

**Case Study -2:**

You are the Product Manager of a new startup that wishes to revolutionize the movie-ticketing space. Your objective is to conceptualize and design a comprehensive mobile movie-ticketing product end-to-end.

Questions:

- The incumbent player - BookMyShow - stands alone and has the entire existing online ticketing market share. In order to unseat them, you have to come up with a suitable strategy. Describe a few approaches that you can take in terms of product direction or marketing or any other variable that will allow you to begin capturing a portion of the market given the existing incumbents' market standing.
- Come up with a comprehensive product roadmap comprising a list of features. Order the list by their importance. You will be judged on
  - the comprehensiveness of the list
  - most importantly - the prioritization of the same
- Define the feature set for your first Minimum Viable Product (MVP) from the above list.
- For any of two important features from the above MVP, list draws out wireframes to explain the flows. (If you don't have a preferred tool, you can use Moqups ([moqups.com](https://moqups.com)) for the wireframes.)
- Write a short blog post introducing the feature to your customers.

Submission By

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**Your objective is to conceptualize and design a comprehensive mobile movie-ticketing product end-to-end.**

**In order to unseat them, you have to come up with a suitable strategy. Describe a few approaches that you can take in terms of product direction or marketing or any other variable that will allow you to begin capturing a portion of the market given the existing incumbents' market standing.**

There are 2 Parts to the Overall Solution of this case study:

- **Opportunity Identification:**  
In-depth analysis to understand where does opportunity lies to enter the Movie-ticketing market
- **Opportunity Implementation:**  
Based on the identified, how to follow a well planned and structured approach to deliver into the market as quickly as possible

## Approach to the Opportunity Identification

BookMyShow has very stood alone and has the entire existing online ticketing market share, so before moving forward with proposing solutions, there is a need to evaluate the situation and identify the possible gaps existing there.

The deciding factors which we need to consider before moving forward proposing a solution:

- **Market:**
  - Market size & potential
- **Users:**
  - Their Actions & pain points
  - Are the current solutions capable of solving them?
- **Competitors**
  - Is the barrier to entry higher?
  - Who do they target?
  - Is Competition solely aligned with the user's goal?
  - Is competition able to solve all the problems?
- **Is there any opportunity here?**
  - What would be the starting goal?
  - Where to position the product?
  - What would be the strategy?

## Market:

In the last 5-6 years, there's been a dramatic shift in this market in term of how user books a ticket, the shift is in terms of user experience. Right from deciding which movie to watch to book and visit the theatre, it's the customer experience that is prioritized, taking care of all the pain points of the users.

Now looking at the size of the market: Just the Ticketing segment is a market with an opportunity of over **\$400 M** with an ARPU of \$4 and an expected target user market size of 100M +

So, the market doesn't seem to be fully matured and has the potential to look into.

## Users:

(Reason for this analysis is the understand the core actions of the users to understand the potential opportunity in terms of the problem focus )

In order to sustain in long term, it should always start with the users, building product for the users. It is very essential to understand their actions, activity, habits and pain points before building the product.

Users	Core Actions	General Pain-points
The avid watcher (once per week, + digitally as well)	Watch a movie, join a discussion with wherever they find.	<ul style="list-style-type: none"><li>- Discussion is not interesting most times, because of non-overlapping interests</li><li>- It is difficult to find a common free slots with friends due to workload</li><li>- Frequent cancellation of plans</li><li>- Circle is limited, most don't find the topic for discussion or enough friends ready to go out on a movie</li><li>- Sometimes dont find nearby seats to share with all friends</li></ul>
The commoner (once per month)	They are also interested in getting into the discussion but are limited to the movies/series itself. Ex. Marvel/DC Fans, Nolan's Fans	
The lost souls (3/4 per year)	They are more interested in movies and generally don't prefer discussing much. Generally prefer watching on TV/laptop	

### Critical User Insights from Above:

- There are very few triggers for users to book apart from a release of a new movie, holiday, etc
- The individual is not the decision-maker but the final decision is also influenced by others as well
- Significant users want to discuss both pre & post watching the movie, and many talks about movies as primary interest if they meet the first time

## Competitor:

(The main reason is to identify the potential opportunity to define the product position, value proposition & product strategy)

While designing only the ticket booking system, is not sufficient to unseat a competitor having strong roots in the system, a Rs 619-crore firm that sold over 200 million tickets annually (before the pandemic data) and competing head-to-head with India's hyper-competitive OTT market. Having a user base of over **50 M just on Android**

It's difficult to beat in their game:

- SEO in terms of the traffic on their platform
- Partnership with theatres, pubs and
- Their marketing strategy, messaging

(Other aggregator players in the movie-ticketing app are positioned similarly)

Book My Show		
Company specific	Founded	1999
	Funding	\$224.5M
	Accomplishment	50 M+ Users & 200 M + tickets sold
	Strengths/weaknesses	<b>Strength-</b> Market Leader, Well designed platform structure for <b>SEO</b> (cinemas, movies), partnership, messaging <b>Weakness-</b> Limited offering in terms of OTT platform content,
	Product	Entertainment events (movie, shows, games) ticket booking, OTT platform (rent movies to watch)
Target Customer	Primary buyer/ Decision maker	Its the whole group/pair (mutual decision by the group or pair), individual is rare
	Secondary buyer	Individual users, The other circle members
	Target customer	Member with an encyclopedic knowledge about movies & series is the key driver
	Messaging	Curated by marketing team corresponding to latest movies, events and memes
Product specific	Product strength	Able to create an ecosystem especially by providing other activities as well as options to rent movies.
Positioning	How they're winning?	By providing discounts, availability of almost every theatres and various events
	Why do customers choose it?	Users who need to book tickets quick & hassle-free, prefer BMS along with the available options of cashback & discounts make it as the preferred choice

The Insights from the above analysis:

- An individual is not a decision-maker and relies on the response of others
- The Platform provides sole power to the whole group and thus has designed all the value propositions & strategies completely on the basis
- There are no triggers for users to get hooked apart from the functionality of seamless booking experience

## Opportunity:

There is a need to build a product, which not only provides the users with the core value proposition but also builds hooks to the product.

- Working on providing more power to the individual user
- A connection among individuals or groups of similar interests
- Generating hooks for them to become repeat users even if they have no intent to book tickets

## Strategy:

From Above, we get there's unmet need after analyzing the users and the available competitors, but that doesn't mean adding a couple of features only to BookMyShow, there is a need to:

- **Setting the Goal:** To capture the portion of the Movie-Ticket Booking market given and not focus on revenue for now
- **Position our product:** Positioning correctly not something that directly aligns with the BookMyShow, there's no way we can beat them head-to-head by coming up with value props exactly the same as theirs.

Positioning it as a social watching and not as an Aggregator platform for Movie Ticketing

- **Market the product correctly:**  
While other movie ticket booking Aggregator is driven by group(in terms of users), event ( new release, hype)  
Our platform is community-driven because watching movies is not only meant for entertainment but has a social factor associated which is the discussions, it has the potential of connecting people together  
So designing all the marketing activities on this basis itself.

Community and Content Driven Marketing to acquire & engage users

- **Product strategy:**  
In order to achieve the target goal, community & content will drive the growth as well as the core action of booking the ticket here

## Business Strategy:

While starting afresh, there we would require to burn cash, provide lots of cashback & discounts to acquire users, spend on the marketing channels like Paid Ads, referrals, till the point we have a sufficient customer base and the sufficient data to evaluate and start training the model. Once we reach a stage engagement rate we test other monetization aspects.

- **Come up with a comprehensive product roadmap comprising a list of features. Order the list by their importance. You will be judged on**
  - **the comprehensiveness of the list**
  - **most importantly - the prioritization of the same**

Given the responsibility to build an **end-to-end** product from scratch, the feature list is made with depth and to provide the customer with a memorable experience. The importance is mainly decided on the impact of these features on the customer as well as on the business.

There are 2 types of features:

1. **Must have**(functional requirements):  
These features are something that has a significant impact on the customer experience. These are the **functional requirements** for the particular journey (like for Registration: create an account, log in, etc). In this case, no compromise can be made while prioritization.
2. **Delighter**  
These are the adds value to the customer experience, these consist of the differentiating features which are unique to the platform

The prioritizing criteria made is by themes (community/connect/movie-ticket booking) and a road of features roadmap in itself.

#### **Prioritization Criteria:**

Prioritization is considered in the delighters and not in must-have features. The structure followed is the user journey(technical infra) in terms of must-have features.

Th following three important factors are considered while prioritizing the features from delighters:

- **Reach** the particular feature it can create
- **Impact** it can create in customer value addition
- **Effort** required to build the product considering current team strength

Overall Summary:

Major Themes for the features & their **importance** is in the same order:

1. **Registration & Onboarding:** All related to registration & user onboarding on platform
2. **Community** feature: Community-driven platform, users can post & comment anonymously
3. **Connect:** Connect with people on the platform, discuss & make plans to watch together
4. **Movie-time:** New experience of movie booking, connect & make a memorable visit
5. **Rewards:** Incentivizing every aspect of user actions on the platform
6. **Others:** All essential features that will not leave users left out in case of support or help

Assumptions:

For prioritization, a scale is considered in the range of (1 to 5), which is a comparative variable among all features. P1 is the top priority, then P2, P3, and so on.

Score is calculated as, **Score = (Reach \* Impact / Effort)**

Link for the Roadmap made while considering the Priortization of the Features in each Theme: [link](#)

# Comprehensive Feature List & Prioritization

Link detailed Feature list Roadmap: [Link](#)

Link to Detailed Feature list: [Link](#)

Theme:						
Registration & onboarding feature list	Reach	Impact	Effort	Score	Must Have / Priority	Comments
Register using Gmail/Facebook (social media) account or register an account with email and mobile no					Must have	
Verify the email and contact through OTP					Must have	
Signed up users to log in and/or reset password					Must have	
Provide location/ automatically detect location (GPS)					Must have	
Create profiles and update the details					Must have	
Select interest, favorite movies & rate other movies for personalized recommendations	4	4	2	8.0	P1	Using an already available open database with API integration
Become a verified user on the platform with minimal lag	4	5	4	5.0	P2	Profile verification, liveness detection,

Theme:						
Community feature list	Reach	Impact	Effort	Score	Must Have / Priority	
Create a thread & comment for any discussion while maintaining anonymity					Must have	
Report content					Must have	
See the trending hashtags	5	3	1	15.0	P1	
Connect with someone from the thread	3	4	1	12.0	P2	
Search community by keywords, hashtags	4	4	2	8.0	P3	
Create anonymous discussion audio-only meet for movies/series (access limited to verified users only)	4	4	4	4.0	P4	
Integrating related movies description in each thread	3	3	3	3.0	P5	

Theme:						
Connect feature list:	Reach	Impact	Effort	Score	Must Have / Priority	
Match with person anonymously(connection)					Must have	
Verify the genuinely of the users					Must have	
See the distance of the user from the current location					Must have	
See the interest/recent movies watched of the other matching partner (here not in terms of dating only)					Must have	
Chat with users					Must have	
Reveal identity only after discussions					Must have	
Search for users by interest	4	5	2	10.0	P1	
Give score on user genuinity	3	5	2	7.5	P2	
Fix a date & plan a movie together	3	4	2	6.0	P3	
Make Groups with set of users	4	3	2	6.0	P4	

Theme:					
Movie-time feature list:	Reach	Impact	Effort	Score	Must Have / Priority
Search for movies based on name, trending, recent					Must have
See nearby service cinema list and choose the service of their choice based on search and filtering					Must have
Search for the movies & availability in the theatres in the city					Must have
Fix a schedule & book the tickets for the movie					Must have
Clearly see the pricing & breakdown of the pricing (transparency)					Must have
Make payments via sources like credit/debit/UPI/Net banking/Pay later, etc					Must have
Store payment methods for later					Must have
Receive order confirmation, payment successful invoices through SMS, email or WhatsApp					Must have
Users to cancel a scheduled service(based on cancellation policy) and be refunded, if applicable					Must have
Set reminders for booked movies & meetups activities					Must have
See the active tickets & previous tickets booked					Must have
Share your openness to connect with people of interest	3	5	1	15.0	P1
See what exact details will be shared and related safety	3	5	1	15.0	P2
See the interest-based distribution of the seats in the theatre	4	5	2	10.0	P3
Share the experience with connected people to others as well	3	3	1	9.0	P4
Connect with the individual/groups during movie tickets booking	4	4	2	8.0	P5
Discuss more post watching by tagging movies on the community	4	2	1	8.0	P6

Theme:					
Rewards & Earning based features	Reach	Impact	Effort	Score	Must Have / Priority
Earn coins on each community post, ticket booking					
Refer other users thereby scoring credits on successful first order of referee & so on	5	3	2	7.5	P1
Redeem the coins while movie ticket booking	4	5	3	6.7	P2

Theme:					
Other features	Reach	Impact	Effort	Score	Must Have / Priority
Provide ratings and feedback	-	-	-	-	Must have
Raise concerns through FAQs and support, report users	-	-	-	-	Must have
Make service requests for services that are unavailable and could be a potential unmet need	-	-	-	-	P1

PS: Link for Roadmap: [link](#)



- Define the feature set for your first Minimum Viable Product (MVP) from the above list.

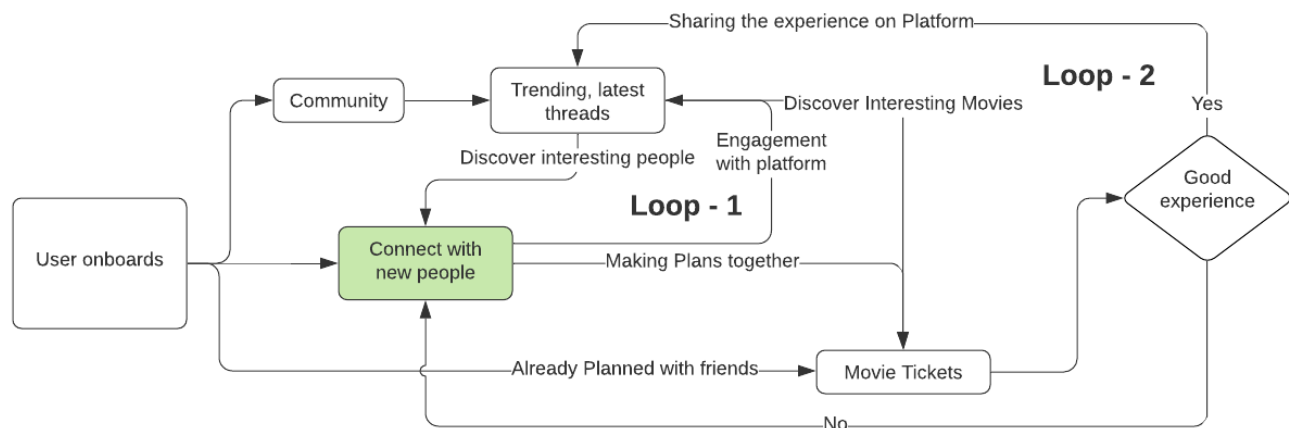
### Thought Process:

The major consideration for designing the MVP would be to verify the user insights started with: i.e socializing the movie experience & making it a community-driven platform.

We will position our product as a community & content-driven platform and that is the main reason for starting the product with Community & Connect features rather than providing movie ticketing first.

The major goal with this MVP is 2 major hypotheses, that we want to experiment with by launching the first MVP:

1. Are users interested in discussing a new platform specially designed
  - a. Is incentivized discussion is favored
  - b. Do they like textual discussion or real feels like audio or video-based & more
2. Are users open to connecting with strangers (without revealing identity) and discuss
  - a. Is movie interest / recent movies enough to connect two strangers
  - b. Do they trust rating by an algorithm or rating by the real people & more



There are 2 loop that will be there once the system is live with the all the features listed, but in the very first MVP, we'll be testing the feasibility of the features in terms of generating the first Loop.

On the above ideation, the following are the feature set for the very first MVP:

Theme 1: [Registration & Onboarding](#)

Theme 2: [Community](#)

Theme 3: [Connect](#)

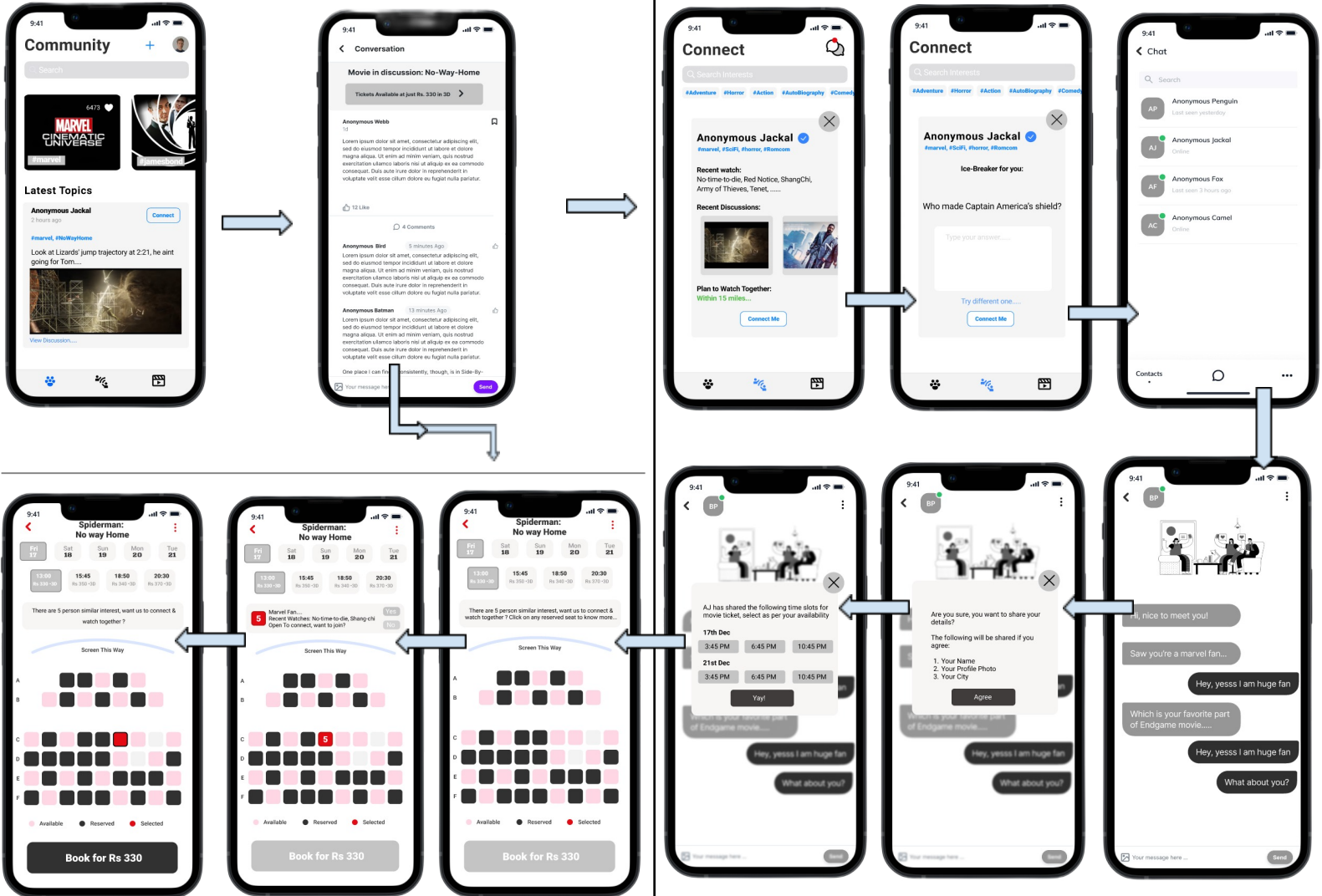
Rest themes would be in the subsequent MVPs.

- For any of two important features from the above MVP, the list draws out wireframes to explain the flows.

### Wire frames explaining the flow

#### Feature theme Community ([link](#))

#### Feature theme Connect ([Link](#))



\*The ticket booking feature is for reference, how it will sync with the next MVP.

This the 2 feature combined (community + connect) is generating a hook to the product, which make repeat to the platform, even though core action would be booking movie tickets but with the existence of 2 loops earlier referred, the following will be:

- The intent of user returning to the platform
- The intent of user to perform the core action (booking)

Write a short blog post introducing the feature to your customers.

Hey You!!!

We know, you want to discuss the other universe that **Dr. Strange** was talking about, we know your friends slept while watching **Tenet** and we know that they cancel the movie plans like the Goa trip planned last month. We also know you love them, no doubt about that.

Don't worry **Theatrical** got your back!!! Bringing the new experience of watching movies, discussion, and a lot of cashback to save your spark ✨, time ⌚ and money 💰.

Connect with the people of your interest and discuss not just one universe but more and to cancel-proof your weekend plans....

With our extended **community** discover & discuss the unlimited possibilities, with our **connect** feature meet like-minded people & make plans together and enjoy lots and lots of rewards for the time you spend on the app.

And Hey... We promise to keep you & your information completely safe. Connect with the people who is **'Real'** and **'Enthusiastic'** like you are.....

Cheers!!! 🥂