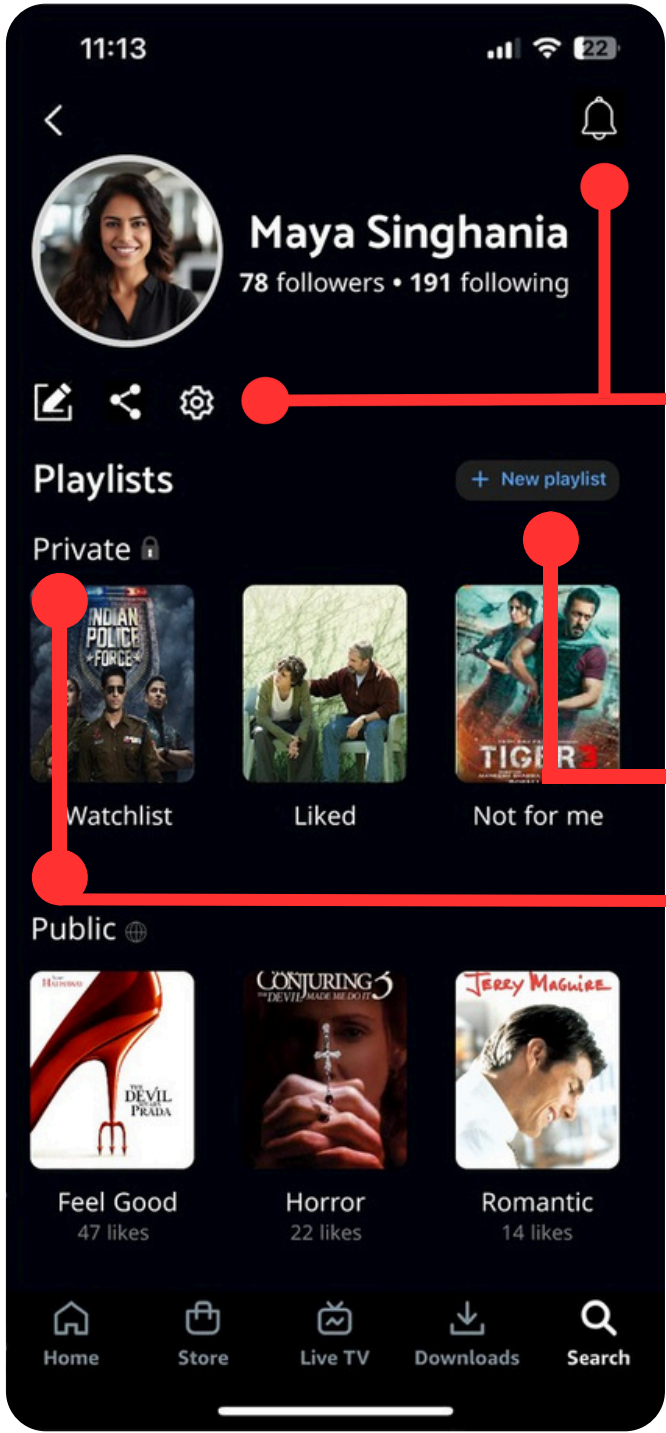
How does it help?
Adds a mood based filter to the search feature hence removing the confusion of choosing the genre. Also makes reco algorithm more personalised over time.

SOLUTION	Reach	User Impact	Business Impact	Confidence	Effort	RICE Score
SCROLL AWAY	2	2	2	2	2	4
PRIME SQUAD	**3**	**3**	**3**	**2**	**2**	**5.5**
MAD-EYE MOODY	1	3	3	1	3	2.6

Click to view the detailed Prioritisation

Riskiest Hypothesis- Users are making an effort to create playlists to be shared with others without any other incentive except for the social gratification and validation (hence, forming a content growth loop).

Why will the solution work?
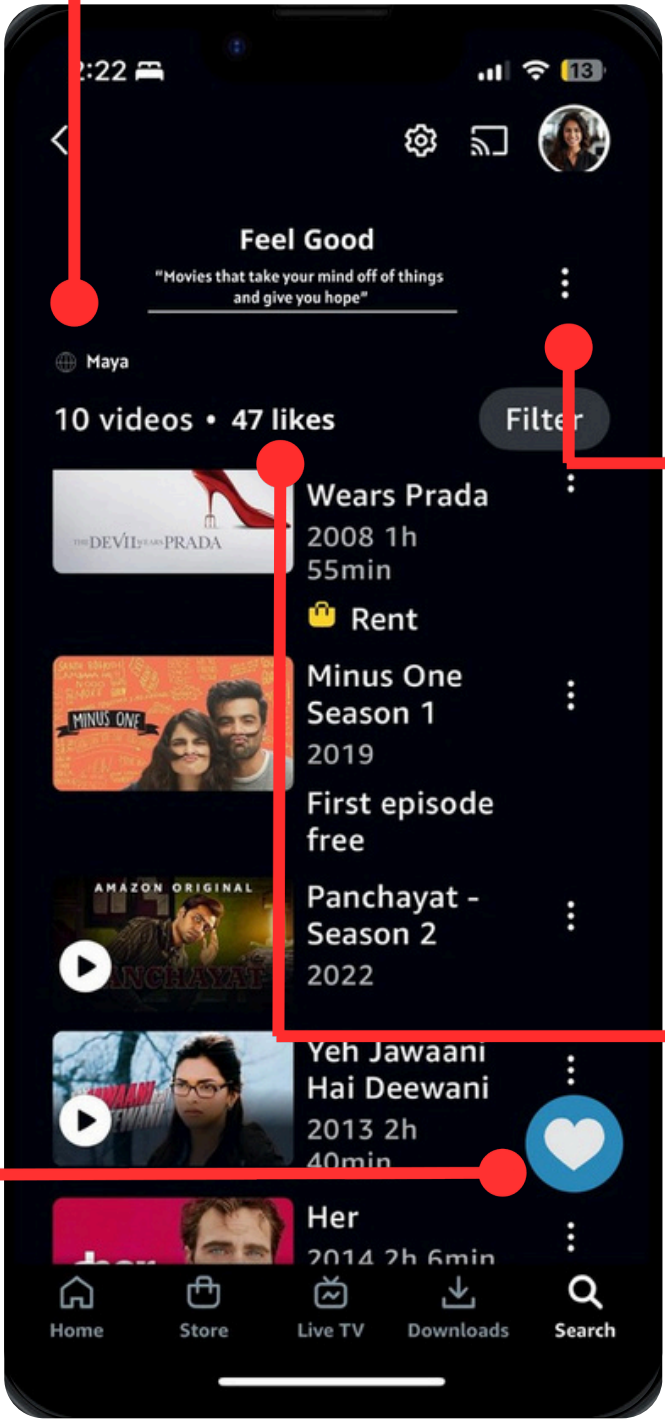

My Profile Page

Playlist Page

① Profile shows squad details, i.e., #followers and #following users, notifications for requests, options to edit and share profile with others, and settings tab to toggle the account privacy.

② New Playlist button to create new lists; either public or private.

③ Public and Private playlists displayed separately. Public lists show #likes.

④ This page displays list of shows/movies in the playlist along with playlist description, tags from which can be used to make playlist search result better. Also shows if it's a public or private playlist along with name of creator.
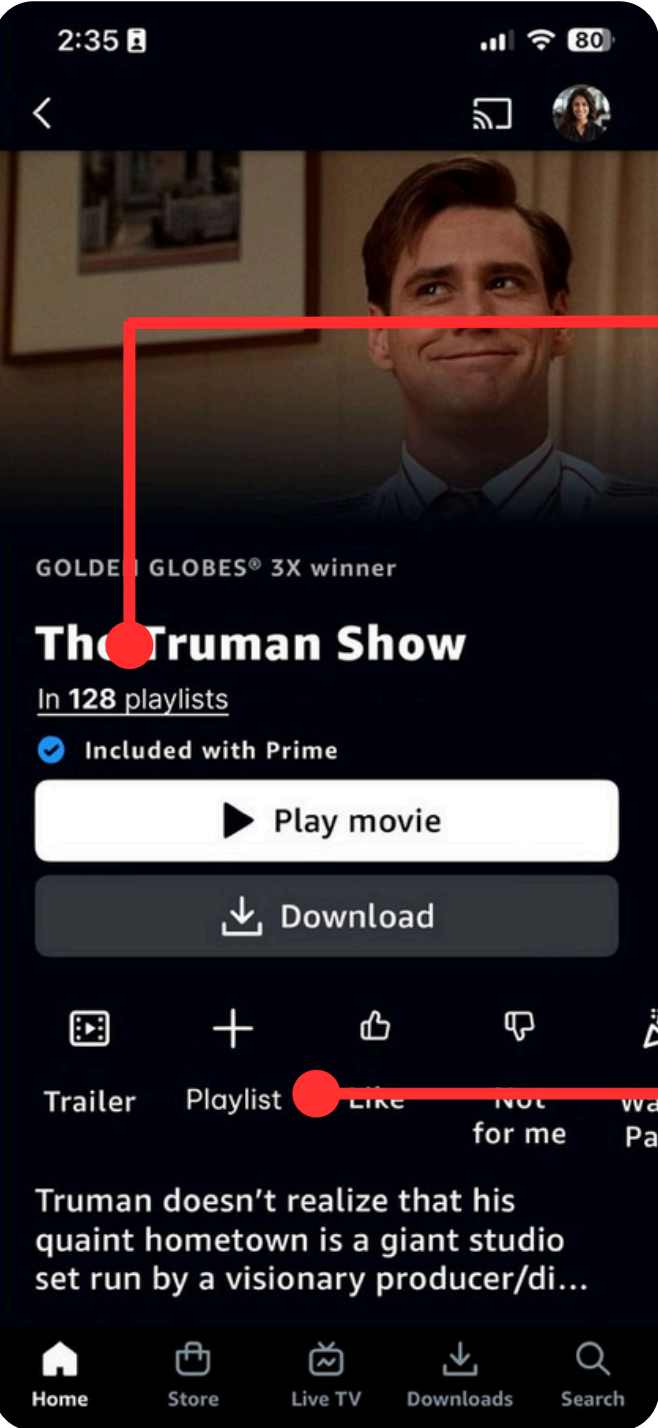
⑤ Gives option to share(across platforms), edit, delete playlist or to make the playlist private if its public and public if its private.

⑥ Shows #likes on a public playlist.

⑦ Like button for the playlist for user to access easily using right hand.

1. Maya gets **validation** that her taste in shows/movies is good based on the **number of likes** she gets on her playlists. This **motivates** her to watch more content and add more versatility to her profile.

2. Each and every individual might have **different definition of 'Feel Good'**. Maya likes to watch immersive and engaging content when she feels low so in these situations, she checks Pankaj's profile who is a nerd and hence watches content that needs the viewer to use their brains.

3. As an OTT platform, we make use of our **users' creativity** to bucketize videos and let other users pick the bucket of their choosing on top of the buckets created by us.

▶ Click to view the prototype

▶ Click to view the growth loop

| Ep1: Pilot | Ep2: The outcomes | Ep3: The Users | Ep4: The Problem | Ep5: The Solution |

Movie Overview Page

⑧ Displays the number of playlists the video has been added to, giving a sense of its popularity. Clicking on it opens the 'Movie in List' page.

⑨ Allows user to add video to an existing or to a new playlist. Videos can be added to more than one list.

Why #likes, why not #views or #shares?

If a user plays a video for first few minutes, it is counted as one view. Users can also share a playlist without even watching or liking it. Hence, these numbers are misleading and are not good enough indicators. Also, Prime Video does not share #views with its users.

Movie in List Page
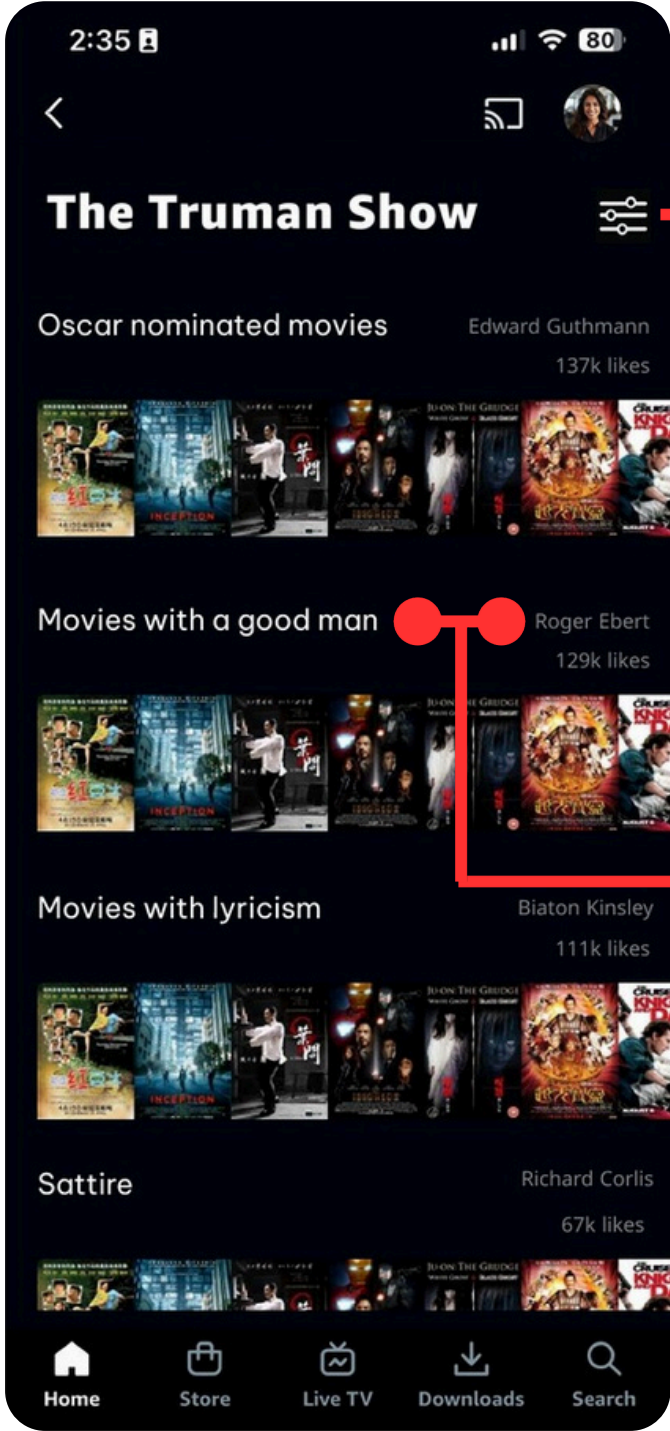
⑩ ⑪ Filter button allows to filter based on 'lists by squad members' or 'by everyone'. Also allows sorting based on #likes, date of creation of playlist, and other already available filters. Default can be either set as sorting based on #likes or based on lists by friends/everyone.

⑫ Page shows all the playlists that the movie is available in along with its creator, #likes, and a carousel of posters of content in it. Idea is to help users browse lists with content similar to have liked the ones they watched and previously.

Other's profile Page
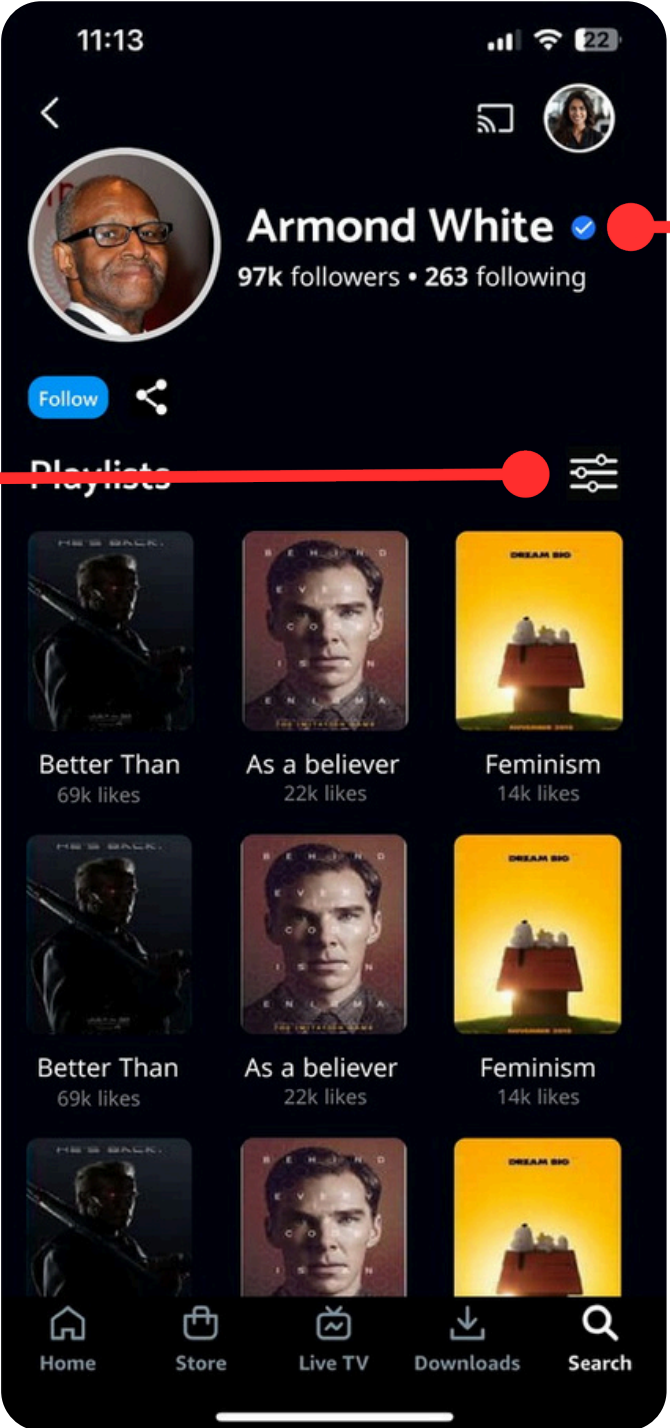
⑬ Blue tick shows that profile is of verified user giving them more visibility and credibility.

Thanks for these updates, my experience is so much better now! 😁
-Maya

How do we measure success of the solution?

North Star Metric = #total hours of content streamed in a week/#total hours spent on the app

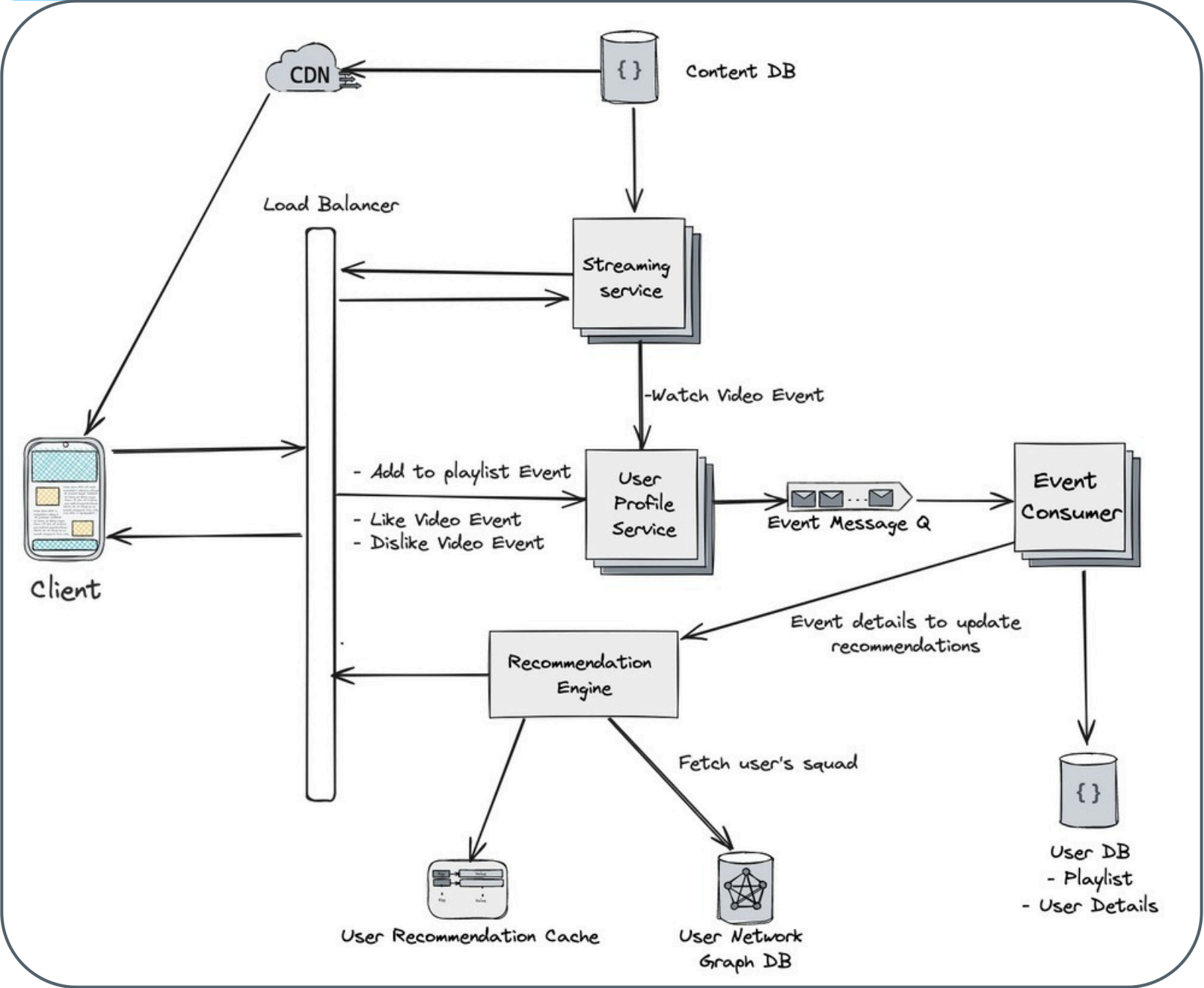| Type	Metric		Goal
Awareness	• #users opening the playlist or profile page at least once • #users having at least one follower and one following	↑ ↑	• Indicates reach of the feature • Indicates how many users are opening their and other's profiles
Activation	• #users creating at least one playlist with at least one video in it per month • #users playing at least one video from a playlist per week • #new users following at least 5 profiles in first week	↑ ↑ ↑	• Indicates level of ease to create playlists and add videos to it • Indicates level of ease to play a video from a playlist • Indicates initial engagement of users with the feature
Engagement	• #videos played from playlist page per user per week/#total videos played per week • #minutes taken from 'app open' to 'video play' • #movies added to a playlist per month • %increase in total hours of content streamed after feature intro	↑ ↓ ↑ ↑	• Indicates percentage of video plays promoted by feature intro • Indicates amount of time user has to browse through before playing the content they decide to watch • Indicates level of interest of users to give recommendations • Indicates level of interest of users in the content
Revenue	• conversion rate to buy/rent videos • %increase in subscription after feature introduction • ARPU(Average Revenue Per User)	↑ ↑ ↑	• Indicates revenue collected from rentals and transactional videos • Indicates increase in revenue from subscription users • ARPU(Average Revenue Per User)
Retention	• churn rate = user drop off from playlist (creating and watching) • DAU/MAU(Daily/Monthly Active Users)	↓ ↑	• Indicates number of users activated by playing at least one video or creating at least one playlist but not continuing to do so • Indicates how many users are active on the platform
Referral	• #playlists shared across platforms	↑	• Indicates number of users who bring more users to the platform

Risk	Mitigation
The number of playlists being created could be large meaning users will still have access to abundant choices leading to 'paradox of choice' again.	Reco algorithm needs to keep learning and display the list to users in the most structured, filtered and bucketed way possible.
Navigation of the said feature will be difficult on television.	Features could be limited to just browsing the videos in list from 'Movie in list' page on TV to make the experience seamless.
Change in tech requirements in going from digital streaming platform to social media based recommendation platform (memory requirement to store playlists; system design and infra) may be difficult to cope with.	Tech team needs to ensure data processing and handling is done efficiently using latest available tech. Also, tech bandwidth is assumed to be infinite for the scope of this project.

Click to view the System Design

- Playlists created by users may be paid for by the digital content producers and not be genuine, leading to loss of authenticity and credibility in recommendations.

- With users adding their recommendations, snowball effect might take place which will be beneficial for some producers and detrimental to others.

- Custom playlist creation will help gain more insights on user's content watching preferences, hence, making the existing recommendation algorithm also better.