

# PM Interview - Take Home Task

## Mobile PM roles

### The race to be the best Business Messenger for mobile apps

Messengers are now the dominant medium for how we communicate with friends and family, with a handful of household names running the roost. But when it comes to how we communicate with businesses, the world is still far more fragmented. As well as competing with the incumbents of phone and email, there are heaps of messengers for businesses, with no clear industry leader. The pack includes companies like [Zendesk Chat](#), [HelpScout](#), [Drift](#), as well as the big names from the consumer world like [Facebook](#) and [WhatsApp](#). And of course [Intercom](#).

Your task is to analyse the business messenger space for mobile apps. In this space there are some players more focused on marketing, like Leanplum, Braze, and Airship, and some who are more cross-platform support-focused, like Zendesk or Helpshift. Assess what problems the companies are trying to solve and how they're approaching it differently.

Don't aim to be comprehensive; instead find one or two angles you think are interesting.

For example, you might focus on:

- Does the concept of a single business messenger hold up in the mobile app world (see Intercom's [pitch](#) here)?
- What opportunities for differentiation do you see?
- Do you think any one company is best positioned to be seen as the leader; why?

Write up your thoughts in whatever format is easiest (simple prose is often the best bet).

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## Can any one company win the race to be the “best” business messenger?

As pointed out in the writeup above - there are multiple players in the world of business messengers. There is no clear industry leader. **I don't think any one company is in a position to win this race** because I don't think they are competing against one another. It's not even a race. **Business Messenger cannot be a “one size fits all”**

**solution.** Businesses are very different from one another with multiple use cases around end customer experience to be best solved by a 'messenger'. So, business messenger is a solution customized to cater the needs of a particular business. Intercom Live may be the answer to a specific business's problem or use case while WhatsApp Business for another's.

Business messengers are essentially B2B2C products which help a variety of businesses assist their end customers better by interacting with them through multiple ways and channels

***Different businesses (with different customers and offerings) have different needs / priorities and different means***

*Different businesses..*

Businesses can be further classified on the basis of multiple parameters. For eg -

- Small, medium, large businesses
- Businesses which have or have not their own app and/or website
- Businesses whose customer interacts with them on multiple social media platforms (Omnichannel presence or not)
- Businesses whose end customers
  - are very different in terms of demographics (age, gender, location, language etc)
  - use different apps on day to day basis
- Businesses spanning different industries (social media, FMCG, retail, education, finance)
- Businesses which are high, medium, low in terms of traffic and scale
- Businesses with different business models (subscription products, one time purchase, ecommerce, logistics, ad-based monetisation)
- B2B or B2C businesses
- Different platforms to track user data and analytics

*..have different needs*

- Business Discoverability - To help their customers understand their offerings
- Acquisition - To acquire a new user and generate more leads or convert leads
- Customer Retention - To help the existing customers in a better way
- Customer Support and FAQs - To solve for any doubts customer have and assist in a timely, efficient way
- Engagement - To keep the end customer excited and engaged
- Reactivation of dormant users
- Walkthroughs - Help new customers browse and not have cold start problems

- Smooth experience with Automation - End customer being able to do basic tasks with messenger without having to learn how to do the same on website / app like booking a demo, upgrading a card, cancelling an appointment
- Reduce customer fatigue - data driven solutions to help the user after fetching previous data and analytics
- Nudging the end customer towards next step at various touch points
- Experiment or A/B test with different content / communication at different touch points in user life cycle

### *..and different means*

- Size of (support) team
- Availability of support team
- Budget for customer acquisition / retention
- Budget for support team
- Data storage and analytics platform

## Where do existing Business Messengers fit in this landscape?

### Intercom Live Chat

- Looks ideal for businesses which already have a mobile app frequently visited as Intercom sits right inside the app
- Intercom Live Chat solves support and retention more than discoverability and acquisition
- Can handle cases which doesn't need instant support as well
- Scale is not an issue - can work for apps with millions of downloads
- History is saved and can be revisited by the end customer anytime
- Multiple features - all inside of the app (in app messages, bots, canned replies, self-serve support etc)
- Combines multiple channel touch points like email etc

### WhatsApp Business

- Looks ideal for small to medium enterprises (SMEs) run by very small teams (one person as well) which do not have any app / major web presence
- Ideal for businesses in countries like India where majority of population uses WhatsApp on day to day lives
- Can act as initial basic touchpoint with the end customer
- Solves more discoverability and acquisition

## [Facebook Messenger Chat Plugin](#) / [Facebook Business Messenger](#)

- If the major source of traffic for business is web and customers are active on Facebook (in countries like India), then Facebook messenger chat plugin may be very useful
- Ideal for acquisition / sales by catering to generated leads better
- Not ideal for support / customer FAQ queries post sales

## [Zendesk Chat](#)

- Ideal for large businesses which has significant presence on web, social media, app
- A lot of features present and customizations possible

## [Drift](#)

- Looks good for B2B businesses and lead conversion - helps in easy demo scheduling and query resolution
- Nudge the live customer at correct time to increase sale

Business	Ideal Solution may be
I'm a doctor and own a clinic at my home in India. I just want to communicate my appointment timings and location to my potential patients and also tell them a little about me and my speciality / expertise	<a href="#">WhatsApp Business</a>
Social Media app for mobile users with millions on daily active users with the aim to address problems and reports around harassment, blocking, fake news etc For eg. ShareChat and Moj	<a href="#">Intercom Live Chat</a>
A large e-commerce platform which has huge team across functions and presence on multiple platforms like email, instagram, facebook, website, mobile app	<a href="#">Zendesk Chat</a>
A mid-scale digital advertising agency which has a website and looking for corporate clients through this website - have sales calls with these potential leads showcasing work and coming up with	<a href="#">Drift</a>

price quotes	
A small bakery which has major sales through facebook / instagram page SEO and promotion. Majority of customers find about the products through social media posts	<a href="#">Facebook Business Messenger</a>

## Conclusion

Multiple players thrive in the world of business messengers due to smaller nuances around businesses - their use cases, customers and constraints. No single company can be called a leader. Each company is unique in their own offerings and solutions.

Ultimately, together - the aim of business messengers is to make an end customer's life easier and happier. Aim is to reduce the fatigue and stress caused to the end customer due to not being able to understand a business, pricing or any other term; to get the best possible, hassle free, timely and personalized support they deserve. Which problems to solve for, how to reach the user (distribution) and how to solve the said problems are different for different messengers but the aim remains the same - to try and reach the ideal state of customer happiness.