

Live Intern Project

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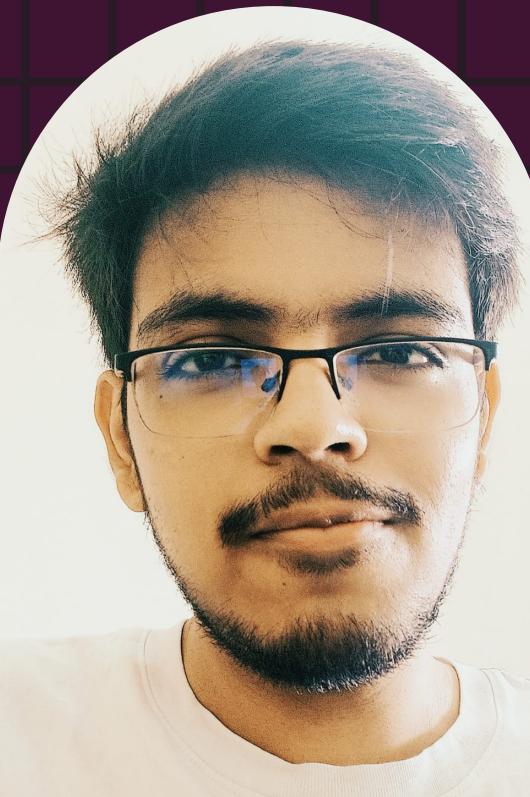
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Team Members



Saurabhkumar
Pandey



Suyash Sharma



Rupesh Kumar



Saurabh Kumar



Introduction to Company and Product.

Introduction to Company



Amazon.com, Inc. is an American multinational technology company which focuses on e-commerce, cloud computing, digital streaming, and artificial intelligence. It has been referred to as "one of the most influential economic and cultural forces in the world", and is one of the world's most valuable brands.

- Stock Price: AMZN(NASDAQ)
- CEO: Andy Jassy
- Founded : 5th July 1994
- Headquaters: Seattle Washington, US

amazon advertising

amazon marketing services

amazon care

fulfillment
by amazon

amazon FLEX X

amazon robotics

amazon alexa

amazon fire TV

amazon echo

amazon elements

amazon

ECOSYSTEM

This Illustration is just a
snapshot of 43 Subsidiaries
Amazon has in 2020

ADS/MEDIA

PAYMENTS

HEALTHCARE

amazon
payments

GAMING

twitch

LOGISTICS/
FULFILLMENT

ENTERTAINMENT

amazon studios

DIGITAL

prime

amazon

RETAIL

amazon business

PRIVATE LABEL

MUSIC

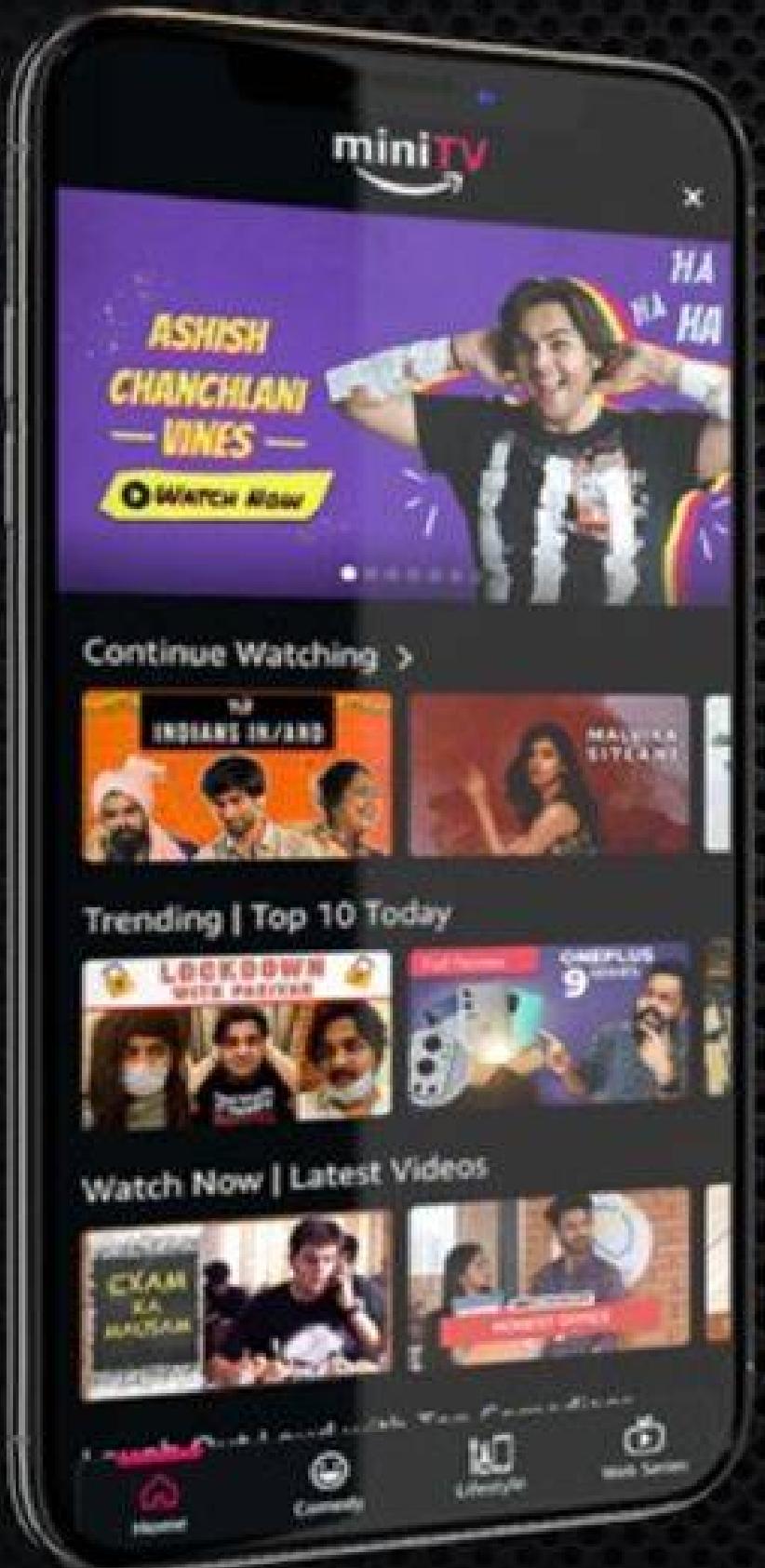


CLOUD
COMPUTING

aws

amazon music

MoreThanDigital



amazon miniTV

ALWAYS ENTERTAINING.
ALWAYS FREE.

Introduction to Product



Product Definition

miniTV is a free, ad-supported video streaming service available in India only.

One can stream free video content for mobile-only viewing that can be watched anywhere, anytime using the Amazon Shopping app on your Android/iOS device.

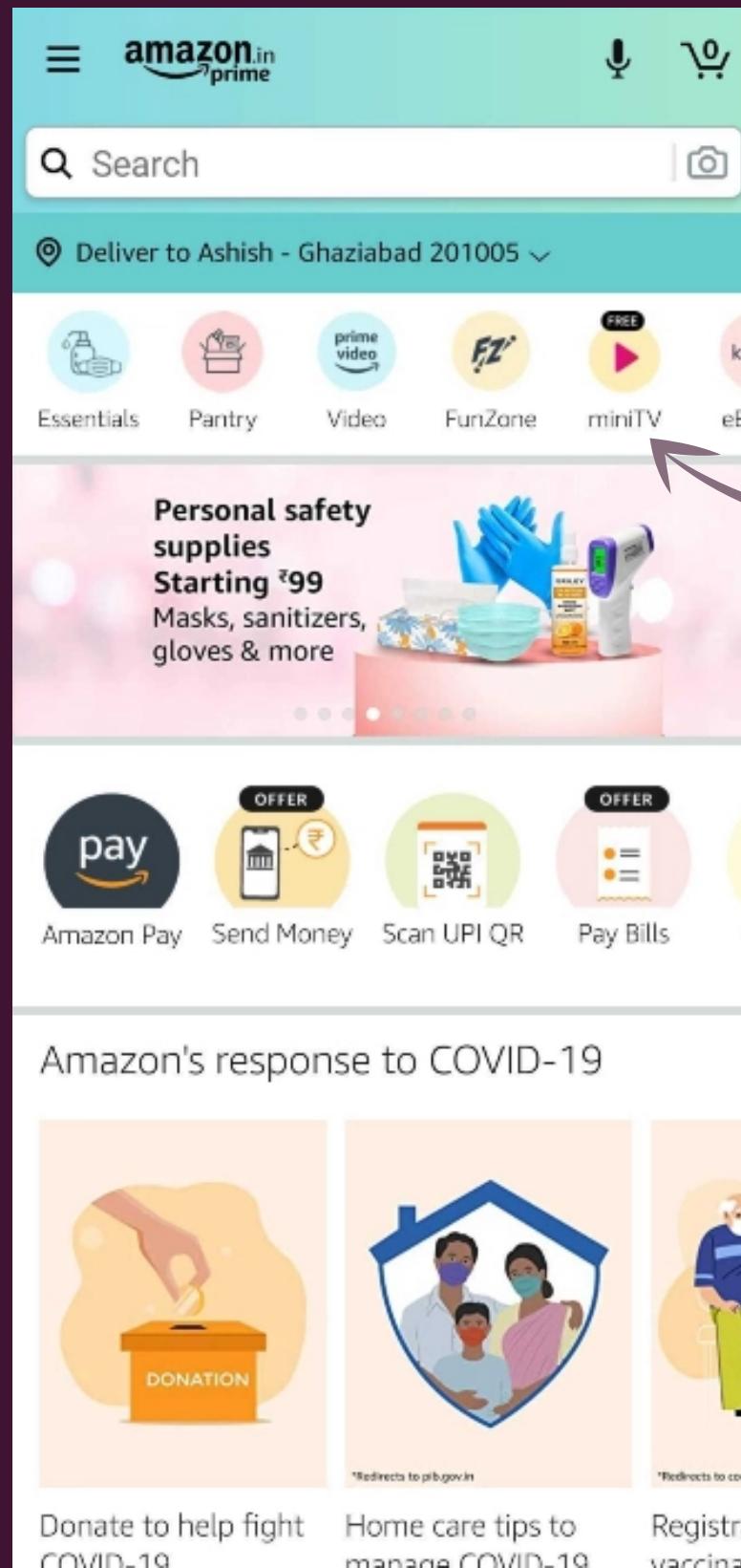
Vision

For the millennials who want free entertainment, the miniTV provides short movies, webseries, exclusive contents, unlike other where millennials don't get curated contents. Our product provides customers relevant content that they will like most with premium interface.

Product Strategy

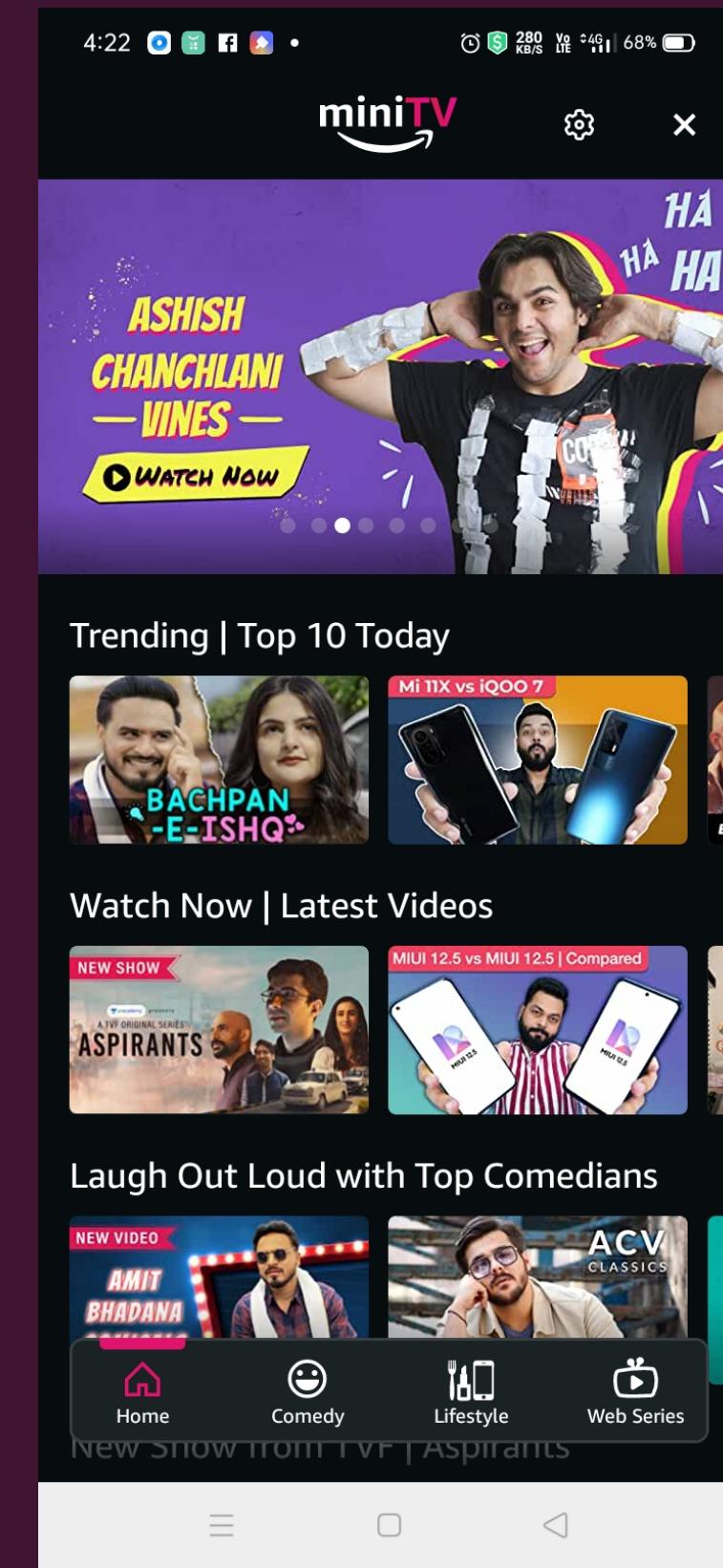
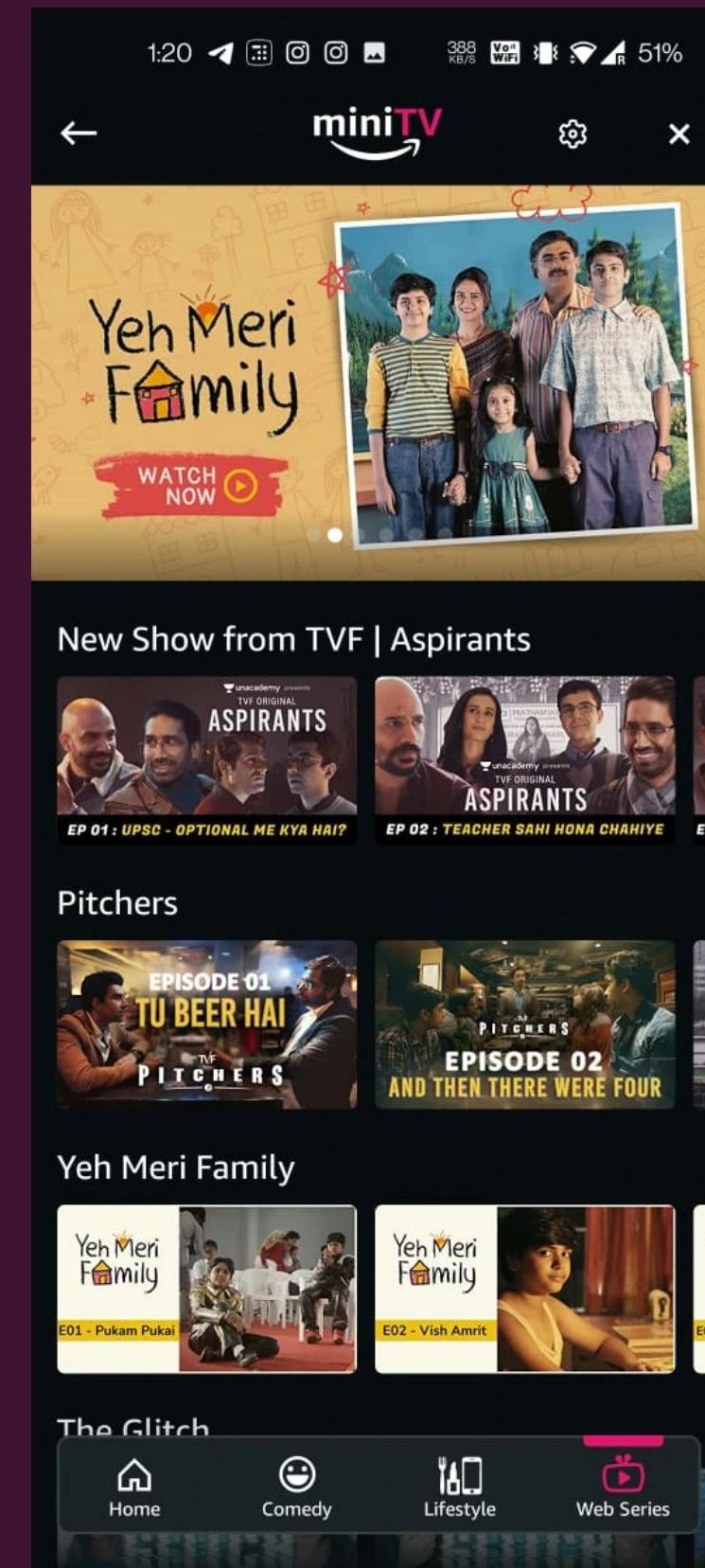
Product strategy is very important for miniTV because it is new in market. as a MVP of miniTV is trying hard to position miniTV in the target market, There are various focus areas driven by the PM for example = positioning and product definition, pricing etc as shown in the heat map.
we will look strategy of miniTV in further slides.

UI/UX of miniTV



You can find the miniTV in the amazon shopping app as shown here.

UI gives a premium look. Here you can see clearly that in this release of the amazon we have different sections like, Home, Comedy, Lifestyle and Web Series.



Amazon Organizational Structure



Andy Jassy
President & CEO

154 ^



Add people

Collapse ^



David H. Clark
CEO, Worldwide Consumer

67 ^



Adam N. Selipsky
CEO, Amazon Web Services

16 ^



Brian T. Olsavsky
SVP, Chief Financial Officer

9 ^



Stephen Schmidt
Chief Information Security Officer

0 ^



David A. Zapsky
SVP, General Counsel & Secretary

12 ^



David Limp
SVP, Devices & Services

18 ^



Jay Carney
SVP, Worldwide Corporate Affairs

10 ^



Beth Galetti
SVP, People eXperience & Technology

0 ^



Jeff Blackburn
SVP, Global Media & Entertainment

0 ^



Peter DeSantis
SVP, Utility Computing

2 ^



Werner Vogels
VP, CTO

0 ^



William Gordon
Strategic Advisor

0 ^



Paul Kotas
SVP, Worldwide Advertising, Music & IMDb

7 ^



Add people

From our research over LinkedIn we found the list of people to understand the major potential manager posts that are there in the miniTV team apart from SPM. The names we got are from linkedin and no internal data was shared to us.

Senior Vice President
Amit Agarwal

Sonal Kabi
Head - Marketing

Tapojoy Chatterjee
Head of Product | Amazon miniTV

Anurag Goyal
Head of Finance - Ads and miniTV

Aruna Daryanani
(miniTV buiness head)

Suvarna Athavale
Sr Marketing Manager

Ashish Shah
Lead, Content Acquisition
& Strategy for Comedy

Deepak Tolani
Lead Digital Amazon miniTV

SRAJAN SIKRORIA
Content Launch Marketing

SRAJAN SIKRORIA
Content Launch Marketing

Sindhuja Patnaik
Program Manager

Shreyans Shrimali
Principle Product Manager

Lean Canvas

Problem

1. There are too many irrelevant videos on various entertainment platforms and we get frustrated for not able to find medium length or **curated** content for **free**.
2. Poor Insights for advertisers for their advertisement.

Existing Alternatives

1. MX Player.
2. Disney hotstar.

Solution

1. miniTV provide exclusive, highly entertaining and highly curated content of content creators on our platform.
2. miniTV use data about the customers from the amazon shopping app and help advertisers to reach to target customers.

Key Metrics

- By number of advertisers posting their ads
- By the number of content creators approaching us.
- By number of viewers, audience/viewer engagement.
- By number of customer support help given on daily basis.

Unique Value Proposition

Content Viewers:

1. Free entertaining content.
2. Highly Curated.
3. Exclusive Content.

Advertisers:

1. Amazon's Shopping customer insights.
2. End to End reporting.
3. Customers will buy in few clicks on amazon.

Unfair Advantage

- We are backed by amazon shopping insights. We have network effect of amazon shoppers.

Channels

1. Amazon app (IOS and Android).



Customer Segments

Content Viewers:

1. Tier 2 / 3 Cities.
2. Age 16-45
3. Vernacular region based.

Advertisers:

1. Advertisers with products on Amazon.
2. Content Oriented Ads.

Early Adopters

1. Famous and big studios like TVF
2. Their die-hard fan of these studios

Cost Structure

1. Content Cost.
2. Marketing Cost.
3. People Cost.
4. App hosting and maintenance costs.

Revenue Streams

From Advertisers.

1. Pre roll/ Mid roll ads.
2. Display Ads.
3. Sponsorships.

SPM Heat Map



Participation

Core

Orchestration

Activity under SPM responsibility

Activity under other function's responsibility

ISPMA reference architecture v2



Vision, Definition, Positioning, Whole Product

Problem Statement

The Problem of	Difficulty of having free curated and exclusive content
Affects	The viewers who want to see the curated content and the advertiser who are looking for large customer segment
Impact of which is	to promise free curated content to our customers and allowing advertisers a better target customer reach
A successful solution	Is a common platform for curated and exclusive content for viewers and finding target customer for the advertisers

Positioning Statement

For	The people and the advertisers
Who	Are looking for curated contents and a platform to put their advertisement respectively
The	miniTV
That	Makes it easy for the viewer to get the curated content and advertisers to get a platform for their advertisement
Unlike	Watching unorganized content, paying hefty amount for premium content and poor customer reach
Our solution	Is to promise free curated content to our customers and allowing advertisers a better target customer reach

Business Model Archetypes.

Business model Archetype	Types of Products and Services.				
	Financial	Physical	Intangible	Human	
Creator	Entrepreneur	Manufacturer	Mini TV Inventor, author, developer	–	
Distrubutor	Financial Trader	wholesaler, retailer	Mini TV IP Distributor	–	
Lessor	Financial Trader	Physical lessor	Mini TV IP Lessor	Contractor	
Broker	Financial Broker	financial lessor	IP Broker	HR Broker	

Table 1.3 shows the miniTV business model archetypes. Since miniTV helps to create the contents on its platform and this content is intangible thus the shown place is justified. similarly it distributes to watch the content and/or lessor the content thus we place the miniTV as shown in the table.

Amazon miniTV is a video streaming service.

Market Segmentation

Demographic	Geographic	Psychographic
1.15 to 45. 2.All genders.	1.India a.Small cities in india	loves watching online content. Spend most of their time on internet for content discovery.

Whole Product Offering

For Viewers

**Platform for
Watching
content**

amazon miniTV provides platform to watch the curated and exclusive contents which consists comedy, mini movies and web series

**Support
System**

amazon miniTV also has separate support team to support the customers in case of any issue or bug. They have 24x7 call support to resolve the issues

**Option to
shop while
watching the
content**

Content viewers can also purchase the product then and there via amazon shopping app within few clicks

For Advertisers

**Platform to show
ads to target
customer**

advertiser get a platform to show their ads to target customers.

**Option to sell
then and there**

they can sell their product.

Support system

there is also a support system for resolving issue of advertisers

**Customer
Insights.**

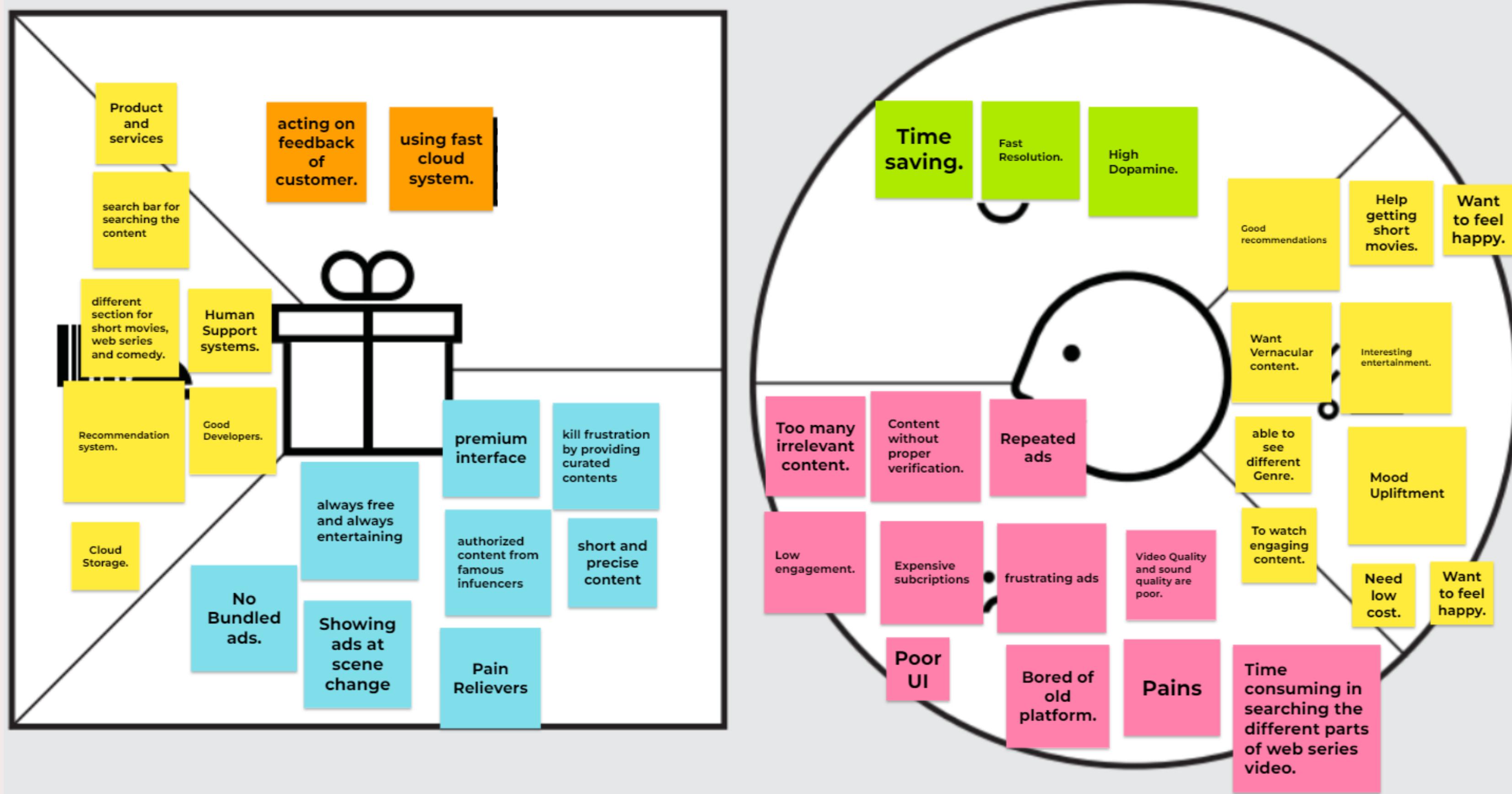
Customer behaviour provided by amazon shopping would help advertiser to have customer specific ads

Auction platform

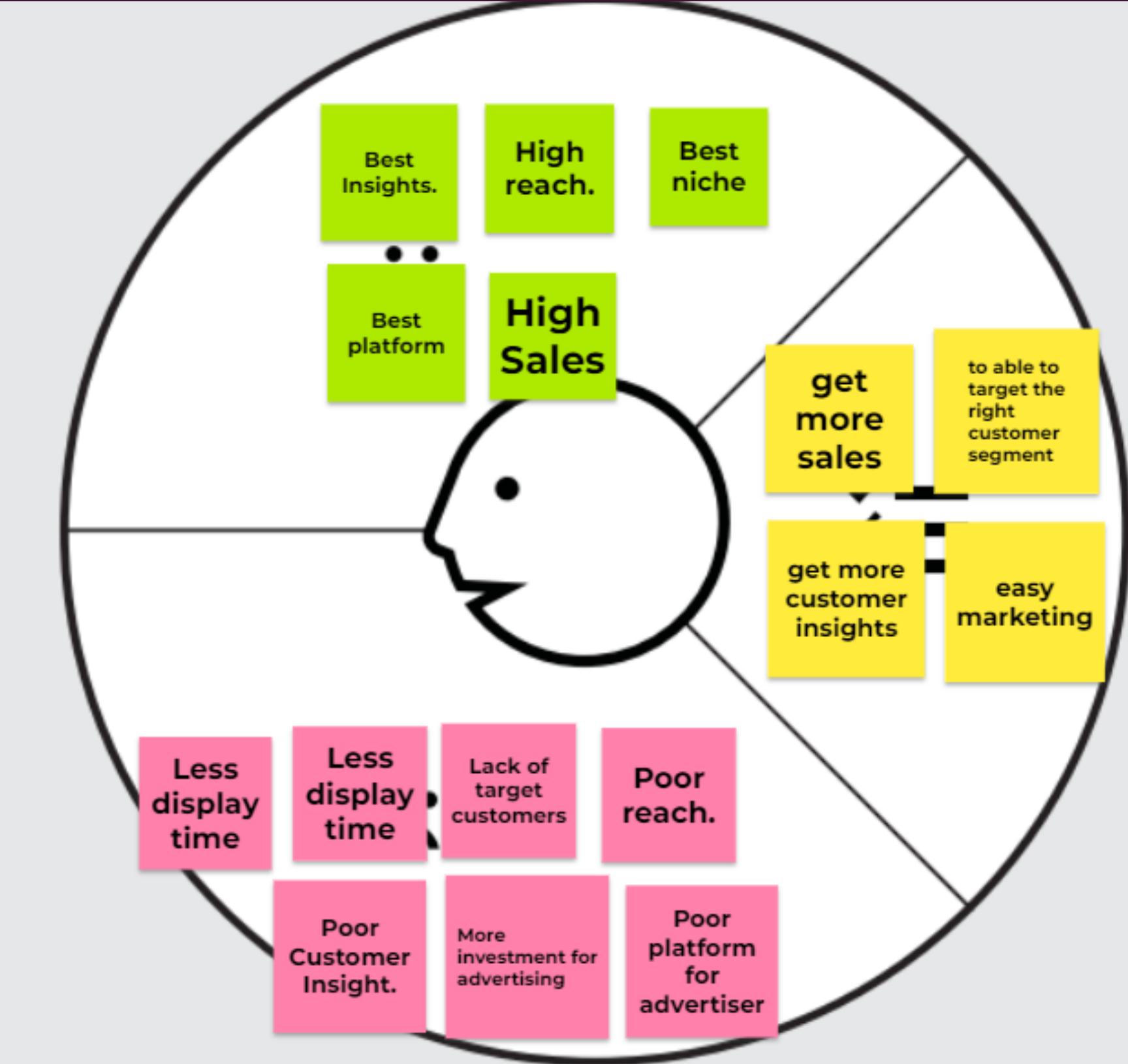
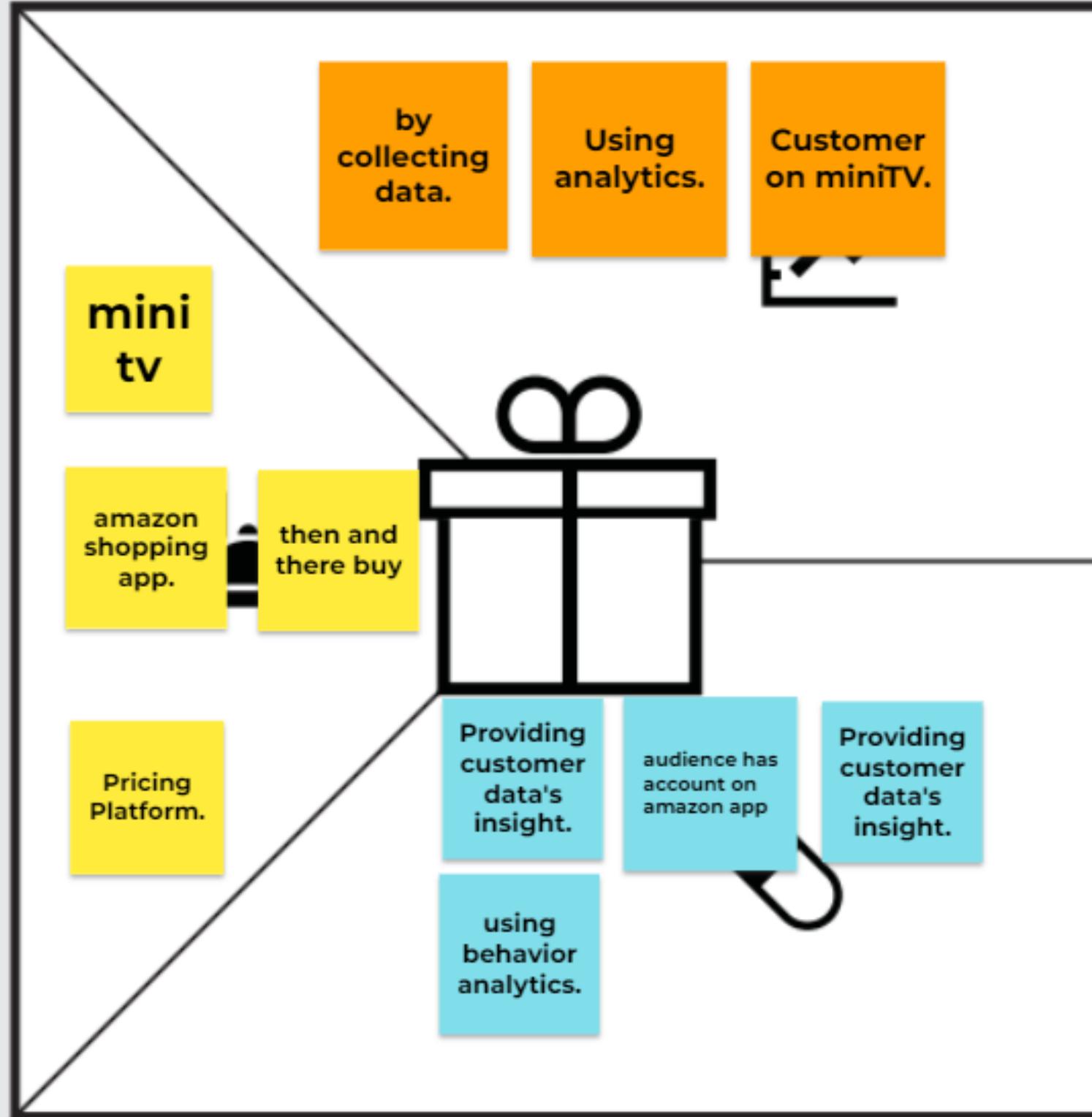
platform for auction between advertisers.

Value Canvas

Value Canvas for Content Viewers



Value Canvas for Advertisers



Ecosystem

Ecosystem



Technology

Platform

- IOS
- Android
- Web

Video Players

Video Players (Open source(exo by google, shaka), proprietary, license(IVS))

Advertisement

Campaign Creation

1. Amazon

Reporting And Tracking

1. Agency like nilesen, Kantar, Gartner
3. market research consultants.

Inventory Management (partner)

Content

Famous content creators like YouTubers (Dominator)

Studios (KeyStone Player)

Individual Producers (niche player)

As seen in the slide deck earlier we tried to understand the ecosystem of the miniTV also we categorized the ecosystem in different domain of their working.

In the tech domain, miniTV hosts their platform on devices like.

- IOS
- Android
- Web (browsers)

They also collaborate or use video players to stream their videos.

- (Open source (exo-player by google, shaka), proprietary, license(IVS))

MiniTV can use one of this resources. (Not disclosed with us)

In the content domain, we see that miniTV is highly dependent on the famous content creators to host their shows on its platform so that customer can stick for long hours watching entertaining content for free. Initially they were buying the rights of few movies or web series and some of the content they are making exclusive. They sign contracts with youtubers mostly.

This high dependency makes miniTV weak in front of content creators and thus making content creators/production charging high fees.

Thus this youtubers are **dominators** in this ecosystem. And as miniTV is niche because he plays its own niche expertise in this ecosystem that is giving shopping insights to the advertisers. Some times few content of this youtubers flops sometimes it succeeds. This is pure bet for the minTV team and content acquisition lead of the miniTV. But some of the studios are keystone players because they provide value to this ecosystem by delivering nice web series which on average performs good compared to youtubers.

For the Campaign creation and management we got to know following

1. Like Google has its ad program, miniTV also has.
2. miniTV partners with Inventory Management (might have service level agreement 99.99% and TPS (transaction per second) requirement) and costing can be variable and fixed cost or both. (They might have their own standard contract. here legal team takes care and final decision is taken by miniTV team.)

Reporting and tracking.

1. For this we have different companies who do market study or market analysis for miniTV.
2. Same players, and other agency like Nielsen, Kantar, Gartner.
3. They tell advertisers that your reach is this much. They help to do second level of analysis. They might take random survey of the sample space. They do the pre and post analysis. Thus, they can be like market research consultants. (**influencers**)

Ecosystem

Competition Analysis and Current Competitive Strategy

RIVALRY AMONG EXISTING COMPETITORS:

- Number of competitors
- Diversity of competitors
- Industry concentration
- Industry growth
- Quality differences
- Brand loyalty
- Barriers to exit
- Switching costs

THREAT OF NEW ENTRANTS

THREAT OF NEW ENTRANTS:

- Barriers to entry
- Economies of scale
- Brand loyalty
- Capital requirements
- Cumulative experience
- Government policies
- Access to distribution channels
- Switching costs

BARGAINING POWER OF SUPPLIERS

RIVALRY AMONG EXISTING COMPETITORS

BARGAINING POWER OF BUYERS

BARGAINING POWER OF SUPPLIERS:

- Number and size of suppliers
- Uniqueness of each supplier's product
- Local company's ability to substitute

THREAT OF SUBSTITUTE PRODUCTS:

- Number of substitute products available
- Buyer propensity to substitute
- Relative price performance of substitute
- Perceived level of product differentiation
- Switching costs

THREAT OF SUBSTITUTE PRODUCTS

BARGAINING POWER OF BUYERS:

- Number of customers
- Size of each customer order
- Differences between competitors
- Price sensitivity
- Buyer's ability to substitute
- Buyer's information availability
- Switching costs

Porter's Five forces.

Bargaining power of suppliers

- Here suppliers are mainly the content creators. Since the number of suppliers is high so there is option to switch with other content creators and studios. This reduces a competition intensity.
- But on the other hand each content creator also have lot of substitutes hence they can look for other option if not provided with the enough profits or margins. Like if the content creators do not get enough margin they can refuge to put their content on miniTV and they can shift on other platforms like MX player and YouTube. Hence in this case the competition is very high.
so overall the competition is of medium level.

Threat of new entrants

- The barrier of entering into content market is very high as in this we need lot of investments in order to build the product which can create huge customer value and customer satisfaction and at the same time it should dominate its competitors in order to have large market share. Here the competition is very low due to very high entry barrier due to big players already having the market share.
- Even if you somehow entered into the market but still there lot of need of capital investments in order to get large market share by outperforming the competitors by either creating content or acquiring content which is of high investment. This reduces the threat further.
- Brand loyalty is strong in this industry because people feel uncomfortable to switch to different platforms if the other product does not provide the same level of customer satisfaction. Hence this reduces the competition.

So overall the threat of new entrants is very low.



Red denotes
contribute to high
coompetition



Green denotes
contribute in lowering
the competition



This denotes the
factor is high and it is
conributring in
increasing the
competition



This denotes the
factor is low and it is
contributing in
increasing the
competition



This denotes the
factor is high and it is
contributing in
lowering the
competition



This denotes the factor
is low and it is
contributing in lowering
the competition

Bargaining Power of Buyers

- Here the buyers are mainly the advertisers.
- The number of advertisers are quite high so its easy to get a advertisement contract so it reduces the competition.
- Switching cost is high for advertisers as they may be already in contract with the current platform for some time period. So to change platform advertisers may need extra capital to shift to other platforms. Hence switching cost is high and this reduces competition for miniTV. So overall the competition is low.

Rivalry among existing competitors

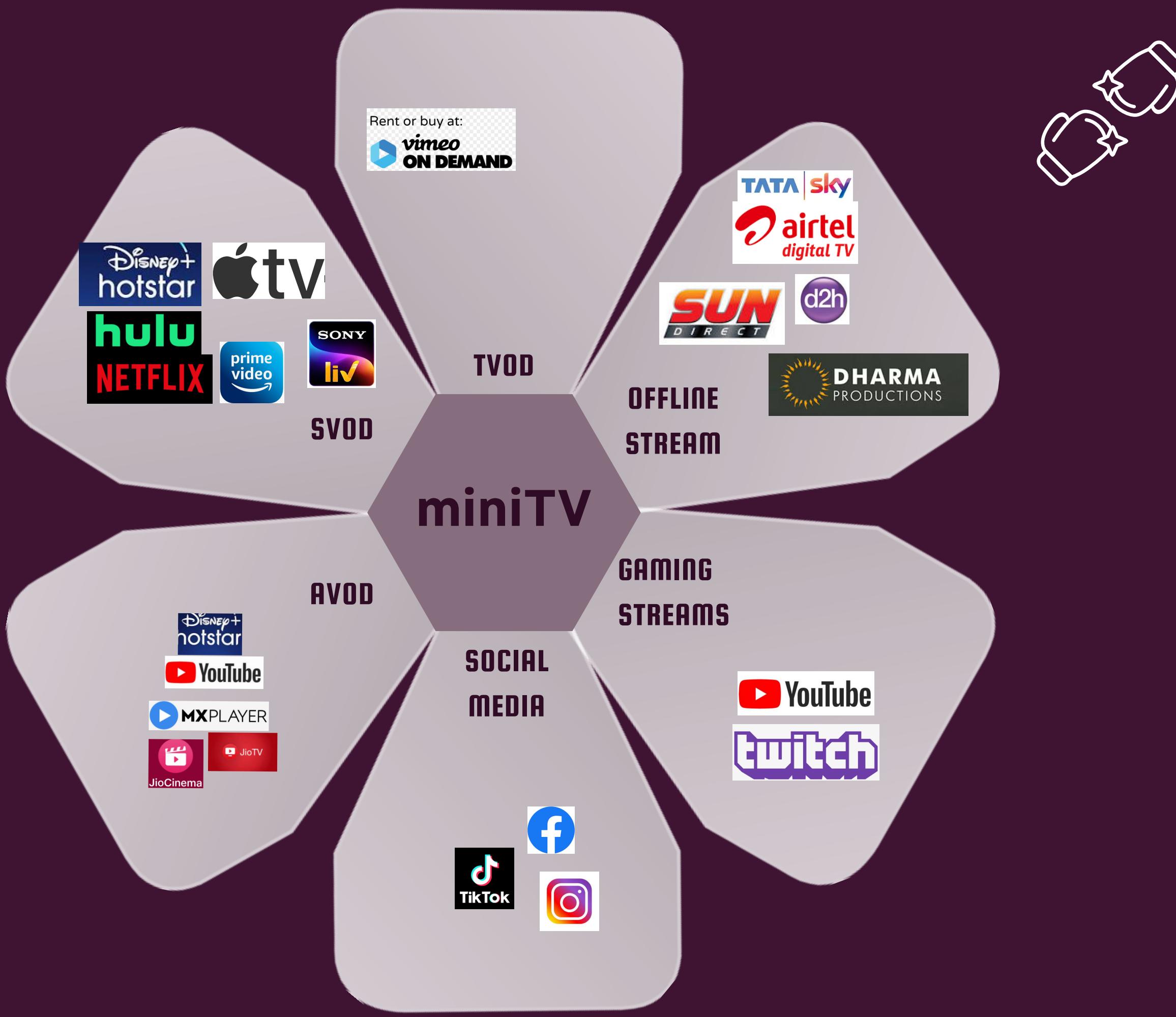
- There are lot of competitors with huge market share in this field hence this increases the competition
 - The competitor industry growth is also high
 - Switching cost is again low for customers.
- So overall the competition with existing rivalry is also very high

Threat of Substitute Products

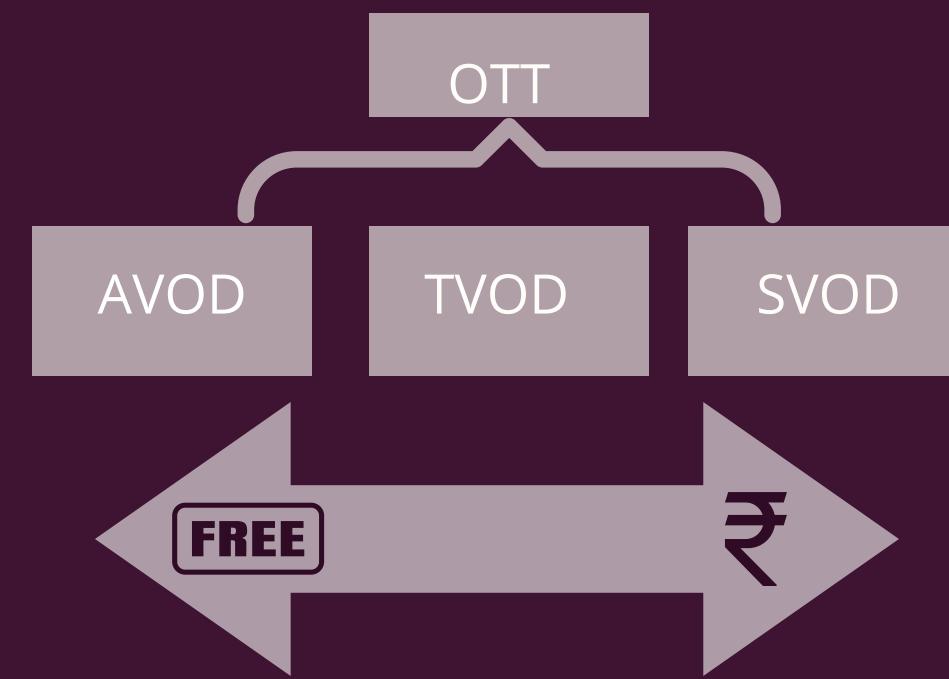
- Since in the content market there are lot of substitutes available like YouTube, MX player so customers can have more option to consider this increases the competition
- The switching cost for customers is very less so this increases the competition further more.
- Buyer propensity to substitute is high in content market so competition is high.

Overall we can say that the threat of substitute products is very high

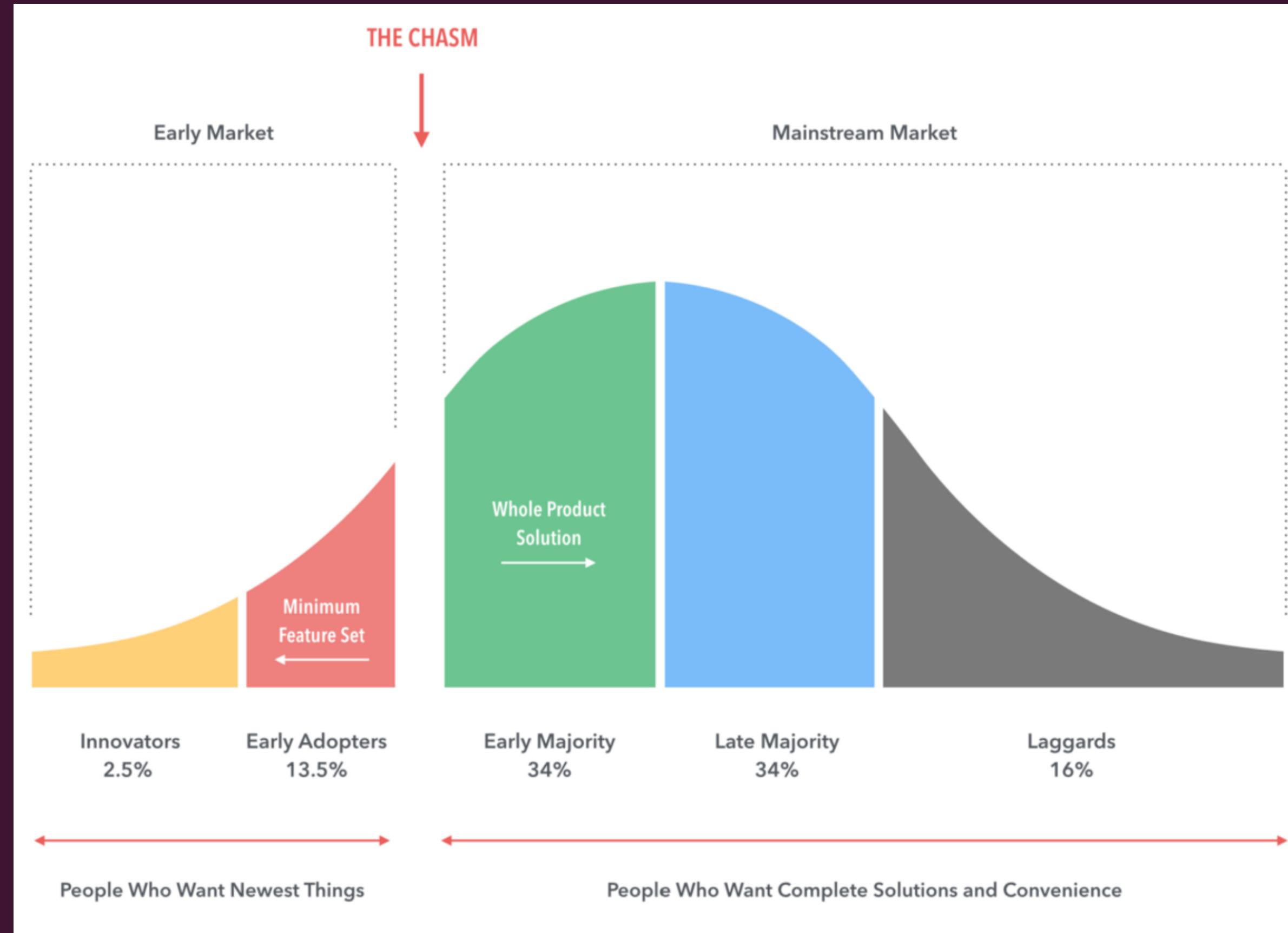
Petal Diagram



This petal diagram for miniTV is used for analysing the competitors . In this miniTV is in center circle, and then it is surrounded with petals, each one containing competitors in a distinct category adjacent to the company. With this we studied the competitive landscape of the miniTV. We list all the potential companies who try to address similar needs of the customer but becoming our potential competitor. We have got different VODs. Where in SVOD you need to pay. miniTV belongs to AVOD which is free.



Crossing the chasm



Crossing the Chasm

How Amazon miniTV will cross the chasm

Since miniTV is still in MVP phase and they take customer feedbacks and improve and add features on every release hence, this still lies between the innovators and early adopters phase where the main customer are those who love to try out new things and take up the risks.

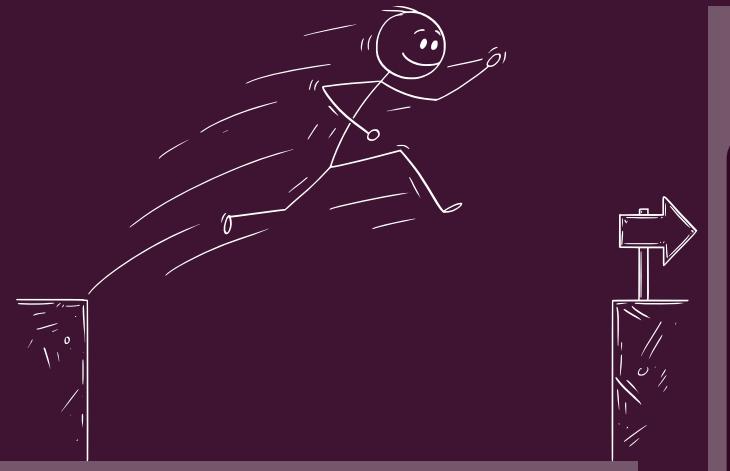
Right now miniTV has contract with famous studios and productions and their die-hard/crazy fans come to the platform to watch content.

They are still building the minimum feature set for the product.

miniTV team keeps the customer(viewers) at their priority because miniTV team wants to create tornado effects i.e. crossing the chasm. But with the strategy that miniTV is following is to be aggressive in content acquisition and in marketing. miniTV puts their major money into the marketing. This aggressive strategy might help the miniTV to cross the chasm.

As per our evaluation and soft analysis we think that along with the content acquisition miniTV team must also focus on innovating the strategy for content. miniTV team can do following,

- they should speed up the expansion of the vernacular contents to diverse the customers.
- The miniTV should expand itself on multiple channels like to Web.
- They can do online streaming of sports and other live content.



Early adopters

- The fans of medium sized studios and productions like dice media, rusk media, comedians, content creators with medium following.
- Mostly between age group of 15 to 25 who love to watch their shows.

Innovators

- Die-hard/crazy fans of famous, big studios and productions like TVF,
- fans of famous comedians and content creators from YouTube and other social media platforms . These fans will go wherever content creators go.

Early Majority

- Not desperate fans but just active audience from YouTube, Instagram who wants to see short movies, curated content with better UI.
- Between age group of 15 to 30
- They generally come to this platform after taking feedback from early adopters.

Late Majority

- These are those who are already satisfied with watching content on YouTube and social media platforms. But they can shift when they get enough confidence about the platform from early majority. They feel lazy to shift to other platforms
- age group 30 to 45

Laggards

- Those people who do not like watching content online. And still they are in TV mode.
- age group 45 above.

Customer insights

miniTV team works mostly on understanding the customer. Currently customer insights are done by randomly calling customer groups. Or sometimes using focus groups which miniTV has. miniTV team ask them various questions related to the miniTV or their behaviour as a person to understand better how he can position the miniTV in the customer's entertainment time. They also ask Questions about their competitor if the customer uses it. Customer feedback can also be taken from customer support team. They also use the reactions of customers from other social media like comments on youtube, instagram and facebook.

Product Manager's Work.

Mr. Harish Valluri joined miniTV as a PM with the task for developing the MVP of the miniTV. His main focus was to always prioritize the requirements efficiently for the MVP and do frequent checks with the focus groups and understand the user habit. While interacting we got to know that his day is very busy and his work is very uncertain, but he tries to keep following the roadmap and do its timely iterations. He also look after advertising part of miniTV.

Legal Management

PM works with legal team.

There are various situation where this management deliver its work. For example.

- While buying the content right from the content owner.
- For making the legal contracts with the miniTV and famous creators.
- For choosing the name of miniTV they had their role.
- For making the terms and conditions for the miniTV's partners or any company in the miniTV's ecosystem.

Pricing Model



Strategic Pricing Pyramid for miniTV is value based pricing instead of cost based pricing. Below you can see the details for the pricing pyramid topics of the miniTV

Value Communication

- A platform for curated content
- Over x number of webseries, y no. of movies, z no. of comedy videos
- Free content for the users with better UI/UX
- Good recommendation system and vernacular content (further requirement)

Value Creation

miniTV provides good customer reach and provide best shopping insights to the advertisers and help them increase their sales.

Segmentation:

- Advertisers who want to sell their product on amazon.
- Advertisers who want to get shopping insights.

Price Level

- For every CPM miniTV charges fixed price of x rupees.
- It also has auction for y seconds on z video bid starting from r rupees.

Price Structure

- It has fixed pricing depending on CPMI and CPC.
- It has auction based pricing.

Pricing Policy

miniTV has a minimum price which is defined for the video duration level for example 6 second ad video x and for 5 second as video costs y.

NOTE: 'x', 'y', 'z' are the cost for the add per second and these are aren't shared with us.

miniTV

Requirements Management

and Roadmap

Requirements Engineering.

Sources of Requirement

The requirements are collected mainly from the customer support service, from focus groups or teams which work towards gathering all the requirements of the customers.

Since miniTV is vendor controlled and its in MVP phase hence right now basic features are being implemented and requirements are collected in order to make the MVP complete by either seeing the competitors products or by taking feedback from the customers.

Once the requirements are finalized then they have to decide what all features needs to be implemented in the next release by using prioritization techniques. That we will discuss and will give example for few of the features.

The requirements are divided into functional requirements and quality requirements.



Functional Requirements for content viewers

able to see the video in full screen mode.

different section for different genre of contents like comedy, web series, mini movies

It should have a low latency that provides closer real-time access with minimal delay times.

option to like, dislike, comment

should be able to custom select the speed of the video.

able to make the watchlist of videos and can save the video for later

option for parental control

able to share the videos on various social media platforms

able to search the videos by filtering options.

content viewers

Functional Requirements for Advertisers

should have option to purchase the product for customers then and there

to be able to show the ads to the target customer

should provide sufficient advertisement video length

able to get information about how many sales happened.

data about how many impressions it reached

platform for auction.

Advertisers

Quality requirements

Availability = the app should be up 24X7. sufficient content for all genres should be present.

Efficiency = use the resources like the processor, disk space efficiently. Should take minimum time of x seconds to execute a particular task.

Reliability = The content created should be checked and should be authorized. The app/wesbite should not be down for more than x hours.

Interoperability= content should be viewed on every device like on laptop, mobile phone and it should also be accessible on operating systems like android, ios.

Security = customers personal data should be protected and they should be protected with various frauds.

Performance ==> the response time should be very less and it should be responsive, easy to interact.

Testability = it should be easy to test and find the bugs/defects.

Flexibility = should be easy to extend the functionalities for the users

Reusability = different code library classes should be reusable.

Maintainability = different versions of products should be easy maintainable.

Usability = easy to use. consistent user interface and conventions. easy to learn to use system

Robustness = it should react appropriately in abnormal situations if given invalid inputs

Portability = should be cost effective to shift the system to other environments

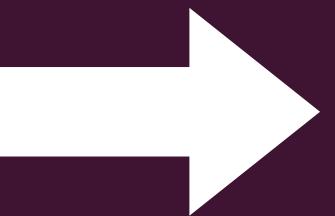
Requirements Management

In the requirement management we will see that after taking the feedback, how the needs and pains of the customers is transformed to product requirement and then further to the project requirement.

It is very important to understand the needs of the customer but at the same time we should also not blindly implement everything that customer wants. First we should understand them more deeply and then come with a requirement for the product.

Flow

Talk to customer about their pains and their needs and call it as customer requirement



Convert this to product requirement which is mainly done by PM

Convert the product requirement to project requirement to be precise.



Requirements Management

Customer requirements	Product requirements	Project requirements
Do not need ads as this is frustrating for customers	Not put bundled ads. Have mid roll ads.	Implement functionality where mid roll ads can come at the specified position. At that time stop the current video and start the ad and then after completion it should start right from there where it was left.
Need good and smooth customer experience while using the platform for watching the content.	Building better UI and UX for miniTV	Create good looking and responsive design with option to share, video quality, sound quality, playback speed and so on
Able to save the video and be able to see it later.	Option to save the video in watchlist section on miniTV	The video will be saved in database so that it can be fetched and be available to watch later.
Customers feel frustrated to sign in again and again or to register for seeing the content.	Customers should be able to see the content without account also.	Implement the functionality where amazon miniTV do not ask for account on shopping app. directly take them in miniTV

Prioritization and Release Planning

Amazon miniTV uses prioritisation technique in order to prioritise the requirements that needs to be implemented on the next release. But their prioritisation technique is not what we have used in our framework. They have predefined metrics to evaluate the value and cost/effort of a particular requirement or functionality. The metrics consist of viewing hours, how much time and effort does it take to implement the functionality.

PM also think about what will be possible loss if they do not implement a particular functionality in this release based on which they fix the set of requirements. They prioritise the viewer over the advertisers functionalities. Then based on that they choose the right set of functionalities to be implemented in next release.

It was discussed with us that release planning is very iterative process in miniTV and releases are rolled out every x weeks

Cost Value Approach

To understand the requirements prioritizations of miniTV, we used cost value approach. This method is one of the most used method because of its simplicity. In general, we would be looking for a rating in which the value outperformed the cost of implementation. This means the team will be focused on the task which will have highest impact.

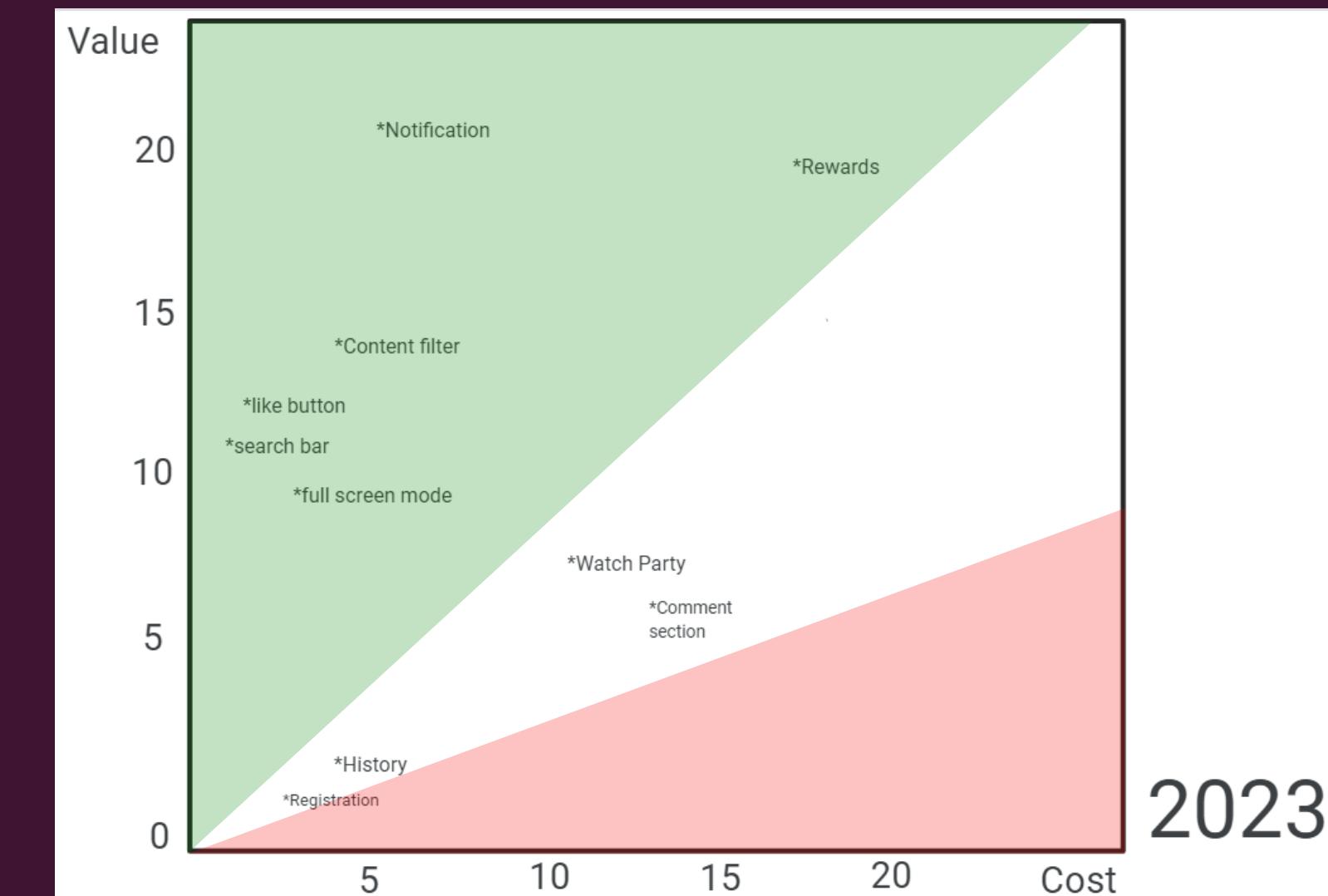
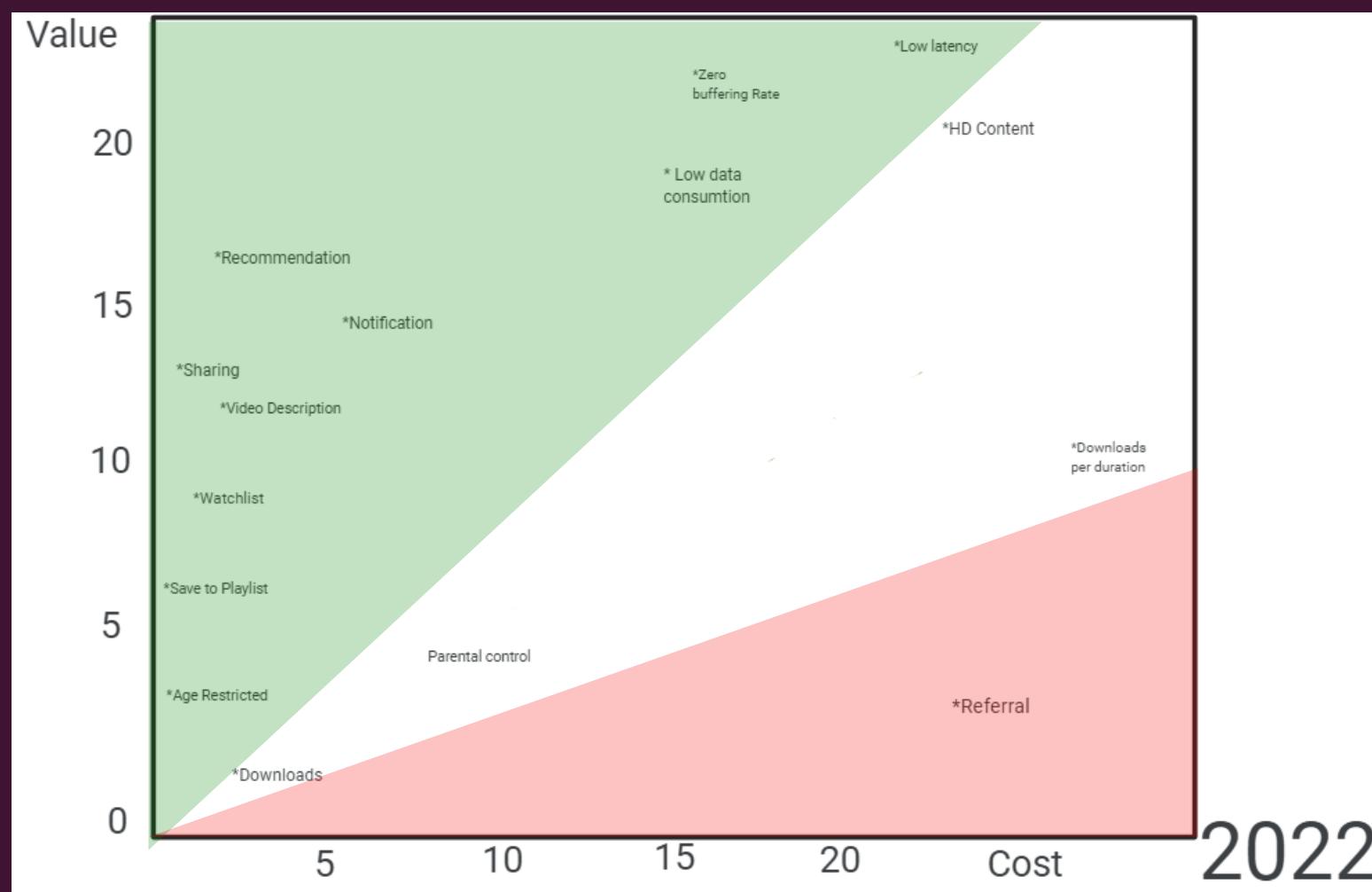
From the graph we can see three regions Green, White and Red.

Green Region - This region represents the features which are to be implemented immediately as they are basic necessities. They are of high value or low cost.

White Region - This region represents the features which are essential but are not at the priority of the team to implement them.

Red Region - This region represent the features which are neither essential nor they will affect the product. They are of high cost or low value

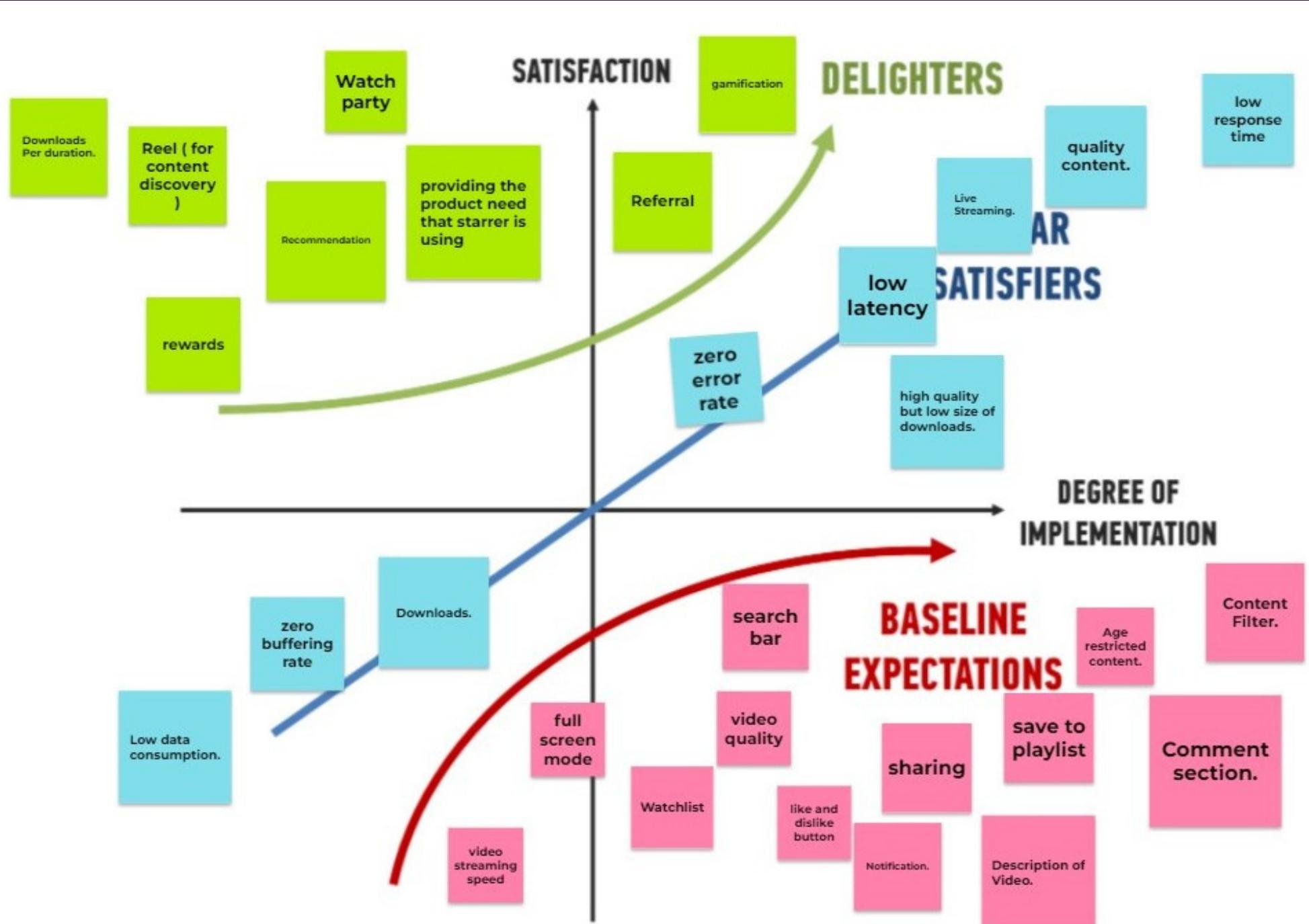
So the priority ranking for the features are done on the basis of the region in which they are present. So, feature which will be in green region will get the highest priority.



Justification for the cost and value of few of the features according to us which was verified by miniTV team are following.

- HD content: HD content means better quality videos for the viewers. It offers lifelike images and viewers will get more details on the screen. It also provides a wider viewing angle. The high-definition resolution is also ideal for watching movies. The enhanced color quality and clarity of images make viewers feel like they are there. Because of this it is one of the most valuable feature but is also costly to apply as it will increase the file and stream sizes, making it more expensive to deliver/ stream.
- Notifications: It is also one of the valuable features as it helps to notify the viewers for every upcoming release and other live events. Content within the notification can be personalized to drive the desired action from the user. Cost for applying this feature is low. This is why we have kept this feature in white region
- Comment Section: This feature we recommended to the PM for future use as it can come handful to get valuable insights on the respective content which can help the content creators to make appropriate changes on their future content. Its value as well as cost is not high, so we have put this feature in the white region
- Rewards: This feature works because it retain and engage the viewers better. Gamification through points and achievements keeps people coming back to the app time and time again. Rewards can create some value by motivating new or existing customers to try a product or service. This feature can come costly as it requires constant change in design of game and returning only fraction of customer.

Kano Model



As part of the requirements engineering, we need to prioritize the requirements. So we have already used cost value framework to understand the requirements by weighing their value and cost thus placing them at the right position.

To verify this we also use different framework that is Kano model. Here we made kano model for 2023 requirements planning. Seeing the figure we can clearly see that the requirements are verified. and also Kano model makes company to keep innovating in order to outperform its competitors

In this framework in which we have pointed out the basic feature set that must be there which does not add so much value but absence of these will have bad impact on the user experience.

Blue cards shows the features which are linear satisfiers that means the more we have in quantity or in quality the better will be the customer satisfaction or value.

Green cards are the delighters which are not necessary to implement but if implemented it will add very good amount of value to the customers and customers will feel delighted to use these.

Roadmapping

For confidential reasons no internal roadmap was shared with us but from our intuitive understanding we came up a strategy timeline.

miniTV is probably meant to tackle other free video platforms rather than paid ones by providing curated and exclusive content.

At initial phase MiniTV will be accessible directly from the Amazon India app .

It initially focus on web series, comedy shows, and content related to tech news, food, beauty, and fashion.

The service is currently live on the Android version of the Amazon India app.
The iOS and mobile web version has been in the coming months.

In the coming months, MiniTV will add many more new and exclusive videos.

Some of the currently available titles were created by TVF and Pocket Aces, two of India's largest web studios, or provided by Indian comedians.

Delivery model.

Amazon miniTV is a AVoD video streaming service which runs on amazon shopping app IOS/Android powered by AWS.

Just need to have Amazon shopping app installed on phone.

It will be expanded to other channels like on website or desktop version.

Product Scenario

Software Product Scenarios		Life Cycle Phase	
		New Product Revolution	Existing Product Evolution
Runtime Environment	Vendor-Controlled	Powerboat	Speedboat
	Customer-Controlled	Icebreaker	Cruiseship

Since miniTV has its focus more on defining the MVP of miniTV, miniTV starts new non critical application development and deployments as powerboat and later running them as the speed boat. miniTV team also takes product owner roles often. The focus is more towards product vision, the business model, product strategy, the roadmap, and the business plan aggressively. In terms of the runtime environment, miniTV is a new product revolution which is completely vendor controlled.
Thus miniTV is currently a Powerboat.

Product Life Cycle Management and Product Portfolio Analysis

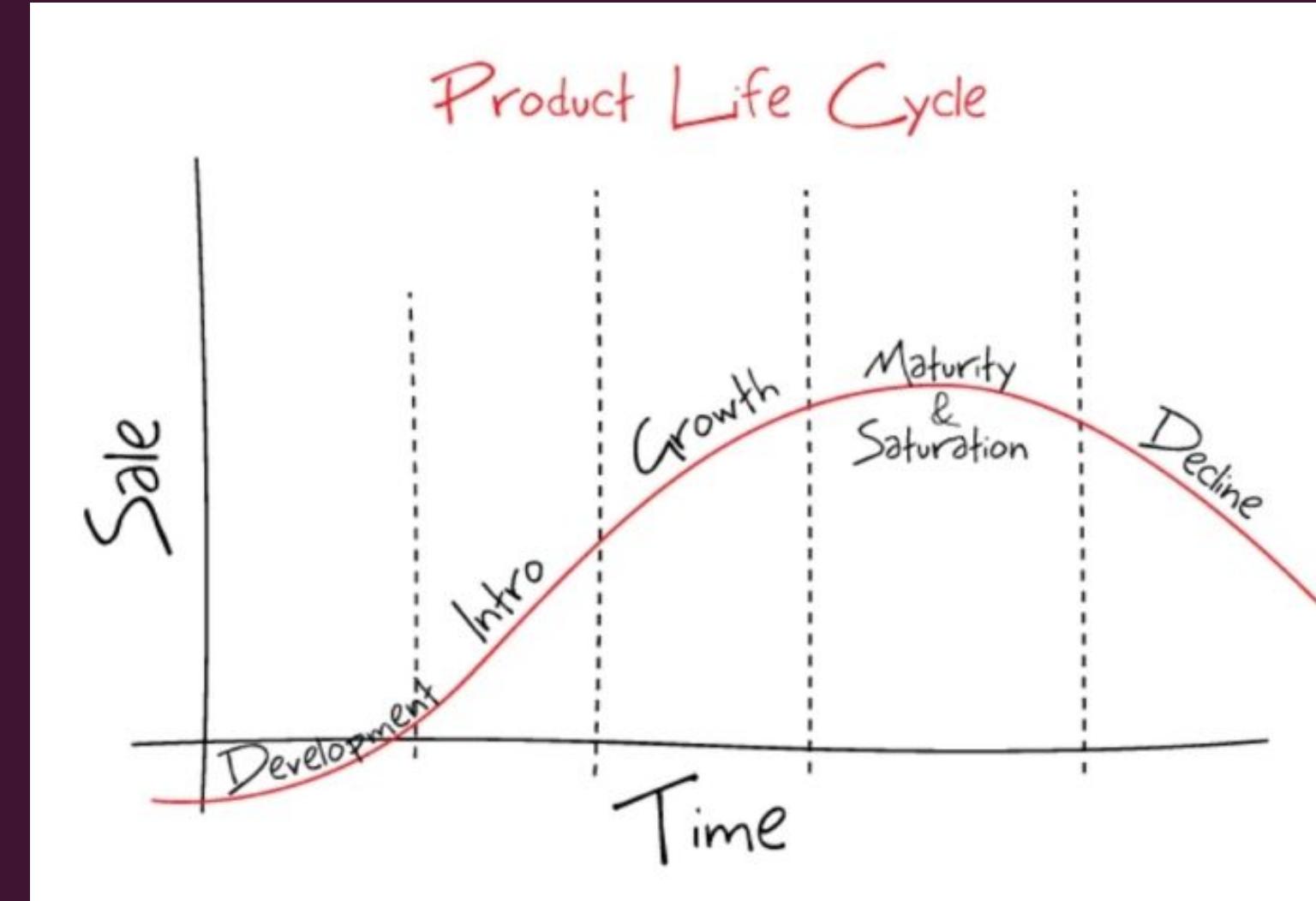
Product life cycle management

Since innovation is done throughout the product life cycle, so we are somewhere between market introduction and growth stage.

So their main focus is on gaining more market share, launching the product aggressively, adding functionalities by taking up investments.

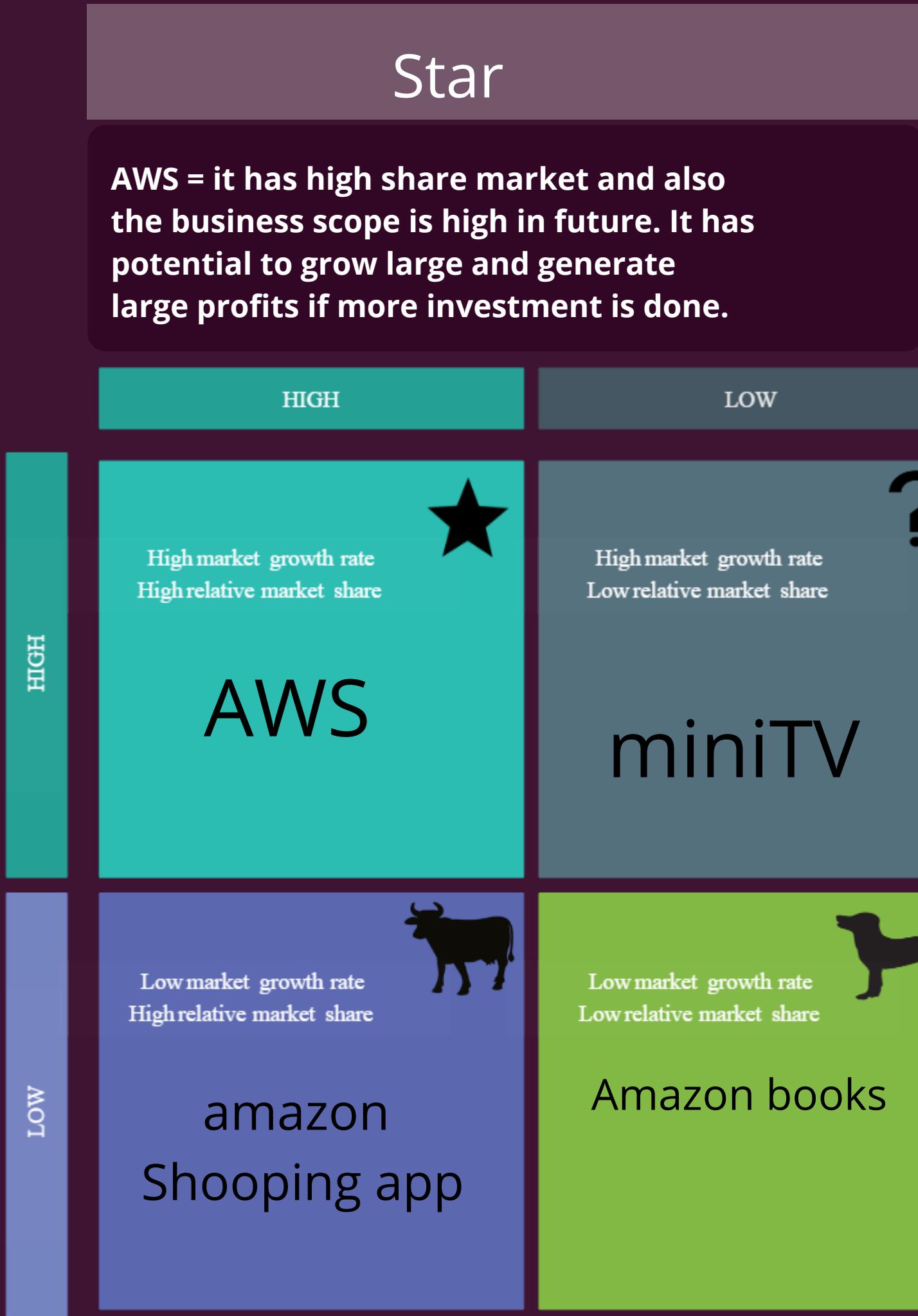
The selection of release planning criteria is influenced by the product's life cycle. Release planning is characterized by a significant degree of uncertainty in the early stages of the product life cycle. The product has not yet been fully formed, and the product use cases are changing. A minimal viable product (MVP) method is used to facilitate change and evolution.

In the growth phase, releases are planned that extend the MVP with features for satisfying interesting market segments and countering competitive threats. Interoperability is also a major problem since it allows a product to be incorporated into the ecosystems of consumers, making it more difficult for them to transition to alternatives. The product evolves quickly as a result of the various additions, and complexity becomes a concern.



After this in the next slide we will see the product portfolio analysis by BCG matrix for amazon company and we place the miniTV in the matrix with justification.

BCG Matrix



Star

AWS = it has high share market and also the business scope is high in future. It has potential to grow large and generate large profits if more investment is done.

Question mark

miniTV = as this has been released in 2021 right now the market share is low but the scope for business growth is high. It targets to gain high market share in the curated content field with investments coming from the cash cows like amazon shopping app.

Cash Cow

Amazon shopping app is considered to be a cash cow as it has high market share and slow growth rate. Since it first launched in 1994, the service has grown in leaps and bounds and successfully created a loyal customer base. From shopping app they generate large amounts of cash, in excess of the reinvestment required to maintain share. It generates more revenue than it consumes

Dog

Amazon books is with low market share and slow growth rate. It sometimes shows accountable profit but the profit is reinvested leaving no cash flow so that's why it has been closed.

Orchestration Practices

Orchestration Management

In the Orchestration Management we have

- Development
- Marketing
- Sales
- Services and Support.

In orchestration Management the role/work of miniTV team is to collaborate with a wide range of stakeholders from both outside and inside their organization. And to work together with other and manage the cross-functional product team of miniTV.

To allocate the resources between these teams.
To handle the conflicts between the team.

Development

As per our heatmap discussed earlier, Development is one of the high focus area for miniTV. Since miniTV is a startup, there development team is small having few bunch of people working under engineering manager. They also have a project manager but his work is to handle big releases of miniTV , writing internal documents and collaborating with PM.

According to the miniTV team, with the Development team there are various of conflicts and disagreements arise and one of the major disagreement is related to Changing requirements.

Development team needs to understand that a market might change frequently but keeping the requirements/features unchanged will hinder the company business but he states that development team is reluctant to this rapid changing requirements and conflict arises, he tries various strategies to resolve this conflict. But we understood that there are different ways he can practice his SPM for conflicts resolution. Further you can see in the recommendation.

Deadline

For development team deadline has always been the conflict. This scenario is handled by PM by having regular meeting with the team lead on their progress. PM also calculates and discusses what can be the potential time it will take to implement particular feature.

In the Development team miniTV also has the UX and UI team and sometimes in this team PM plays a major roles because he transfers his understanding of customer into the UX and UI.

Marketing

- Here our miniTV team is responsible for positioning of miniTV in the marketing plan, tracking the plan execution and partner management.
- miniTV has their own marketing head for the marketing team but he doesn't report to PM because PM is not in authority. Both the PM and marketing managers report to their mutual manager in the hierarchy as discussed in the organizational chart.
- being a AVOD and a new streaming services in India miniTV is trying to capture the market by promoting new shows on their platform by various channels like.
 - Partnering with YouTube Content creators for doing live stream regarding miniTV's new launch of web series/ movie.
 - Posting on their official accounts where they have
 - **49.9k** followers on Instagram.
 - **3,401** followers on twitter.
 - **69K** subscribers on YouTube.
 - Till now they have not done any live offline event for marketing.
- Their initial product launch was also very soft because they were launching under amazon name which is itself a brand.
- Now to understand whether the marketing done by the marketing team PM ask various KPIs few of the KPIs are
 - Product awareness, they chooses random 100 people and ask them if they know about miniTV.
 - % customer who drop off in first 3 -5 sec.
 - For the marketing we see, number of visitors and number of watchers.
 - Average watch time.
- They Do time based marketing .

Conflicts with marketing.

Similar to the development conflicts he faces conflicts in the marketing but not much like development or sales team, one of the major conflicts that rises in the miniTV is

- If the show doesn't perform well, the PM needs to ask marketing manager that what all wrong they do to calculate the impressions. What all things they can do to improve their forecasting. Show can flop for whatever reasons but the PMs work is to question the marketing team to improve their predictions better and thus making another marketing movement more certain and successful.

Sales

- miniTV has its sales team to sell the value of the miniTV to the advertisers.
- Being a AVOD miniTV is driven by the ad revenue, for them it is important that they attract advertisers to their platform but since each advertisers has different target customers which is sometime hard for miniTV to provide. Also having a very small share in AVOD miniTV's sales team is very reluctant to compete with big players in AVOD like MX Player or YouTube, here the role of PM is important , our PM makes sure that this team is highly motivated to sell their value to the advertisers.
- Now to understand whether the sales are done by the sales team, PM seek for various KPIs and few of the KPIs are
 - OVERALL REVENUE
 - NET CPM

Services and Support.

- This team of miniTV is small because they are trying to innovate also they are vendor controlled.
- This team helps PM to get requirements and other issues that PM wouldn't be able to get by mere occasional customer interview.
- Conflict with the Services and Support team.
 - As per the miniTV team there are not any major conflicts that happen with this team.

Miscellaneous

- Since there are three PM working on different aspects of the miniTV thus it was obvious that there would be conflicts between the PM. Discussing this issue we got to know that most of the conflicts are solved by taking the conflicts to their upper manager or any other senior.

Recommendation and Best Practices

Recommendations

Content Recommendation	Product recommendation
sports and vlogging content on minity	increasing engagement by having rewards games similar to amazon app
Must get unique content in vernacular language	instead of learn more in ad change it to buy more
Add content for children	download option for offline use
add reels for more content discovery like netflix	fast forward 10 seconds right and 5 second left
—	auto play/start video when the video comes in between the screen.
—	Put search bar, number of likes.
—	miniTV pre-installed just like other apps on phone when they segregate miniTV from amazon shopping app

Best Practices in miniTV

Feature Gathering

In miniTV the features are important part to help gain more customers retain the old customers, PM tries to make sure that the UI/UX , functionality , quality all helps their business to grow by being appealing the customers. For this he does following and we felt this is the best practices in the miniTV.

- To know what the customer is not getting in the miniTV and they are getting on other platform, they directly call their customer randomly. Thus by statistics they put all this requirements for further analysis. By calling hundreds of random customers they make sure that all possible wish of features are known by them.
- Other method that we found interesting is, since they are small startup in amazon they also gather requests from their social media pages like from YouTube , Instagram and see how the people are reacting. With this they get different perspectives other than support team, feedback forms, etc.

Explanation of Recomendation

1. For conflict resolution

We found that there were many instances where PM was stuck in the disagreement or conflict. To resolve those conflict or disagreement, the people with disagreement on topics they reach out to their mutual manager. But we felt that for conflict they can resolve by using following two methods.

- RACI Matrix
- Weiss and Hughes model

miniTV team should use RACI Matrix for discussing the task with the cross functional team. This makes easy for the PM to avoid the conflict between people and PM where PM has its slight influence. A RACI matrix is a frequently used tool to clarify roles and responsibilities. A RACI matrix defines who is Responsible, Accountable.

RACI Matrix can be used as given below.

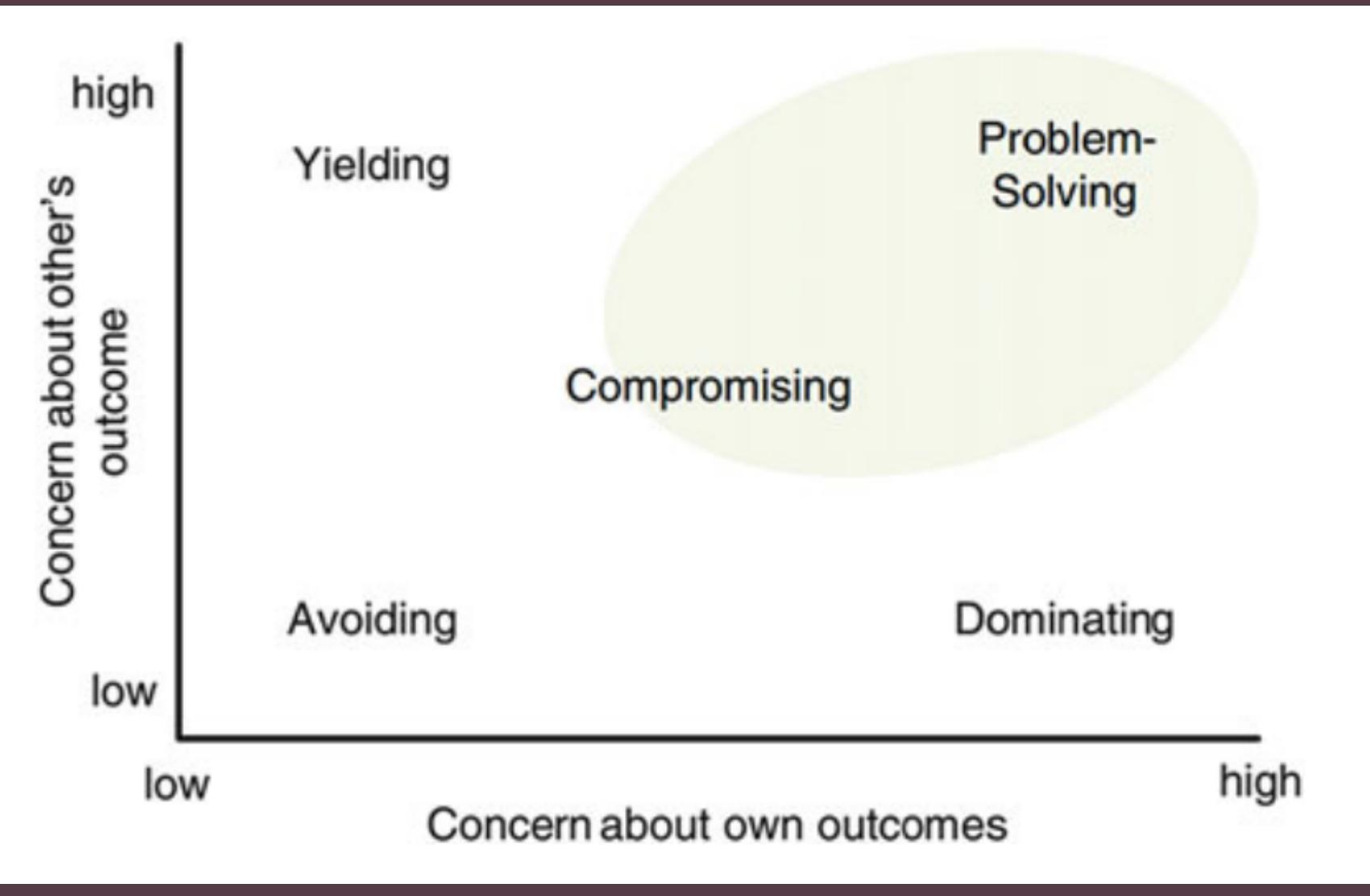
	Person A	Person B	Person C	Person D
Task 1	R			
Task 2		A		
Task 3			C	
Task 4	R			I

Legend:

- Responsible (Orange)
- Accountable (Blue)
- Consulted (Yellow)
- Informed (Grey)

In the cross functional team for each projects PM can assign who is responsible for task x, and similarly who is accountable for task, who is Consulted and who is informed. With this he can also define what is the definition of DONE for each person/team.

This RACI method would be useful to avoid conflicts and disagreement but if the conflicts rise much then there is another recommendation we think should be best for PM.



If the conflict is not avoidable with the RACI Matrix they PM can try to use this method.

As a PM if he thinks that he high concern about the own outcomes and he also thinks that he has concern about other's outcomes for the success of the miniTV thus this conflict comes in the problem solving region and Both the conflicted persons should collaborate. All try to be open, exchange information, and examine differences to reach a mutually acceptable solution. This style has two distinctive elements: confrontation and problem solving: "confrontation involves open and direct communication which should make way for problem-solving. As a result, it may lead to creative solutions to problems"

For Avoiding where there low concern for self and low concern for others in that case it is best to avoid the conflict or issue to save time and resources.

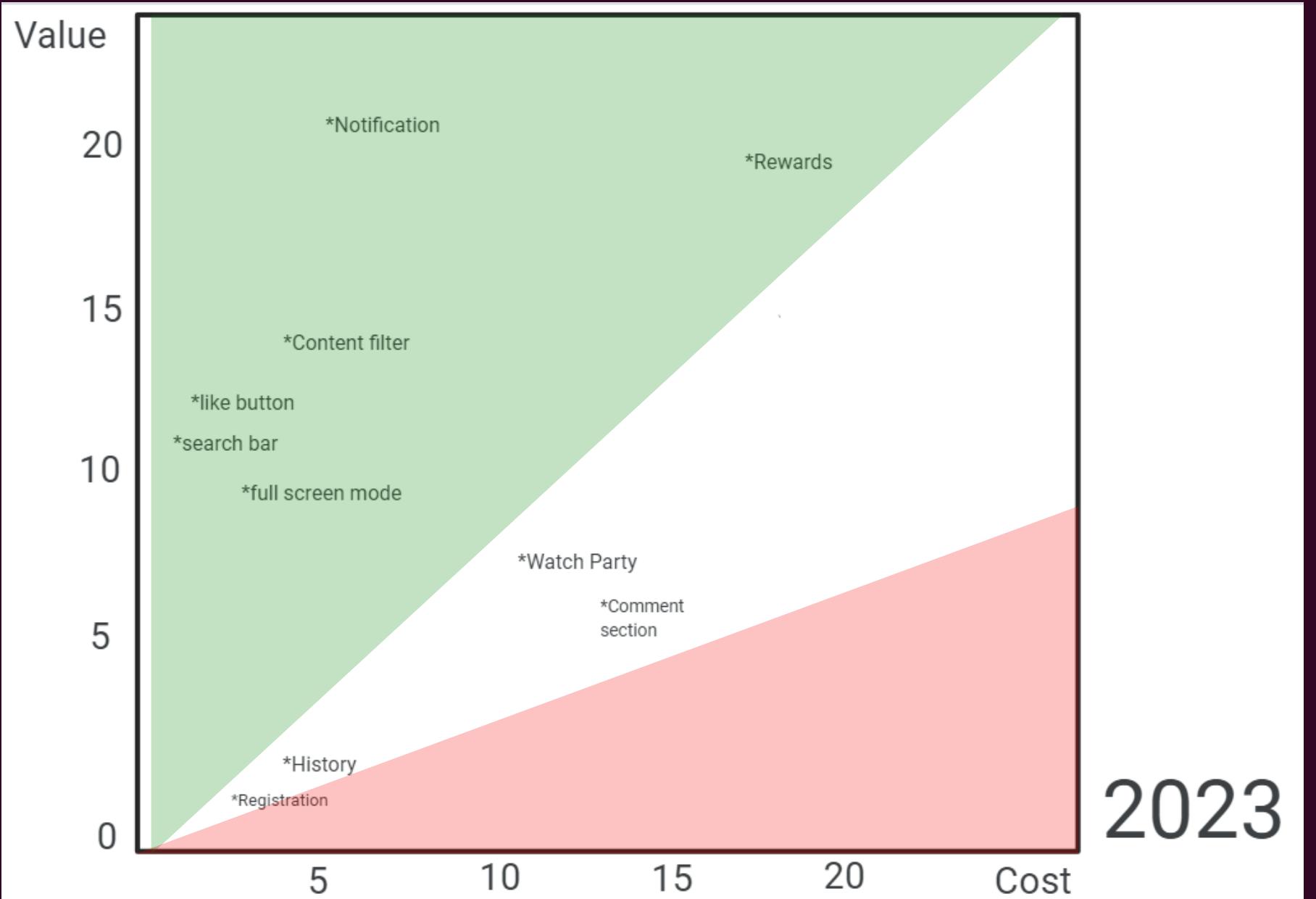
2.Crossing the Chasm

Similarly, If the conflict comes under the compromising region then both parties should compromise which characterized as give-and-take or sharing and often used to conclude negotiations rapidly. Both parties give up something to make a mutually acceptable decision

For the Yielding low concern for self, high concern for others. A PM should sacrifices his personal interests to satisfy the interests of the other party.

With the discussion we understood that the miniTV is a startup and they need to cross the chasm to create the tornado effect thus getting the high volume of customer. So we recommend the miniTV team to give emphasis on the use of the crossing the chasm, since miniTV hasn't cross the chasm.

3.Cost Value Approach



We know that prioritisation is very important for the startup or new products. So we want to recommend to use the basic cost value approach.

This helps to decide which features we need to implement on the basis of cost and value.

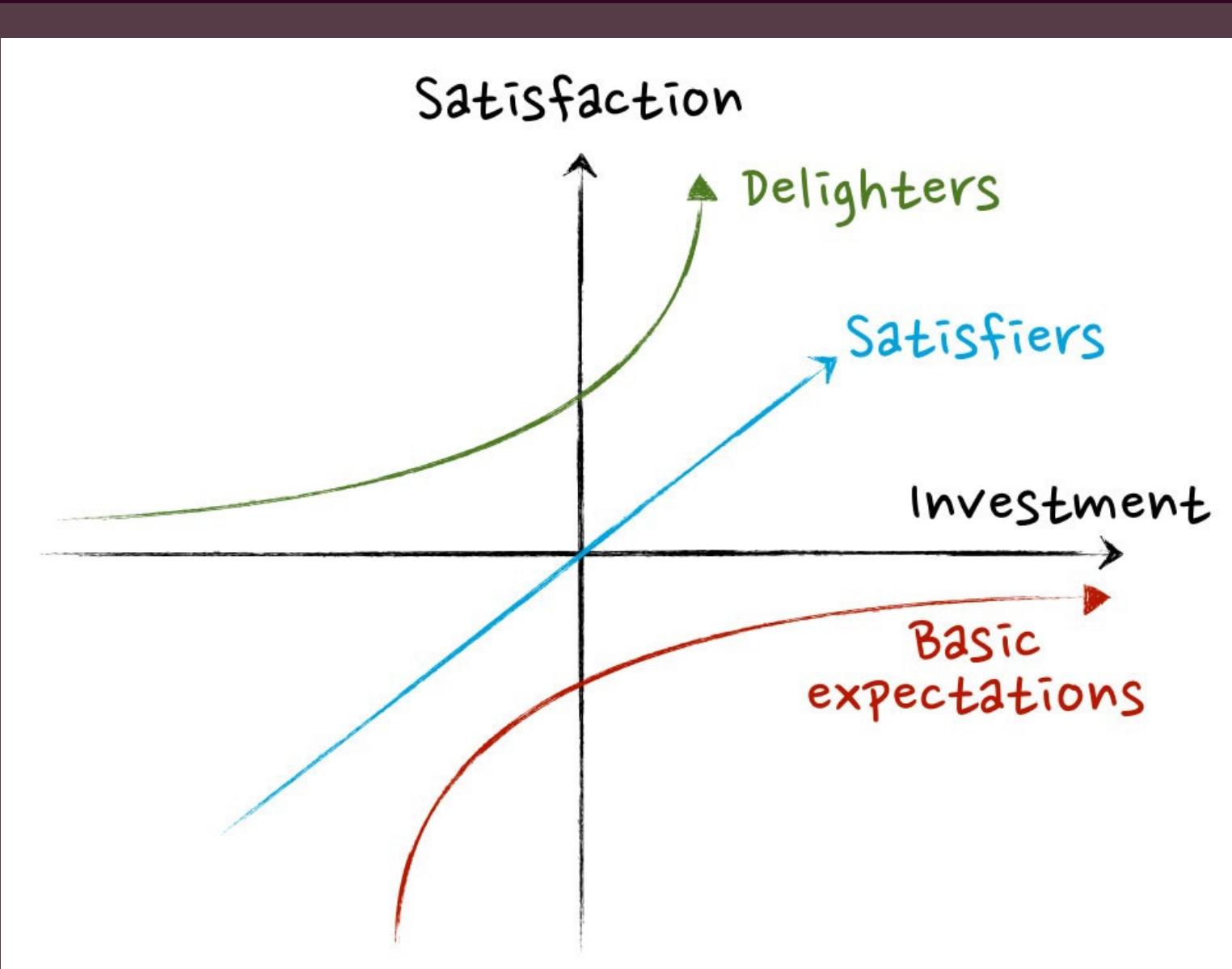
This model is helpful in building MVP and in release planning.

In the context of miniTV we know they are still building the MVP so they can use the cost value to list down all features to be implemented in future releases.

We can also use the cost value by adding the time axis to it which we have also done for miniTV.

So we recommend miniTV team to use time based cost value approach for prioritisation.

3. Kano model



We know that there is a high demand for customer satisfaction and expectations in the content world so it becomes very important. In order to keep innovating and to fulfil the wishes of the target market/view. It also helps us to remain ahead of the competitors.

- For this, we recommend the use of a very basic model called the Kano model. In the kano model, we can list the features into 3 categories which are basic must-haves, satisfiers and delighters.
- If a company/product wants to be in the market for a long time then they need to keep innovating and hence they need to focus on the delighters.
- The best part about the kano model is that it has a time axis embedded into it.

So in the context of miniTV they need to constantly evolve their content according to the needs of the viewers which will increase the customer base for miniTV and hence eventually increase the number of advertisers. miniTV also needs to think about some delighters that increase the engagement of the customers other than the content.

For example = Gamification in which they can put games like "complete the task and get rewards".

If the product has already implemented the basic must-haves and linear satisfiers then they can focus on delighters for innovation.

Conclusion

We closely worked with our product manager to understand the whole product offering of miniTV. We have learnt various new insights from our product manager that how he apply different frameworks like the BCG matrix.

He gave us many insights about when to use the frameworks and in what context. We have also applied the learnings that we got from the SPM course to understand it better.

We got to know that miniTV is still in the MVP phase and their building upon it. Their main focus is to provide curated and exclusive content and also to increase the inflow of more and more customers into the Amazon shopping app.

We also understood what all roles PM has to handle in big companies like Amazon. In what areas a PM need to focus upon.

As a team now we can appreciate what happens behind the scene when they want to bring in new features on the platform or want to bring in new content by partnering with the content creators.

THANK
YOU