1. Describe the strategy behind Google entering the cell phone market.

Clarify -
What? Why? Which cell phone market? - Produce phones/Provide a platform/Partner with someone?

Goal - Let's say that you want to tell Google the strategy to launch a new mobile category in India other than pixel

5C Framework -
1. **Company -**
   Mission - Organize the world's information and make it universally accessible and useful. Provides a seamless experience in using any digital product of Google

   Strengths -
   ● Lots of data around users, businesses and their behaviours.
   ● Great pool of talent. No problem in talent resource availability
   ● Knows the market trends very well - which mobile is performing better/worst
   ● Knows ins and outs of technology

   Weakness -
   ● May face anti-trust lawsuits
   ● Has very little experience of mobile manufacturing industry

2. **Customers -**
   Existing customers -
   ● Customers across various platforms of google apps like search, maps
   ● Customers who use android phones
   ● Customers using chromebooks, etc.

   New customers -
   ● There are synergies between new customers of the mobile phone and existing customers.
   ● **Manufacture low-end mobile phone than pixel in terms of the features offered**

   Market size for low priced mobile phone -
   India Population – Urban/Rural – Income split (Low/Med) – Existing customers of android/google apps

   Talk about the pain points -

3. **Competitors -**

Lots of competitors who build phones on android platform - Oneplus, Vivo, Oppo, MI, Samsung, Nothing, etc.
However, they have phones in low price category. So, price is not a differentiating factor here.
Highly competitive market space.

Therefore, makes more sense to build an all google apps phone with the security, innovation, technology from google.

4. **Collaborators -**
Suppliers - Will need to get hardware for camera, microphone, battery, sim functionality, etc. where google doesn't have any expertise. Not an issue over there.

Issue lies in the chipset providers as a lot of phone provides snapdragon chipset. Makes more sense to develop our own chipset so that we can run native apps more efficiently.

Any partnerships needed? - I don't think so. Google has all the capability to build a smartphone in low price category – Lesser features like camera resolution, RAM, memory, different chipset, etc.

5. **Climate –**
PESTEL -
Legal & regulatory - Google may face anti-competiton lawsuit for entering the phone market space as it is already present in a lot of product lines and has a lot of user-data that may put google ahead of the competition in an unfair way

Environmental - Considering the environmental awareness that's increasing, it makes more sense to make a product that has lesser negative impact on the environment - for ex, lesser emissions while manufacturing, eco-friendly metal, material, chipset uses lesser energy/resources, etc.

Summary -
It makes sense for Google to manufacture a phone in the low-price category providing features with lesser camera resolution, battery, RAM, memory.

Product differentiation - Product will be all google. Have the security, innovation, technology built by Google which people trust for years.

Clarify - What kind of ads? Ads from competitor platforms?

Probable Strategy -
1. Improve customer experience - It improves the customer experience because customers get to see other variety and other options. Just by the one click, customer is taken to buy the product on another website where the product is available. Sometimes, amazon can even advertise products that are not available with it and satisfy the needs of that customer.

2. Generate more revenue - Amazon can charge higher fees to show ads on their platform customers which sees such a huge traffic.

3. Give personalized recommendations - Amazon can bring the personalization angle here. By giving personalized recommendations, Amazon is increasing the customer satisfaction on their platform.

4. Learn more about users and their likes/dislikes - It is getting to more and more data about its customers. Learning more about their likes/dislikes and why they prefer a different platform than Amazon.

Probable pitfalls in this strategy -
1. **Hurts the brand image** - Amazon is a brand which showcases itself that it has everything a customer wants from a to z. However, when it sends a customer to a competitor, it's basically hurting its own brand image.

2. **Competitor might outgrow** - Competitor may become stronger by gaining the customers from Amazon and keeping them satisfied.

3. **Customers might get habitual to use competitor platforms** - Customers might change their behaviour and start to directly go on competitor platforms to make their purchases.

Clarify - What? Why? Goal? Customers?

Lets say that Google Trusted store is a store that has been some sort of recognition/certification for the business that they have run. These can be any businesses.

Structure - 5Cs

Company -
Google Trusted store aligns with the overall mission of Google - to organize the world's information and make it universally accessible and useful. Google Trusted store becomes a one stop where users can put genuine reviews about a particular business. Google also verifies other details about the business, which brings the trust that users have on Google.

So strategically speaking, Google Trusted store gives a sense of safety, security to the users that Google is known for.

Customers - Any normal customer who is going to a restaurant, bike repair, grocery, services company, electronics store, etc.
Customers can be segmented as - Families, Individuals, Working Professionals, Students, etc.

It ultimately helps these customers find a trusted store because google has verified the data about these businesses. And customers prefer to visit store that have been socially verified. Helps increase the business of such stores and creates a virtuous cycle of businesses trying to get themselves verified.

Competitors - Competitors like JustDial - There is no threat from any competitors. So strategically, it is a good move as there are very less competitors doing this.

Collaborators - Customers and businesses. There is a constant threat from the customers that they may/may not review a particular place. Also, there is a threat of fake review. Businesses will work under pressure. But these are the cons of this strategy. I have to talk about pros

Climate - Has a great social proof and a virtuous cycle amongst people. People believe others easily than anyone else. So strategically it fits.

Summary - Google Trusted stores aligns well with Google's overall strategy because - it aligns with the mission, gives a sense of safety and security to the users

4. Should Google enter into the online furniture-selling market?

Clarify -
What? Why? Any particular market? What's the goal trying to achieve?
Pain points trying to solve??

Goal -
Google wants to enter the online furniture-selling market in India. There are no other constraints that are there. We need to come up with a plan on how Google should enter online furniture selling and why?

5 Cs - Situational analysis -
Helps uncover the market trends and figure out where and how should we enter the market.

Assuming that Google wants to stay in a position where it does not sell furniture, but acts as an aggregator for online shops for furniture.

Company -
The online market place aligns perfectly with Google's mission to organize the world's information and make it easily accessible.
So here, we would be organizing all the online furniture retailers and their products, showcase it on Google's marketplace and then redirect users to relevant online sites for proceeding with their bookings.

Strengths -
Google has been able to come up with robust technical solutions in the past and there are high chances that Google can nail this particular platform

Weakness -
Google has very few physical products per se. Doesn't have expertise in manufacturing furniture. So it only makes sense to come up with an online market place.

Customers -
User segments - very important
Existing customers - Customers who surf the web to find products like mobile phones, laptops, watches, bags, etc.

New customers - Customers would be surfing to find the right furniture for them. And we can redirect them to Google Furniture Marketplace and help them.

What are the synergies between these customers - Yes, there are synergies between the old and new customers

Market size -

Profitability -

Competitors -

I don't think there are any competitors when it comes to organizing the furniture online retailers. Most of the businesses only try to sell their furniture online. They showcase their products online and proceed with the billing.

Makes much sense for Google, to showcase such products on Google Furniture Marketplace and there is very little threat of a new competitor coming up. Even if someone comes, chances are that they will take a huge time to gather and organize the data

Collaborators -

Climate -

Summary -

What did I not talk about? -

5. How would you increase the Youtube revenue by 3X?

Structure -
Clarify
Market landscape & existing scenario
5Cs - Customers, Company, Competitors
3-4 Strategies

Clarify -
- What do we mean by increasing revenue? Is it revenue from ads, or subscription, or creators, etc.
- Any particular user segment on focus?
- Any particular geography to focus on?
- What's the objective? Is there any drop in revenue recently or any other reason?
- Any other constraints? Time/resources?

Assumptions -
Give an overall strategy on how to improve the revenue by 3X. No particular user segment on focus, No particular demography in focus. No time and other resource constraints

Existing scenario -
Youtube's mission is to keep people entertained. Currently, it earns revenue from the following major sources - Ads, premium subscription, exclusive access to videos like music/dance video shows, etc.

Now talking about the 3Cs -

1. Customers - Why do customers buy youtube premium? - To avoid ads, to download offline content, to minimize the YouTube app and listen to content, to listen to the amazing recommendations non-stop, etc. We can leverage any of these things to increase the revenue.
There are newer emerging markets like Anime lovers, people who are interested in exploring new places, doing new adventures, etc.

2. Company - Strengths, Weaknesses
Strengths - Has a lot of content and a huge user base. Every day, there are new videos uploaded.

3. Competitors - The new age OTT platforms. Have TV shows and movies. But all are long-form content. More focussed on freemium and paid content.

Strategies - Give only 2-3 impactful and customer-oriented strategies. This is wrong
1. Show ads on long form content.
2. Diversify content and start showing TV shows and movies to premium subscribers.
3. Start getting anime on the platform.
4. Allow users to download videos and songs upto a certain limit. That is, make it freemium.
5. Allow users to skip next to only 5-6 songs in a day. Post that, stop them.
6. Do some backward integration. That is, create communities of top creators on youtube and motivate them to upload more interesting content on youtube and ultimately pull more crowd.
7. Partner with mobile operators like Jio and Airtel. Give users free data to stream youtube content for an hour per day. Coz in rural India, people die for free content.

6. Imagine you are a PM for Google Search. How would you grow this product?

Clarify -
What is Google Search? Is it the homepage that we get after hitting google.com or the search on Google's various Google apps like Maps, Youtube, or something else?

What do we mean by grow? Do we want to grow revenue, or users?

Do we have a particular target segment that we want to acquire?

Are there any particular resource constraints? Time or money?

Assumptions -

Let's say that we are talking about growing the revenue for Google search.There are no resource constraints. You are free to assume as you move forward. Also, there is no target segment, you may assume according to your choice.

User Journey -
Urge to get some information on a particular topic - Go to google.com - Enter keyword - Hit enter/search/select from dropdown - Get the search results link - Also get the AI generated results on certain topics - Explore by clicking on links

Customers -
First form user segments and then talk about their pain points
1. Sometimes, its difficult to guess what's inside a particular link - Does it even contain the relevant content that a user is looking for even though its arranged in the relevance order?
2. Sometimes, users get bored just scrolling over pages and pages and want to do something for fun.

Competitors -
1. AI competitors - ChatGPT, Perplexity are a few competitors to the Google's search engine where people go to find a detailed information on a particular topic
2. Bing, Duck Duck Go - These competitors don't have much of a revenue share. However, they follow certain unique strategies to monetize their searches.

Revenue growth strategies -
1. **Google One Gemini bundled subscription push -** Allow users to directly take a sneak peak in a particular search result. Gemini will summarize and show the quick results on the Google search results page itself. However, when people want to use Gemini's advanced features like scanning a very big content, people would buy Google Gemini. Also, this improves the avg. footfall of Google Gemini.
2. **Timepass Games on Google Search -** Allow game developers to push small games on Google search. Charge them a small fees to publish their games on Google Search. Users spend time playing games and Google search can earn revenue keeping the users glued to the platform.
3. **Improve the Ads experience -** Google can invest in personalizing the ads experience for users. With AI coming up, Google can leverage it to improve the ads experience for users leading to higher conversion rates via Ads.

Prioritization
1 > 3 > 2
Solution 1 is more impactful and would have a higher reach compared to other solutions.

7. How would you grow the Zomato Gold subscription by 5x in the next 3 years?

Clarify -
What is Zomato Gold subscription - State
Where? Any particular user segment?
What is Zomato? - State

Company -
Zomato is a food delivery and restaurant aggregator with a mission to deliver food to people with the best experience.

Strengths -
Has a very big market share in India.
Has a huge amount of data related to customer's eating preferences.
Has recently diversified its business for further growth by entering the quick commerce business - the acquisition of BlinkIt.

Weaknesses -
Low-margin business - struggling to make profits for the last 6-7 years. Recently marked profit.
Managing the delivery guys - Has a huge fleet of delivery guys who are slightly less educated. Strikes, etc.

Customers and pain points -
1. What is the value of Zomato Gold to customers -
   Get on-time delivery
   Get free delivery
   Get restaurant exclusive offers
   Book restaurant tables using zomato offers

2. Pain points -
   Customers feel that the zomato gold subscription is costly
   Customers want to split the money that they pay for zomato gold while using a single account

Strategies -
1. Come up with more subscription plans and bundled offerings -
   For example, basic plan - only on-time and free deliveries,
   Zomato pro - on-time and free deliveries, restaurant dining offers, late delivery coupons
   Zomato pro max -

2. Zomato for couples - A subscription plan exclusively for couples who want to order for each other and want to share their food tastes together.
3. Stop allowing sharing of the zomato account slowly and steadily
4. Can soon bundle zomato gold with blinkit's delivery fee. A bundled experience increasing the overall revenue of Zomato and BlinkIt.

Prioritization of strategies -

	Impact	Effort	Overall priority
Sol 1	High	Med	Med - 2
Sol 2	High	Low	High - 1
Sol 3	Med	Med	Med - 3
Sol 4	Med	High	Low - 4

Summary -

8. Improve monetization for Google Gemini

Clarify -
1. Is there a particular aspect of Gemini we want to monetize? Results, Integration, Image generation, etc.
2. Why do we want to monetize? Are there existing areas where Gemini is making losses that need to be recouped?
3. Is there a particular user segment that we are targeting for the monetization? Like regular users or businesses?
4. Is there a particular demography or area where Gemini needs to be monetized?

Assumptions -
1. Consider all the aspects that can be monetized according to you
2. No
3. You may consider as you move ahead
4. No, nothing of that sort

Structure -
Company - existing value proposition

Gemini is Google's Generative AI solution which answers a diverse sets of questions posed by the users. It can generate answers in text, analyze images, and even integrate with your Gmail, Drive, Youtube, etc.

Values provided -
1. Text based generated answers
2. Image analysis
3. Help with your Gmail
4. Help with Google drive
5. Help with Youtube

User Segments -
1. Students
2. **Working professionals**
   - Developers
   - Managers
   - Engineers
   - Tech Leads
   - QA testers
   - etc.
3. Retired

Focussing on a bigger market here - working professionals

Needs and pain points of working professionals -
1. Working professionals want to be as productive as possible. Consultants, PMs have to create many presentations for different stakeholders across the organizations consuming a lot of their time
2. Working professionals chat. But while chatting through various apps - its difficult for them to choose the right words and communicate efficiently.
3. Working professionals attend meetings - Have multiple meetings setup for the day. But sometimes they are so bogged down with their busy schedule that they can't figure out the important meetings and they want to know about all the meetings at a glance
4. Working professionals are worried about their data. Whenever they ask personal questions to Gemini, they are always worried about asking questions pertaining to their confidential data. They don't want to Gemini to be trained on their company's confidential data
5. Working professionals need help in coding. Need to be productive as possible while they code

Strategies -
We can take insights from the needs and pain points of these working professionals and come up with integration strategies that will ultimately help monetize Gemini.

Gemini for businesses - subscription plan - under Google one for businesses
+ Integration fees for various platforms charged to other platforms

1. Allow working professionals to create decks by giving them the context of the presentation by integrating with Google slides or power point. Helps improve the productivity of the employees of the businesses creating a value addition
2. Allow Gemini (writing assistant) to be integrated with various messaging platforms like - Slack, Teams, Gmail, etc.
3. Allow Gemini to give the agenda of the day of a working professional. Let Gemini tell them what needs to be done for the day. What are the important priorities, which meetings contain what, what work needs to be done
4. Under the Gemini subscription for businesses, give privilege to the businesses that their confidential data won't be used to train Gemini
5. Allow Gemini to be integrated with various enterprise code editors - IntelliJ, VS Code, Notepad ++, etc.

Strategy 2 -
Gemini Pro for personal users -
1. Why can't Gemini know me completely as a user? Why can't I have my own personal Gemini?
2. Gemini PARTNER -
    - A personal AI assistant which knows everything about you. Where you have studied, what you have studied, where you have visited in the past, your future plans, where do you have worked, what was your role and responsibilities.
    - If Gemini knows all these things about me, then it is my true personal assistant.
    - I can ask any questions related to my personal life to Gemini and Gemini would give me the best possible reply.
    - How will Gemini learn about me? - By scanning my Gmail, Google Account History, my LinkedIn, my Google classroom, Google drive, Google scholar, Google fit, Google Meet, calendar, etc.
      All the google apps data about me.

Tradeoff analysis - RICE, Pros/Cons

Success Metrics -

9. Meta wants to enter the podcast space. Should it enter or not? If yes, how should it enter? If not, why not?

Clarify -
1. What does it mean by podcast space? Shoot their own podcasts/Aggregate/Creators upload and listeners listen?
2. What is the objective behind entering the podcast space? Only to enter a newer market and gain market share?
3. Do we know any target customers currently? Or whom would we cater to by entering in this podcast space
4. Is there a particular geography that Facebook wants to enter?
5. Any other time/resource constraints?

Assumptions -
1. You need to identify that.
2. The objective is only to gain the market share of the people who love listening to podcasts
3. No constraints on demography, time and other resources

Company -
Facebook is a social media platform which allows users to share memories in the form of photos, videos, GIFs. Facebook also allows users to share news and other important updates. Mission is to help users stay connected with each other

Customer journey -
For listener -
Discovery of the podcasts - Listening to it - Interaction while listening - like,comment, etc. - Post listening experience and sharing

For creator -
Idea generation - Finding sponsors - Finding guests to talk with - shooting and recording podcasts - publishing on various podcast platforms - post publishing analytics and maintainence

Users Segments -
1. Teenages - students, kids, etc.
2. **Adults - working professionals, people with businesses, etc.**
3. Old - Retired, at home, etc.
Lets focus on adults user segment as they are the ones with a bigger market share and are the ideal customers for Facebook

Pain Points and Needs of the Adults who listen to podcast on various competitor apps and websites -

1. People can't determine whether they want to listen to a particular podcast just by looking at the Podcast title, image of the podcast, artist or author and by merely reading its description (Trailers for podcast)
2. The regular recommendations on various podcast apps do not provide filters and users spend a long time in finding the right podcast for them (Advanced filters)
3. Adults want recommendations from their closed ones - friends, family, partner, relatives, etc. as they are their trusted ones. They trust them more than even the recommendation engine of Facebook or some other platform (Podcast Mix)
4. Adults want to make sure that they will be investing their precious time listening to the right podcast. (Podcast AI QnA)
5. Adults want to get a social recognition for listening to a particular podcast to showcase it to their friends, family on facebook. (Top fans)
6. Users want to keep themselves busy while listening to podcasts on the BG (allow them to scroll facebook)

Where can facebook enter and how?
According to Facebook's mission, it doesn't make sense for Facebook to start recording and shooting its own podcasts - I mean create a platform and shoot podcasts, etc.
Also, it doesn't make sense to become an aggregator platform. For example, providing links to external podcasts via Facebook. Facebook wants users to spend more time on their platform and sending them on other platforms make less sense. Also, facebook knows a lot about its users and can build an amazing recommendation algorithm when it comes to podcast

So, facebook should enter the business of allowing creators to upload podcast, and listeners to listen to the podcast

Design -
1. Facebook podcasts - allow users to upload their podcasts and they will appear under their facebook profile. Users can either visit the podcast creator's profile page and explore their podcasts
OR users will also have a separate podcasts explore page where facebook will recommend podcasts to the users using its recommendation engine.
2. Allow users to listen to small trailers of the podcast so that users can make a better decision about whether to listen to a particular podcast or not
3. Allow users to connect with each other using these podcasts - for example, show - there are 150 users currently listening to this podcast including 10 of your friends
4. Allow users to search for a podcast and also add advanced filters - like selecting multiple genres, lengths, languages, etc. - broadens the scope of search and gives more option to the users
5. Allow users to create FB podcast mix - where 2 or more users will share their podcast taste with each other and get similar podcast recommendations

6. Users will have a podcast QnA answered by the creators about a particular podcast allowing users to know a podcast in a better way. For, example, does this podcast talk about generative AI? Who is the special guest? Or some other prominent questions
7. Creators can choose top fans for their podcasts and give them the top listener badge making them stand out of the crowd - Giving them a more social respect or social appreciation.
8. Allow users to scroll through the facebook feed while they are listening to the podcast, just so that they can keep themselves busy.

10. Should Amazon enter the smartphone business

Clarify -
1. What does it mean by smartphone business - manufacture and sell/supply parts/provide a platform for selling/partner with some company? - Manufacture and sell smartphones
2. What's the objective? Market growth/Revenue? - Market Growth
3. Where does Amazon want to enter? Any particular demography or region? - India
4. What user segment does it want to cater? - Nothing of that sort
5. Any other resource constraints or time constraints? - No constraints as such

Company -
Amazon wants to be a platform to serve all the customer needs from A - Z. Be it mobile phones, electronics, grocery, etc. Amazon is currently selling everything and diversify its product portfolio as much as it can.

Customers and pain points -
User segments -
1. Tier 1 city customers - urban
2. Tier 2 city customers - urban
3. **Tier 3 city customers - rural**
4. **Tier 4 city customers - rural**

For the time being, I want to talk about the tier 3 & 4 customers. And to talk about them, 60% of the Indian population still belongs to the tier 3 & 4 cities. That's somewhere around 600 Mn people. This is a user segment that's highly underserved and has a lesser spending capacity because of their lower incomes

Pain Points when it comes to smartphones -
1. Are wary that smartphones come with English language and are difficult to understand
2. Are skeptical about whether they really need a smartphone or not
3. Don't have a lot of money to spend on purchasing smartphones
4. Don't have a lot of money to spend on buying call/data packs

5. What is a smartphone?
6. How to use a smartphone?

Competitors -
The smartphone industry is highly competitive. There is samsung, nokia, apple, oneplus, xiaomi, redmi, nothing, htc, etc.
A lot of brands. But all of these brands are majorly catering to the tier 1 and tier 2 cities - phones with high price points - making them unaffordable for poor people.

Strategy to enter -
1. Manufacture smartphone under 2-3k ₹.
2. Enter the tier 3 and tier 4 cities which is yet to penetrated.
3. Amazon basics smartphones - with regional languages pre-installed and region-specific default language.
4. Partner with Jio - for data and calls for 1 year. Free calls for a year. Free daily 500 MBs data for upto a year. - Indian people are hungry for freemium products.
5. Showcase the importance of smartphones in today's digital era - helps stay connected, stay entertained and stay up-to-date
6. Keep the smartphone with a very minimal number of apps - can promote Amazon ecosystem

Another strategy -
1. Amazon basics smartphones for the farmers - why? Very big user segment
2. Offers for them - Teach them to be more farm productive by giving them free lessons from Youtube and free data in partnership with Jio
3. Rest services to be the same

Tradeoff analysis -

11. Should Google enter the gas station business?
Clarify -
1. What do we mean by gas station business? Helping businesses manage their gas stations/helping users find gas stations/procuring and selling gas/starting their own gas stations/something else?
2. Why do we want to enter? What's the objective? - new market penetration/revenue generation?
3. Where does Google want to enter? Is there a particular region/country/demography?
4. Who are going to be the users?
5. Any resource constraint - time/money, etc.?

Assume -
1. Let's say that Google wants to help businesses manage their gas stations efficiently
2. Google wants to sell this product to these businesses and make money
3. Let's say that Google wants to enter in India
4. Users would be the gas station businesses
5. No such time/money constraint

Goal - Google wants to enter the gas station business. We want to help gas station companies grow and, in turn create a new revenue source for itself

Company -
Mission
Strengths - Lots of data on how user fills gas on their vehicle
Knows from where user fills the gas
Knows about frequency, spend on gas, etc.

Market landscape -
# of gas stations in Tier 1 cities - their growth potential?
How can gas stations grow?
Very traditional systems with current businesses - seems like an opportunity

Customers -
Segments
  - **Tier 1 city gas stations**
  - Tier 2 - lesser scope to grow
  - Tier 3 - very less scope to grow - limited population

Pain points that Google can solve and provide as a value addition to these businesses -
1. Businesses want to make sure that their fuel prices are competitive when compared to other gas stations
2. They want to procure a good quality gas and want to make sure that they are procuring the gas with the right market prices. - Ultimately they want to procure cheap gas
3. Gas stations want to increase the number of customers visiting their gas stations
4. Gas stations want to forecast the gas they will need to satisfy all their customers - Demand VS Supply
5. Gas stations want to optimize their workforce and other resources to serve the customers in the best way possible

Competitors -
1. Switching cost is high for this product as lots of data will be with Google
2. Very little bargaining power with customers like the gas stations with Google
3. Seems like a good signal from the competitive landscape

Strategy if we decide to enter -

Google for the gas businesses - (Some good name - Google Magic)
1. Assimilate all the historical data from gas stations and help them with gas demand forecasting/Start assimilating their fuel consumption data and then give them predictions within a month or two
2. Help businesses find good quality gas by providing them option of gas procurement from different suppliers - compare live prices, offer discounts, etc.
3. Help gas stations reach more customers by helping them collaborate with Google ads, etc.

Tradeoff (Pros/Cons) -

12. How would you grow the number of Instagram users?

Clarify -
1. What do we mean by growing the number of instagram users? - acquiring more users by building new features/improving existing features to acquire/entering a newer market or building a new product category?
2. Is the objective only the increase users? Or to even improve the user experience, user retention, monetization?
3. What type of users does instagram want to acquire? Any particular demography/region?
4. Any existing pain points of users that are not solved?

Assumptions -
1. Lets say that Instagram wants to acquire more users **by improving existing features**, which will bring more users to the platform and improve their user satisfaction creating more referrals and WOM marketing and helping the platform acquire more users
2. The objective currently is to only increase the number of users on instagram - # of signups, # of new users, # of users sharing their first post on insta
3. You are free to assume
4. No, you may go ahead and think of some pain points

Customers -
1. Teens - under the age of 20
2. Adults
   - Between 20-40 yrs
   - **Between 40-60 yrs of age - less tech savvy**

40-60 yrs in India - 1.4 Bn population
How many users can instagram get?

Population => # of users with smartphone => # of users with internet => age 40-60 => potential users that can be pulled on instagram
1.4 Bn => 840 Mn (60%) => 420 Mn => 25 % of 420 = 100 Mn
Out of these 100 Mn, some may be already on Instagram

Let's say we want to pull in more 20 Mn out of these. That's a huge number. Following 80-20 principle - lot of benefits can be generated if we only focus on these 20 Mn

Pain Points & Needs -
1. They know that there is something called as Instagram, but are wary of opening it. Coz they don't really know what Instagram is? Need to reduce the friction to open Instagram.
2. Some users feel that if they post something on instagram, will it get shared with everyone? Will it be visible to their mobile contacts? Very careful about sharing content on instagram
3. These people are also addicted to short form content on various platforms like Youtube, facebook, etc. but are not familiar with instagram's reels and its amazing recommendations (need to get them here somehow)
4. These people want to share photos - but sometimes get very confused about what to post/do they look good in that picture/is it worth posting?

Prioritize -
Currently, I'll focus on paint point #1, and #2

Ideas to grow -
1. **# easy links between facebook X instagram and whatsapp X instagram.**
   For example, create a separate button on whatsapp to share content on instagram. Once they click on it - share the value proposition of instagram - share how quickly they can post/view content on instagram - and how they can keep themselves entertained
2. **Provide them the easiest tutorial of instagram -**
   Once a user has opened instagram, chances are that they will bounce of seeing so many things - and these people are non-tech savvy. in their regional language and push them to post content on instagram
3. How about directly embedding instagram reels on facebook?

Tradeoff -

Success Metrics -

13. How would you increase Gmail ads revenue by 20%?

Clarify -

1. What do we mean by increasing gmail ads revenue? Ads via sponsored emails? Or something else?
2. Also, what do mean by ads revenue? - Is there any particular definition?
3. Ads from small businesses/big-size businesses? Product based companies? Service based companies? Or some other companies?
4. Why do we want to improve the ads revenue? Has it fallen recently because of some reason?
5. Is there a particular demography in which we want to improve the ads revenue?
6. Any other constraint? - Time, money, other resources?

Assumptions -
1. Lets say that we want to increase ads revenue via sponsored emails
2. Ads revenue from sponsored emails
3. We want to target small companies like small startups who have recently started to get their products to market. For example, BlinkIt, Cred, etc.
4. We just want to improve the ads revenue. No other intention
5. No demography in mind
6. No constraints

How does Gmail ads generate revenue - When people open the sponsored emails
And when people use the CTA and check out the business

User Segments -
Small businesses -
- Startups
- People providing services - Like ITR filing, small computer repair shops, small car repair shops
- **Local Restaurants** - Roadside shops, Small cafes, **Mid-size restaurants**, **2-3 star restaurants**

Pain Points -
1. Mid-size and 2-3 star restaurants have their customer emails data, however, they don't have the expertise about how to communicate with them - high impact, high effort
2. **They have good services that they can provide, but they don't have the knowledge about how to articulate their products and services on a mail -** High impact, med effort
3. They have a poor grammatical sense - Low impact
4. They want to stay in touch with their customers on a regular basis and keep customers reminding about their business - High impact - already some solutions existing
5. They want insights about the popularity of their business, and how much do users spend reading about their offerings -
6. They want to efficiently manage their user complaints via email and respond to them as quickly as possible

Prioritizing pain points - Will choose pain point number 2 for solving at first as it is a high impact and seems like a med effort to solve compared to other pain points

Ideas to improve monetization -
1. Help businesses in writing better emails by providing them customized templates according to their business model. For example, if it is a small restaurant - give them a template which is readable, highlights their products and services in the most efficient manner possible.

Alternate idea -
1. Integrate Gemini with their email editor. Let Gemini ask a few questions about their business - Let Gemini generate user-friendly and highly attractive email templates personalized to their businesses.

Tradeoff analysis -

	Pros	Cons
Sol 1	Will help businesses write better content => Results in business satisfaction => Resulting in more users opening emails => Resulting in more ads revenue	Scanning through templates might consume time and energy from the businesses end.
Sol 2	Highly personalized solution Will cater to individual business needs Will help Gmail ads improve revenue + Gemini revenue improved	Gemini may generate incorrect content at times resulting to user dissatisfaction

Metrics to track -

User engagement metrics -
1. # of peoples using templates daily/weekly/monthly
2. Avg. time spent to send emails after using templates
3. # of templates checked daily/weekly/monthly
4. Click through rate of new emails
5. Bounce rate of these emails

Revenue Metrics -

1. ARP business
2. % increase in revenue from sponsored emails
3. Profits from sponsored emails
4. Customer lifetime value

14. Grow the number of LinkedIn users by 2x over the period of next six months

Clarify -
1. What do we mean by growing LinkedIn users? - **the number of people visiting LinkedIn daily**/monthly, bringing inactive users back to the platform, increasing the number of premium subscription users, increasing new signups, something else?
2. Any particular objective while growing? Only user acquisition, **user experience** or revenue generation?
3. Do we have a particular user segment in mind to focus upon? - Free to assume
4. Any particular geography, for example - India? - free to assume
5. Any other considerations? - no

Goal - Increase the number of DAU coming to the LinkedIn platform by improving the platform

Company -
Mission - Help people connect with the professional world and improve their productivity
Strengths - Has lots of data around individuals - can create great personalized experiences for users

User Segments -
- Students
    - Undergrads
        - Seeking jobs
        - Already placed
    - Postgrads
        - Seeking jobs
        - Already placed
- **Working professionals**
    - **White collar jobs**
    - Blue collar jobs

Bigger user segment - mostly would prefer to use LinkedIn
Market size - can be calculated - Will need to do a proper market research and track metrics about the number of users who are active

Pain Points -
1. **Open LinkedIn because they got some notifications, go to the notifications tab, and then figure out that the notifications are just some random notifications. Want to see notifications to content that are more relevant and more trending**
2. Opens LinkedIn because they are looking to upskill themselves, opens some random influencer's posts, start reading about product management and upskill - but how to get a validation about your learnings?
3. Opens LinkedIn, goes to the jobs section and then gets bogged down by a lot of recommendations and then start randomly applying - even to those openings that are not relevant at times
4. Want to post content that will influence a lot of people, will reach to newer audiences, but then faces shortage of new ideas to talk about.

Prioritization -
Figure out the # of notifications going unnoticed? - # of notifications not being tapped?

Ideas to grow -
1. Show the content engagements directly on the notifications tab
   - For example, a user goes to the notification panel, reads content but gets a validation that this content has a great reach, has lot of like - why do I not check it out?

2. Give a small preview of the content directly from the notification panel - A summarized kind of thing (using AI) - Will help people figure out whether they want to read a particular article or not
3. Attach images, videos, PDF along with the notification to give an improved UX.
   - If an image, video is attached on a content, show it to the users from the notification sneak peek so that they are urged to check it out

Tradeoff analysis -

	Pros	Cons	Impact	Effort
Sol 1	Users get additional details along with the usual text which is sometimes boring Increases the DAU on the platform as notifications is one of the major source of bringing in users	People might not check the content with lesser engagement	High	Low
Sol 2	Gives more context about the content	People just might the summary of the notifications and get done	Med	High

		with the content. LOL AI might generate incorrect summary about the content making it a bad UX		
	Helps figure out whether they want to read more or not helping people take better decisions about notifications			
Sol 3	Increases the urge to check out content with images, videos attached on it	People might only check content with photos/videos or notifications are more engaging in nature. Leaving behind text notifications	Med	Med

Prioritizing sol 1

Success metrics -

Summary -

15. Lyft wants to enter the Indian market. What should be the strategy?

Clarify -
1. What do we mean when we say that Lyft wants to enter the Indian market? To enter the ride hailing business, food delivery business, partnering with existing companies and providing the lyft platform/something else? - Assume that lyft wants to bring in a product like Ola/Uber
2. What is the objective? Only New market acquisition/revenue generation or something else all together? - New Market acquisition
3. Is there any particular region that Lyft is targeting in India? - You may decide
4. Any particular user segment that Lyft wants to target? - You may decide

Goal -
Lyft wants to enter the Indian market and bring their own ride hailing platform because it sees opportunity to grab a market share in India

Company -
Lyft currently operates in US, UK and maybe other countries providing ride-hailing services.

Strengths - Knows the ins and outs of ride hailing, has the tech to begin a platform, has great business experience of this field

Weaknesses - Tough competition in India, low margin business if we aggregate drivers and bring them on the Lyft platform, easy substitutes are always available

Customers -
1. **Tier 1 city folks**
   - Students
   - **Working professionals**
2. Tier 2 city folks
   - Working professionals
   - Students
3. Tier 3 folks
   - Low income people
   - High income people

Market size estimation -
India population => Urban/Rural => Age 20-50 => Tier 1 cities => Working professionals => Number of people using rides for daily commute

1.4 Bn => 500 Mn => 220 Mn => 120 Mn => 30 Mn => **20 Mn may take cab for their daily commute from all the tier 1 cities**

Pain Points -
1. Tier 1 city working professionals are more focussed on saving the ecosystem and making the environment more healthy for themselves - more focussed on reducing the pollution
2. Working professionals want to travel luxury
3. They want options to keep themselves entertained on their daily commutes
4. They want to reach their workplaces on time
5. They want a car which is clean and well-maintained from the inside and outside
6. They want a driver whom they can trust upon when it comes to safety and reliability

Competitive landscape -
Highly competitive market in India - Ola, Uber, Rapido
- Threat of substitutes - There is always a cheaper substitute available in the market - Ola, Uber
- Cost of switching - Very low cost of switching
- Bargaining power of suppliers - If we enter the business of aggregating drivers on our platform, drivers won't be under our control. They may be ill-behaved, cancel upon rides, rudely behave with the customers. They may not keep their cars clean
- Bargaining power of customers - Customers always have the ability to choose the cheapest ride possible.

Strategy to enter (if we say, YES) -
Unique value proposition/value differentiator -

1. **All EVs cab on Lyft in India - Lyft maintains the drivers - Owns the EVs cars - maintains the cars**
   - Environment friendly cabs
   - Option to choose between semi-luxury and luxury cabs
   - Your favorite music recommendations from Youtube music/Spotify/other music streaming apps
   - In-car touch-screen entertainment system fully personalized for you - watch movies, play games, etc.
   - Cars will be fully owned by Lyft and drivers will be hired and put on the cars - drivers will be assigned rides by Lyft and not by customers - lesser cancellations
   - Drivers fully trained by Lyft and well maintained

Alternate strategy -

Tradeoff analysis -

Roadmap -

16. Google Keep is a free product to save, share notes, etc.How would you make it a subscription product and monetize it?

Clarify -
1. What do we mean by creating a subscription product? Do we want create subscription for particular features like storing/sharing/collaborating or something else? Or subscription in normal? **- Assume that we want to create subscription product for the entire Google Keep**
2. Why do we want to create a subscription product? - To acquire new users/ increase revenue or some other objective? - **Only to bring one revenue source from the product**
3. Any user segment to focus on? - **Assume as you move ahead**
4. Any particular geography to focus on? - **Assume**
5. Any other constraints? - **No**

Goal -
Create a subscription product for Google Keep so that we can bring in an additional revenue source

Mission of the product -
Help users improve their daily-life productivity with Notes

Current value proposition -
- Allows easy note taking, creating lists and ticking items off
- Allows to share notes
- Allows users to have different BGs on different notes
- Pin notes, create notes by category, widgets

User Segments -
1. Students
2. **Working professionals**
   - Junior level
   - Mid level
   - **Managerial level**

These people need the highest amount of productivity when it comes to work - Have a lots of tasks to do - Collaborate and keep themselves up-to-date.
These users have a higher spending capacity because of their higher income levels

Market size -
India population => Urban => Tier 1 city => Age 40-50 => People working at managerial level => People using Google keep currently
1.4 Bn => 500 Mn => 250 Mn => 32 Mn => 25 Mn => 5 Mn

Apprx 5 Million people is the TAM
Out of these, let's say that Google is even able to tap into 2-3 Mn, that would be great

Opportunties (Unmet Needs) -
1. Have so many tasks to do - they have taken notes - but have to keep opening the Google keep to get themselves reminded of the next task to do - (High Impact)
2. Visit various meeting locations - keep on forgetting the tasks they need to when they are at a particular location. Let's say that you are at Bangalore office, you might want to meet X, have coffee with Y and spend some time at Z -
3. Want to scribble their ideas about high level design solutions for the products that they work upon
4. Want quick suggestions and ideas for coming up with new feature ideas for the problems that their users are facing

Rather that prioritzing, I'll try to create a new value proposition for the subscription model

Ideas to bring subscription model -
Value proposition of the subscription product -
- Integrate with Gmail and Google Calendar, send automatic reminders to keep the user updated with their daily schedule. For example, Meet Ned on 24/04 - Automatically create a Calendar task to remind the user on 24 that he has to Meet Ned

- Location based Notes and their reminders - For example, Have a coffee chat with Aryan when I visit Bangalore office => Is customer at Bangalore office => Send notifications on what to do?
- Allow free-hand scribbling to the premium users
- Integrate Gemini with the premium Keep Notes enabling users to generate new ideas about the notes that they have taken

17. How would you monetize Whatsapp?

Clarify -
1. What do we mean by monetizing whatsapp? Is it a particular aspect of whatsapp that we are trying to monetize? Like sending/receiving messages, calling features, sending media, etc. or we want to look holistically? - You can look holistically at the problem
2. Are we trying to monetize from a particular user segment? Like people who use whatsapp for personal chats, business chats, product informations, whatsapp bots, etc. - you may think of it
3. Are we trying to monetize in a particular country? - No, you may think holistically
4. Any other considerations? - No

Whatsapp
Mission -
Wants to bring the world closer together by enabling better communication

Current value proposition -
Opens whatsapp - send/receive
- Texts
- Audio
- Video
- Images
- Contacts
- Location
- GIFs

- Send messages in a snap
- Safe and secure - end to end encrypted
- Data is backed up
- Talk to anyone across the globe

Users -
- Personal users
    - Students

- Working professionals
- Retired
- **Business users**
  - Small scale businesses
  - **Large scale businesses** -
    - **restaurants**,
    - airlines,
    - hotels,
    - malls.

I want to focus on business users because - primarily they want to grow their business using whatsapp, and there is definitely a potential to monetize using these users

Plus, they have a spending capacity if we provide them the right value

Market size is pretty big -

Each 4 and 5 star restaurants can handle 200 customers at max simultaneously

India population => Urban => Tier 1 => Number of families => Families who go out to restaurants => Some fraction goes to 4 and 5 star restaurants

1.4 Bn => 500 Mn urban population => 200 Mn tier 1 city population => 50 Mn families => 30-40 % like eating outside food => 20 Mn => 6 Mn people go to 4 and 5 star restaurants twice in a month => 6,00,00/3 = 2,00,000 people going out daily

Dividing it by 200, that gives **2000 4-5 star restaurants all over India**

Needs -
1. They want their restaurants to grow in terms of more number of users - basically they want more footfall at their restaurants
2. They want to easily convey the services and offerings of their restaurant to the right customers
3. They want to regularly keep reminding customers about their business and they do they great at serving customers
4. Sometimes, they are so busy that they miss out on the requests from their customers. But they don't want that to happen. They want to address each and every customer's message and talk to them
5. They want to know how their customers feel about their restaurants and what's their feedback about their restaurants

Ideas to monetize -
1. Whatsapp for businesses - subscription model - monthly/6-monthly/yearly
   AI integration on business -

- AI based replies to customers when the owners and whatsapp operators are busy
- Help them create the right promotional content tailored for their business using AI

2. Help restaurants promote their business to the right target audience by helping them reaching to their preferred user segments
3. Automated messages to customers
4. Feedback forms on Whatsapp for taking the feedback from customers about the restaurants

Tradeoff analysis -

	Pros	Cons	Impact	Effort
Sol 1	Frees the user from worrying about replying to each and every text message	AI might address a particular in an incorrect manner	High	High
Sol 2	Helps the restaurant solve their problem of reaching to more and more customers	Sometimes, the user segment may get incorrect promoting themselves to an incorrect audience leading to wastage of resources	Very high	Med
Sol 3	Already done		High	Low
Sol 4	Helps businesses get a self-reflection and improve on themselves	People generally feel boring about feedbacks forms leading to discomfort among users to ask feedback on Whatsapp	Med	Low

18. What is your favorite physical product? Design the product by empowering it with tech. Create a launch strategy for the same in a given market.

My favorite physical product - is my bike the KTM Adventure 390

It is my favorite product because -
1. It is useful - When I say useful, it serves the right purpose for touring and adventure with its 373 cc engine and providing a 14.5 PS power with 9000 RPM torque. Just the right amount of power I need on the roads. Making it run very fast

2. It is innovative - The digital speedometer on the bike shows a lot of things - speed, bike's range, mileage, trips, etc. It even allows me to connect my mobile to show the directions to the destination with the KTM My Ride app
3. Amazing Product design - The road presence of my bike makes people turn back and take a look at the bike again before it goes away on the road. Its rugged muscular look intimidates people on the road and makes sure that people give the space to my bike

Clarify -
1. Any particular aspect of the bike that we want to empower with tech? Like engine, speedometer, ABS, seat, or am I free to assume? - Free to assume
2. Any objective that we are trying to achieve? Like acquiring a newer market, or generating more revenue, etc.? - Acquiring a new market
3. Any user segment that we want to target? - You may assume
4. Any other considerations? - No

Mission -
KTM Adventure 390 wants to provide the best adventure and touring experience

User Segments -
- Bikers who have the knowledge about the mechanics of the bike - **Mechanics X bikers**
- Bikers who don't have the knowledge about the mechanics of the bike - **Non-mechanics X bikers**

I'm more of a non-mechanic X biker, lesser knowledge of engine, throttle, fuel injection and other aspects of the bike work.

Focussing on this user segment - because
- Bigger market size
- Not everyone can understand the bike mechanics easily
- Each bike is different from the other - making it difficult to understand

Pain Points -
1. **If my bike shows some light on the speedometer, I'm worried about what that light really means? Does it mean that bike is gonna stop working in the middle of the road or does it mean that it can still run for 300-400 kms before I show it to the service center?**
2. I want to help my bike keep it in a better condition - I want to maintain the brake fluid levels, coolant levels, tyre pressure, engine temperature, etc. but I don't really know when I need to do it?
3. Whenever my bike is in a critical trouble, I want to quickly take it to the service center and get an expert help before I mess up the entire engine
4. I want ride my bike safely - I need a safe way to handle calls while I'm riding my bike
5. I want to be entertained while I'm riding my bike.
6. Sometimes, when the bike is idle and I'm waiting for someone, I want to be entertained

Prioritization -
1 is a very big pain point for a lot of Non-Mechanical X bikers segment.

Solution -
1. An app integration with the bike - shows the health of the bike - shows the meaning of various indicators of the bike -
   - Gives tips on the probable fixes that I can do by myself, show videos of how people fix this issue
   - Gives an idea about what exactly the issue might be
   - Gives an idea whether it is critical issue or a non-critical issue for the bike
   - Gives an idea about how long can I ride my bike in such a case

2. In-built functionality in the bike to learn about the indicators - such as the engine light, fuel light, ABS light, etc.
   - What do these lights really mean
   - Probable causes
   - Probable solutions

Tradeoff analysis -

	Pros	Cons	Impact	Effort
Sol 1	Mobile Apps are generally more interactive and easy to use Gives more scope to come up with more features as we move ahead	People might start fixing the issue in an incorrect manner. So rather than solving the issue, they might just mess up more	High	Med
Sol 2	Users get the idea about the health of the bike	The information shown on the bike would be limited and won't be very interactive as it is a very small screen	Med	Med

19. Imagine yourself as the head of YouTube. What would you change immediately? What products would you introduce? Explain the reasons for each of your decisions.

Mission - Youtube's mission is to give everyone a voice and show them the world

Users Segments -

Creators

Viewers -

People who use Youtube for educational and learning purposes
- **Students**
- Working professionals

People who use Youtube for entertainment
- Playing Games
- Watching Movies
- Listening to Music

I want to focus on the user segments of people who use Youtube for educational and learning purposes - especially students.
Big in number - Age 15-30.

India Population => People with smart devices => People with internet => Age 15-30 => Users who use Youtube to watch educational content

1.4 Bn => 840 Mn => 500 Mn => 150 Mn => **30 Mn let's say use Youtube to watch Educational content**
Big number - Underserved needs - can definitely help in some way

Not a great educational system in India - people can't get the best education at schools and hence prefer youtube as their second best option for learning new stuff. They watch Youtube and try to get more knowledge

Needs and pain points -
1. Watch videos on Youtube, but whom to reach out to if they need any technical help? - solves a bigger problem
2. How to make sure that they have learnt the concept in the right way? (conduct topic quiz on youtube)
3. Sometimes, there are multiple videos for the same topic - how to choose which one is the best suited for their needs? (ask questions to the user like - their standard, their education, specialization, etc. and suggest them a % match for the video and whether that video is really for them or not)
4. How to make sure that they are learning the concept from an authentic creator who really knows the topic in and out? (Creator badges for their specialization - creators earn badges by passing some preliminary tests - get a verified tutor badge)

Solution ideas -
1. Under the Youtube premium subscription, allow students to directly DM the creator of the video.
   - Allow students to ask video and in-fact timeline based questions
   - Comments generally get lost if there are more than 100 comments
   - Gives the option to exclusively reach out to the creator with a priority DM

2. Allow creators to set up focussed live streams for only a selected group of users. For example, their super fans - helps reach out only to the right audience - helps focus on the key questions of the users
    - People ask their questions in the live chat
    - Gets their questions directly answered on the live stream

20. Amazon wants to enter the e-learning market. What should be the strategy?

Clarify -
1. What do you mean by e-learning market? **Creating own educational content**, hosting platform for tutors and learners, helping tutors teach by helping them build customizable teaching platform, or something else?
2. Why does Amazon want to enter? To enter a new market to acquire more customers or to make more money? - **Enter the teaching industry as it is a very big market**
3. Any particular user segments that we want to target? - You may assume
4. Any particular educational content that Amazon wants to focus - **teaching children**, working - professionals, teaching culinary skills, teaching biking, or maybe teaching some technical skills like AWS, etc.
5. Any other considerations?

Company -
Amazon wants to become Earth's most customer-centric company

Strenghts -
- Has great tech and human resources to help people build innovative and technological platforms
- Has experience in building such platforms like amazon.com, AWS, Amazon grocery platform
- Has the experience of providing certification programs via AWS

Weakness -
- Has lesser experience designing and developing new content - Currently only amazon prime has a few amazon produced original entertainment content
- Has lesser experience in teaching kids

Customers -
- Students
    - Primary school kids

- Higher secondary school kids
- **Students pursuing undergrad programs**
- Students pursuing postgrad programs

Everyone has to go through undergrad to get into their professional careers.
Market size of students between 18-24 is a big one in India.

Needs -
1. Students want professionals training when it comes to learning new age technology like AI, ML, Analytics, Cyber Security, LLMs, etc.
2. Students need such training to help them during their college placements
3. Students want to apply the knowledge and create practical working applications
4. Students want a sense of achievement and satisfaction while learning new skills
5. Students need to showcase their live-projects and working applications to recruiters
6. Students want the course to highly available, want to learn whenever they are free after their classes, tuitions, etc.

Ideas to enter -
1. The AWS Technology Young Leaders Program -
   - A one-year certification program which teaches students the new age technology such as AI, ML, Analytics, Data science, Statistics, Cyber security, Blockchain, etc.
   - Build real-life practical applications on the AWS platform
   - Students need to pass an exam to earn the certification at the end of the course
   - Students can use this certification to showcase during their placements
   - The course will be taught by AWS experts on Amazon's online teaching platform

2. Collaborate with colleges to create AWS-incubation facilities - provide access to powerful AWS servers via college's computer lab systems -
   - AWS for students
   - Push faculties in colleges to use AWS to teach AI, ML, data science, statistics, cyber security, etc.
   - Give students a playground to practice
   - A learning path for students to learn particular technologies on the AWS platform

Tradeoff - Pros, Cons, Impact, Effort

21. How would you grow the revenue of Netflix by 2x in the next 4 years

Clarify -

1. What do we mean by growing the revenue? Is it revenue from ads, revenue from a particular content type, revenue from movies, revenue from TV shows, etc. - **You may think**
2. Are we targeting any particular user category over here? - Rich, Middle-class, lower-income, or active/passive users, etc. - **You may think of the same as well**
3. Are we targeting a particular geography? - **No**
4. Any other considerations?

Company -
Netflix wants to become the one-stop entertainment platform for the world

Strengths -
- Knows a lot about users and their watching habits
- Has maintained itself as a premium OTT platform with the tagline - Netflix and chill -
- Has diverse content types

Weaknesses -
- A lot of people can't afford Netflix because of its costly subscription plans
- Netflix still lacks content from some of the top-watched content categories

Existing value proposition -
- Diverse set of content including TV shows, Originals, Children content, TV Shows, etc.
- Profiles for multiple users under a single account
- Amazing recommendations
- Useful features - watch history, automatic billing, good UX, etc.

Customers -
- High income
    - Families of size 2,
    - Families of 3,4 and more
- Middle income
    - Families of size 3,4 and more
- **Low income**
    - Students
    - Working class
    - Retired

Netflix has successfully penetrated by a good share within the high income and middle income class category people.

Let's focus on Low income category people in India - a very big user segment

Needs of low income group -
1. Can't afford the costly subscription plans of Netflix
2. Have a significant amount of time to enjoy Netflix but again, can't afford it
3. Sometimes, don't have a good bandwidth to access Netflix
4. Sometimes, don't have a device to access Netflix
5. Don't have the privacy to watch Netflix as they live in a shared apartment, space, etc.
6. Want to share their Netflix account with others but don't want to share their viewing history and their recommendations

Competitors -

Ideas to grow revenue by 2X -
1. Allow easy splitting of the Netflix monthly/yearly bills - for example, let users add more than 1 payment modes, and split the payment between them easily
2. Allow users to lock their watch profiles and make it private to themselves - so that others can't access their profiles and recommendations
3. Partner with leading telecom providers in the country - like Airtel, Jio and allow faster streaming of Netflix or give free data to access Netflix
4. Come up with more long-form content like TV shows which take longer time to finish so that users are retained on the Netflix platform for a longer time

22. How would you monetize Wikipedia?

Clarify -
1. Are we trying to monetize a certain feature/service on Wikipedia? - Like reading, sharing, some peculiar articles, etc. - **Assume as you analyze more**
2. Why are we trying to monetize? - Only to generate more money/Or we do have a new value proposition? - **Only bring one more revenue source**
3. Do we know of any existing unmet needs of our users? - **No, you may figure that out**
4. Are we trying to target a particular user segment/geography? - No
5. Any other considerations? - NO

Company -
Wikipedia on a mission to help people with the right information about any topic

Its like an encyclopedia for any topic that users want to read and learn about

Strengths -
- Has lots of articles to read
- Diverse content categories - education, sports, countries, stocks, companies, games, AI, people, etc.
- The information is backed by research articles and supporting content - making it a trusted place for information

Weakness -
- Wikipedia has not changed its UX much over the last decade
- Recently, it had come up with donations, but seems like it didn't work out
- Competitor platforms are sidelining Wikipedia with new tech like AI and other recommendations related to information

Wikipedia can leverage its strengths to come up with monetization ideas

Customers -
- Power information seekers - Always looking out for news articles, latest happenings around the world
- **Active information seekers** - Looking out for information 3-4 times a week. Read about various researches, tech, read about political leaders, history about Israel-Iran and other countries, etc.
- Passive information seekers - Very rarely consume information over Wikipedia. And even over the internet. These may include people who are very busy, old aged, retired, housewives, etc.

Focusing on the problems of Active information seekers - Maximize their engagement with the platform => Come up with a new value proposition for them => Monetize the new value proposition

Unmet needs (opportunities for Wikipedia) -
- In today's world where users are so bogged down with information, users are seeking for valid and trusted source for any new information
- Users want to know the opinions about some of the hot topics in the world - like AI, Cyber Security, etc.
- Users sometimes don't really know what they want to learn about - so they are always exploring for new info

Competitors -

Ideas to monetize -
1. New recommendation page for Wikipedia - Based on the users likes/dislikes and other criterias, Wikipedia can recommend articles to users. Improve UX - which will improve the user retention of the platform
2. Start putting up Ads on most read articles on Wikipedia

3. Wiki - Exclusive articles - Lock a few articles across various content categories like tech, education, AI, cyber security - ask users to pay for reading such articles
4. Allow users to read 3-4 exclusive articles per month and then lock the rest of the access to the platform
5. Come up with AI chatbot to improve the user interaction with articles on Wikipedia

23. Imagine I'm a VC, offering you $20M to build any technology-enabled product/service you'd like. Please walk me through how you would get started? (Problem, Solution, User, Monetize, TAM)

Clarify -
1. Do we any idea about what the user problem is that we are trying to solve using this technology product/service?
2. What kind of technology product/service are we talking about? App, Website, Physical product, IOT based product, etc.
3. Any particular target user that we have in our mind?
4. Any particular geography to target?
5. Any other considerations?

Business Ideas -
1. Serving the fashion and grocery needs of the rural villages in India
2. Building persona specific AI chatbots to help people with focused problems
3. Starting a high-tech restaurant
4. Building a high tech water bottle
5. Starting a ride-hailing aggregator platform

Understand the user problem that we are trying to solve -
Lets say that we want to solve the various problem of food eaters when they go to the restaurants

Try to identify the user segments -
We need to do an STP - Segmentation of users based on demographic, psychographic, geographic, behavioral

Choose the user segment that we can serve confidently, has unmet needs and has a considerable size which will make our business viable - This would be our TAM

We need to target a particular user segment out of all the user segments and come up with a solution for their needs - This would be our SAM

The market share that we will realistically be able to take over would be our SOM

Positioning -

24. Should Ola enter the food delivery business?

Clarify -
1. What do we mean by food delivery business? - come up with an aggregator platform - connect restaurants and eaters, OR **use existing Ola fleet to deliver food from restaurants**, OR start their own cloud kitchens and deliver food?
2. What's the objective? - **New market acquisition** / make money?
3. Any user segment to target? - No
4. Any existing pain points or existing ideas? - No
5. Any other considerations? - No

Company -
Ola is a ride-hailing aggregator platform currently. Helps user ride from point a to b efficiently

Strengths -
- Has a big fleet of autos, cab drivers, and ola bikes
- Can manage the timing of cabs efficiently. Meaning can send their drivers to the restaurants at the right time and right place
- Can reach to the customers on time at any places
- Has backup drivers ready to go

Weakness -
- Less experience of food delivery - like how to keep it hot, spillage, packaging, etc.
- Big players present in the market - Zomato, Swiggy, Uber eats, etc.

Customers -
- Tier 1 city
    - **Working professionals**
    - Students
    - Retired
- Tier 2 city
- Tier 3 city

Big market, has the spending capacity, and definitely has unmet needs

Finding unmet needs and opportunities in the market -
1. Restaurants and food eaters are both tired of Zomato taking the cut from their food orders

2. A lot of times, Zomato makes a late delivery because it is not able to find the delivery partners
3. People don't want to spend a lot on getting their food delivered. Zomato - takes food charges, high delivery charges, dynamic prices, platform fees, packaging fees, and some hidden fees on the food items

Ideas to enter (if we say yes) -
1. Skip the food booking leg. Allow users to book Ola food delivery partners through Ola app and get their food delivered.
   - For example, Customer makes an order over call at the restaurant - restaurant makes the food within 15 mins - keeps updating live status to the ola delivery partner
   - Ola delivery partner arrives only to pickup food
   - Gets it delivered to the customer
   - Value proposition
     - No cut from restaurants
     - Delivery fees only to the user - Can utilize the nearby idle ola autos network
     - Reaches the restaurant right on time
     - Reaches the customer right on time
     - Can even pickup Ola riders on the way - making full utilization of the auto

2. Partner with existing food delivery apps like Zomato, Swiggy and provide auto drivers for delivering food

Tradeoff analysis -

25. Imagine that you work at Netflix and it is 2005. And Blockbuster is doing crazy good. Do you think that you should start a streaming service or start more stores for physical delivery or renting of DVDs?

Clarify -
1. What does it mean by Blockbuster is doing crazy good? Is it in terms of more market share or higher revenues that Blockbuster is enjoying?
2. What does it mean to start a streaming service? Is it a live telecast of movies at a particular time on some TV channel? Or allowing users to access movies via Internet? Or something else?
3. What is the objective that Netflix is trying to achieve? Is it to gain more market share? To compete with Blockbuster in terms of their revenue?

Assumptions (answers to the above questions) -

1. Blockbuster is doing crazy good, and it means that they are enjoying a higher market share. Blockbuster runs the business of renting movie titles and taking the cut while renting those titles.
2. You are free to assume any sort of streaming service or any other service that you can think of.
3. Netflix wants to stay in the competition and regain its market share that it has lost to Blockbuster.

Before I begin, I would like to talk about
- Netflix in 2005 and its business model
- Customers of blockbusters
- Pain points of customers

Netflix in 2005 - Netflix was into the business of renting movie titles and delivering them to the doorsteps of users. Basically, it was a subscription-based DVD mailing service. Users would opt for the movie titles via emails and Netflix would deliver it to them.

Customers -
I would like to focus on the customers of Blockbuster and try to understand why they prefer Blockbuster over Netflix.
I would try to understand their pain points and then Netflix can leverage those pain points to come up with new strategies to gain a bigger market share.

It is 2005 and customers don't have the luxury of cheap internet connections and that is one of the reasons why Blockbuster is renting movies. Also, the number of people with smartphones and active internet connections is very low, making it a less attractive market to penetrate.

Pain Points -
1. Customers have to walk and take the physical pain to go to the Blockbuster stores.
2. Once a customer is inside the blockbuster store and if they choose a particular movie title, they don't really know whether they will like that movie or not
3. Customers are bombarded with choices of DVDs kept on the racks one above the other, and they can't really figure out which one to choose
4. Customers rent the DVD, and it turns out to be of a bad quality or there is no sound in the movie or some scenes are cut
5. Customers don't really know if a particular movie has subtitles or not
6. Renting a movie means asking customers to pay the rent plus certain deposit money and customers don't want to block their money in keeping a deposit at Blockbuster
7. Sometimes, customers are worried that they may break the DVD or they may get scratches to the DVD after they rent it leading to a loss of the deposit money
8. Customers have to find a free spot out of their busy schedule to watch the movie and sometimes finding a free slot is tough

Focussing on pain points number - 2,3,4,5,6 and 7. Pain point number 1 and 8 seem to be out of the purview of Netflix.

I believe to address these pain points, Netflix can come up with **Netflix Experience Stores**. What are Netflix experience stores and what does their design look like?

1. Netflix would keep highly knowledgeable customer service executives to help users find the right movie for them. For example, if a user wants a movie from Sci-fi Genre of Leonardio Di Caprio, the service guy would be able to come up with the right movie recommendations for them.
2. Netflix would have big LCD screens running the trailers of the latest movie releases giving a first hand experience of the movie to the users. And users should be also allowed to play the trailers of a particular movie on demand at the stores.
3. Customers would have the option of selecting movies of different qualities, audio languages and with/without subtitles and they would be charged accordingly.
4. To solve the problem of keeping a deposit for renting the movie, Netflix will come up with a monthly subscription service which will provide the following value proposition for the user -
   ● 1-2 free movie titles that they can take home without any deposit and keep it with themselves forever
   ● Any number of movies on a rental basis with a very small deposit
5. To solve the problems of customers worrying about DVDs breaking, the Netflix monthly subscription plan will have a small insurance fee included in it wherein no fee would be collected from a user if they break or get scratched on a particular DVD.

Tradeoff analysis of the design -

Pros	Cons
● Users would be glued to Netflix because of the Netflix subscription plan ● Netflix already has a plethora of movie titles existing with them. They only need to display them in stores	● Netflix does not have the expertise to start physical stores and manage human resources to run the stores ● Blockbuster might be able to catch up with Netflix soon as they have the setup ready with them.

Success Metrics -

Acquisition -
   ● # of daily/weekly/monthly visitors to the experience stores

- Customer bounce rate
- # of daily interactions with customer service executives

Activation -
- # of users buying Netflix subscription plan daily/weekly/monthly
- Customer Conversion rate

Retention -
- Avg. duration a customer keeps a rented movie
- # of movies watched by users rented from Netflix experience stores
- # of repeating customers
- Net promoter score

Revenue -
- ARPU
- Customer lifetime value
- Revenue from subscriptions /only rentals
- Revenue from insurance fees

Summary -
Netflix should start their own Netflix Experience stores allowing users to have a personalized experience when it comes to watching movies. This will help the business compete with Blockbuster and gain a competitive advantage and improve their market share.

26. Imagine that you are a PM at Netflix. Currently, users have to browse through a variety of movies that are on the netflix website or app to find the right movie. Do you think that this recommendation engine needs any improvement? If yes, what would be the improvements? If no, then why?

Clarify -
1. What kind of recommendation are we talking about? Is it only the recommendation about movies? Or is it about animes? Or about both?
2. What is the objective that Netflix wants to achieve? Is it user experience or retention or something else?
3. Whom are we solving this for? Is there a particular user category that is currently facing issues with the existing recommendation system?

4. Is there a particular aspect of the recommendation that needs improvement? For example, do we need to improve the recommendation for individual users or for family users or any other user category?

Assumptions (answers to the above clarification questions) -
1. It is about the recommendation for all sorts of content that's present on Netflix
2. Netflix wants to improve the overall user experience by recommending better content to the users
3. There is no such user category that we can think of. We need to improve the overall recommendation considering all of our users in mind.

The current ideology behind the Netflix platform is that Netflix wants its users to feel as if they are on a quest while they are browsing through the Netflix platform to find the content to watch.

User Segments -
1. Students going to schools and colleges
2. **Working professionals**
3. Retired folks

I believe that out of the above three user segments, it is better if we currently focus on working professionals as they are the majority of Netflix users and have the capacity to buy a Netflix subscription and want entertainment amidst their busy corporate lives.

Pain Points with the existing recommendation system -
1. It takes a long time to decide which movie or TV series I need to watch. I just keep on scrolling through the Netflix browse page, and sometimes I end up consuming content on some other platforms
2. I don't have enough friends who can recommend movies to me so that I can directly go and watch something. Compared to college students who have a lot of friends who share the same taste in movies and other content and can give better recommendations and are more trustworthy.
3. Sometimes, I watch some content on Netflix and end up not liking it and ultimately end up wasting my time.
4. I get confused and overwhelmed by merely looking at the image titles of movies/TV shows. I can't decide whether to watch a movie or content just by looking at the image of that title.
5. Sometimes, I want to filter movies by multiple genres and languages in one go so that I can broaden my search for movies.

I would like to prioritize the pain points and I believe **pain point #2 is the biggest pain** of most of the working professionals. They want a reliable trustworthy friend or a person to recommend them movies or shows on Netflix. However, an objective analysis will also need to be done to

identify the number of Netflix users between this age group, time spent by them in browsing, bounce rate on the browse page, etc.

Solution - Improvement to the existing recommendation system -
1. Allow users to create a Netflix mix with their friends, family, partner or anyone whom they trust with the taste of their movies and other content.
2. What is Netflix Mix?
   - Allow a user to create a Netflix Mix using their account and allow users to share the same recommendation taste between multiple users.
   - Netflix Mix would be a separate space on Netflix where a user would find shared recommendations apart from the regular browse page
   - For example, me and my partner would create a Netflix Mix and a new recommendation would come up for the both of us whenever we enter that particular Netflix Mix.
   - A user would be able to create multiple Netflix Mixes for their account so that they can share recommendation tastes between their family, friends, colleagues, partners, etc.

Alternate Solution -
1. When the user reaches the end of the Netflix browse page, or has spent more than 5 minutes only browsing for the movie, give them the Netflix quiz option - `**Not able to decide what to watch?**`
2. Ask users to attempt a small quest or a quiz which will help Netflix understand the user in a better manner and give them improved recommendations.
3. The quiz system would be separate from the existing browse recommendations.
4. What is the Netflix quiz system?
   - Users would be asked 3-4 questions
   - How is your mood today - happy, sad, romantic, energetic, etc.
   - Whom are you watching with? - alone, with partner, family, friends, etc.
   - What Genre would you like to watch (allow multiple selections)
   - What do you want to watch? - Movie, TV shows, animes, etc.
   - The questions and even the options should be personalized so that we don't pose irrelevant questions to the users

Tradeoff analysis (existing recommendation VS new system)

	Pros	Cons
Netflix Mix	1. Users get to share their recommendation tastes 2. Netflix gets newer users on board 3. Brings a social aspect to	1. Users may feel invaded about their privacy as the other person would know their personal taste in movies/ TV shows

	the entertainment platform, which is essential	2. It is possible that the tastes of individuals do not match at all, and users end up consuming less content
Existing Recommendation	1. Users feel as if they are on a quest while browsing for the right movie	1. Already talked about the pain points that users face with the existing recommendation system

Success Metrics (for Netflix Mix) -

1. Activation
   - # of Netflix mix created daily/weekly/monthly
   - Avg. # of users in a Netflix mix group
   - # of users checking Netflix mix at least once a day/once a week/once a month
   - Bounce rate from Netflix Mix
2. Retention
   - Time spent on the Netflix Mix recommendation page
   - # of repeating users daily/weekly/monthly
   - # of content watched by category
   - Avg # of content consumed per month in a Netflix mix
3. Referral
   - Avg. # of Netflix mixes created per user
   - # of new subscribers for Netflix
   - MOM change in # of subscriptions
4. Revenue
   - ARPU for Netflix Mix users
   - % increase/decrease in the subscription revenue