

2025 EDITION

SDA Bocconi
ASIA CENTER

PRODUCT MANAGEMENT CASEBOOK

BY

BUSINESS TECHNOLOGY CLUB



International
Master In Business **IMB**

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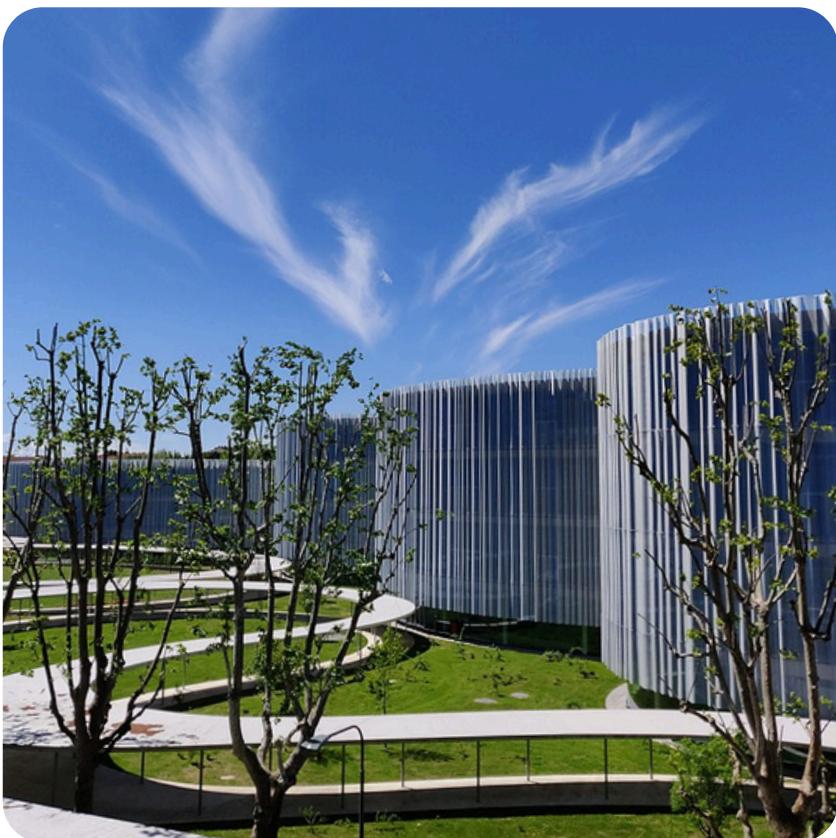
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SDA Bocconi Asia Center, located in Mumbai since 2012, is a pan-Asian hub for Executive Education and Postgraduate Programs developed by SDA Bocconi School of Management in Italy. The center aims to disseminate innovative business knowledge to foster individual and organizational development.

With over 50 years of experience, SDA Bocconi School of Management has established itself as a leading institution in management training, offering a diverse range of programs including MBA, Executive Masters, and Custom Programs. It is recognized as one of the top business schools in Europe and holds the prestigious triple accreditation from EQUIS, AMBA, and AACSB, placing it among the elite business schools worldwide. This commitment to excellence enhances its reputation as a leader in global business education.

The Business Technology Club (BTC) at SDA Bocconi Asia Center explores the intersection of business and technology through workshops, guest lectures, and networking events. It fosters collaboration and innovation, helping students understand how tech advancements shape business strategies and preparing them for careers in a digital landscape.

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PRESIDENT'S NOTE



Dear Readers,

It is with immense pride and enthusiasm that I present to you the **First Edition of Product Management Casebook** 2024-2025, a testament to the relentless efforts and innovative spirit of the Business Technology Club at SDA Bocconi Asia Center.

This casebook is a culmination of dedicated teamwork, thoughtful research, and a passion for bridging the gap between academia and industry practices. A majority of the cases featured in this collection are derived from primary resources, crafted through insightful interviews conducted with industry professionals across various organizations. These first-hand experiences provide invaluable perspectives that enrich our understanding of the dynamic world of product management.

Additionally, this casebook integrates cases inspired by current news, emerging trends, and developments across industries. Our aim is to ensure that these scenarios reflect the challenges and opportunities that professionals encounter in real-world settings, making this resource as relevant and engaging as possible for its readers.

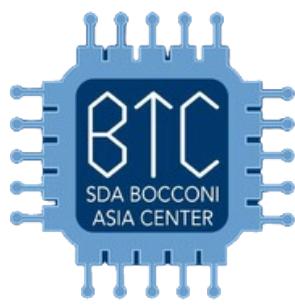
As a club, our mission has always been to empower students to explore, learn, and excel in domains like product management, data analytics, and project management. This casebook is not just a tool for learning but a testament to our commitment to nurturing future leaders who are equipped with the skills and mindset to thrive in a rapidly evolving global business landscape.

I extend my heartfelt gratitude to the team members who contributed their time, energy, and creativity to this endeavor. I hope this casebook inspires you, challenges you, and helps you sharpen your problem-solving and decision-making abilities.

Best Wishes,

Amit Mishra
President, Business Technology Club
SDA Bocconi Asia Center

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A NOTE TO THE READER

Welcome to our Industry-Specific Product Management Casebook! This is not your typical handbook filled with definitions and jargon. Instead, it's a curated collection of real-world cases, sourced directly from primary interviews and insightful news stories.

Each case dives into its respective industry, presenting frameworks and technical concepts in context—right where they matter the most. Please note that some cases are based on primary research, including interviews conducted with industry experts and product managers from specific companies.

For confidentiality reasons, we have chosen not to disclose their names or details.

How to Use This Casebook:

Choose your favorite industry: Start with the sector that excites you.

Learn Through Real Examples: Each case is crafted to offer practical insights, making concepts easy to grasp.

Apply What You Learn: Use the frameworks and techniques showcased to tackle challenges in your domain

***Dive in, explore, and let these cases
inspire your product management
journey!***

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TRAVEL-TECH INDUSTRY

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TRAVEL-TECH INDUSTRY

Eco -System

INTRODUCTION:

The Travel Tech industry blends innovation with travel, transforming how people explore the world. It spans online booking platforms, trip planning apps, and transportation services, integrating technology to deliver seamless and personalized experiences. Product managers are pivotal, crafting user-centric solutions that meet the needs of modern travelers while driving business growth. Industry leaders like MakeMyTrip, Goibibo, RedBus, and Trivago shape this evolving ecosystem, redefining travel in the digital age.

TRAVEL-TECH ECOSYSTEM

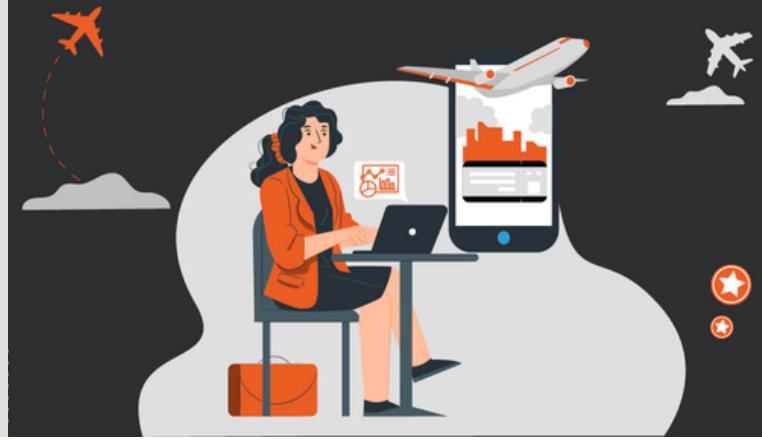
The Travel-Tech ecosystem can be categorized into several key components, each playing a crucial role in enhancing the travel experience:

1. Online Travel Agencies (OTAs)

OTAs are digital platforms that aggregate travel services from multiple suppliers, allowing users to book flights, hotels, and other travel-related services.

OTAs utilize advanced algorithms to provide personalized recommendations based on user behavior and preferences. They also offer competitive pricing by leveraging data analytics to optimize their offerings.

Notable companies include MakeMyTrip, Goibibo, and Trivago.



2. Accommodation Providers

This segment includes hotels, hostels, vacation rentals (e.g., Airbnb, Zostel), and other lodging options.

Many accommodation providers partner with OTAs to increase visibility and reach a broader audience. This collaboration allows travelers to compare prices and amenities seamlessly.

3. Transportation Services

Mobility solutions are essential for travelers to navigate their destinations.

Companies like Uber, Lyft, Red bus, Trainline, and BlaBlaCar provide innovative transportation options that complement traditional travel methods.

These services enhance convenience and affordability for travelers while integrating with other travel services for a seamless experience.

4. Global Distribution Systems (GDS)

A Global Distribution System (GDS) is a comprehensive reservation platform that bridges the gap between travel bookers and suppliers, including hotels, accommodations, and other travel-related services. By providing live data on products, pricing, and availability, GDS enables seamless, automated transactions for travel agents and online booking platforms. These systems streamline the booking process, enhance operational efficiency, and ensure real-time access to global inventory, making them an integral tool in the travel industry.

Major GDS Providers: Sabre, Amadeus, and Travelport dominate this segment by providing real-time inventory management and pricing information.

markets or preferences.

5. Technology Providers

Various companies offer technology solutions that power travel applications—these include payment gateways, customer relationship management (CRM) systems, and data analytics platforms. Technology providers are vital in developing features that enhance user engagement and operational efficiency within the ecosystem.

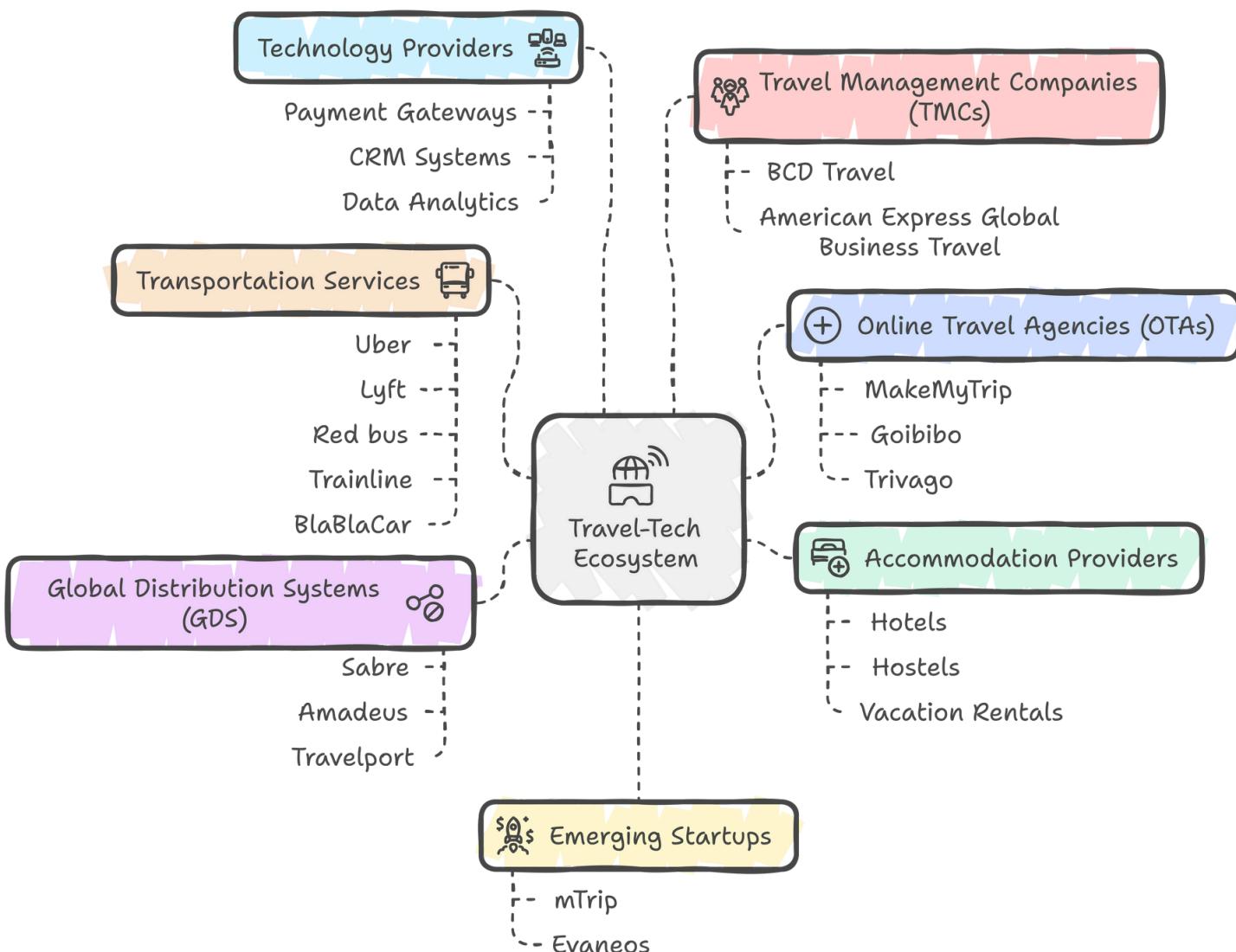
6. Travel Management Companies (TMCs)

TMCs provide end-to-end corporate travel solutions, handling flight bookings, accommodations, and transportation. They leverage technology to streamline planning, ensure policy compliance, optimize costs through supplier negotiations, and provide 24/7 support for travelers. With data insights and reporting, TMCs help businesses manage travel efficiently while enhancing the employee travel experience.

7. Emerging Startups

Many startups are innovating within the TravelTech space by offering specialized services that enhance personalization. Examples include mTrip (which creates custom itineraries using AI) and Evaneos (connecting travelers with local agents for tailored experiences).

Impact on Industry: These startups challenge traditional models by providing unique offerings that cater specifically to niche

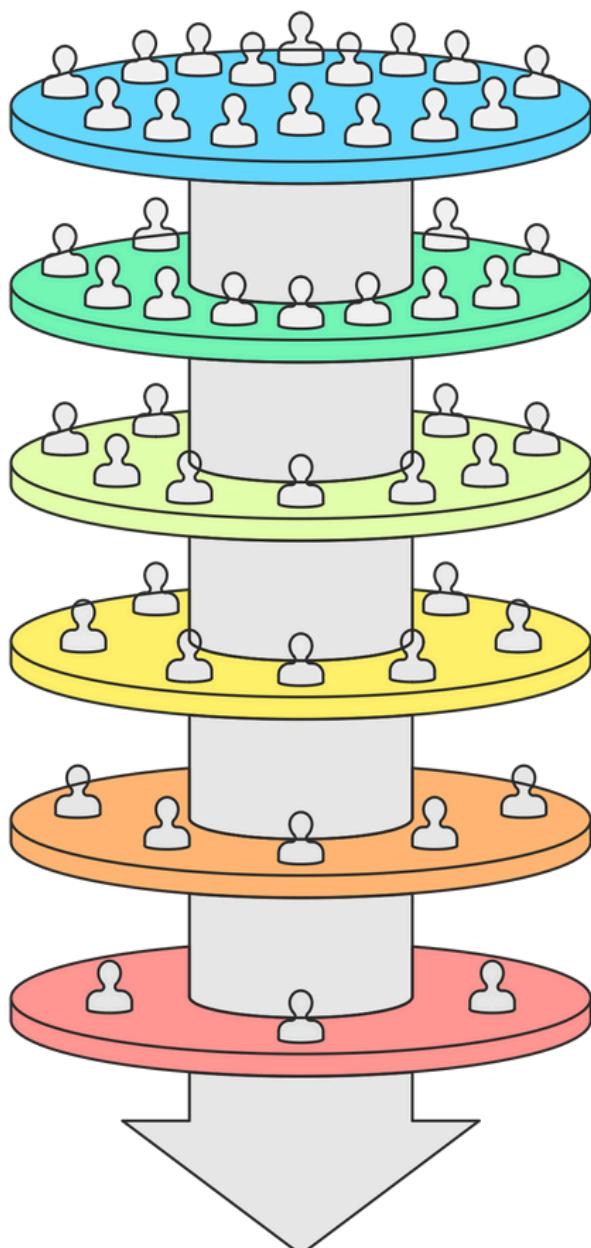


CUSTOMER JOURNEY:

The customer journey in the travel tech industry is a multi-phase process that tracks the traveler's experience from the moment they begin considering a trip until after they return home.

With the increasing reliance on technology, this journey has become more streamlined and personalized, offering users a seamless experience across various stages such as inspiration, planning, booking, and post-travel engagement. By understanding and optimizing each phase, travel tech companies can enhance customer satisfaction and drive business success in this highly competitive industry.

Streamlining the Customer Journey



Inspiration and Research

Explore destinations, activities, and accommodations while gathering information from various sources like social media, and travel blogs



Planning

Plan itineraries by comparing options for flights, hotels, and activities to create a comprehensive travel plan



Booking

Users complete transactions through booking platforms while ensuring secure payment methods



Pre-Travel Preparation

As the travel date approaches, users prepare for their trips by organising necessary documents, packing, and planning logistics



Travel Experience

Traveling to the destination and engaging in planned activities - navigate airports, check into accommodations, and explore new locations



Post-Travel Engagement

After returning home, travelers reflect on their experiences by sharing feedback or reviews about their trip

UNDERSTANDING THE ROLE OF A PRODUCT MANAGER

In travel tech, the role of a Product Manager (PM) extends far beyond task management—it's about seeing the complete picture, identifying problems, and strategically designing solutions that balance user satisfaction with business goals. One of the product managers we spoke to highlighted that a critical part of product management and improvement lies in focusing on operational efficiency. Here, the PM acts as a bridge between technical execution and overarching business strategy, ensuring that each enhancement contributes meaningfully to the product's vision and success.

KEY RESPONSIBILITIES OF A PRODUCT MANAGER:

Problem-Solving Orientation: A good product manager is inherently a problem solver, continuously looking for ways to address operational and user experience issues.

Rather than just managing tasks, they aim to identify and prioritize the right problems to solve, bringing a holistic perspective to the team.

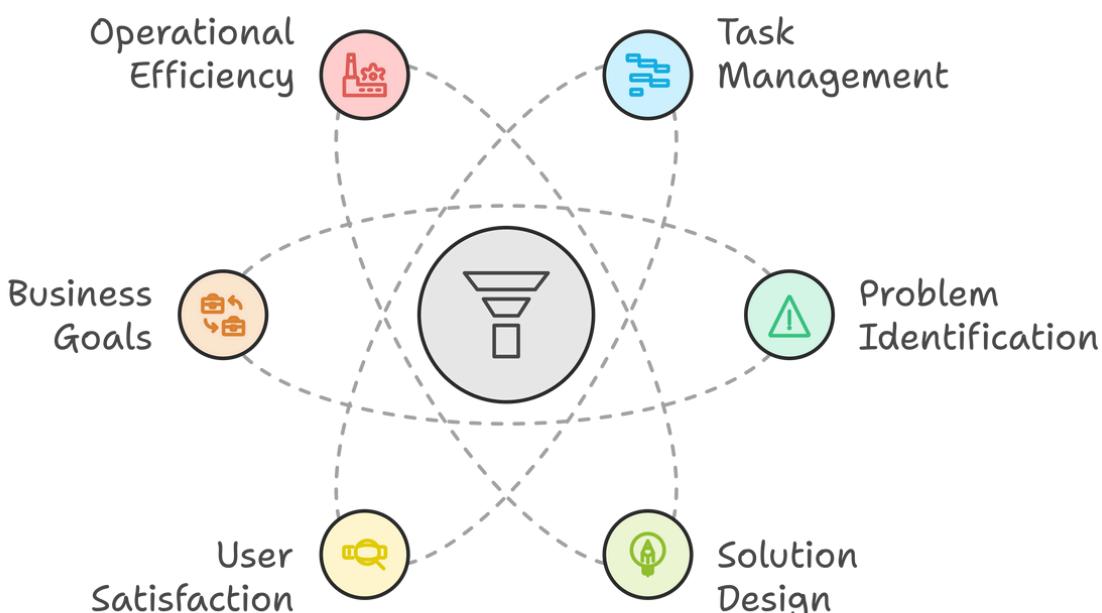
Full Product Vision: Unlike developers, who focus on specific assigned tasks, a product manager is responsible for the entire product roadmap. They must decide what features or improvements need to be worked on to enhance the product's value, giving developers clarity on the priorities and desired outcomes.

Balancing User-Centric and Business Goals: Successful product managers strike a balance between a user-centered mindset and business-oriented objectives.

User-Centric Approach: Focus on aligning the product with customer needs to ensure satisfaction and a seamless user experience, with decisions driven by user requirements.

Business Perspective: Balance user needs with strategic goals like revenue growth, seizing opportunities, and aligning product development with long-term objectives.

The Multifaceted Role of a Product Manager



MARKET ENTRY CASE STUDY

RedBus Ferry Market Entry and PM Strategy

OVERVIEW

RedBus expanded into the Southeast Asian (SEA) ferry market, focusing on international routes between countries such as Malaysia, Singapore, and Thailand. This case study explores the acquisition strategies, operational challenges, and dynamic pricing tactics RedBus used to optimize its entry into this new market. Key innovations included integrating technology to accommodate a traditionally offline, cash-centric market and developing pricing models to meet the diverse needs of local and international passengers.

MARKET CHALLENGES

Cross-Border Ferry Services: Operating ferries between SEA countries presents complex challenges, including varying regulations, multiple currencies, and the need for customized pricing to address the differing demands of local and international travelers.

Offline-Centric Market: Much like the SEA bus market, ferry operators and customers were accustomed to offline bookings and cash transactions, posing a significant hurdle to adopting an online platform.

Operational Complexity: Managing currency conversions, diverse fare classes, and customer segmentation (local vs. tourist) further added to the complexity. Additionally, the SEA market is less tech-savvy, and ferry operators face high operational costs, which required careful strategic planning by RedBus.



STRATEGIES:

Acquisition and Market Expansion Strategy

1. Onboarding ferry operators:

RedBus adopted a customized approach to onboard ferry operators who traditionally managed bookings offline.

- Automated Route Configuration:** RedBus developed a system allowing operators to configure international routes with minimal support. For instance, routes between Malaysia and Thailand could be set up within minutes, saving operators time.

- Passenger Segmentation Pricing:** RedBus introduced pricing differentiation based on passenger categories such as local travelers, tourists, children, senior citizens, and disabled passengers. Locals were charged lower fares than foreigners on certain routes (e.g., Singapore to Malaysia). To manage this, RedBus partnered with a third-party service to verify passport details, which allowed for quick, user-friendly differentiation between local and foreign passengers on the app.

- Multi-Currency Handling:** RedBus facilitated cross-border operations by allowing ticket purchases in multiple currencies, such as Malaysian Ringgit and Singapore Dollars, using separate wallets for each currency. This setup streamlined financial transactions and addressed the lack of instant payment solutions like India's UPI, providing operators with simplified reconciliation.

2. Dynamic Pricing Strategy:

Dynamic pricing was critical for optimizing seat occupancy and maximizing revenue across demand periods.

- **Occupancy-Based Price Adjustments:**

Prices are adjusted automatically based on ferry occupancy, with reductions offered for low occupancy close to departure to encourage last-minute bookings.

- **Time-Based Pricing:** RedBus introduced early bird discounts for bookings, while last-minute purchases were priced higher. This model allowed for catering to both cost-sensitive and time-sensitive travelers.

- **Real-Time Price Updates via WhatsApp:** Recognizing that ferry operators were less tech-savvy and found online price corrections time-consuming, RedBus implemented a WhatsApp-based service. This allowed operators to adjust prices instantly with ease, responding dynamically to demand fluctuations.

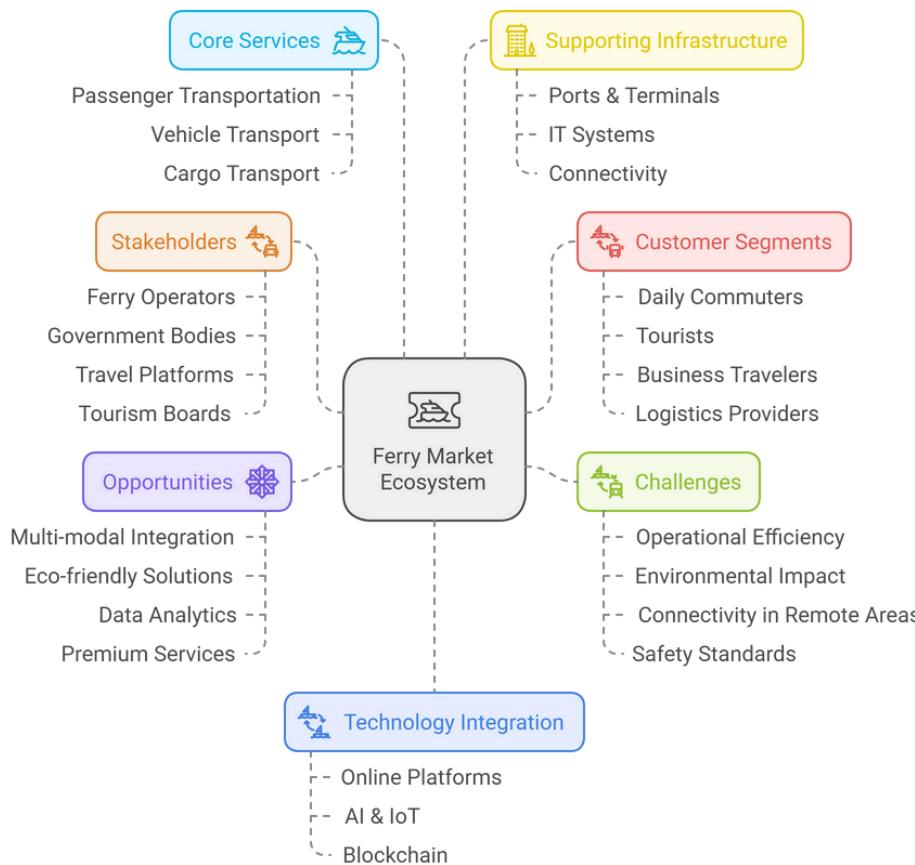
Retention Strategy:

1. **Building Trust Through Flexibility and Support:**

Establishing trust with operators and passengers—who were accustomed to cash payments and offline bookings—was essential to retaining them on the RedBus platform.

Pay-at-Ferry Feature: Similar to the "Pay-at-Bus" model, the Pay-at-Ferry option enabled passengers to book seats online but pay in cash at boarding. This helped build user confidence while allowing operators to retain traditional payment practices.

Seamless Payment Reconciliation: SEA ferry operators typically faced delayed payment cycles. At the end of each month, when RedBus and ferry operators compared their accounts and ledgers, discrepancies often emerged between accounts receivable and amounts owed. To address this, RedBus developed software that compiled reports from both parties, flagged mismatched amounts, and highlighted red flags for quicker resolution, saving operators and RedBus time in managing reconciliations.



2. Customer and Operator Engagement:

Continuous engagement was key to maintaining long-term relationships with both users and operators.

- Loyalty and Incentive Programs for Operators:** RedBus incentivized operators through reduced commissions during off-peak periods and enhanced promotional visibility for new routes, encouraging sustained platform use.
- Operator-Specific Customizations:** RedBus provided customizable options like phased seating layouts and automated notifications, giving operators greater flexibility to meet varied customer demands.
- Localized Marketing for Tourists and Locals:** RedBus ran campaigns targeting both tourists and locals, with seasonal discounts for tourists and loyalty programs for frequent local travelers, ensuring steady demand from both segments.

KPI FOR SUCCESS

RedBus tracked several KPIs to assess its performance and optimize operations in the SEA ferry market:

Cross-Border Route Configuration: The number of international routes configured and actively managed by operators.

Occupancy and Revenue per Trip: Occupancy rates and average revenue per trip, focusing on the effects of dynamic pricing strategies.

Booking and Payment Reconciliation: Number of discrepancies resolved through the reconciliation system, highlighting operational efficiency.

Customer Retention: percentage of repeat bookings, particularly by local travelers using loyalty programs.

Operator Retention: Active ferry routes and monthly bookings are measured by the number of operators retained over time.

FRAMEWORKS

- Market Entry Framework:** TAM (Total Addressable Market) Analysis, Competitive Landscape Analysis
- Customer Segmentation:** Persona Mapping, Customer Cohort Analysis
- Product Lifecycle Management:** Feature Prioritization Matrix, Dynamic Pricing Model
- Operational Efficiency:** Process Automation, Reconciliation Optimization
- Retention and Loyalty Program:** CLV (Customer Lifetime Value) Analysis, RFM (Recency, Frequency, Monetary) Analysis

CONCLUSION

RedBus successfully entered the SEA ferry market by tailoring its platform to the needs of both operators and travelers. Through innovations such as automated route configurations, multi-currency handling, dynamic pricing, and the Pay-at-Ferry feature, RedBus effectively addressed the challenges of a cross-border, cash-heavy market. The development of a reconciliation software also strengthened RedBus's relationships with operators by reducing discrepancies and streamlining monthly financial settlements. This combination of operational flexibility and market-specific customizations established RedBus as a strong player in the SEA ferry industry, creating a scalable model for similar markets.

REFERENCES

Primary Source through an Interview

(Due to confidential reasons, we are not revealing the interview source details).

ACQUISITION STRATEGY CASE STUDY

RedBus Acquisition Strategy in SEA



OVERVIEW

RedBus entered the Southeast Asian market, specifically targeting countries like Indonesia and Vietnam, where digital adoption is low, and cash transactions dominate. This case study focuses on how RedBus successfully onboarded operators and acquired customers in a region unfamiliar with online booking systems, using targeted acquisition strategies.

MARKET CHALLENGES

- **Low Internet and Mobile Penetration:** Many bus operators and users were not used to online tools for booking and inventory management.
- **Offline-Centric Market:** Operators still relied heavily on manual systems, such as pen-and-paper bookings, and many customers preferred cash transactions.

ACQUISITION STRATEGY

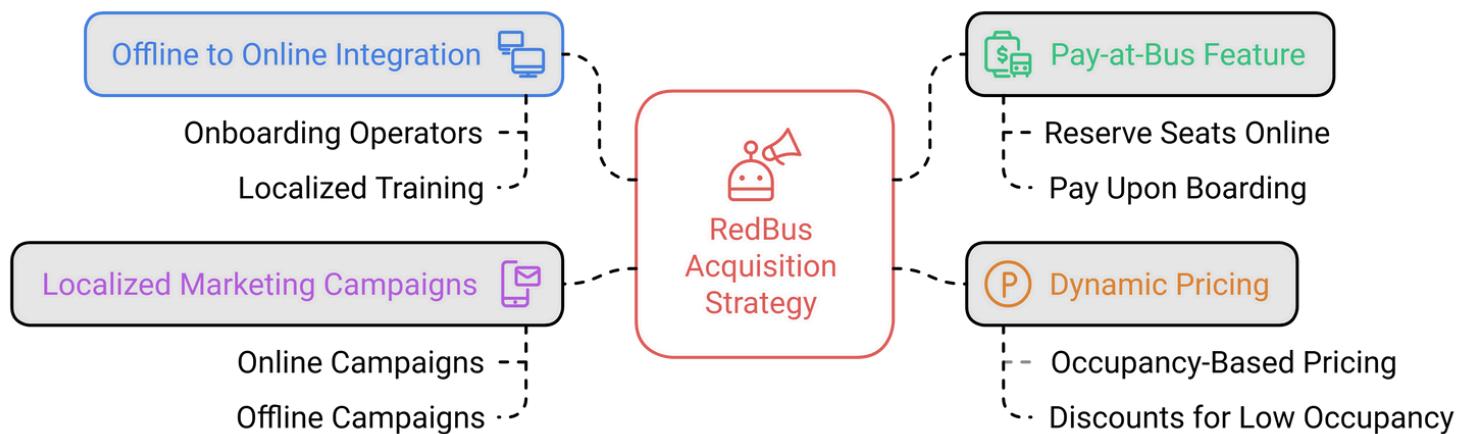
1. Offline to Online Integration:

Onboarding Operators: RedBus developed a simple, role-specific onboarding process to help operators transition from manual processes to digital systems. This included step-by-step guides tailored to different roles, such as owners, employees, and finance teams.

Localized Training: Sales teams conducted on-ground demos and personalized training for operators unfamiliar with using apps. This approach helped operators understand how digitizing their services could improve efficiency and revenue.

2. Pay-at-Bus Feature:

In response to the cash-heavy nature of SEA markets, RedBus introduced a "Pay-at-Bus" feature that allowed users to reserve seats online but pay upon boarding. This built trust among users, encouraging them to try the platform without committing to online payments upfront.



3. Dynamic Pricing:

Occupancy-Based Pricing: RedBus offered discounts for bookings during low occupancy periods, ensuring operators saw value in using the platform to manage demand. As occupancy increased, ticket prices were adjusted to maximize revenue while keeping the booking system attractive to users.

4. Localized Marketing Campaigns:

RedBus ran online marketing campaigns using social media platforms like Instagram and Facebook, combined with offline efforts such as banners and ads in key locations. These campaigns were tailored to introduce the concept of online bookings in a market dominated by offline transactions.

FRAMEWORKS USED

RICE (Reach, Impact, Confidence, Effort):

Used for feature prioritization like deciding to implement:

- "Pay-at-Bus" for cash-heavy markets (high reach, high impact, medium effort).
- Dynamic pricing (high impact, medium confidence, medium effort).

AARRR (pirate metrics):

Applied to track and enhance the customer journey:

- Acquisition: social media and localized campaigns.
- Activation: seamless onboarding for operators.
- Retention: loyalty programs and repeat bookings.
- Revenue: dynamic pricing and cross-border bookings.
- Referral: positive word-of-mouth and incentives for operators.

TAM-SAM-SOM Analysis: To evaluate market potential and prioritize regions with the largest addressable market for ferry operators.

TAM: Total SEA market for ferry operators.

SAM: Addressable operators in cash-heavy regions like Indonesia and Vietnam.

SOM: Operators RedBus could onboard within the first year.

METRICS FOR SUCCESS

• **Operator Acquisition:** RedBus tracked how many operators successfully transitioned to the platform, measuring success by the number of routes they created within the first week of onboarding.

• **User Acquisition:** The number of new users booking through RedBus was a key metric, particularly first-time online bookers leveraging the "Pay-at-Bus" feature.

• **Conversion Rate:** The rate at which offline users transitioned to using the online booking platform was tracked, as well as how many became repeat users.

CONCLUSION

RedBus's acquisition strategy in SEA involved combination of offline-to-online integration, payment flexibility, dynamic pricing, and localized marketing. These efforts helped them overcome the challenge of low digital adoption and build a user base in this new region.

REFERENCES

Primary Source through an Interview

(Due to confidential reasons, we are not revealing the interview source details).

Customer Journey Enhancement Flowchart



RETENTION CASE STUDY

RedBus Retention Strategy in SEA

OVERVIEW

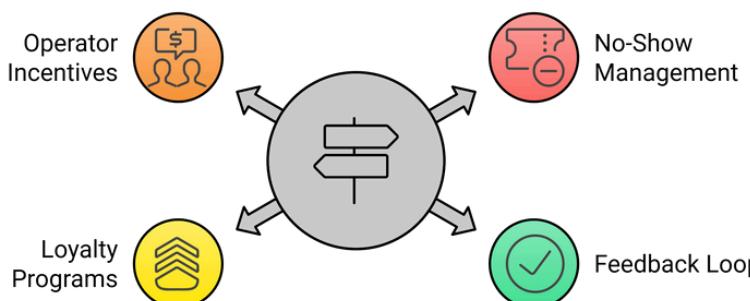
After successfully acquiring users and operators in Southeast Asia, RedBus focused on retaining these users through a mix of customer engagement strategies, trust-building initiatives, and tailored loyalty programs. This case study outlines how RedBus increased user engagement and operator retention in a highly cash-dependent, low-digital-penetration market.



RETENTION CHALLENGES

- Trust and Reliability: Users, especially in cash-heavy markets, were hesitant to rely on online platforms due to previous reliance on manual processes.
- Operator Retention: Ensuring operators saw long-term value in continuing to use the platform after initial adoption was key to retention.

RedBus Retention Strategies



RETENTION STRATEGY:

1. Pay-at-Bus and No Show Management:

- Problem: Many users booked seats online but didn't show up, causing operators to lose revenue on blocked seats.
- Solution: RedBus introduced a system to penalize users with multiple no-shows by banning them from using the "Pay-at-Bus" feature after two no-shows while still allowing them to book with upfront payments. This helped build operator trust and reduce losses.

2. Feedback and Issue Resolution:

- Problem: Mismanagement, such as overcharging by operators or fraudulent bookings, undermined user confidence in the platform.
- Solution: RedBus created a feedback loop where users could report problems directly through the app. These issues were then resolved by the RedBus team in collaboration with bus operators, ensuring users' concerns were addressed quickly. This helped build trust and long-term engagement.

3. Loyalty Programs for Local Users:

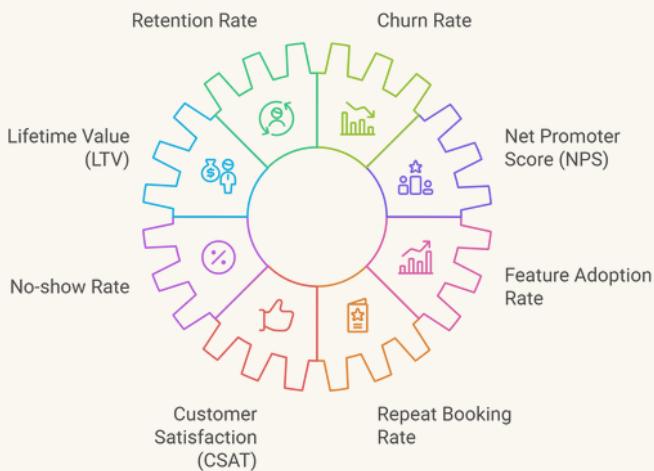
- Problem: Frequent local travelers needed incentives to remain loyal to RedBus.
- Solution: RedBus introduced special rates and discounts for local travelers, encouraging them to use the app for repeat journeys. These loyalty programs ensured that users who once relied on offline bookings transitioned into regular online users.

METRICS

1. Activation Rate: First meaningful user action.
2. Engagement Rate: Interaction with app features.
3. Daily Active Users (DAU): Platform activity monitoring.
4. Time to Resolution (TTR): Efficiency of issue handling.
5. Conversion Rate: Transition to key actions (e.g., bookings).

KPI

1. Retention Rate: Returning users/operators over time.
2. Churn Rate: Users/operators lost over time.
3. Lifetime Value (LTV): Revenue per user/operator lifecycle.
4. Net Promoter Score (NPS): loyalty and recommendation likelihood.
5. No-show rate: percentage of missed bookings.
6. Feature Adoption Rate: Usage of new features like "Pay-at-Bus."
7. Customer Satisfaction (CSAT): Feedback quality.
8. Repeat booking rate: frequency of repeat transactions.



FRAMEWORKS

Jobs-to-be-Done (JTBD): Focuses on understanding the "jobs" users or operators hire the platform to accomplish.

Example for RedBus:

Users: seamless booking, trust in the platform, and access to reliable operators.
Operators: Maximizing bookings, minimizing no-shows, and revenue assurance.

Retention Curve Analysis: Tracks user/operator retention patterns over time to identify when and why drop-offs occur.

Insights: Helps pinpoint critical stages where interventions like loyalty programs or incentives are needed to maintain engagement.

Feedback Loop Framework:

Establishes a structured cycle for collecting, analyzing, and resolving issues reported by users/operators. The Process:

Collect: The in-app feedback system captures complaints (e.g., overcharging, fraudulent bookings).

Analyze: Identify patterns in recurring problems.

Resolve: Collaborate with operators to address issues and communicate resolutions to users.

CONCLUSION

RedBus's retention strategy in SEA involved addressing both user and operator concerns through feedback mechanisms, loyalty programs, and trust-building initiatives like managing no-shows and improving service quality. These efforts helped RedBus maintain its foothold in a challenging, offline-heavy market.

REFERENCES

Primary Source through an Interview

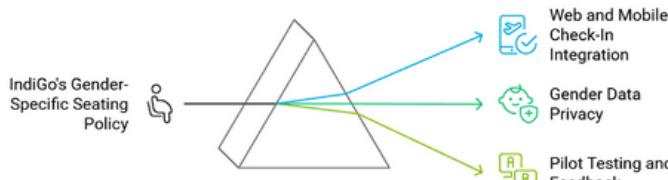
(Due to confidential reasons, we are not revealing the interview source details.)

UX/UI CASE STUDY

IndiGo's Gender-Specific Seating Policy

OVERVIEW

In May 2024, IndiGo Airlines launched a gender-specific seating feature, allowing female passengers to select seats next to other women during web check-in. This initiative was designed to enhance safety and comfort for women, responding to concerns about in-flight harassment. The integration of this feature into their web and mobile check-in systems highlights how technology can be leveraged to improve user experience in the travel industry.



TECHNOLOGICAL IMPLEMENTATION:

1. Web and Mobile Check-In Integration:

- Female passengers can select seats next to other women using IndiGo's web check-in system, which prompts passengers to specify their gender during booking.
- Visual indicators, such as pink-highlighted seats, help female passengers easily identify available seats next to other women. This streamlined experience ensures a smoother booking process and a safer travel experience.

2. Gender Data Privacy:

- To protect privacy, male passengers see only standard seat availability, with no gender indicators. This ensures the feature is exclusive to female travelers without compromising privacy.

3. Pilot Testing and Feedback:

- Before full implementation, IndiGo conducted pilot tests on select flights to gather user feedback, refining the UI based on insights. Key changes included enhancing the visibility of the feature on mobile devices and improving the seat chart's design.

CHALLENGES

Visibility Issues:

- Initially, users had difficulty locating the feature on the website and app. IndiGo responded by optimizing the seat selection interface, ensuring the feature was prominent across both platforms.

Social Backlash:

- Critics argued the policy might reinforce gender stereotypes. To address this, IndiGo emphasized that the feature was designed for safety and comfort, launching educational pop-ups to inform users about the rationale behind the policy.

Inclusivity for Non-Binary Passengers:

- To ensure inclusivity, IndiGo introduced an option for non-binary travelers to select a "safe seat," with feedback loops set up to continually improve the experience for diverse gender identities.



SPECIFIC SOLUTIONS

UI Refinements:

- IndiGo enhanced the seat selection interface with clear visual cues: pink-highlighted seats for women. This ensured ease of use and helped passengers quickly identify and select preferred seating options.
- The feature was optimized for both web and mobile platforms, with a focus on making it intuitive across all devices.

Educational Pop-Ups:

- Pop-ups were added to the booking flow to educate female passengers on the benefits of the feature and how to use it. These brief messages reassured users about the intention behind the policy and increased feature adoption.

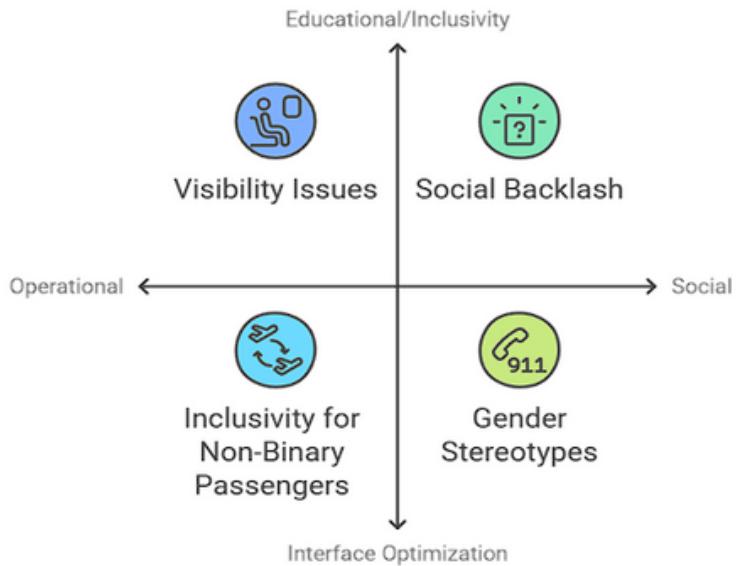
Inclusive Feedback Mechanism:

- A dedicated feedback system was set up to collect responses from non-binary passengers, allowing IndiGo to continuously refine the seating feature while remaining sensitive to all gender identities.

FRAMEWORKS

- User-Centered Design (UCD): centered on user-specific needs, focusing on creating a UI/UX that directly addresses passenger comfort and safety.
- Privacy by Design (PbD): ensuring the feature respects privacy principles, particularly around sensitive data like gender information.
- A/B Testing: Testing different UI configurations to maximize visibility and usability of the seating feature across platforms.

IndiGo's Challenges and Solutions



Feedback Loop Framework: Creating continuous feedback mechanisms, particularly for women and non-binary passengers, to enhance feature relevance and usability.

Sentiment Analysis Framework: Using social media feedback to gauge public opinion and refine messaging or features based on real-time responses.

METRICS

Adoption Rate: percentage of female passengers selecting gender-specific seating during check-in.

Customer Satisfaction Score (CSAT): measuring satisfaction related to safety and comfort post-check-in.

Engagement Rate: Monitoring user interaction with educational pop-ups about the new feature to gauge awareness.

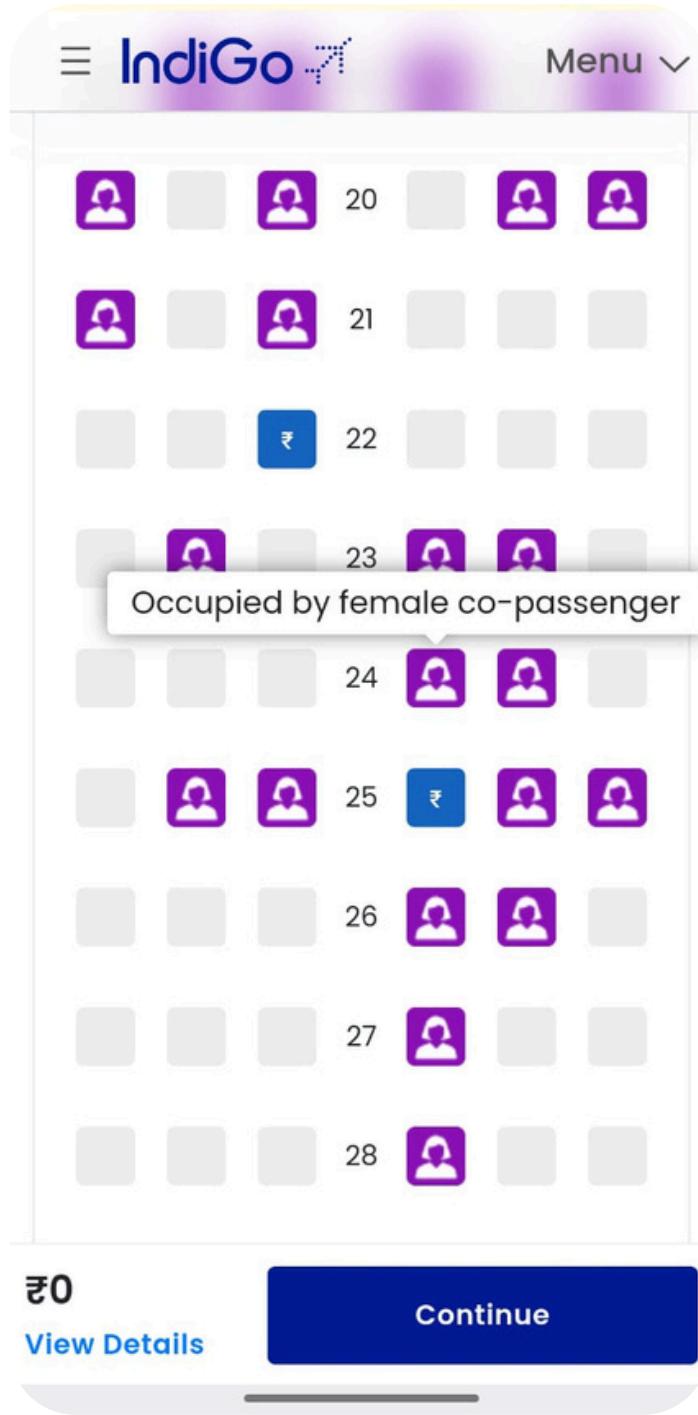
Social Sentiment Score: Analysis of social media sentiment surrounding the feature to assess public reception and identify areas for improvement.

Feedback Utilization Rate: Percentage of actionable feedback collected from female and non-binary passengers that results in UI/UX adjustments.

- 1. Net Promoter Score (NPS):** Used to gauge overall user satisfaction and likelihood of recommending IndiGo based on the new safety-oriented features.
- 2. Feature Retention Rate:** Tracking repeat users of the gender-specific seating option to measure ongoing satisfaction and sustained usage.

CONCLUSION

IndiGo's gender-specific seating policy represents a successful application of UX/UI design to address safety concerns in air travel. By integrating the feature into their check-in system, optimizing the interface, and ensuring data privacy, IndiGo created a more secure and personalized experience for women passengers. Continuous feedback and iterative improvements reflect IndiGo's commitment to enhancing user experience while navigating the challenges of inclusivity and social perceptions.



REFERENCES

Secondary source (Current news and trends)



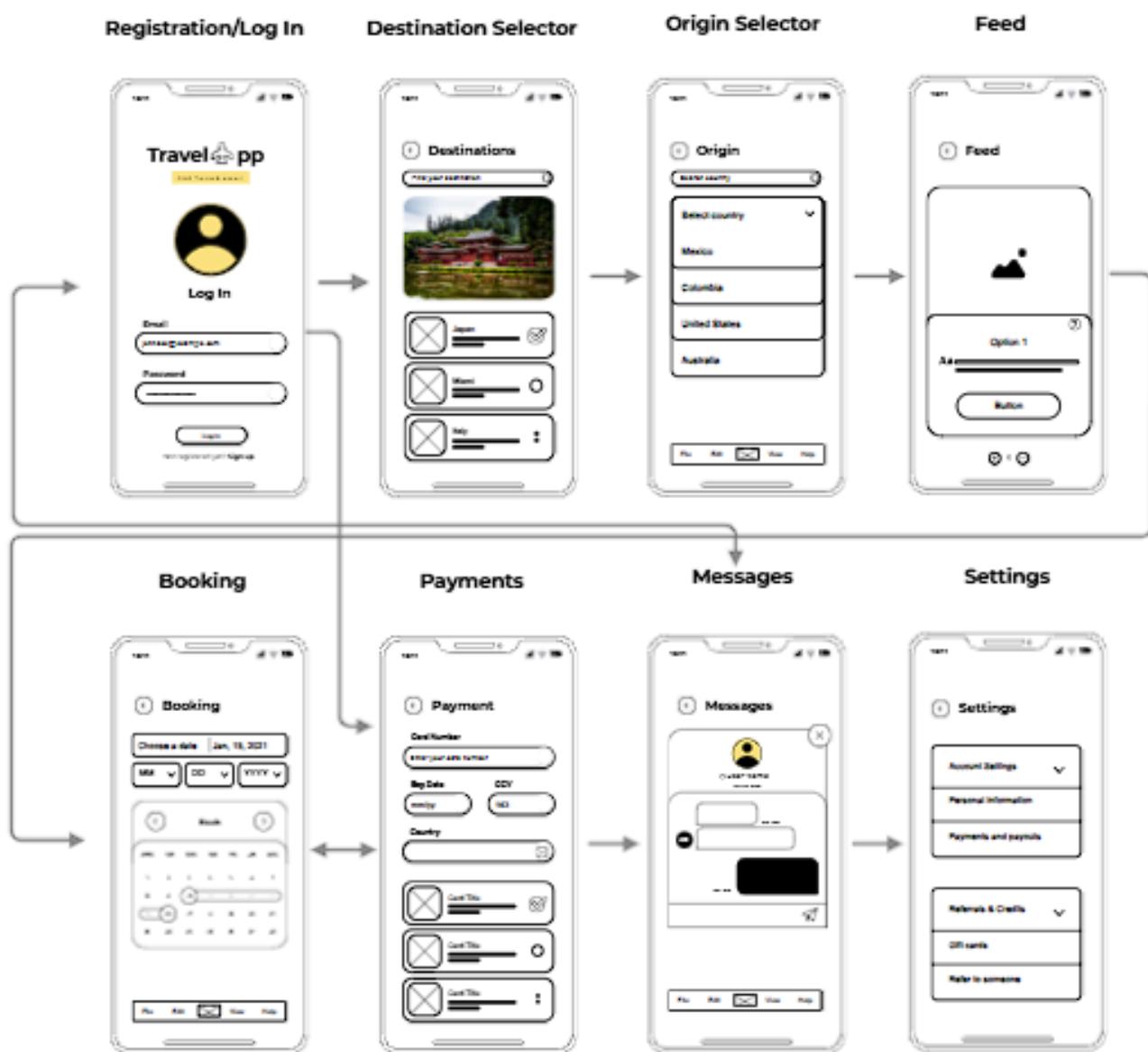
WIREFRAMING AIRBNB CASE STUDY

Airbnb's Journey: Adapting to Indian Travelers

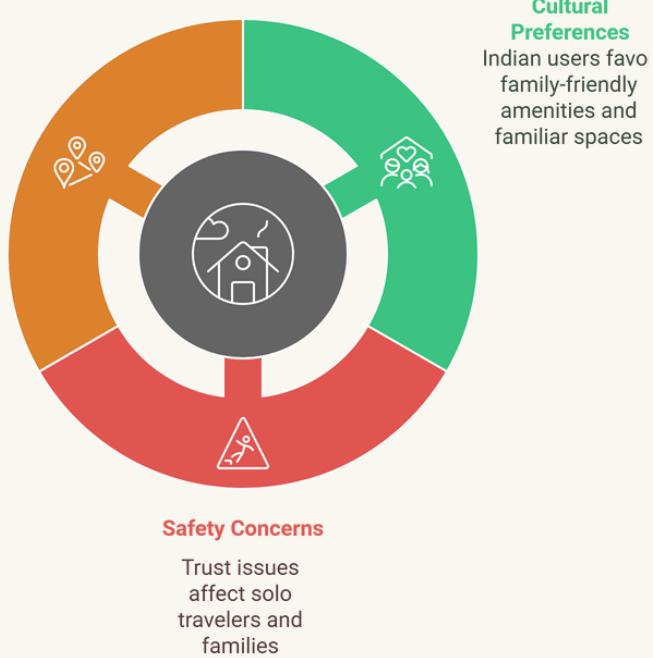


OVERVIEW:

As Airbnb expanded into India, the company faced unique cultural, technological, and user-experience challenges. Indian travelers desired culturally relevant stays, prioritized safety, and sought seamless booking tools. To address these needs, Airbnb adopted a user-centric wireframing approach, which helped design localized features and refine its platform effectively.



Airbnb's Challenges in India



WIREFRAMING STRATEGY

Airbnb used wireframing terminologies and concepts throughout its design process to tackle these challenges effectively:

1. Customer Journey Mapping

- What it is: a visual representation of the end-to-end user experience.
- Application: Airbnb created customer journey maps to understand how Indian travelers interacted with their platform—from planning a trip to completing a booking. This highlighted gaps in usability, trust, and cultural relevance.
- Impact: It identified the need for localized features like safety tips and family-centric accommodations.

2. Low-Fidelity Wireframes

- What it is: Basic sketches or digital mock-ups of an app's structure, used for quick iterations.
- Application: Airbnb initially designed low-fidelity wireframes to prototype new features such as:
 - Localized Search Filters: Users could filter homes by amenities (e.g., kitchens, large living spaces).
 - Trust Indicators: Wireframes included verified host badges and safety tips prominently displayed.
 - Integrated Local Experiences: Showcased nearby activities to enhance the trip planning process.
- Impact: Allowed for quick testing and refinement based on user feedback.

3. Information Architecture (IA)

- What it is: the structural design of app content and navigation.
- Application: Airbnb optimized its information architecture by reorganizing content for better usability. Key actions—like filtering results, accessing reviews, or making payments—were simplified and made more intuitive.
- Impact: reduced user confusion and streamlined navigation, especially for new users.

4. Interactive Prototypes

- What it is: high-fidelity versions of wireframes that simulate real user interactions.
- Application: Airbnb created interactive prototypes to test localized features such as:
 - Payment Integration: prototyped UPI payment options to cater to Indian users.
- Impact: These enabled usability testing in real-world scenarios, leading to faster refinements.

5. Trust Indicators

What it is: visual or functional elements that instill user confidence.

Application:

Wireframes incorporated features like:

Verified host badges, Prominent user reviews, Safety guidelines for travelers.

Impact: Boosted confidence among Indian users, particularly first-time travelers.

6. Usability Testing

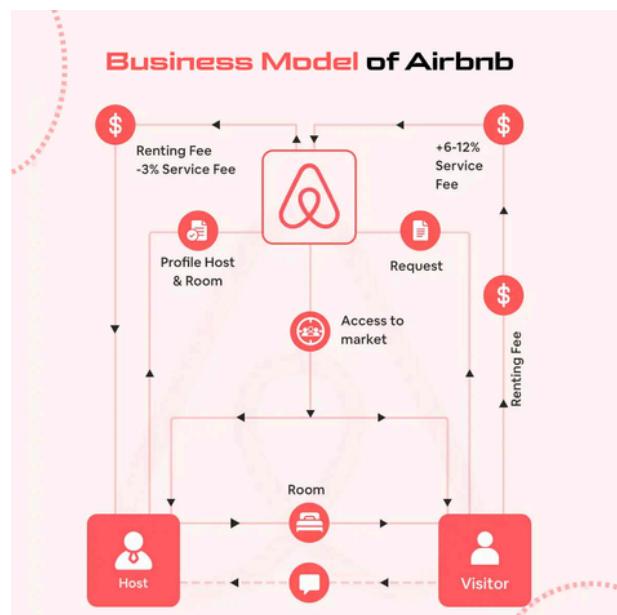
What it is: evaluating a prototype's user-friendliness by observing real users.

Application: Airbnb conducted usability testing with 100 Indian users to evaluate navigation ease for localized search filters, accessibility of trust indicators, simplicity of booking flow.

Impact: Usability testing ensured the wireframes addressed pain points effectively and provided actionable feedback for refinements.

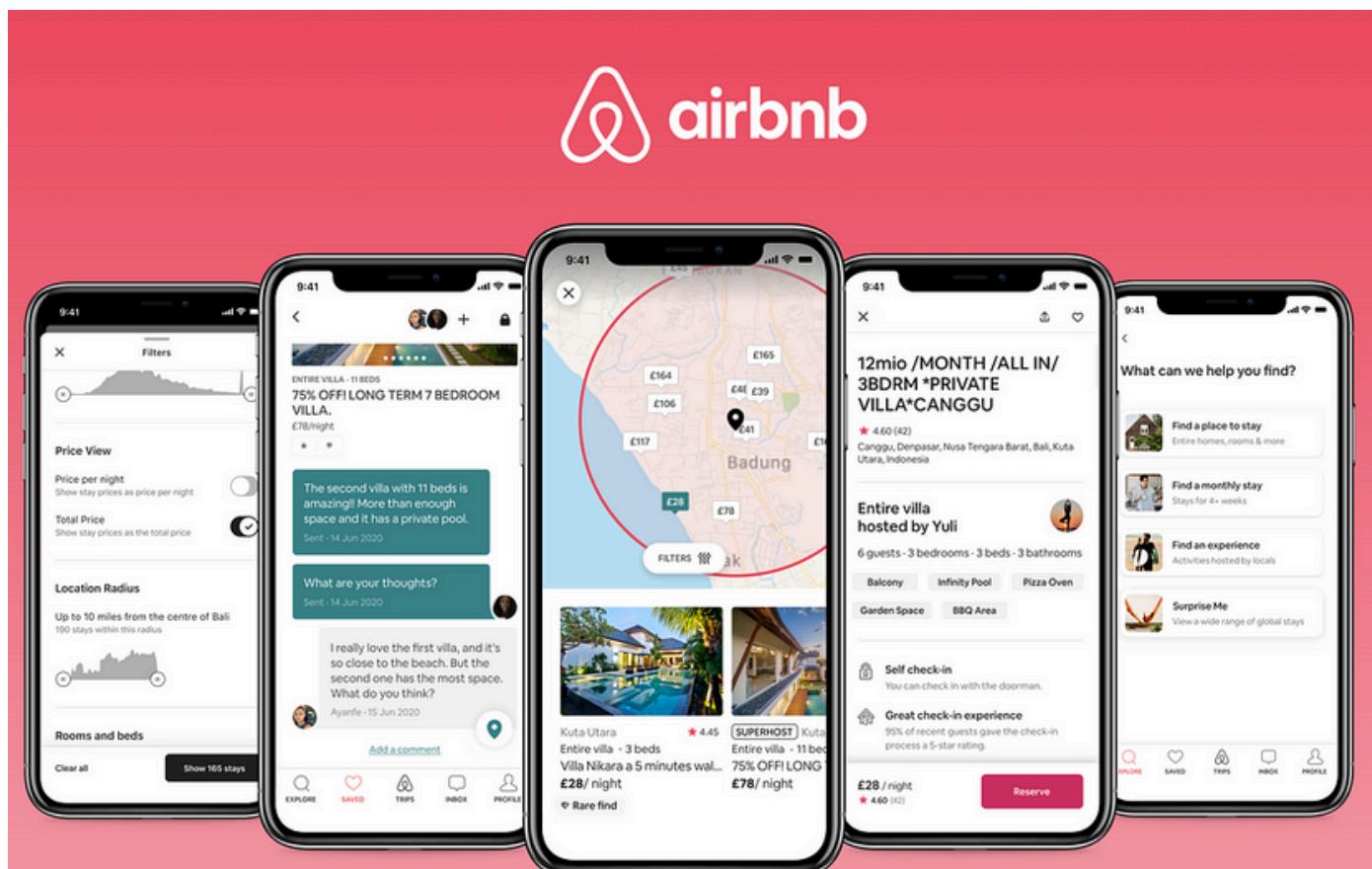
CONCLUSION

Airbnb used a robust wireframing approach to localize its platform for Indian travelers, focusing on customer journey mapping, low-fidelity wireframes, and usability testing. This user-centric strategy boosted cultural relevance, trust, and trip planning ease, resulting in a 40% rise in engagement, 25% higher conversion rates, and faster booking times. It's a model for tailoring products to diverse markets.



REFERENCES

Secondary source (Current news and trends)





QUICK-COMMERCE INDUSTRY

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QUICK COMMERCE INDUSTRY

Eco - System

INTRODUCTION

In Quick commerce (Q-commerce), product management drives solutions that meet consumer expectations while ensuring operational efficiency. Known for ultra-fast deliveries (10–30 minutes), Q-commerce demands a product manager (PM) who can align customer needs, competitive pressures, and technological advancements. PMs play a pivotal role in designing, delivering, and optimizing products to enhance business performance and customer satisfaction. This section explores the key roles, responsibilities, and skills required for PMs in the Q-commerce domain.

QUICK COMMERCE ECOSYSTEM

The Quick Commerce (Q-Commerce) ecosystem can be categorized into several key components, each serving a critical role in ensuring efficient operations and delivering exceptional customer experiences. Here's a structured breakdown:

1. Online Marketplaces

Online marketplaces, including Zepto, Blinkit, and Dunzo, connect consumers with local stores, offering the convenience of ultra-fast delivery. These platforms rely on real-time inventory management to ensure accurate stock updates and leverage AI-driven recommendations to provide personalized shopping experiences, enhancing customer satisfaction and engagement.



2. Retail Partners

This segment encompasses hyperlocal stores, supermarkets, and dark stores supplying groceries, pharmacy items, and daily essentials. By collaborating with Q-commerce platforms, these stores enhance visibility and sales through seamless integration. Features like inventory synchronization ensure efficient order fulfillment, with examples including BigBasket's BB Instant and local Kirana stores.

3. Delivery Solutions

Efficient last-mile delivery networks ensure items reach customers within minutes, driven by on-demand providers like Shadowfax, Delhivery, or in-house fleets. These networks leverage real-time tracking for transparency and are adopting emerging technologies such as autonomous drones and bots. Eco-friendly practices, including the use of EVs and green delivery routes, further enhance sustainability in delivery operations.

4. Global Inventory Management Systems (GIMS)

Global Inventory Management Systems (GIMS) play a crucial role in managing stock across retail partners and dark stores. These systems enable live inventory monitoring to prevent stockouts, centralized data processing to maintain demand-supply balance, and integration with predictive analytics for efficient restocking. Notable examples include proprietary inventory systems developed by platforms like Zepto and Swiggy Instamart.

5. Technology Providers

Technology providers play a vital role in powering Q-commerce platforms by offering essential backend solutions. These include payment gateways like Razorpay and Stripe, advanced CRM systems to drive customer retention and engagement, and AI/ML platforms for data analytics and personalized marketing, enabling seamless and efficient operations.

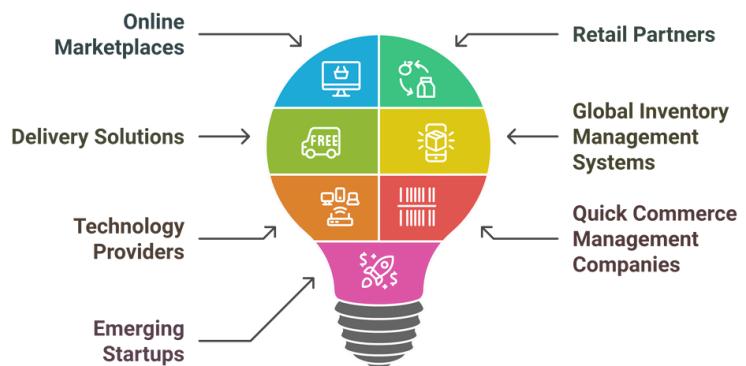
6. Quick Commerce Management Companies (QMCs)

Quick Commerce Management Companies (QMCs) offer end-to-end solutions for businesses entering the Q-commerce space. These include logistics-as-a-service providers and Q-commerce consulting firms that help streamline operations. QMCs also provide tools for performance tracking, cost optimization, and customer experience management, ensuring businesses can efficiently scale and succeed in the fast-paced industry.

7. Emerging Startups

Emerging startups are disrupting traditional Q-commerce models by offering innovative, niche services. Examples include Postmates X with autonomous delivery and Instashop, which focuses on personalized hyperlocal shopping. Startups like Trella are optimizing supply chain logistics, while others experiment with subscription-based delivery models for recurring needs. These startups challenge established players by providing unique, highly localized offerings and pushing the boundaries of Q-commerce innovation.

Components of the Q-Commerce Ecosystem



CUSTOMER JOURNEY



ESSENTIAL SKILLS FOR ASPIRING PRODUCT MANAGERS

In the fast-paced world of Q-commerce, aspiring product managers must possess a unique blend of skills to balance customer expectations, operational complexities, and technological innovation. These skills enable them to deliver impactful solutions, navigate challenges, and drive business growth in a highly dynamic environment. Below are the core competencies essential for product management success in Q-commerce:

1. Customer Empathy:

- Deeply understand user motivations, frustrations, and behaviors on quick delivery platforms.
- Prioritize features that solve real-world challenges, such as unclear product availability or delayed delivery windows.

2. Data-Driven Decision-Making:

- Use metrics like Customer Acquisition Cost (CAC) and churn rates to shape product strategies.
- Leverage analytics tools to measure feature impact and enhance user engagement.

3. Technical Understanding:

- Develop familiarity with backend logistics, API integrations, and warehouse management systems critical to Q-commerce operations.
- Act as a bridge between technical and non-technical teams, translating complex requirements into clear, actionable deliverables.

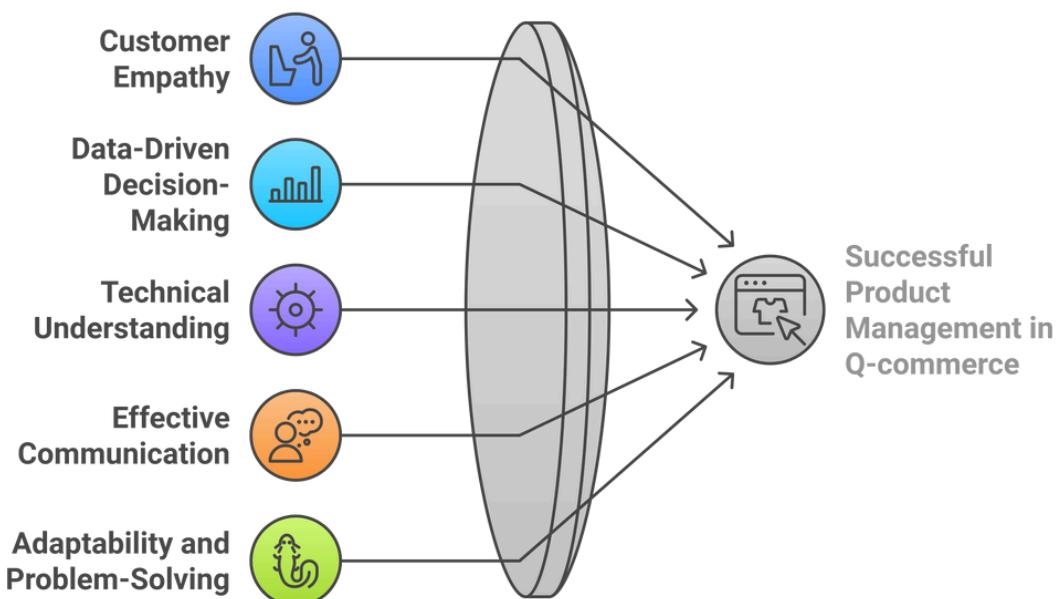
4. Effective Communication:

- Clearly articulate a product vision that inspires stakeholders and aligns team efforts.
- Maintain composure and provide clear guidance during high-pressure situations, such as app outages or operational disruptions.

5. Adaptability and problem-solving:

- Respond swiftly to unforeseen challenges, including supply chain disruptions or fluctuating demand.
- Balance immediate solutions with long-term strategic goals to sustain growth and resilience.

Core Competencies for Q-commerce Success



USER ACQUISITION & RETENTION

How Swiggy Instamart Drives Customer Loyalty and Expands its User Base



PROBLEM STATEMENT

Swiggy Instamart, a prominent player in the quick commerce market, faced increasing competition from other platforms offering similar services. The primary challenge was to differentiate Instamart from competitors while maintaining high customer retention and acquisition rates. The Growth Product Manager needed to devise innovative strategies to enhance brand identity, improve customer engagement, and expand market share.

CHALLENGES

- Intense Competition:** A saturated market with multiple players offering similar services.
- Price Sensitivity:** Customers often opt for the cheapest option, making it difficult to retain users.
- Limited Brand Differentiation:** Lack of a unique selling proposition beyond speed and convenience.
- Customer Churn:** High churn rates due to the competitive nature of the market.

ACQUISITION STRATEGIES IMPLEMENTED

1. Hyper-Personalized Customer Experience:

- Leveraged data analytics to understand customer preferences and behaviors.

- Offered tailored product recommendations and discounts based on purchase history.
- Implemented personalized marketing campaigns to increase engagement.

2. Partnerships with Local Vendors:

- Collaborated with local vendors to offer unique products not available on other platforms.
- Curated exclusive collections of regional specialties and artisanal products.

3. City-Specific Marketing Campaigns:

- Tailored marketing campaigns to cater to the specific needs and preferences of different cities.
- Leveraged local cultural events and festivals to create targeted promotions.

4. Robust Loyalty Program:

- Introduced a tiered loyalty program with attractive rewards like discounts, free delivery, and priority service.
- Gamified the loyalty program to encourage user engagement and retention.

5. Speed as a Key Differentiator:

- Continued to focus on rapid delivery times to maintain a competitive edge.
- Optimized delivery routes and inventory management to ensure efficient operations.

6. Sustainability Initiatives:

- Implemented eco-friendly packaging solutions and sustainable delivery practices.
- Highlighted sustainability efforts in marketing campaigns to attract environmentally conscious consumers.



METRICS

- Customer Retention Rate:** Improved significantly through personalized experiences and loyalty programs.
- Monthly Active Users (MAU):** Increased with targeted marketing campaigns and exclusive offerings.
- Brand Recall:** Enhanced through strong branding and consistent messaging.
- Net Promoter Score (NPS):** Improved due to excellent customer service and fast delivery.
- Market Share:** Gained market share in key cities by focusing on local preferences and exclusive partnerships.

1. AARRR Framework:

- Acquisition:** Utilized targeted marketing campaigns and partnerships to acquire new users.
- Activation:** Offered a seamless onboarding experience with personalized recommendations.
- Retention:** Leveraged loyalty programs, personalized offers, and gamification to retain users.
- Revenue:** Increased average order value through upselling and cross-selling.
- Referral:** Implemented a referral program to encourage word-of-mouth marketing.

2. RICE Scoring Framework:

- Prioritized initiatives based on their Reach, Impact, Confidence, and Effort.
- Focused on high-impact strategies like personalization and loyalty programs.

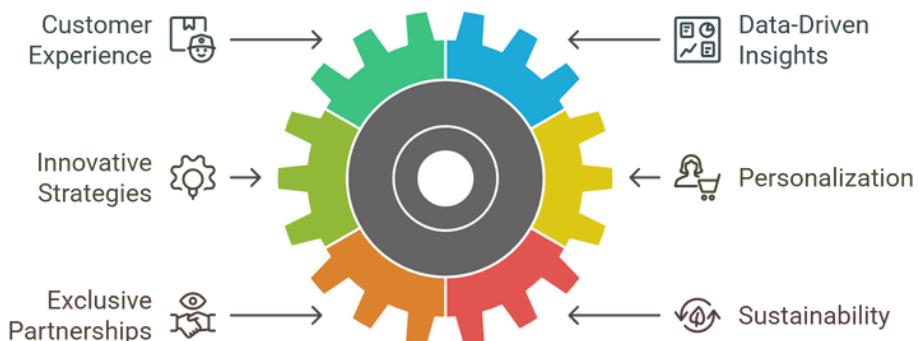
CONCLUSION

Swiggy Instamart has successfully differentiated itself in the competitive quick commerce market by prioritizing customer experience, leveraging data-driven insights, and implementing innovative strategies. By focusing on personalization, exclusive partnerships, and sustainability, Instamart has been able to increase customer retention, drive user acquisition, and expand its market share.

REFERENCES

Primary source through an interview.
(Due to confidential reasons, we are not revealing the interview source details.)

Swiggy Instamart's Strategic Differentiation



PRICING STRATEGY CASE STUDY

Blinkit's Dynamic Pricing Strategy

OVERVIEW

In the highly competitive quick commerce market, Blinkit faced challenges in maintaining profitability while delivering value to customers. The traditional pricing model was inadequate in responding to dynamic factors such as fluctuating demand, competitor pricing, and category-specific nuances. This led to inefficiencies, including lost revenue opportunities, reduced customer satisfaction, and increased cart abandonment.

MARKET CHALLENGES

- **Fluctuating Demand:** High-frequency items like groceries experienced significant daily demand variations.
- **High Competition:** Competitor platforms aggressively discounted products, appealing to price-sensitive customers.
- **Cart Abandonment:** Customers frequently left carts due to uncompetitive pricing.
- **Profitability Management:** Static pricing failed to capitalize on seasonal spikes and trends effectively.

STRATEGIES IMPLEMENTED BY BLINKIT

1. Dynamic Pricing Algorithm:

Blinkit deployed an AI-driven real-time pricing engine to analyze demand patterns, competitor pricing, and stock availability, enabling adaptive price adjustments.



2. Category-Specific Pricing Models:

Groceries: Prices were updated every 3 hours to reflect demand and availability.
Electronics: Seasonal sales events were leveraged with strategic discounts.

3. Competitor Benchmarking:

Blinkit incorporated competitor tracking tools to adjust pricing dynamically, ensuring a consistent 5-10% pricing advantage over competitors for high-demand products.

4. Customer Behavior Insights:

Cart abandonment patterns were analyzed, and personalized discounts were offered during checkout to retain customers.

5. Bundling and Cross-Selling:

Introduced bundles like "groceries + snacks" to drive higher AOV and operational efficiencies.

METRICS

Revenue Growth: Achieved a 25% increase during festive sales.

Average Order Value (AOV): Improved from ₹1,500 to ₹1,800 through bundling strategies.

Cart Abandonment Rate: Reduced from 40% to 25% via targeted interventions.

Profit Margin: Enhanced by 12% with optimized pricing and increased AOV.

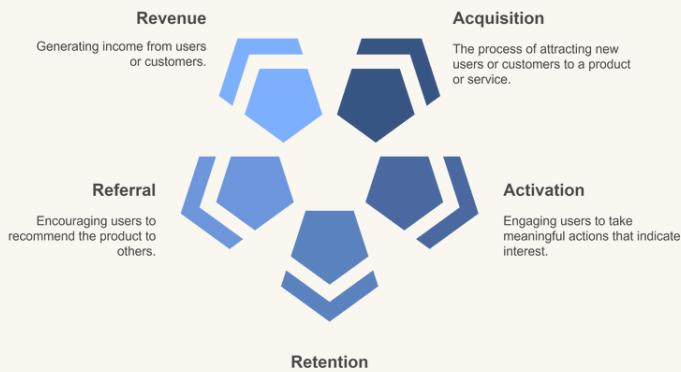
Repeat Purchase Rate: Increased from 40% to 55% due to personalized dynamic pricing.

Price Competitiveness Index: Improved by 18%, solidifying Blinkit's market position.

FRAMEWORKS USED

1. AARRR Framework:

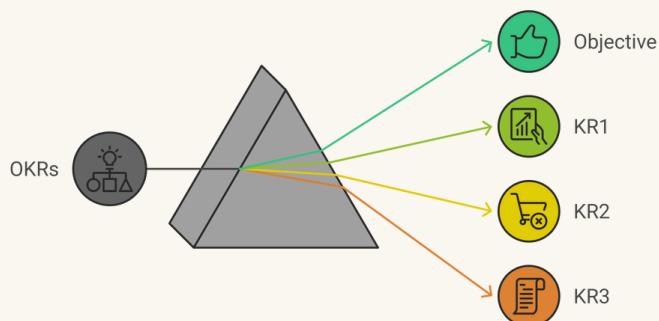
- **Acquisition:** Competitive pricing campaigns increased customer registrations.
- **Activation:** Discounts converted browsing users into buyers.
- **Retention:** Consistent, optimized pricing built trust and loyalty.
- **Revenue:** Higher AOV and repeat purchases drove revenue.
- **Referral:** Incentivized users to refer new customers through discounts or credits, driving organic growth.



2. OKRs:

Objective: Maximize profitability while maintaining customer satisfaction.

- **KR1:** Achieve a 20% revenue increase during peak periods.
- **KR2:** Reduce cart abandonment rate below 30%.
- **KR3:** Improve repeat purchase rate to 50%.



3. RICE Scoring Framework

- **Reach:** Focused on high-demand grocery categories for immediate impact.
- **Impact:** Bundling and price optimization strategies directly influenced revenue.
- **Confidence:** High confidence due to robust historical sales data.
- **Effort:** Minimal development effort leveraging existing infrastructure.



CONCLUSION

Blinkit's implementation of dynamic pricing, backed by AI and metrics, enabled it to optimize profitability and enhance customer satisfaction in the fast-paced quick commerce sector.

Key Takeaway: By utilizing frameworks like AARRR and OKRs, product managers at Blinkit ensured structured growth. Dynamic pricing strategies, supported by real-time metrics, allowed the company to adapt swiftly, creating a sustainable competitive edge.

REFERENCES

Primary source through an interview.
(Due to confidential reasons, we are not revealing the interview source details.)

GO-TO-MARKET STRATEGY CASE STUDY

Turkish Trailblazer in the Quick Commerce Industry

OVERVIEW

Getir, a Turkish trailblazer in the Quick Commerce (Q-Commerce) domain, revolutionized grocery shopping by introducing ultra-fast delivery services. Founded in 2015, Getir started its operations in Istanbul and quickly expanded into international markets, including the UK, Germany, France, and the US. Its promise of "groceries delivered in minutes" addressed the needs of time-sensitive urban customers, offering unparalleled convenience. By 2024, Getir had become a household name in Q-Commerce, competing with global giants like Gopuff, Gorillas, and Instacart.

This case study delves into Getir's strategies for launching and scaling in diverse markets, highlighting its approach to overcoming challenges and achieving operational excellence.

MARKET CHALLENGES

Customer Awareness and Trust: Entering international markets meant introducing a relatively novel concept of sub-15-minute grocery delivery. Convincing consumers to trust the service's reliability and speed posed a significant hurdle.

Intense Competition: In its global expansion, Getir faced competition from well-established players like Gopuff in the US, Gorillas in Europe, and local grocery chains offering delivery services.



Operational Complexity: Delivering groceries within minutes required a robust and scalable infrastructure, including dark store networks, rider availability, and technology systems. Scaling these operations across geographies added layers of complexity.

Regulatory Barriers: Getir had to navigate varying labor laws, taxation systems, and compliance standards in each market. This required substantial localization and legal expertise.

Cultural and Regional Adaptation: Diverse customer preferences and shopping habits across regions required Getir to localize its offerings, branding, and delivery operations effectively.



STRATEGIES IMPLEMENTED BY GETIR

Localized Product Offerings:

- Curated region-specific inventories to cater to local tastes, such as popular snacks, beverages, and household essentials.
- Partnered with local FMCG brands to offer exclusive deals and ensure product relevance.

Dark Store Network Development:

- Deployed dark stores (micro-warehouses) strategically in high-density urban areas, ensuring delivery zones were within a 1-2 km radius.
- Leveraged AI for optimal inventory management and efficient replenishment systems.

Aggressive Marketing and Branding:

- Ran hyper-localized campaigns using social media ads, influencers, and partnerships with local content creators.
- Offered introductory discounts like "first delivery free" to incentivize app downloads and first-time usage.

Technology-Driven Operations:

- Used machine learning and predictive analytics to optimize delivery routes, reduce rider downtime, and manage peak-hour traffic efficiently.
- Developed a seamless app interface for enhanced user experience, including features like real-time tracking and personalized recommendations.

Customer-Centric Subscription Models:

- Introduced loyalty programs, such as "GetirMore," providing free delivery, discounts, and cashback for frequent users.
- Launched bundle deals to encourage higher basket sizes and repeat purchases.

Hyperlocal Teams and Partnerships:

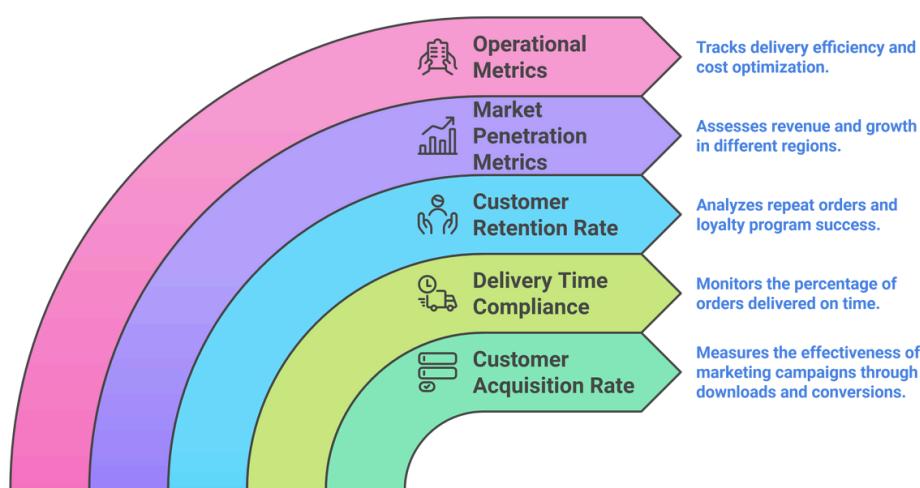
- Hired local riders and customer support teams to improve efficiency and customer trust.
- Collaborated with local grocery stores and suppliers to streamline inventory and reduce supply chain bottlenecks.

Strategies for Enhanced Quick Commerce Success



METRICS

- Customer Acquisition Rate:** Measured the effectiveness of marketing campaigns by tracking app downloads, sign-ups, and conversions into paying customers.
- Delivery Time Compliance:** Monitored the percentage of orders delivered within the promised time frame of 10-15 minutes.
- Customer Retention Rate:** Analyzed the frequency of repeat orders and the success of loyalty programs.
- Market Penetration Metrics:** Assessed revenue, order volume, and customer base growth in each region to evaluate the success of market entry strategies.
- Operational Metrics:** Tracked delivery efficiency, rider utilization rates, and dark store productivity to optimize operational costs.



FRAMEWORKS USED

STP (Segmentation, Targeting, Positioning):

- **Segmentation:** Identified urban professionals, students, and families seeking convenience and speed.
- **Targeting:** Focused on densely populated metropolitan areas with tech-savvy demographics.
- **Positioning:** Positioned itself as the fastest and most reliable grocery delivery service in the market.

4Ps of Marketing:

- **Product:** Curated inventories featuring local and international grocery staples.
- **Price:** Competitively priced products with discounts to penetrate new markets.
- **Place:** Established operations in urban areas with high demand density.
- **Promotion:** Employed digital-first campaigns and referral programs to build initial traction.

KPI FOR SUCCESS

Customer Lifetime Value (CLV): Evaluated the long-term profitability of acquired customers.

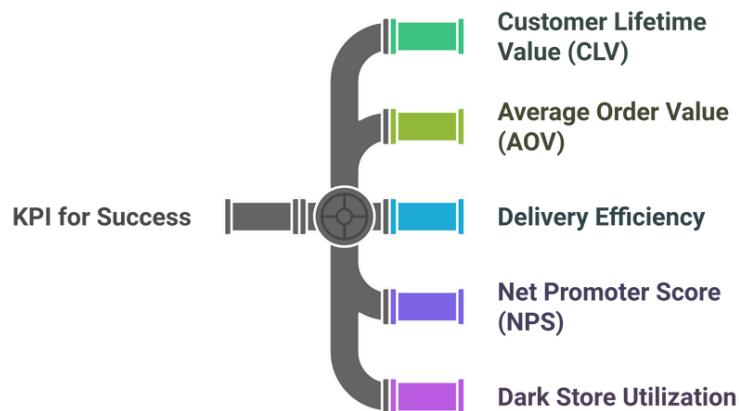
Average Order Value (AOV): Focused on increasing the size of customer orders through bundles and promotions.

Delivery Efficiency: Measured the average delivery time and on-time delivery percentage.

Net Promoter Score (NPS): Gauged customer satisfaction and brand loyalty.

Dark Store Utilization: Analyzed inventory turnover rates and delivery density to optimize store locations.

Evaluating Success Through Key Metrics



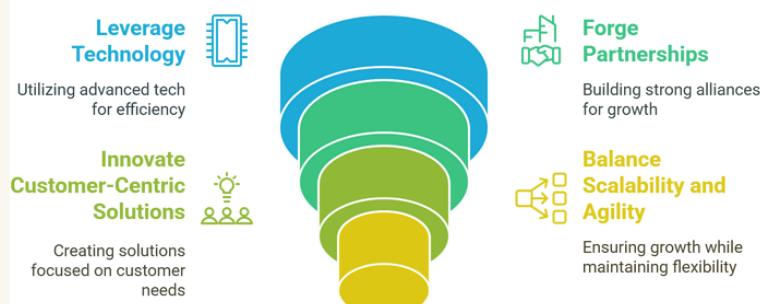
CONCLUSION

Getir's success in Q-Commerce stems from its localized GTM strategy, leveraging technology, strong partnerships, and customer-centric innovations. It has disrupted the grocery delivery space and set benchmarks for new entrants. For product managers, it highlights the value of balancing scalability with agility, emphasizing localization, operational excellence, and customer-first strategies to drive growth.

REFERENCES

Secondary source (Current news and trends)

Getir's Q-Commerce Success Strategy



FEATURE PRIORITIZATION CASE STUDY

Glovo's Success: Strategic Feature Innovation

INTRODUCTION

Glovo, a Barcelona-based quick commerce (Q-commerce) company, has redefined the delivery landscape by offering multi-category services, from groceries and meals to errands and pharmacy deliveries. Operating in over 25 countries, Glovo has tailored its operations to diverse markets, using feature prioritization as a key strategy for innovation and customer retention. This case study delves into how Glovo identifies, evaluates, and implements platform features to remain competitive and customer-focused.

GLOVO'S PRIORITIZATION STRATEGY

Feature prioritization is central to Glovo's product management process. To allocate resources effectively and address evolving customer needs, the company employs frameworks like RICE (Reach, Impact, Confidence, Effort) and ICE (Impact, Confidence, Effort). These methods allow Glovo to balance user demands, market trends, and technological feasibility.

1. Objectives for Feature Prioritization

Glovo aligns its feature roadmap with three core objectives:

Enhancing the User Experience: simplifying navigation, reducing friction in transactions, and providing tailored services.

Expanding Market Penetration: Introducing features that cater to emerging markets with limited digital infrastructure.



Operational Excellence: Streamlining processes to reduce delivery times and improve efficiency.

2. Identification and Categorization of Features

Glovo collects feature ideas from diverse sources, including user feedback, market analysis, and internal innovation. These ideas are categorized based on their alignment with the company's strategic goals.

Examples of Proposed Features:

- Quick Checkout: A one-click payment feature for frequent users.
- AI-Driven Recommendations: Personalized product suggestions based on purchase behavior.
- Offline Mode: Enabling app functionality in low-connectivity regions.
- Sustainability Tags: Labels highlighting eco-friendly products and services.

Categorization (MoSCoW Framework):

Must-have: Quick Checkout, AI-Driven Recommendations.

Should-have: Offline Mode.

Could-have: Sustainability Tags.

3. Applying Prioritization Frameworks

Example: AI-Driven Recommendations

Reach: High-estimated to impact 70% of active users.

Impact: Significant-boasts user retention and increases average order value (AOV).

Confidence: Medium-based on predictive analytics and user feedback.

Effort: Moderate-requires backend development but minimal front-end changes.

Priority Score: 7.8 (High Priority).

Example: Offline Mode

- **Reach:** Limited—primarily benefits users in emerging markets (20% of users).
- **Impact:** Medium—addresses accessibility issues but doesn't immediately boost revenue.
- **Confidence:** High—validated through surveys and pilot projects.
- **Effort:** High—requires significant changes to the app infrastructure.
- Priority Score: 5.5 (Medium Priority).

4. Implementation and Testing

Pilot Programs:

- Quick Checkout was launched in mature markets where cart abandonment rates were highest.
- Offline Mode was piloted in select African regions to assess adoption and usability.

Testing Metrics:

- Conversion rates for AI-driven recommendations.
- Reduction in cart abandonment post-quick Checkout launch.
- Feedback on Offline Mode usability in low-connectivity regions.

5. Results and Continuous Iteration

Outcomes:

- AI-Driven Recommendations: Increased AOV by 12% in the first quarter.
- Quick Checkout: Reduced cart abandonment by 20% across pilot markets.
- Offline Mode: Received positive feedback from emerging markets, with 30% higher user retention in low-bandwidth areas.

Iterative Improvements:

- Expanding AI algorithms to include regional preferences.
- Enhancing Offline Mode with additional features like pre-ordering during outages.

FUTURE PRIORITIZATION GOALS

1. Expanding sustainability initiatives:

Introducing carbon footprint calculators for orders.

Partnering with green logistics providers.

2. Leveraging Advanced Technologies:

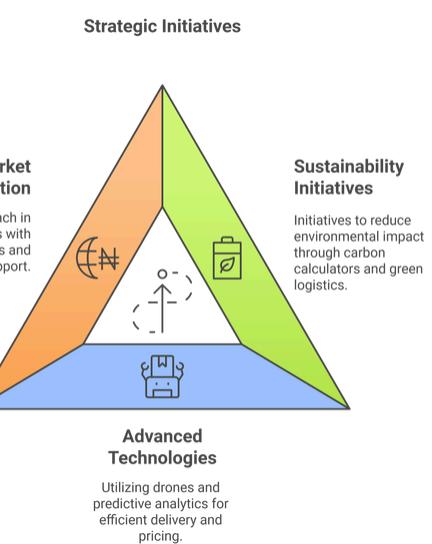
Exploring drone delivery for ultra-fast fulfillment.

Using predictive analytics for dynamic pricing and promotions.

3. Deepening Market Penetration:

Developing lightweight app versions for emerging markets.

Offering localized payment methods and vernacular language support.

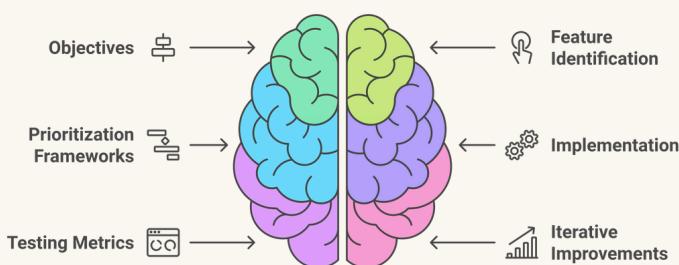


CONCLUSION

Glovo's focus on measurable metrics and strategic alignment has solidified its Q-commerce leadership. By balancing user-centric and operational innovations, it sets benchmarks for adaptability and excellence, offering a valuable guide for aspiring product managers in digital delivery.

REFERENCES

Secondary source (Current news and trends)



UX/UI DESIGN

Gopuff: Redefining Convenience with UX/UI and Efficiency

OVERVIEW

In 2024, Gopuff, a leading U.S.-based quick commerce platform, implemented several innovative features to enhance the customer experience and redefine ultra-fast delivery. With a commitment to delivering daily essentials in under 30 minutes, Gopuff focused on streamlining its app interface and optimizing delivery logistics to maintain its competitive edge in the growing Q-commerce market.

TECHNOLOGICAL IMPLEMENTATION

1. Personalized User Experience:

Gopuff utilizes AI-driven recommendations and location-based customization to deliver tailored product suggestions based on user behavior, offering a more personalized shopping experience and enhancing user satisfaction.

2. Enhanced Delivery Logistics:

Through strategically placed micro-fulfillment centers, Gopuff reduces delivery times. Real-time tracking provides customers with live updates, enhancing predictability and giving them a clearer view of their order status and delivery time.

3. UI/UX Innovations:

Gopuff's app features simplified navigation, making it easy for users to browse and order quickly. It also introduced a dark mode, improving accessibility for users browsing during nighttime or in low-light environments.



KEY CHALLENGES

1. High Order Volumes & Peak-Time Delays:

Scaling operations during busy periods posed a challenge, as Gopuff aimed to handle increased demand efficiently without compromising speed or service quality.

2. Increasing Customer Expectations:

With rising demand for ultra-fast deliveries, Gopuff faced pressure to consistently meet customer expectations of delivering within 30 minutes, requiring agile logistics and responsive customer service.

3. Operational Costs & Profitability:

Maintaining profitability while managing delivery and fulfillment costs, particularly in a competitive industry with slim margins, was a critical challenge for Gopuff in maintaining long-term sustainability.

4. Competition:

With other quick commerce platforms emerging, Gopuff faced the challenge of differentiating itself and maintaining market share through its speed, personalization, and customer-centric approach.

SOLUTIONS

1. Scalable Technology:

Gopuff implemented cloud-based optimization for scalable load balancing during peak demand, ensuring efficient resource allocation and minimizing delays, improving operational efficiency during busy hours without compromising service.

2. Customer Engagement:

To improve retention, Gopuff added gamification features, offering points and rewards to loyal customers. Personalized push notifications targeted specific user preferences, further driving repeat purchases and engagement with the app.

3. Sustainability Initiatives:

Gopuff introduced eco-friendly packaging made from biodegradable materials, reducing plastic waste. Additionally, the company launched a carbon offset program to counterbalance its delivery fleet's environmental impact, promoting sustainability.

4. UI/UX Refinements:

One-tap checkout and in-app customer support were introduced to streamline the purchasing process and provide real-time issue resolution, enhancing the overall user experience and reducing friction during transactions.

FRAMEWORKS

- User-Centered Design (UCD):** Focused on meeting user needs and gathering feedback to continuously refine Gopuff's features, ensuring maximum customer satisfaction.
- Agile Development:** Employed an agile approach to roll out new features based on user feedback and market trends, optimizing development cycles.
- Sustainability by Design:** Integrated eco-friendly practices and materials into Gopuff's design and operations from the beginning, aligning with sustainability goals.

Achieving Gopuff's Strategic Goals

Sustainability by Design

Integrate eco-friendly practices and materials into operations.



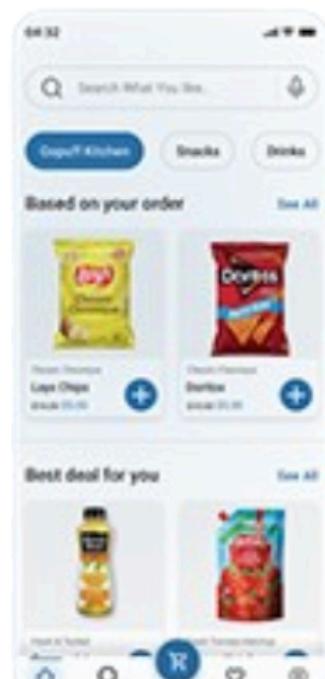
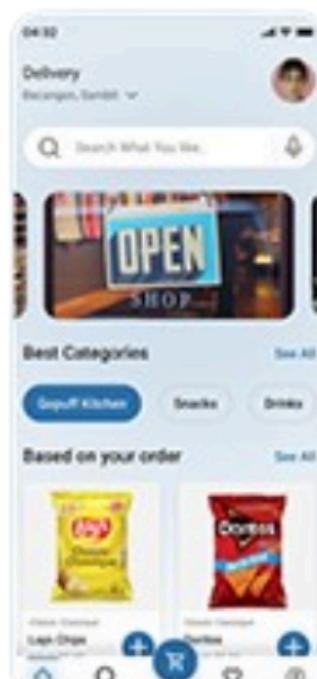
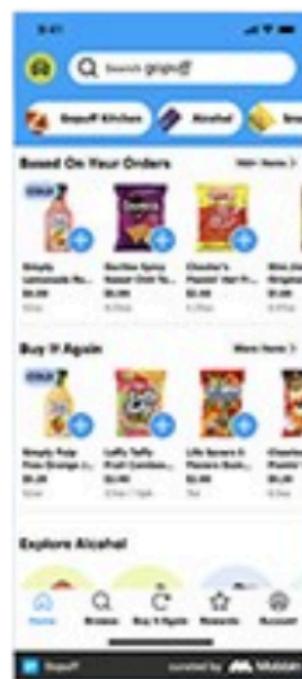
Agile Development

Employ an agile approach to roll out new features based on feedback and trends.



User-Centered Design

Focus on meeting user needs and gathering feedback to refine features.



METRICS

- **Delivery Speed:** Gopuff tracked the percentage of orders delivered within 30 minutes to ensure it met its promise of fast delivery, improving customer satisfaction.
- **Customer Retention:** Measured repeat customer rates to gauge the effectiveness of engagement strategies, including loyalty programs and personalized offers.
- **App Engagement:** Monitored user interactions with the app, such as purchase frequency and time spent, to assess the effectiveness of features and promotions.
- **Sustainability Impact:** Gopuff measured its reduction in plastic waste and carbon emissions from delivery operations, tracking its progress toward sustainability goals.
- **Net Promoter Score (NPS):** Calculated NPS to assess customer satisfaction and likelihood of recommending Gopuff to others, helping refine the service.

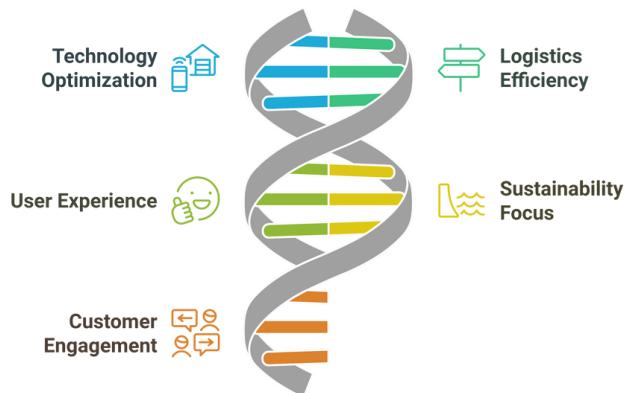
CONCLUSION

Gopuff's success stems from optimizing its technology, logistics, and user experience to deliver quick, personalized service. The company's focus on sustainability and customer engagement sets it apart in the competitive quick commerce market.

REFERENCES

Secondary source (Current news and trends)

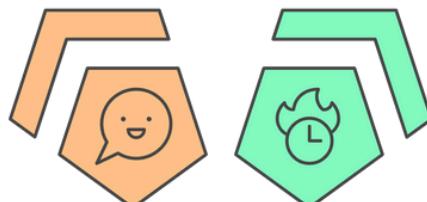
Gopuff's Success Strategy



Gopuff Performance Metrics

Net Promoter Score

Assesses customer satisfaction and likelihood of recommending Gopuff to others.



Delivery Speed

Tracks the percentage of orders delivered within 30 minutes to ensure fast service.

Sustainability Impact

Evaluates reduction in plastic waste and carbon emissions from delivery operations.



Customer Retention

Measures repeat customer rates to evaluate engagement strategies' effectiveness.

App Engagement

Monitors user interactions with the app to assess feature and promotion effectiveness.



TECHNOLOGY INDUSTRY

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TECH INDUSTRY

Eco - System

INTRODUCTION

The technology industry is a fast-growing and diverse sector that drives innovation and shapes the way we live and work. It includes everything from hardware (like computers and smartphones) to software (apps and platforms), telecommunications, and cloud computing. Key areas also include artificial intelligence, big data, cybersecurity, and emerging fields like blockchain and virtual reality. The industry constantly evolves with advancements in health tech, quantum computing, and Internet of Things (IoT) devices. Its primary goal is to create solutions that improve efficiency, connect people, and solve real-world problems while transforming industries globally.

TECH-INDUSTRY ECO-SYSTEM

1. Innovation and Development Hubs

R&D Centers: Universities, tech labs, and dedicated R&D teams at organizations develop groundbreaking technologies like artificial intelligence, quantum computing, and robotics. Examples include MIT Media Lab and Google's DeepMind.

Technology Firms: Giants like Apple, Microsoft, and Tesla focus on developing innovative products, from devices to software systems, shaping global markets.

Startups: Small, agile companies pushing niche innovations in areas like blockchain, health tech, or clean tech, often filling gaps left by larger corporations.



2. Core Infrastructure Providers

Importance: Infrastructure providers create the foundation for digital transformation by supplying the tools and platforms businesses need to operate efficiently and scale globally.

Key Players:

Hardware: Intel, AMD, NVIDIA.

Cloud: Amazon Web Services (AWS), Microsoft Azure, Google Cloud.

Networking: Cisco, Juniper Networks, Huawei.

Impact: Enables the seamless integration of technologies across industries, supports globalization, and ensures businesses stay competitive in a digital-first economy.

3. Market Stakeholders and Consumers

Enterprise Clients: Businesses in various industries (healthcare, retail, finance) use tech for operations, customer engagement, and data management. For example, banks use blockchain for secure transactions.

Individual Consumers: Everyday users of smartphones, smart home devices, and apps drive demand for user-friendly, high-performance products and services.

4. Regulatory Framework and Policy Makers

Importance: Regulations ensure fair competition, consumer protection, and ethical use of technology while preventing monopolistic behavior and data misuse.

Key Players:

Governments: European Union (GDPR), US Federal Trade Commission.

Industry Standards: IEEE, ISO, and W3C.

Impact: Encourages trust in technology, creates a level playing field for businesses, and sets boundaries for innovation to ensure it benefits society.

5. Investment and Funding Channels

Venture Capital (VC) Firms: Provide seed and growth-stage funding for startups, driving innovation in emerging fields like AI and renewable tech. Examples include Sequoia Capital and Andreessen Horowitz.

Private equity (PE) firms: invest in scaling established companies or restructuring struggling tech businesses for higher profitability.

Public markets and IPOs: Companies raise funds through initial public offerings (IPOs) or stock sales, opening up investment opportunities for individual and institutional investors.

6. Human Capital and Workforce

Technical experts: engineers, data scientists, and developers design and build products, ensuring cutting-edge functionality.

Product and project managers: professionals who strategize, prioritize, and oversee product lifecycles, ensuring alignment with business goals and customer needs.

Support Roles: Sales teams, marketers, customer service agents, and HR professionals ensure the technology reaches the right audience, is marketed effectively, and is supported throughout its use.

7. Collaborative Ecosystems and Knowledge Networks

Consulting Firms: Deloitte, Accenture, and McKinsey guide businesses on tech adoption, digital transformation, and operational efficiency.

Developer Communities: Platforms like GitHub, Stack Overflow, and tech meetups foster collaboration and knowledge sharing, speeding up innovation cycles.

Academic Institutions: Universities train the workforce and engage in partnerships with companies for internships, research, and development.

8. Distribution and Commercial Platforms

Importance: Efficient distribution channels ensure technology products and services reach the right users globally, driving adoption and market penetration.

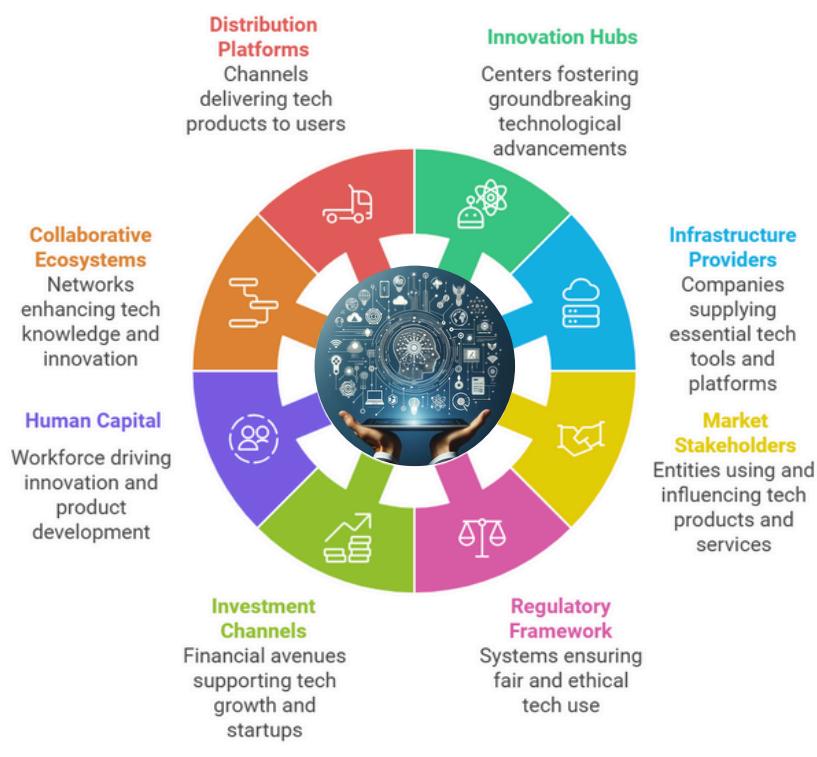
Key Players:

B2C Platforms: Amazon, Apple App Store, Google Play.

B2B Platforms: Salesforce, Alibaba, Microsoft Dynamics.

Logistics: FedEx, DHL, UPS.

Impact: Facilitates global access to technology, supports economies of scale, and improves customer satisfaction by streamlining delivery processes.



Technology Industry Ecosystem

CUSTOMER JOURNEY IN TECH-INDUSRTY

A customer journey in the technological industry encompasses the various stages and touchpoints a customer experiences from initial awareness to post-purchase support. This journey is increasingly complex due to the multitude of digital interactions available today.

STAGES OF THE CUSTOMER JOURNEY

1. Awareness

Touchpoints: social media ads, search engine results, online reviews, and content marketing.

Customer Actions: Customers become aware of a technology product or service through various channels.

Emotions: Curiosity and interest in solving a problem or fulfilling a need.

2. Consideration

Touchpoints: Company websites, product demos, webinars, and comparison articles.

Customer Actions: Researching options, comparing features, and reading reviews.

Emotions: Hopefulness mixed with skepticism as customers evaluate different solutions.

3. Purchase

Touchpoints: E-commerce platforms, checkout processes, and sales consultations.

Customer Actions: Making a decision to buy, completing transactions online or through sales representatives.

Emotions: excitement about the purchase but potentially anxiety regarding commitment.

4. Onboarding

Touchpoints: User guides, tutorials, customer support interactions.

Customer Actions: Setting up the product or service and learning how to use it effectively.

Emotions: Satisfaction if onboarding is smooth; frustration if issues arise.

5. Usage

Touchpoints: Product interfaces, customer support channels (live chat, email)

Customer Actions: Regular use of the product/service and seeking help when needed.

Emotions: Contentment when the product meets expectations; dissatisfaction if problems occur.

6. Retention

Touchpoints: Follow-up emails, newsletters, loyalty programs.

Customer Actions: Engaging with ongoing support and considering upgrades or renewals.

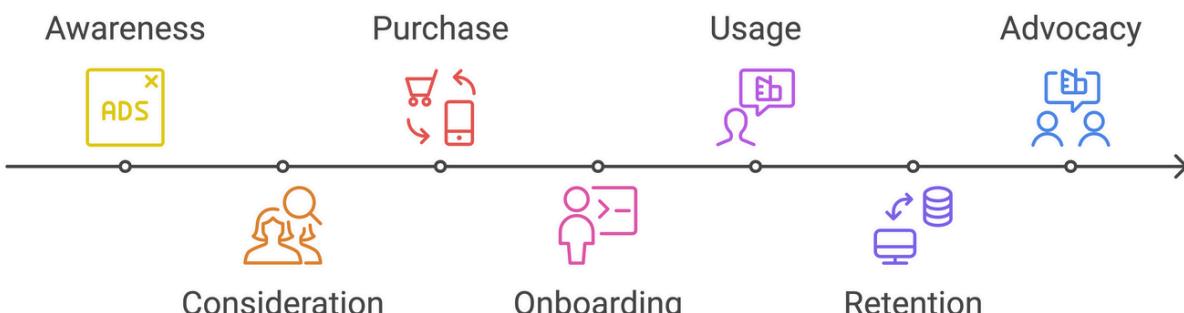
Emotions: Loyalty if satisfied; disappointment if expectations are not met.

7. Advocacy

Touchpoints: Social media sharing, online reviews, word-of-mouth referrals.

Customer Actions: Recommending the product/service to others and providing feedback.

Emotions: Pride in sharing a positive experience; regret if they had a negative experience.



KEY CONSIDERATIONS WHILE MAPPING CJ

- **Data Utilization:** Companies should leverage data analytics from various sources (e.g., website analytics, customer surveys) to identify pain points and enhance each stage of the journey
- **Personalization:** Tailoring experiences based on customer behavior and preferences can significantly improve satisfaction and retention rates
- **Technology Integration:** Utilizing CRM systems and journey mapping tools can streamline data collection and visualization processes
- **Continuous Improvement:** Regularly updating journey maps based on new insights ensures that businesses remain responsive to changing customer needs

UNDERSTANDING THE ROLE OF A PRODUCT MANAGER

- **Setting Product Strategy:** PMs define the vision, create a roadmap, and align initiatives with product goals to guide strategic direction.
- **Market Research:** PMs conduct research to understand user pain points and market trends, using insights to drive product decisions.
- **Feature Prioritization:** PMs evaluate features based on value and strategy, balancing trade-offs while collaborating with engineering teams.
- **Defining Releases:** PMs plan and schedule product releases, managing dependencies and ensuring team alignment.
- **Stakeholder Communication:** PMs act as bridges between teams, sharing updates and gathering feedback to refine the product.
- **Performance Analysis:** PMs analyze metrics and feedback post-launch to identify improvements and meet user needs.



GO-TO-MARKET STRATEGY CASE STUDY

Adobe CJM Product Management



OVERVIEW

This case study examines Adobe Customer Journey Management (CJM), a B2B solution designed to enhance digital customer experiences through personalized engagement and data-driven insights. Targeting businesses of all sizes, Adobe CJM stands out from competitors like Rocketium with advanced features such as real-time analytics and seamless integration with Adobe's suite. The strategy includes a tiered pricing model, a strong partner ecosystem, and a focus on customer onboarding and retention to ensure long-term success. This case highlights the importance of differentiation, data-driven decisions, and cross-functional alignment in driving product success.

BACKGROUND

Ideal Customer Profile:

Small SMEs (0-200 employees):

These companies need simple, affordable solutions for customer journey management to build foundational customer insights.

Medium SMEs (500-5000 employees):

Require scalable solutions with more features and customization options to handle growth and diverse customer bases.

Large Enterprises (5000+ employees):

Seek highly advanced, customizable solutions with robust data integration capabilities to manage complex customer journeys across multiple touchpoints.

Customer Pain Points:

Key pain points include fragmented data (silos), a lack of actionable insights, and difficulty in delivering personalized messaging across channels. Adobe CJM addresses these issues by enabling data consolidation, personalized engagement, and analytical tools that help businesses understand and influence customer journeys.

COMPETITIVE ANALYSIS

Primary Competitor: Rocketium

Strengths: Rocketium stands out for its ease of use, affordability for smaller businesses, and efficient campaign collaboration features.

Weaknesses: It lacks advanced segmentation and real-time analytics that Adobe CJM offers, limiting its appeal to medium and large enterprises.

Differentiators for Adobe CJM: Adobe CJM's real-time analytics, advanced segmentation, and seamless integration with Adobe's suite make it a preferred choice for larger organizations needing more powerful, data-driven solutions.

Value Proposition:

Adobe CJM's primary value lies in its ability to drive personalized engagement across every stage of the customer journey, thus boosting satisfaction and conversion. By unifying customer data and offering actionable insights, CJM allows brands to deliver tailored messages through optimal channels, increasing relevance and fostering loyalty.

Positioning & Messaging

Adobe CJM is positioned as a comprehensive, data-centric solution for businesses looking to create impactful digital experiences. Key messaging focuses on its ability to enhance customer understanding, enable real-time engagement, and deliver personalized experiences to strengthen brand relationships.

Pricing Strategy

Adobe CJM employs a tiered pricing model to align with customer size and feature requirements:

- Small SMEs: Entry-level, cost-effective options.
- Medium SMEs: Mid-tier pricing, offering additional features.
- Enterprises: Custom pricing based on complex requirements, emphasizing scalability and customization.

Sales Strategy & Channels

Adobe primarily uses an indirect sales model through channel partners, including distributors and resellers, to customize CJM for client needs. This approach extends Adobe's reach to diverse markets and helps tailor the product for specific regional and industry requirements.

MARKETING STRATEGY

Adobe employs a multi-faceted marketing approach that includes:

1. Channel Partner Ecosystem: Channel partners increase Adobe's market reach while providing valuable regional insights to tailor Adobe CJM's offerings.

2. Selling Success Plans: Adobe promotes an entire package of support, known as "Adobe Success Plans," which sells the complete suite of Adobe services to clients. Much like a gym membership, this plan provides everything needed for success—from step-by-step exercises to nutrition advice and a structured routine. Adobe Success Plans enhance customer engagement by offering comprehensive assistance and guidance across every stage of their customer journey.

3. Funnel Marketing Approach: Adobe's TOFU (Top of Funnel), MOFU (Middle of Funnel), and BOFU (Bottom of Funnel) strategy targets potential customers at different stages of the sales journey. This funnel-based approach helps attract leads and nurture them to conversion, aligning with Adobe's overall customer-centric strategy.

Peripheral Revenue:

These additional business models, such as Success Plans, represent peripheral revenue streams, contributing to Adobe's overall revenue growth and enhancing the customer experience by offering high-value resources that foster long-term engagement and satisfaction.



Distribution Plan

Adobe's distribution strategy leverages its GTM (Go-To-Market) approach and partner network:

- Direct Sales for Large Enterprises: Adobe's in-house team manages onboarding and customization for these customers.
- Channel Partners for SMEs: Partners provide setup, customization, and support, making Adobe CJM highly adaptable to varied customer needs.

Customer Onboarding

A seamless onboarding process is vital for Adobe CJM's SaaS model, where **60% of net revenue often comes from existing customers**. Since SaaS relies on a subscription-based model, customer retention is just as important as new revenue acquisition. Minimizing churn is essential, as recurring revenue hinges on maintaining customer satisfaction and ongoing support.

Customer Support

To keep churn rates as low as possible, Adobe invests heavily in providing an outstanding post-sale experience and top-notch customer support. This "post-sale cost center" includes costs that contribute to revenue maintenance, emphasizing the importance of excellent customer experience in driving long-term success and loyalty.

METRICS & KPIS

Key metrics Adobe uses to gauge CJM's performance include:

- **CSAT (Customer Satisfaction):** Measures overall customer satisfaction.
- **Churn Rate:** Tracks customer retention, essential for a subscription model.
- **Partner Loyalty Score (PLS):** Assesses the effectiveness and satisfaction within the channel partner network.

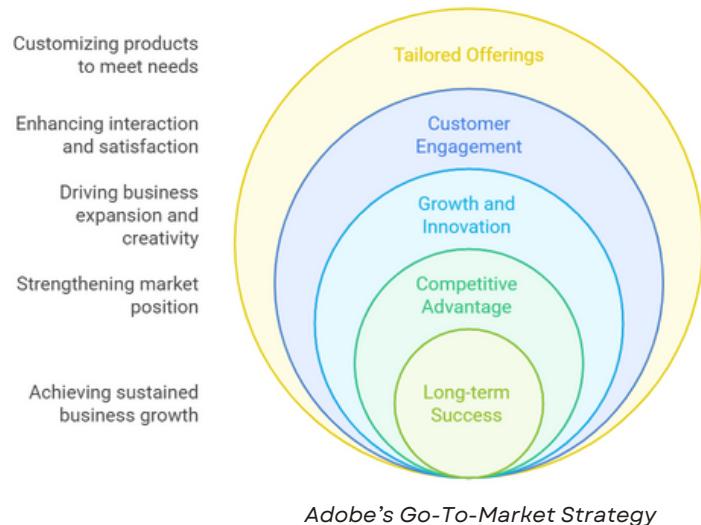
Risk Management

Adobe proactively manages risks, including potential market shifts, operational challenges, and data privacy concerns, by:

- Investing in AI and real-time data processing: Keeping Adobe CJM competitive in a fast-evolving tech landscape.
- Contingency plans with partners: Quickly adapting to changes in market demand or operational issues.
- Enhanced data security: Protecting customer data in an era of heightened privacy concerns.

CONCLUSION

Adobe CJM's go-to-market strategy combines a customer-centric approach, effective channel partnerships, and strong support. With advanced data management, segmentation, and analytics, Adobe CJM enables businesses to personalize customer journeys, fostering loyalty and satisfaction. This case demonstrates the importance of strategic focus on competitive differentiation, data-driven improvements, and cross-functional alignment to achieve product success in customer experience management.



REFERENCES

Primary Source through an Interview
(Due to confidential reasons, we are not revealing the interview source details.)

USER ACQUISITION AND RETENTION CASE STUDY

IBM Acquiring Prescinto for Renewable Business

OVERVIEW

This case study examines IBM's acquisition of Prescinto, a SaaS company specializing in AI-driven asset performance management for renewable energy. The acquisition reflects IBM's strategy to expand its renewable energy offerings, enhance product fit, and improve customer impact by providing advanced monitoring and optimization for renewable assets.

PROBLEM STATEMENT

IBM, looking to strengthen its foothold in the renewable energy and utilities market, identified the following needs:

- Strategic Alignment with Sustainability Goals:** IBM aimed to bolster its sustainability initiatives and align with the global shift toward net-zero targets.
- Enhanced Product Capabilities:** To meet the needs of renewable energy companies, IBM required advanced AI capabilities to optimize energy asset performance.
- Competitive Market Positioning:** With rising demand for renewable energy solutions, IBM sought to reinforce its competitive standing through innovative technology integration.

SOLUTION APPROACH

IBM's acquisition of Prescinto provides a strategic boost in multiple areas, with a focus on market strategy, product enhancement, and technology integration.



STRATEGIC ALIGNMENT AND PRODUCT FIT

- Sustainability Goals:** IBM's integration of Prescinto's technology aligns with its goal of supporting clients in their transition to renewable energy and achieving net-zero objectives.
- Enhanced Maximo Application Suite (MAS):** By incorporating Prescinto's AI-powered software, IBM strengthens its MAS, transforming it into a more comprehensive tool for asset performance and lifecycle management within renewable energy.

AI-DRIVEN TECHNOLOGY INTEGRATION

- Real-Time Analytics and Predictive Maintenance:** Prescinto's AI technology monitors asset performance in real-time and provides actionable insights to enhance operational efficiency. This includes addressing challenges from environmental factors, such as weather or debris, which impact renewable energy output.
- Complementary Features:** Prescinto's capabilities seamlessly integrate with IBM's MAS, enabling proactive maintenance, reducing downtime, and optimizing asset performance, thus adding significant value to IBM's asset management solutions.

Increased ROI and Sustainability
Focuses on energy efficiency and maximizing ROI for renewable projects



Real-Time Data and Insights
Provides analytics and AI recommendations for asset performance

Customer Benefits of Enhanced MAS Offering

CUSTOMER BENEFITS OF THE ENHANCED MAS OFFERING

- Real-Time Data and Insights:** Customers benefit from real-time data analytics and AI-powered recommendations, helping them monitor asset performance, quickly address underperforming components, and take corrective action.
- Increased ROI and Sustainability:** The integrated MAS-Prescinto solution improves energy efficiency, reduces losses, and maximizes ROI for renewable projects, making it a valuable asset for companies focused on sustainability and operational optimization.

IMPACT ON COMPETITIVE POSITIONING

- Stronger Market Presence in Renewable Energy:** The acquisition positions IBM as a leader in Asset Performance Management (APM) and Enterprise Asset Management (EAM) for renewable energy companies, a market projected to grow rapidly. The enhanced MAS offering is now more appealing to clients in energy and utilities looking for comprehensive, AI-driven solutions.

CHALLENGES ADDRESSED FOR RENEWABLE ENERGY COMPANIES

- Optimization of Energy Output:** IBM-Prescinto's combined solution helps overcome common issues like environmental conditions that degrade the performance of renewable assets (e.g., dirt on solar panels or adverse weather impacts on turbines).
- Cost Reduction and Downtime Minimization:** AI-driven monitoring enables renewable energy companies to reduce operational costs, perform predictive maintenance, and minimize downtime by proactively identifying and resolving performance issues.

ALIGNMENT WITH BROADER INDUSTRY TRENDS:

- Digitalization in Renewables:** IBM's acquisition of Prescinto highlights the trend towards digital transformation within the renewable energy sector. Companies are increasingly investing in smart technologies that automate monitoring, enhance operational efficiency, and extend asset lifespans through data-driven management.
- Rise of Smart Grids:** The integration of AI in asset management is part of a larger movement towards smart grid management, where digital solutions play a crucial role in optimizing and managing renewable energy systems.

KEY LEARNINGS

- Strategic Alignment with Market Needs:** The acquisition demonstrates the importance of aligning product offerings with industry trends and sustainability goals.
- Value of Technology Integration:** Integrating advanced AI-driven technology enhances product functionality and addresses specific pain points for customers.
- Importance of Market Responsiveness:** IBM's move reflects the growing demand for digital solutions in renewable energy, underscoring the need to stay responsive to market changes.
- Customer-Centric Innovation:** Focusing on customer value and aligning product features with customer needs is crucial for enhancing competitive advantage and ensuring customer satisfaction.

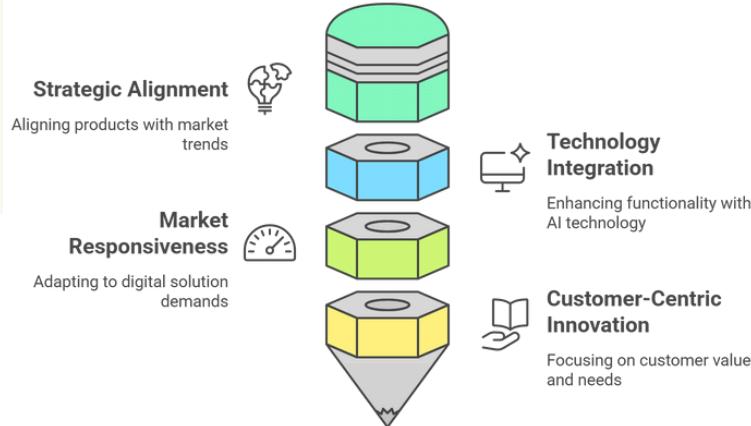
CONCLUSION

IBM's acquisition of Prescinto highlights the strategic importance of leveraging technology to drive sustainability and innovation in the renewable energy sector. By integrating Prescinto's AI-powered solutions into its Maximo Application Suite, IBM not only enhanced its product capabilities but also strengthened its market position and aligned with global trends like digitalization and net-zero goals. This move underscores the value of customer-centric innovation in solving industry challenges such as asset inefficiency, operational costs, and downtime, ultimately delivering greater value to clients.

REFERENCES

Secondary source (Current news and trends)

Strategic Business Dynamics



IBM Retention Score



TEAM AND STAKEHOLDER MANAGEMENT CASE STUDY

Streamlining Seller Onboarding at Walmart

OVERVIEW

This case study is about Walmart who faced challenges with its seller onboarding process as it transitioned to meet growing digital demands. The company identified inefficiencies in its manual, offline process, which hindered the experience for local sellers and strained its business teams. To resolve this, Walmart's product manager developed a self-service onboarding portal aimed at improving efficiency, scalability, and user satisfaction.

PROBLEM STATEMENT

Pain Points in the Seller Onboarding Process

• For Sellers:

1. Lack of clear guidance on the required steps and documentation for onboarding.
2. Time-consuming and tedious verification and setup processes.

• For Walmart's Business Team:

1. Managing thousands of sellers using offline tools like emails and spreadsheets.
2. Limited scalability of the offline process.
3. Lack of traceability, making it difficult to track progress and resolve issues effectively.

Key Challenges:

- Ensuring sellers' legitimacy to prevent fraudulent activities.
- Facilitating a seamless setup process for shipping and payment for sellers.
- Managing communication between sellers and Walmart's business team.



ROLE OF A PM

As a product manager, the key responsibility is to bridge the gap between external stakeholders' needs and internal stakeholders' execution. In this role, the external stakeholders are the business teams who interact with sellers, onboard them onto the platform, and utilize tools like the 'Seller Centre' to track seller activities. The product manager focuses on the Seller Acquisition and Onboarding segment of the 'Seller Centre,' ensuring a seamless and efficient onboarding experience for sellers. This involves defining problem statements based on business team requirements and collaborating with internal teams to develop functionalities that meet these needs, enhancing the overall seller experience and operational efficiency.

PROPOSED SOLUTION

The product manager aimed to address these issues by creating a **self-service onboarding experience**. This approach allowed sellers to complete onboarding steps independently through an online portal, reducing reliance on manual interactions.

Solution Design:

The solution design streamlined onboarding with a self-service portal for sellers, offering clear guidance and online setup for documents, shipping, and payments. For the business team, a centralized 'Seller Centre' dashboard improved tracking and management of seller activities, enhancing efficiency and scalability.

USER PROFILES



Sellers:

Sellers are individuals or businesses looking to join Walmart's platform to sell their products. They required a straightforward and transparent onboarding process to guide them through each step efficiently. This included clarity on what documentation was needed and how to complete the setup for selling, shipping, and payments.



Business Teams:

The internal business team works closely with sellers to bring them onto the platform. To manage the increasing volume of sellers, they required robust tools to efficiently track, manage, and support seller activities at scale without relying on manual methods like spreadsheets or emails.

FEATURES IMPLEMENTED:



Seller Onboarding and Management Process

SUCCESS METRICS

Defining success metrics was essential to measure the effectiveness of the onboarding process improvements. The product manager identified two types of metrics:

Output Metrics (End Results - Not Directly Controllable):

Increased number of onboarded sellers.
Overall improvement in seller acquisition rates.

Input Metrics (Controllable Product Metrics):

Reduced onboarding time.
Fewer steps in the onboarding process.
Improved form load times.
Higher click-through ratios on the onboarding portal.

EXECUTION APPROACH

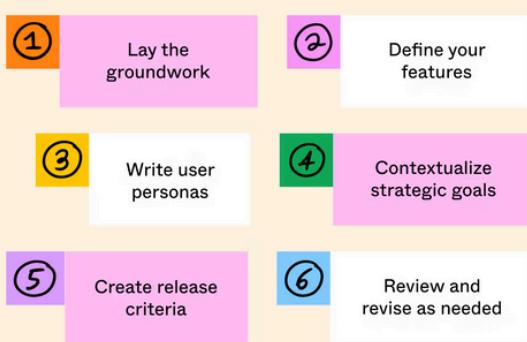
1. Discovery Process:

The first step involved deeply understanding the pain points of stakeholders, including both sellers and the business team. The product manager analyzed existing processes to identify inefficiencies and explored industry standards for onboarding practices in e-commerce marketplaces like Walmart. This research provided valuable insights into best practices and areas for improvement, setting the foundation for the product development process.

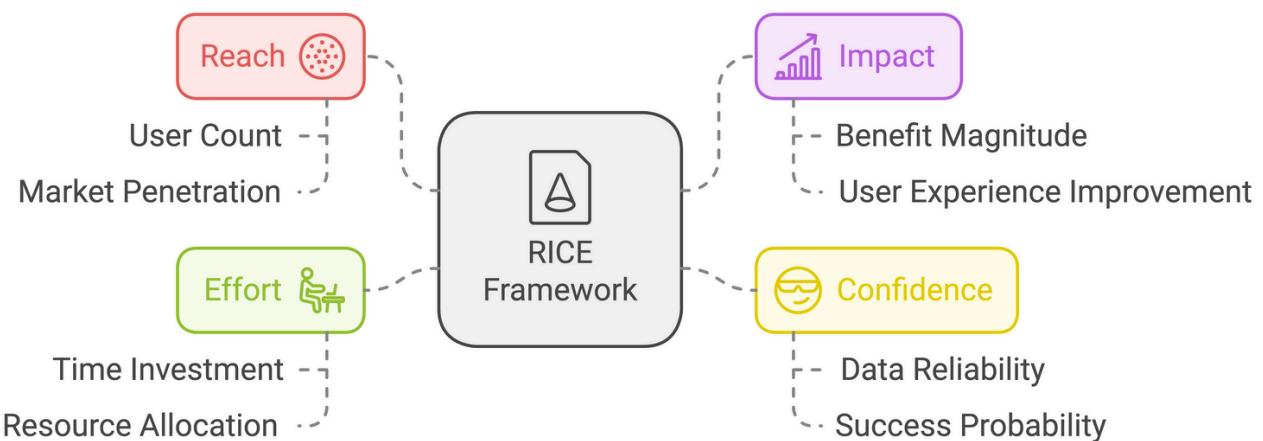
2. Product Requirement Document (PRD):

A detailed PRD was created to ensure clarity and alignment between teams. It outlined the features, functionalities, and user stories in a way that both business teams and engineering teams could easily understand. To ensure the PRD met stakeholder expectations, user stories were validated through feedback sessions with key stakeholders.

HOW TO WRITE A PRD



3. Prioritization Using the RICE Framework:



4. Development & Testing:

Collaborating with the design and engineering teams, the features were implemented iteratively.

A/B Testing: Different versions of the self-service onboarding portal were tested with user groups to determine which design and functionality performed better.

Alpha and Beta Releases: During these phases, convergence ratios (the percentage of users successfully completing onboarding) were monitored to ensure the solutions effectively addressed the pain points.

This structured approach ensured the final product was user-friendly, efficient, and aligned with business objectives.

OUTCOME

The self-service onboarding portal significantly reduced onboarding time and enhanced seller satisfaction. Metrics such as the number of onboarded sellers and time-to-onboard improved markedly. Post-release monitoring enabled continuous platform enhancements.

CONCLUSION

The product manager's role in transforming the seller onboarding process highlights the importance of innovative thinking, stakeholder collaboration, and a user-centric approach in product management. By addressing the inefficiencies in the existing system, Walmart was able to enhance operational scalability and deliver a better experience for both sellers and business teams.

KEY LEARNINGS

- **Stakeholder Management:** Ensuring alignment between business and engineering teams by understanding their goals, addressing their concerns, and maintaining clear communication throughout the project.
- **Solutioning Skills:** Identifying user needs, analyzing challenges, and crafting practical, impactful solutions that address both user pain points and business objectives.
- **Articulation:** Clearly conveying requirements, updates, and feedback to all stakeholders in a way that fosters collaboration and ensures everyone is on the same page.

REFERENCES

Primary Source through an Interview

(Due to confidential reasons, we are not revealing the interview source details.)

UI/UX DESIGN CASE STUDY

Salesforce vs Freshworks



OVERVIEW

In the competitive world of Customer Relationship Management (CRM) tools, user experience (UX) and user interface (UI) design play critical roles in determining the adoption and success of a product. This case study explores the UI/UX design strategies employed by Freshworks and Salesforce—two major players in the CRM market—and examines their impact on customer satisfaction, usability, and business outcomes.

PROBLEM STATEMENT

Businesses often struggle to streamline their sales, marketing, and customer support processes due to the overwhelming number of CRM options available. The challenge lies in identifying a CRM platform that aligns with specific organizational needs while ensuring an intuitive, efficient, and engaging user experience.

COMPARATIVE ANALYSIS: FRESHWORKS VS. SALESFORCE

When comparing Freshworks and Salesforce, it becomes evident that these two CRM platforms are tailored for different business needs, each with its unique set of strengths and features. These differences revolve around target audience, scalability, and functionality, and they play a crucial role in determining which platform is the right fit for your business.

TARGET AUDIENCE AND DESIGN PHILOSOPHY

Freshworks

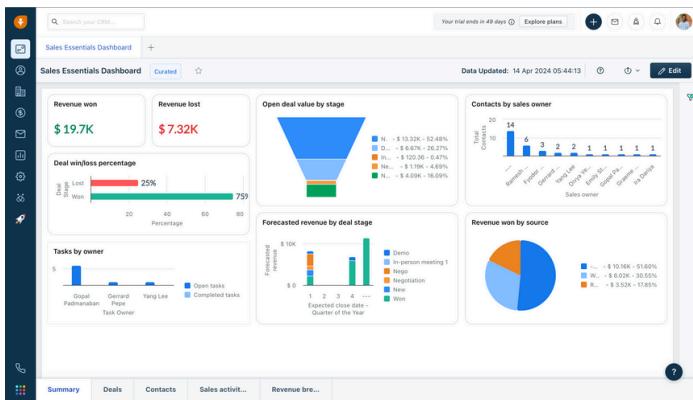
- Target Audience:** Small and medium-sized businesses (SMBs), startups.
- UI/UX Design Focus:** Simplicity and accessibility.
- Design Highlights:**
 - Minimalist and intuitive dashboards that prioritize ease of navigation.
 - Streamlined onboarding with tutorials and guides for quick adoption.
 - Visual clarity through simplified layouts, reducing cognitive load for non-technical users.

Salesforce

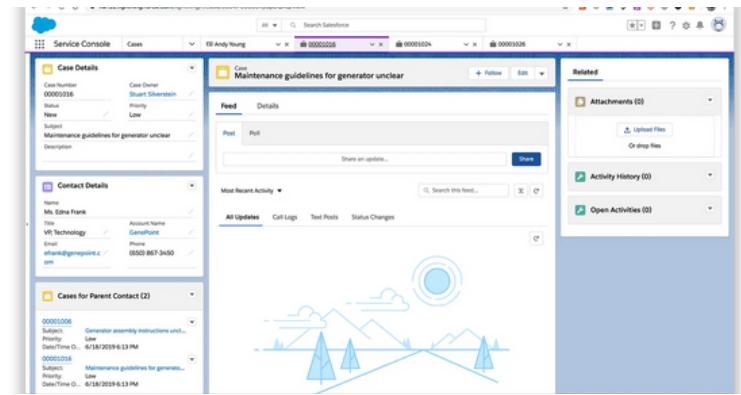
- Target Audience:** Large enterprises with complex CRM needs.
- UI/UX Design Focus:** Customizability and functionality.
- Design Highlights:**
 - Modular design allows extensive customization to match diverse workflows.
 - AI-powered insights integrated seamlessly into dashboards for advanced analytics.
 - Advanced functionality often requiring a steeper learning curve but catering to intricate enterprise processes.



Product managers must consider **user personas** and tailor the design to meet their **unique needs**, whether prioritizing accessibility for SMBs or depth and flexibility for enterprises.



Example of Freshworks Dashboard



Example of Salesforce Dashboard

UI/UX ANALYSIS

- Freshworks** offers an intuitive interface with minimal learning curves, ideal for newcomers to CRM platforms. It provides onboarding guides and tutorials to support first-time users.
- Freshworks** employs a clean and straightforward design, focusing on quick navigation and clarity. Its dashboard simplifies workflows, ensuring users can access key features without hassle.
- Freshworks** provides moderate customization capabilities, allowing businesses to adjust fields and workflows to their needs without extensive technical expertise.

- Salesforce**, while feature-rich, can be overwhelming for beginners due to its complex navigation and functionality. Training is often necessary to fully utilize the platform.
- Salesforce** features a more data-dense interface, prioritizing functionality over simplicity. The visual complexity may suit power users but deter less tech-savvy audiences.
- Salesforce** excels in customization, offering tools to design complex workflows, dashboards, and integrations tailored to specific organizational requirements.

COMPARISONS

- Ticket Management:** Freshworks simplifies ticket handling with customizable categories and prioritization, appealing to businesses needing straightforward solutions.
- Integration Ecosystem:** Freshworks, while competent, has a narrower range, making it less suitable for complex integrations.
- Personalized Interactions:** Freshworks excels in fostering personalized customer engagements with AI tools and shared data across teams.

- Ticket Management:** Salesforce's ticket management, while effective, lacks the same focused approach, often buried under broader functionalities.
- Integration Ecosystem:** Salesforce's AppExchange platform leads in integration capabilities, allowing businesses to connect with a vast array of third-party tools.
- Personalized Interactions:** Salesforce offers similar features but emphasizes enterprise-wide insights over individual interactions.

IMPACT ON KEY METRICS

1. User Engagement:

- Freshworks' ease of use fosters higher initial engagement, particularly among SMBs.
- Salesforce's extensive feature set retains engagement among enterprise users requiring robust capabilities.

2. Onboarding and Adoption Rates:

- Freshworks sees quicker adoption due to its simplicity and guided onboarding process.
- Salesforce experiences slower adoption rates as users familiarize themselves with its expansive toolkit.

3. Customer Satisfaction:

- Freshworks emphasizes personalized interactions with adaptable workflows, enhancing satisfaction for SMBs.
- Salesforce's advanced analytics and AI-powered insights provide satisfaction through data-driven decisions, though its complexity can detract from usability.

CONCLUSION

UI/UX design is a critical factor in the success of CRM platforms. Freshworks and Salesforce exemplify contrasting approaches, each optimized for their respective audiences. Product managers must strategically evaluate customer needs, usability, and scalability when designing solutions. By combining ease of use with powerful features, platforms can achieve higher engagement, satisfaction, and business success.

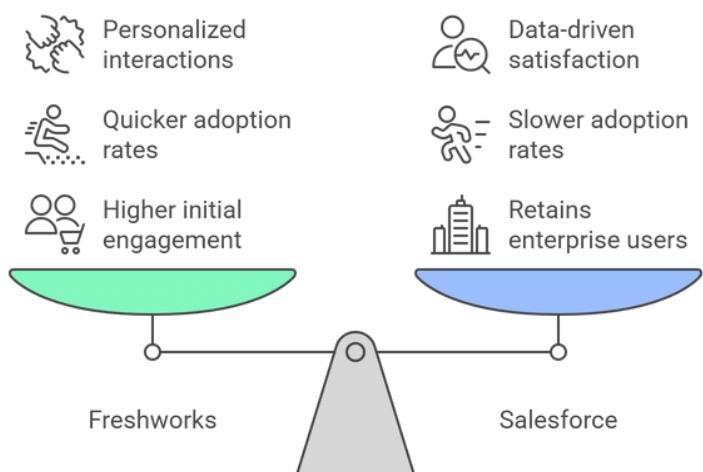
KEY LEARNINGS

- **Align Design with Audience Needs:** SMB-focused products benefit from simplicity and guided experiences.
- Enterprise-focused products must offer scalability and extensive customization.
- **Balance Functionality and Usability:** Overloading interfaces with features can overwhelm users; prioritize clarity in the UI/UX design.
- **Leverage Customer Feedback:** Regularly iterate design based on user feedback to ensure alignment with evolving needs.
- **Strategic Onboarding:** Simplified onboarding processes enhance early adoption, especially for SMB users.

REFERENCES

Primary Source through an Interview

(Due to confidential reasons, we are not revealing the interview source details.)



Freshworks vs. Salesforce: User Engagement and Satisfaction

ROOT CAUSE ANALYSIS

Interview with PM about Flipkart Issue

INTERVIEW CONTEXT

The following is a simulated interview scenario where a candidate conducts a root cause analysis (RCA) to diagnose a problem observed at Flipkart. The problem revolves around a **sudden 15% decline in the "Add to Cart" metric** on the mobile app over the past three days.

Interviewer : We're noticing about a 15% decline in "Add to Cart" actions on the Flipkart app in the past three days. Can you help us diagnose the issue?

Candidate: Sure. Before diving into the diagnosis, could you clarify what we mean by "Add to Cart"?

Interviewer: "Add to Cart" refers to when a user clicks on an item, and it gets added to their shopping cart.

Candidate: Got it. Is this decline observed across all platforms, or is it limited to a specific one?

Interviewer: The decline is mostly on the mobile app.

Candidate: Thank you. I'll take a moment to structure my framework for identifying the root cause.



FRAMEWORKS

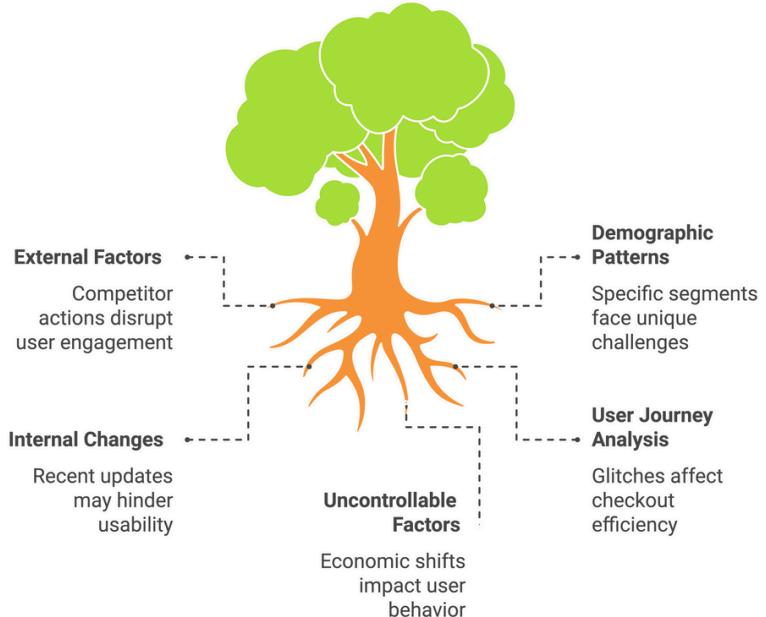
External Factors: Check for competitor campaigns, announcements, or events.

Demographic or Geographic Patterns: Identify if the issue is isolated to specific user segments or locations.

Internal Changes: Investigate recent updates or changes in the app, especially those affecting the shopping journey.

User Journey Analysis: Evaluate each step from product discovery to checkout to identify glitches or bottlenecks.

Uncontrollable Factors: Consider macroeconomic events or seasonality impacts.



Identifying Issues in User Experience

STEP-BY-STEP DIAGNOSIS

Candidate: Have there been any significant competitor announcements or campaigns in the past three days?

Interviewer: Not that we're aware of.

Candidate: Next, are there any patterns in user demographics (age, gender, or location) showing a disproportionate decline?

Interviewer: No distinct patterns—declines appear uniform across demographics and locations.

Candidate: Understood. Have there been any recent updates to the mobile app?

Interviewer: Yes, a major update was rolled out for both iOS and Android.

Candidate: Was this update related to the shopping cart flow or the visibility of the "Add to Cart" button?

Interviewer: Yes, the checkout flow was updated to improve user experience.

Candidate: Interesting. Is the decline isolated to iOS or Android users?

Interviewer: It's specific to Android users.

Candidate: Have we received bug reports or incident tickets regarding the shopping cart flow?

Interviewer: There's been an increase in bug reports, especially around adding items to the cart and completing transactions.

CANDIDATE'S HYPOTHESIS

The decline seems directly linked to the "Add to Cart" button or the event flow associated with it. Let's validate:

1. **Visibility of the Button:** Ensure the "Add to Cart" button is visible across all devices and scenarios (e.g., product listing pages and product details pages).

2. **Event Tracking:** Check if clicks on the button are correctly logged and transitioning into actual cart additions.

Interviewer:

On analyzing the data, it seems there's a logging failure in the Android app. No "Add to Cart" events are being recorded for this version, even though users are clicking the button.

CANDIDATE'S CONCLUSION

The root cause is likely a bug introduced during the recent Android update, disrupting the transition of "Add to Cart" events into actual cart additions.

SUMMARY OF APPROACH



- External factors were ruled out due to no observed competitor campaigns or macroeconomic events.
- Uniformity across demographics and locations eliminated user-segment-specific issues.
- Analyzing internal changes pinpointed the issue to the Android app update.
- Event tracking data highlighted a critical breakdown in the "Add to Cart" functionality.

REFERENCES

Primary Source through an Interview

(Due to confidential reasons, we are not revealing the interview source details.)



AD-TECH INDUSTRY

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AD-TECH INDUSTRY

COMPONENTS OF AD-TECH ECOSYSTEM

UNDERSTANDING THE AD-TECH ECOSYSTEM

The Ad-Tech ecosystem is a network of technologies and platforms enabling the buying, selling, and delivery of digital ads, helping marketers optimize strategies in a digital-first world.

AD NETWORKS AND EXCHANGES

Ad networks and exchanges connect advertisers with publishers, streamlining the buying and selling of digital ad inventory for efficient placements.



Ad Networks

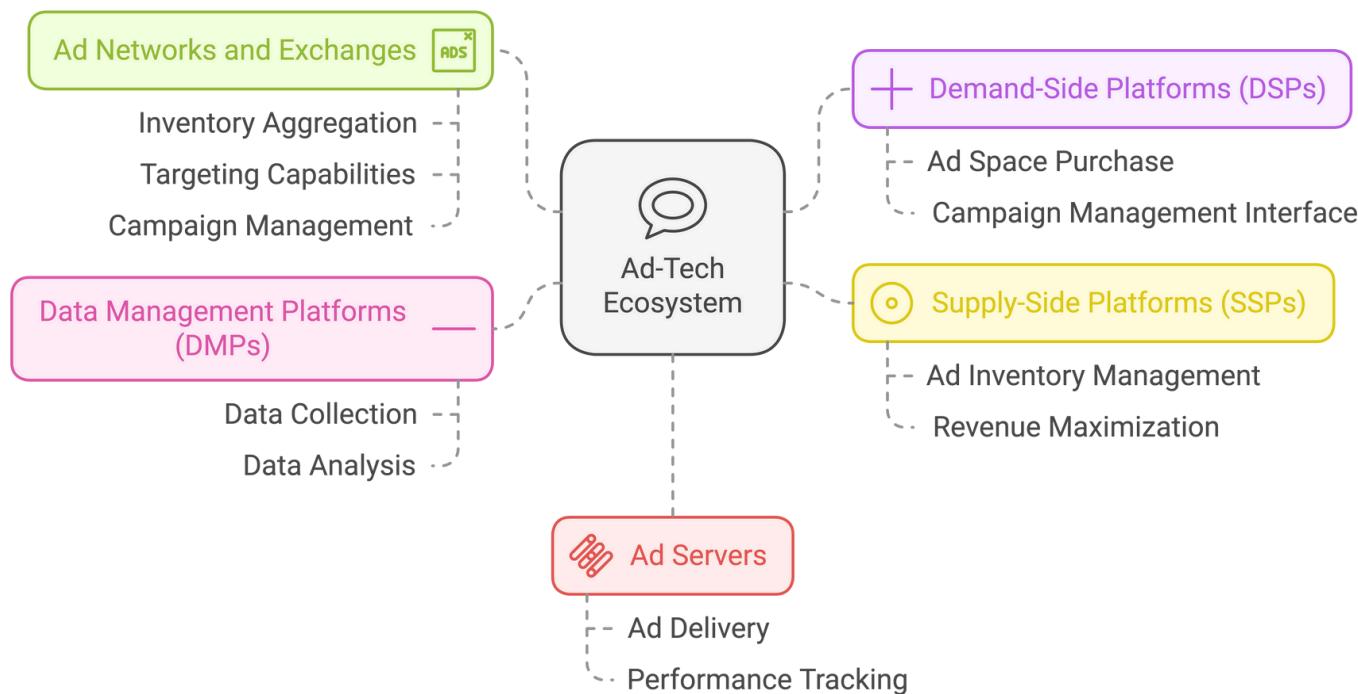
Definition: Ad networks aggregate ad inventory from multiple publishers and sell it to advertisers, simplifying the buying process.

Functionality:

Inventory Aggregation: Collects ad space from various publishers, offering a broad range of options to advertisers.

Targeting Capabilities: Utilizes data to help advertisers reach specific audience segments based on demographics, interests, and behavior.

Campaign Management: Provides tools for advertisers to manage and optimize their campaigns, including performance tracking and reporting.



1. Ad Exchanges

a. Definition: Ad exchanges are digital marketplaces where advertisers and publishers can buy and sell ad space in real-time. They facilitate automated transactions, enabling advertisers to bid on available inventory, and allowing publishers to sell their ad space to the highest bidder.

b. Functionality:

i. Real-Time Bidding (RTB): Ad exchanges enable Real-Time Bidding (RTB), allowing advertisers to bid on ad impressions as they become available. This ensures competitive pricing and efficient use of inventory, helping both advertisers and publishers get the best value.

ii. Transparency: Ad exchanges provide transparency by giving advertisers visibility into where their ads are placed and at what cost. This allows for better tracking, optimization, and accountability in ad campaigns.

iii. Direct Access: Ad exchanges allow direct access to a wide variety of publishers, offering advertisers a broader range of ad inventory. This increases targeting options and inventory diversity, making it easier to reach specific audiences across different platforms..

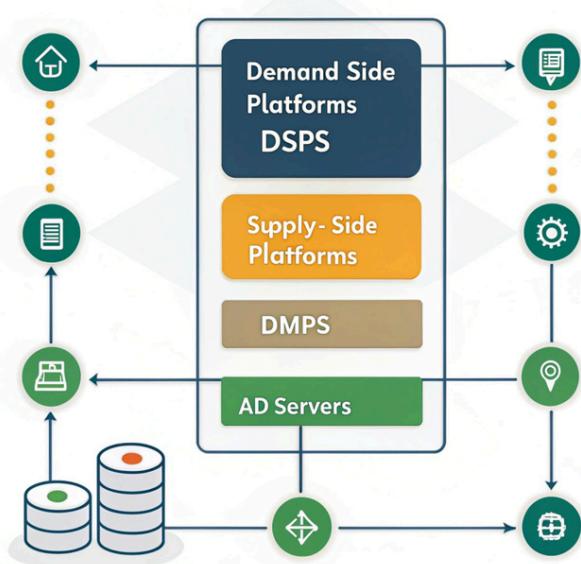


Ad Networks

Aggregates ad inventory and offers targeting capabilities

Ad Exchanges

Facilitates real-time bidding and ensures transparency



COMPONENTS OF AD-TECH SYSTEMS

- **Demand-Side Platforms (DSPs)** Allow advertisers to purchase ad space across multiple exchanges and manage their advertising campaigns through a single interface.
- **Supply-Side Platforms (SSPs)** Help publishers manage their ad inventory and maximize revenue by connecting them with multiple ad exchanges and demand sources.
- **Data Management Platforms (DMPs)** Collect and analyze data from various sources to enhance targeting capabilities and improve campaign effectiveness.
- **Ad Servers** Deliver ads to users and track performance metrics, providing insights into user engagement and campaign success.
- **Ad Verification Tools** Monitor ad delivery and ensure brand safety by detecting fraud, verifying viewability, and maintaining compliance with advertising standards.
- **Ad Exchanges** Function as digital marketplaces where buyers and sellers trade advertising inventory in real-time through automated bidding processes.

DEMAND-SIDE AND SUPPLY-SIDE PLATFORMS (DSPS AND SSPS)

Demand-Side Platforms (DSPs) and Supply-Side Platforms (SSPs) are essential components of the programmatic advertising ecosystem, facilitating the buying and selling of digital advertising inventory in an automated manner.

DEMAND-SIDE PLATFORMS (DSPS)

Definition: DSPs are platforms that allow advertisers to purchase ad inventory from multiple ad exchanges and networks through a single interface.

Functionality:

- Real-Time Bidding (RTB): DSPs enable advertisers to bid on ad impressions in real-time, optimizing their ad spend based on performance metrics.
- Targeting Capabilities: They leverage data analytics to target specific audience segments, ensuring that ads reach the right users at the right time.
- Campaign Management: DSPs provide tools for managing and optimizing advertising campaigns, including performance tracking and reporting.

Benefits:

- Data-Driven Decisions: Facilitates data analysis to refine targeting strategies and improve ROI.
- DSPs provide in-depth analytics and reporting tools that offer valuable insights into audience behavior and preferences.

SUPPLY-SIDE PLATFORMS (SSPS)

Definition: SSPs are platforms that help publishers manage and sell their ad inventory to advertisers through various ad exchanges and networks.

Functionality:

- Inventory Management: SSPs allow publishers to manage their ad space and optimize revenue by connecting with multiple buyers.
- Yield Optimization: They utilize algorithms to maximize the revenue generated from ad impressions by determining the best price for inventory.
- Integration with Ad Exchanges: SSPs connect with multiple ad exchanges, providing publishers with access to a wide range of demand sources.

Benefits:

- Increased Revenue: Helps publishers to sell their inventory more effectively by connecting with a larger pool of advertisers.
- Control Over Inventory: Provides publishers with tools to manage their ad space and set pricing strategies.
- Real-Time Analytics: Offers publishers real-time performance metrics and insights, enabling them to make informed decisions about their inventory, optimize ad placements, and adjust strategies to maximize revenue potential.
- Programmatic Direct Deals: Allows publishers to establish direct deals with advertisers through programmatic channels, enabling them to negotiate terms and pricing while maintaining control over their inventory and ensuring premium placements.

UNDERSTANDING THE ROLE OF A PRODUCT MANAGER

AdTech product managers shape how brands connect with their audiences and influence broader digital ecosystems. Their decisions can:

- Enhance advertiser ROI through advanced targeting and campaign optimization tools.
- Improve the user experience of digital platforms by enabling less intrusive, more relevant ads.
- Contribute to ethical advertising practices and compliance with global regulations.

By balancing user needs, business goals, and societal impacts, product managers in AdTech play a pivotal role in steering the industry toward innovation and sustainability

KEY RESPONSIBILITIES OF A PRODUCT MANAGER:

• Building User-Centric Tools

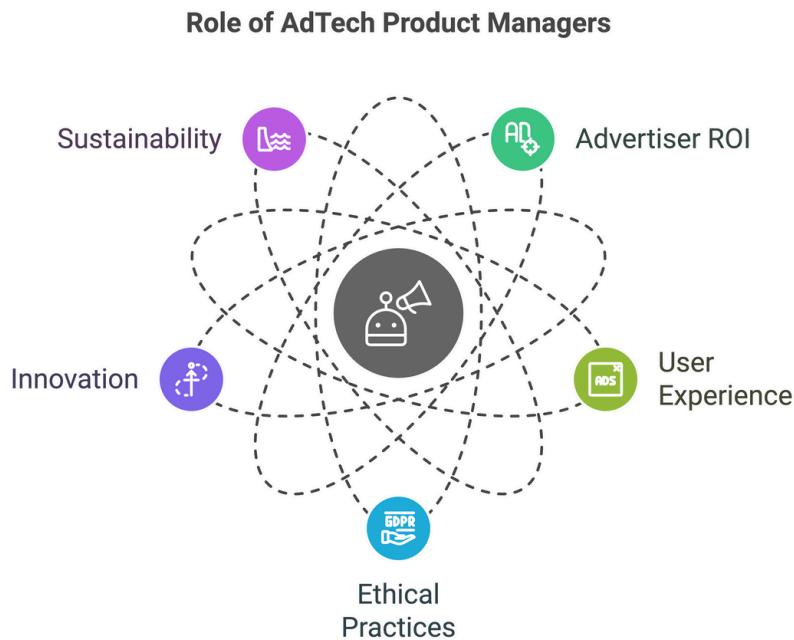
- Develop software solutions for a range of highly technical users, such as Buyers, Traders, and Campaign Managers, who demand precision and efficiency.
- Address the needs of both managed service (internal) and self-service (external) users while balancing usability and technical depth.
- Engage with key persona groups and develop empathy to understand their workflows, pain points, and expectations.

• Driving Innovation

- Constantly deliver new features and improvements at a rapid pace to stay ahead in a highly competitive market where competitors iterate quickly.
- Employ experimentation techniques, A/B testing, and rapid feedback loops to refine product offerings and adapt to evolving customer needs.
- Collaborate with engineering teams to conceptualize scalable, cutting-edge solutions.

• Data-Driven Decision Making

- Handle billions of data points per second, managing queries that impact targeting, bidding, and campaign optimization.
- Leverage machine learning and data science to predict trends, forecast inventory availability, refine bidding logic, and enhance targeting capabilities.
- Cross-Functional Collaboration: Foster strong partnerships with sales, marketing, and customer support teams to ensure alignment on product goals, gather diverse insights, and enhance the overall user experience. This collaboration helps in understanding market demands and user feedback, leading to more effective product development and customer satisfaction.



- Build features that allow users granular control over data while ensuring ease of use and alignment with campaign goals.

- **Ensuring Regulatory Compliance**

- Navigate global privacy regulations like GDPR and CCPA, balancing compliance with innovation.
- Integrate features that respect user privacy, minimize data misuse, and align with legal standards without compromising functionality.

- **Balancing Speed and Stability**

- Operate in a field where customer cycles are quarterly, requiring short-term planning with long-term scalability.
- Ensure that experimental and innovative approaches do not compromise system stability or enterprise-grade requirements like security and reliability.

- **Stakeholder Management**

- Act as a liaison between technical teams (engineering, data science) and business teams (sales, marketing) to align goals and expectations.
- Manage relationships with skeptical and demanding stakeholders, pushing back tactfully while advocating for impactful solutions.

- **Ethical and Strategic Decision-Making**

- Evaluate the societal impact of AdTech products, considering criticisms about how advertising affects the internet and user experiences.
- Foster thoughtful innovation to minimize harmful effects while maximizing value for advertisers and users.

- **Building User-Centric Features**

- **User Education and Support:** Develop comprehensive resources, including tutorials, documentation, and customer support channels, to empower users in effectively utilizing the granular control features. This ensures that users can maximize the potential of the tools while aligning them with their campaign goals.

EVOLUTION OF AD TECH

- **Integration of Data and Analytics:**

- Platforms began leveraging large-scale user data to enhance targeting precision and campaign performance.
- Algorithms became central to ad placement, pricing, and effectiveness analysis.

- **Rise of Mobile and Social Media Advertising:**

- The proliferation of smartphones and social platforms like Facebook and Instagram reshaped digital advertising strategies.
- Social media platforms became key players in AdTech by offering personalized targeting at scale.

- **Privacy Regulations and Cookieless Future:**

- Growing concerns over data misuse led to stringent regulations like GDPR and CCPA.
- The industry faces challenges in transitioning from third-party cookies to privacy-friendly solutions like contextual targeting.

CONCLUSION

The Product Manager's (PM) role in the ad tech industry is pivotal in driving continuous innovation while effectively balancing technological advancements with the ever-changing demands of the market. By leveraging cross-functional insights from various teams, including engineering, sales, marketing, and customer support, the PM navigates the complexities of the ad tech ecosystem. This multifaceted approach ensures that products not only meet the needs of advertisers but also enhance the user experience for consumers.

RETENTION CASE STUDY

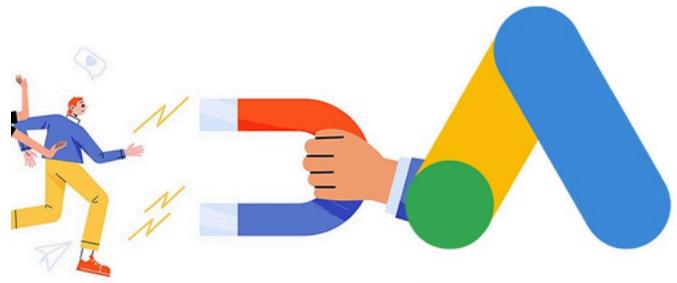
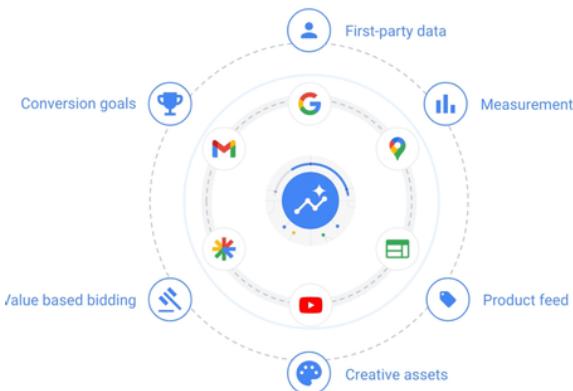
Data-Driven Approach to Sustained User Engagement

OVERVIEW

After successfully attracting advertisers and users globally, Google Ads focused on improving long-term user engagement and retention. By leveraging AI, automation, and audience insights, Google Ads optimized ad performance, enhanced user experience, and increased ROI for advertisers. This case study outlines the strategies Google Ads implemented to achieve sustained engagement in the highly competitive digital advertising landscape.

RETENTION CHALLENGE

- Ad Performance Optimization: Advertisers needed consistent ad performance to justify continued use of Google Ads.
- Automation Efficiency: Managing large-scale ad campaigns manually was cumbersome and inefficient.
- Audience Targeting: Retaining advertisers depended on ensuring they reached the right audiences with high accuracy.
- Competitive Market: Competitor platforms offered evolving ad solutions, challenging Google Ads' market dominance.



Google Ads

RETENTION STRATEGY

AI-Powered Performance Optimization

- Problem: Advertisers struggled with manually optimizing campaigns for performance, leading to lower ROI and disengagement.
- Solution: Google Ads implemented AI-driven tools like Smart Bidding and Performance Max. These tools use machine learning to automatically optimize bids and placements based on real-time data, ensuring advertisers achieve their desired outcomes more efficiently.

Automation for Campaign Management

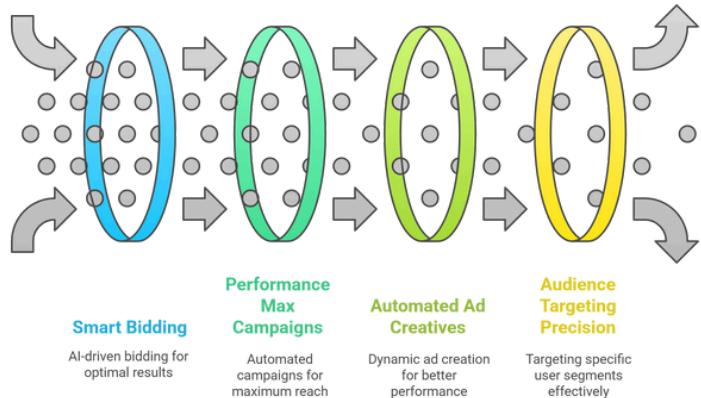
- Problem: Managing large-scale campaigns was time-consuming and error-prone, especially for small businesses or agencies handling multiple accounts.
- Solution: Google Ads introduced automation features such as responsive search ads and automated rules. These tools streamline campaign management by dynamically creating ad combinations and adjusting bids or budgets based on pre-set conditions.

Audience Insights and Personalization

- Problem: Advertisers needed precise targeting to reach high-conversion audiences, but identifying these segments manually was challenging.
- Solution: Google Ads utilized AI to generate deep audience insights, enabling features like custom audiences and in-market segments. These tools allowed advertisers to personalize their campaigns and reach users based on intent and behavior.

Enhanced Feedback and Support Systems

- Problem: Advertisers often faced issues like ad disapproval or low-quality placements, leading to frustration and churn.
- Solution: Google Ads enhanced its support system with real-time feedback tools and proactive issue resolution. Features like Policy Manager provided clarity on disapproved ads, while automated suggestions offered solutions to improve ad quality.



METRICS

Ad Performance Improvement: Increased conversion rates by 20% through Smart Bidding.

Campaign Efficiency: Reduced manual effort by 30% with automation tools.

Engagement Rate: Improved audience engagement by 25% with personalized targeting.

ROI Increase: Achieved an average ROI growth of 15% for advertisers using Performance Max.

Customer Satisfaction (CSAT): Increased to 90% with improved feedback and support systems.

KPI'S

Smart Bidding Algorithms

AI-driven bidding strategies such as Target CPA and Maximize Conversions automatically adjusted bids to achieve optimal results.

Performance Max Campaigns

A single automated campaign type that optimized across Google's entire inventory, ensuring maximum reach and engagement.

Automated Ad Creatives

Tools like responsive search ads generate multiple combinations of headlines and descriptions to improve performance.

Audience Targeting Precision

Detailed demographics and affinity audiences helped advertisers target specific user segments more effectively.

FRAMEWORKS

AARRR Framework (Acquisition, Activation, Retention, Referral, Revenue)

- **Acquisition:** AI-driven ad tools attracted new advertisers by showcasing automated optimization capabilities.
- **Activation:** Automation tools streamlined the setup process, reducing friction for new users.
- **Retention:** Continuous performance optimization and personalized support ensured advertisers stayed engaged.
- **Referral:** Satisfied advertisers promoted Google Ads through word-of-mouth.
- **Revenue:** Improved ROI and campaign performance drove advertiser spending.

Jobs-to-be-Done (JTBD)

Advertisers' Needs:

Efficient campaign management.

Reliable performance optimization.

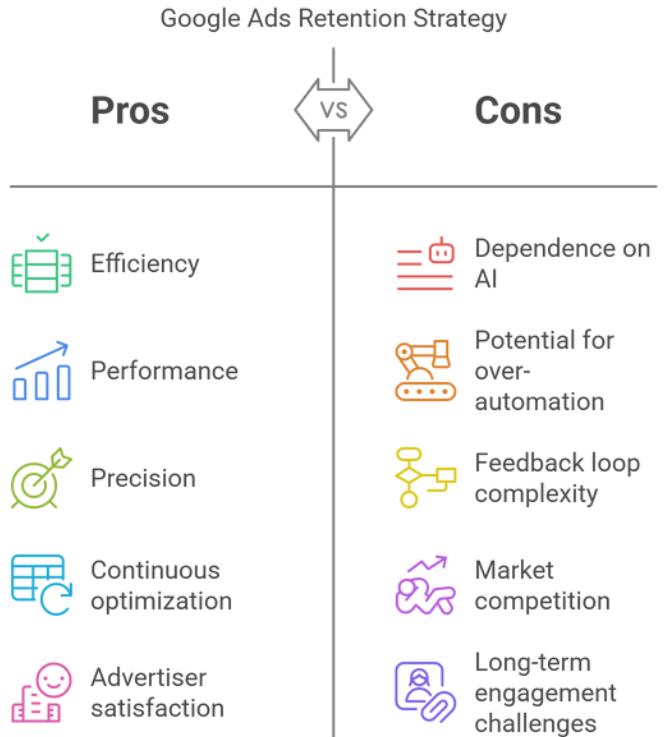
Accurate audience targeting.

KEY TAKEAWAYS

Leveraging AI and automation can significantly enhance retention by addressing user pain points, optimizing performance, and providing personalized insights. Google Ads' strategy offers a blueprint for other platforms aiming to maintain engagement and drive user loyalty.

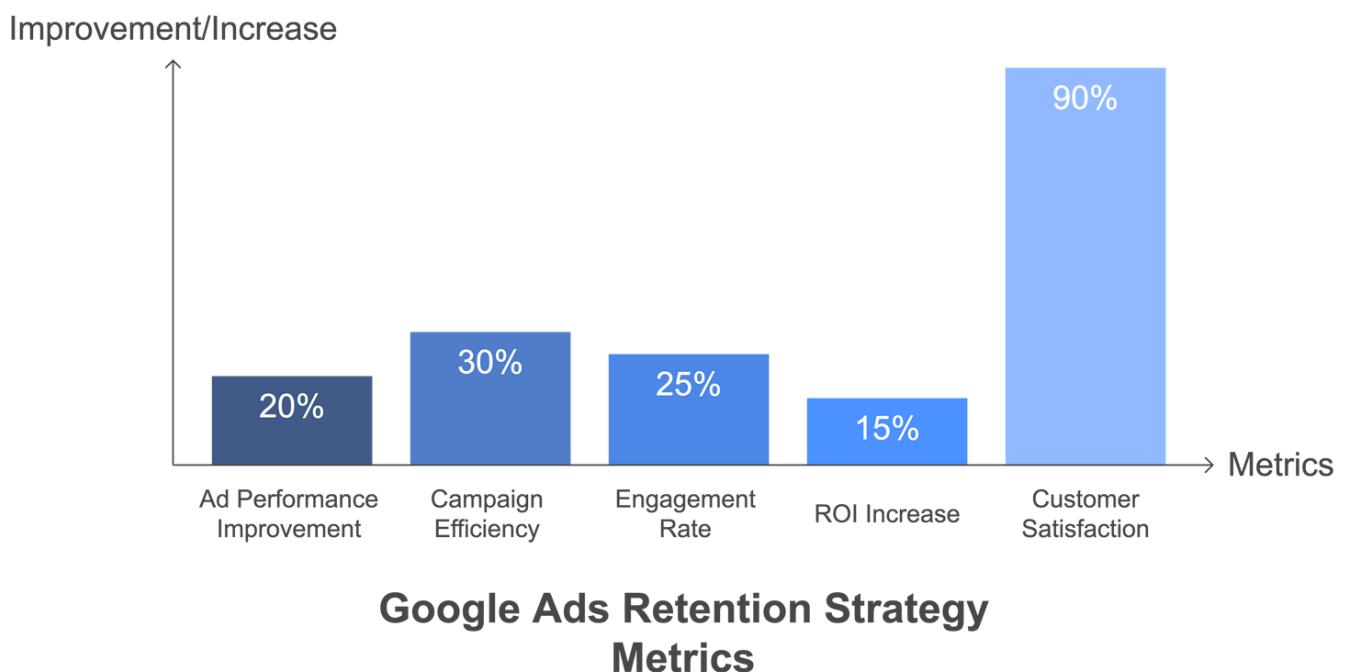
CONCLUSION

Google Ads' retention strategy, driven by AI, automation, and audience insights, effectively addressed advertisers' core needs for efficiency, performance, and precision. By leveraging advanced tools and continuously optimizing campaigns, Google Ads ensured that advertisers could achieve better results with less manual effort. The platform maintained strong feedback loops, providing valuable insights and recommendations that helped improve campaign performance. This approach not only enhanced advertiser satisfaction but also fostered long-term engagement, helping Google Ads stay competitive in a fast-evolving market.



REFERENCES

Secondary source (Current news and trends)



ROOT CAUSE ANALYSIS CASE STUDY

Diagnosing E-commerce Category Sales Decline

OVERVIEW

In 2023, ShareChat saw a 35% drop in fashion and lifestyle e-commerce sales, impacting revenue and user engagement. The product team conducted a root cause analysis to identify issues and develop strategies to address the decline.

PROBLEM STATEMENT

In 2023, ShareChat's e-commerce platform witnessed a sharp decline in category sales, particularly in fashion and lifestyle. Despite the platform's growing user base, the decline led to a decrease in the average order value (AOV), increased cart abandonment, and reduced engagement with the platform's shopping features. The root cause needed to be identified to optimize sales and regain user trust.

ROOT CAUSE ANALYSIS:

Through a systematic diagnostic approach, the team identified several key contributing factors:

UX Issues: Slow load times and a complex filtering system hindered product discovery and user engagement.

Lack of Personalization: The recommendation algorithm failed to deliver personalized product suggestions, reducing user interaction.



ShareChat

Pricing Discrepancies: Competitors offered better pricing and frequent discounts, attracting price-sensitive customers.

Payment Friction: Slow payment processing and unclear return policies led to cart abandonment.

Marketing Gaps: Ineffective marketing campaigns left users unaware of sales and discounts.

STRATEGIES AND SOLUTIONS IMPLEMENTED:

To address these issues, ShareChat implemented a combination of UX improvements, pricing optimizations, and targeted marketing strategies:

Improved User Interface (UI) and Experience (UX):

The app's navigation and product discovery process were redesigned to speed up load times and simplify filtering. Product categorization was reorganized for easier browsing, and personalized recommendations were introduced, tailored to user behavior and preferences, enhancing overall engagement.

Dynamic Pricing & Promotions:

ShareChat introduced flexible pricing, including limited-time offers and exclusive discounts, while using competitor price benchmarking to stay competitive and attract price-sensitive customers.

Streamlined Payment & Checkout:

The payment gateway was optimized for faster transactions, reducing friction at checkout. The refund policy was simplified, and users received real-time updates during the checkout process to minimize cart abandonment.

Targeted Marketing Campaigns:

ShareChat launched personalized marketing initiatives, leveraging push notifications and in-app banners to highlight discounts, new arrivals, and promotions. Additionally, influencer collaborations with platform content creators were used to showcase products and reach targeted customer segments effectively.

FRAMEWORKS

Root Cause Analysis (RCA):

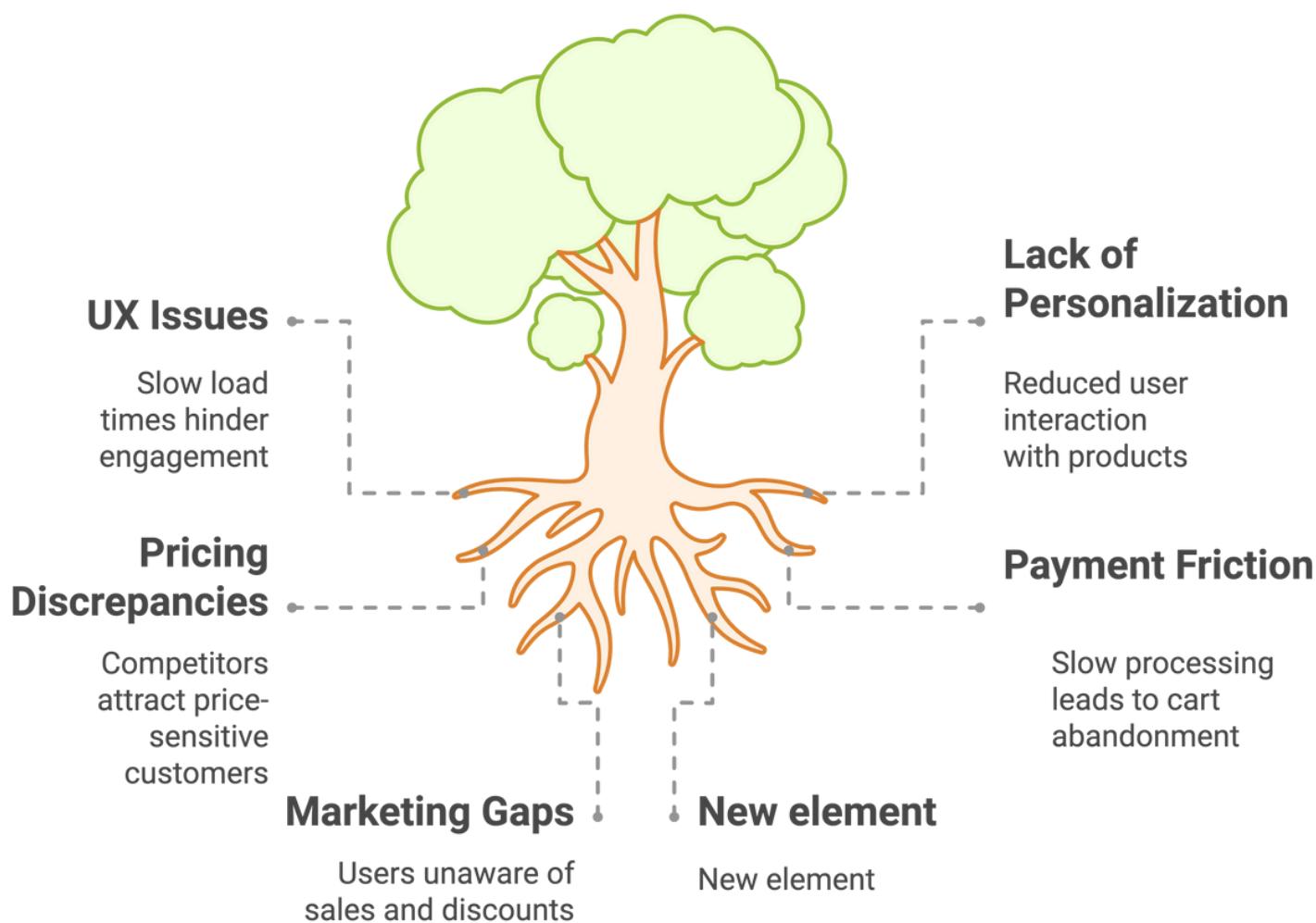
A structured RCA methodology was applied to identify the key factors behind the sales decline, focusing on both external and internal variables affecting performance.

Customer Journey Mapping:

The entire user journey from product discovery to checkout was mapped to pinpoint friction points and optimize the flow.

A/B Testing:

Various iterations of the UI/UX and marketing messages were tested to determine the most effective layout and communication.



Dynamic Pricing Framework:

Real-time competitor benchmarking and AI tools were used to implement a dynamic pricing structure that responds to market shifts.

METRICS

Sales Growth:

Aim for a 20% increase in sales within the fashion and lifestyle categories over the next quarter.

Cart Abandonment Rate:

Targeted a 15% reduction in cart abandonment rates through improved UI and payment processes.

Customer Engagement:

Measured the increase in user interactions with the platform's shopping features, including browsing time and interaction with product recommendations.

Customer Satisfaction (CSAT):

Post-purchase surveys aimed at improving customer feedback and satisfaction with the e-commerce platform.

RESULTS

ShareChat successfully addressed its e-commerce sales decline by implementing key strategies.

Sales Growth: A 15% increase in beauty category sales over the following two quarters.

Customer Satisfaction:

A 20% improvement in customer satisfaction scores due to enhanced UI/UX and product visibility.

- **Cart abandonment:** reduced by 18% through an optimized purchase funnel and targeted offers.
- **Conversion Rate:** Grew by 10%, indicating improved user engagement and checkout success.
- **Market Share:** Increased by 7% in the beauty category, driven by competitive pricing and better product listings.

CONCLUSION

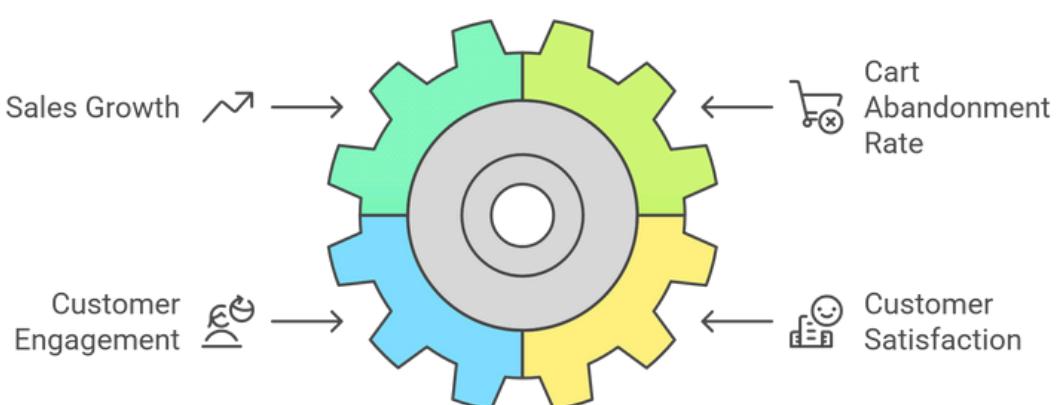
ShareChat's proactive approach to diagnosing and addressing the root causes behind the sales decline in its e-commerce categories helped to significantly optimize user experience, competitive pricing, and marketing outreach. Through enhanced user interfaces, better pricing strategies, and targeted communication, the company successfully reduced friction points, improved user retention, and drove sales growth in the fashion and lifestyle verticals. This case highlights how a detailed root cause analysis and cross-functional collaboration can effectively resolve business challenges in e-commerce.

REFERENCES

Primary Source through an Interview

(*Navin Lalwani, Director at Moj live*)

E-commerce Performance Enhancement



DYNAMIC PRICING CASE STUDY

Transforming ShareChat's Ad Ecosystem



ShareChat

OVERVIEW

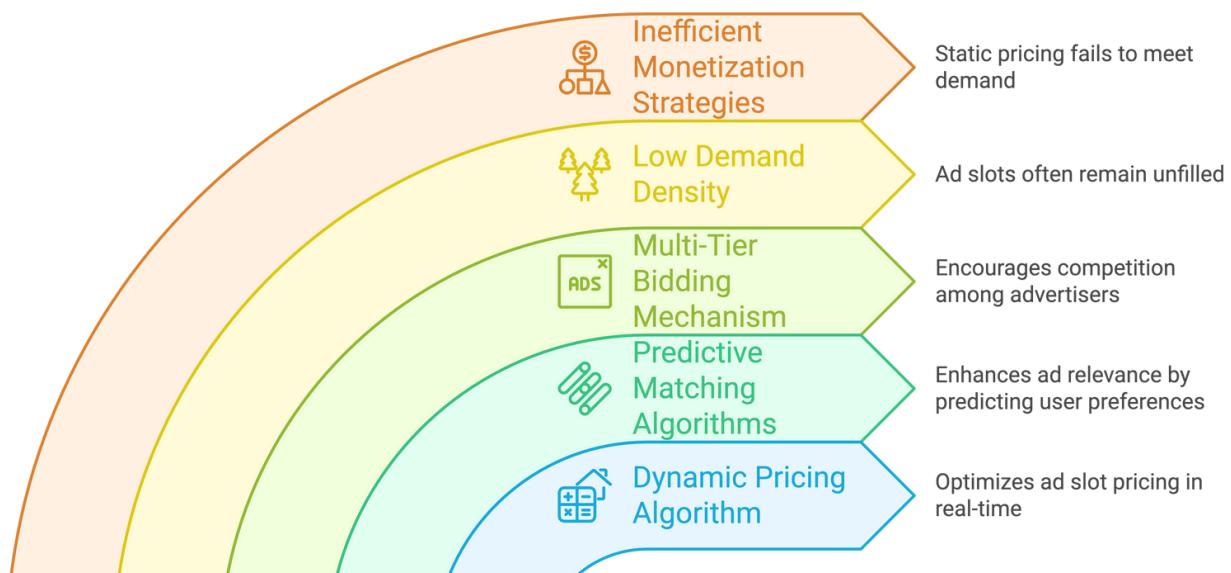
ShareChat struggled to optimize ad yields due to low demand density, poor ad relevance, and inefficient monetization, resulting in lower revenue, disengaged users, and limited competitiveness in India's social media landscape.

CHALLENGES

- Low Demand Density:** Ad network partners couldn't consistently fill ad slots, leading to revenue losses and missed opportunities.
- Inefficient Monetization Strategies:** Static pricing failed to adapt to real-time demand and competition, causing revenue inefficiencies.
- Limited Network Diversity:** Restricted partnerships limited ad reach and variety, reducing advertiser interest and revenue potential.

STRATEGIES

- Dynamic Pricing Algorithm:** ShareChat implemented a machine learning-based dynamic pricing model to address inefficiencies, optimizing ad slot pricing through real-time adjustments based on demand, competitor pricing, and user behavior. Seasonal variations were leveraged for strategic price increases during high-traffic periods.
- Predictive Matching Algorithms:** Machine learning enhanced ad relevance by predicting user preferences, ensuring ads were aligned with user interests. This improved engagement and increased the value of each impression.
- Multi-Tier Bidding Mechanism:** A multi-tier bidding system encouraged competition among advertisers by offering pricing tiers based on ad relevance, placement quality, and user targeting. This maximized revenue potential while providing flexibility to advertisers.



- Strategic Network Expansion: ShareChat partnered with leading networks like Google, Meta, and InMobi to expand its reach and diversify its ad inventory. These partnerships were selected for their ability to provide broader advertiser access and advanced targeting capabilities.

FRAMEWORKS

1. AARRR Framework:

- **Acquisition:** Leveraged competitive advertising pricing to increase user acquisition and engagement.
- **Activation:** Used personalized ad recommendations to improve user activation and engagement.
- **Retention:** Optimized ad relevance to retain users and maintain consistent engagement with ads.
- **Revenue:** Implemented real-time bidding and dynamic pricing to maximize ad revenue.
- **Referral:** Enabled API integrations and partner collaborations to drive advertiser referrals and organic growth

2. RICE Scoring Framework:

- **Reach:** Focused on expanding ad reach through partnerships with major ad networks.
- **Impact:** Significant improvements in ad performance, resulting in higher revenue and user engagement.
- **Confidence:** High confidence in the model due to the strong predictive capabilities of the machine learning algorithms.
- **Effort:** The effort was minimized by integrating existing infrastructure with advanced AI and bidding systems.

METRICS

- Revenue Growth: 40% increase in ad revenue due to the expanded ad network and optimization strategies.
- User Engagement: 25% improvement in engagement metrics, including higher click-through rates (CTR) and time spent interacting with ads.
- Advertiser Ecosystem Expansion: The platform saw a 30% increase in the number of advertisers after the adoption of more dynamic ad networks.
- Yield Optimization: Average ad yield per user increased by 18% after implementing real-time optimization and personalized targeting.

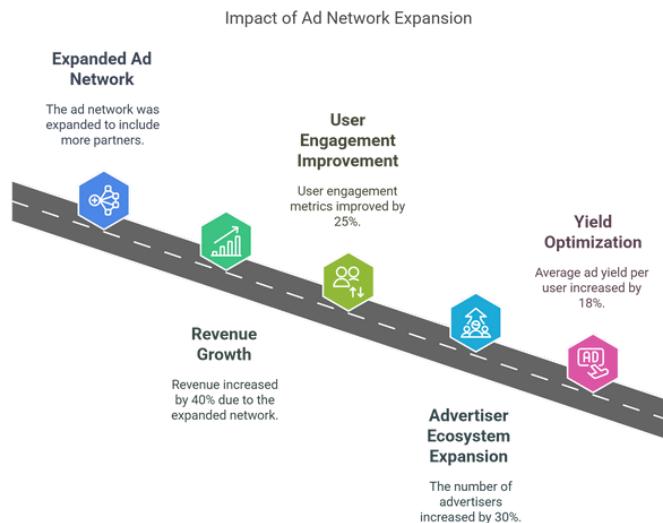
CONCLUSION

ShareChat's multi-network strategy, combined with predictive algorithms and dynamic bidding, boosted ad relevance, monetization, and user experience. This balanced revenue growth with user satisfaction, laying the groundwork for future success.

REFERENCES

Primary Source through an Interview

(*Navin Lalwani, Director at Moj live*)



APP CRITIQUE AND USER FEEDBACK

"Data-Driven Feedback and Ad Strategies of AppLovin "

OVERVIEW

In the competitive mobile app ecosystem, developers face challenges in sustaining user engagement and maximizing monetization. With millions of apps available, maintaining high user retention, optimizing ad strategies, and leveraging real-time data insights is essential. AppLovin, a leading mobile technology company, addresses these challenges by providing a comprehensive platform that combines powerful user acquisition, monetization, and data-driven feedback mechanisms to boost app success.

CHALLENGES

User Retention:

Keeping users engaged long-term in a market saturated with alternatives.

Ad Optimization:

Balancing effective monetization with user experience, avoiding intrusive ads that lead to churn.

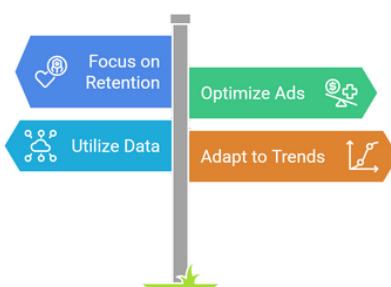
Data Utilization:

Harnessing large-scale data for real-time decisions to improve user acquisition and retention.

Dynamic Market Trends:

Adapting to evolving user behaviors and market conditions to remain competitive.

How to enhance user engagement and retention?



STRATEGIES IMPLEMENTED BY APPLOVIN

1. Data-Driven User Acquisition Platform

AppLovin's AI-powered marketing platform analyzes real-time user data to deliver targeted ad campaigns. By leveraging predictive algorithms, AppLovin ensures that user acquisition campaigns reach audiences likely to engage and convert.

2. Real-Time Feedback Loops

AppLovin's platform continuously collects user engagement metrics, such as session length, in-app behaviors, and drop-off points. These insights allow developers to make quick adjustments to their app features and ad placements.

3. Personalized Ad Strategies

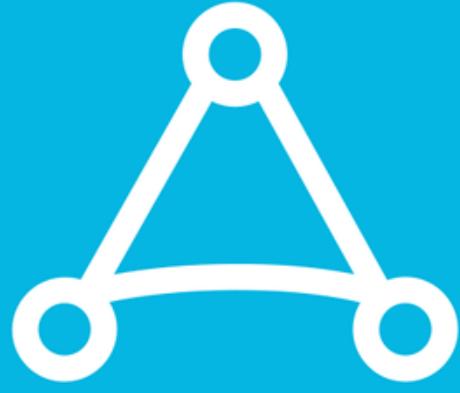
To balance engagement and monetization, AppLovin offers personalized ad experiences. Ads are dynamically served based on user behavior, ensuring relevancy and minimizing disruption.

4. Advanced Monetization Tools

AppLovin provides tools for in-app bidding, allowing developers to maximize ad revenue by offering inventory to multiple advertisers simultaneously. This results in higher eCPMs and efficient yield management.

5. MAX Platform for A/B Testing

Through AppLovin's MAX platform, developers can A/B test various ad formats, placements, and frequencies. This helps determine the optimal configuration for user engagement and monetization.



FRAMEWORKS

AARRR Framework (Acquisition, Activation, Retention, Referral, Revenue)

Acquisition: Data-driven user acquisition campaigns ensure high-quality installs.

Activation: Personalized onboarding processes drive initial engagement.

Retention: Feedback loops help refine user experience, reducing churn.

Referral: Satisfied users drive organic growth through word-of-mouth and app store ratings.

Revenue: Optimized ad strategies and in-app bidding maximize monetization.

Lean Feedback Loop

AppLovin employs rapid iterations based on real-time data, helping developers test, learn, and adapt quickly to improve app performance.

RICE Scoring Framework

Reach: Focus on high-impact features and ad placements that engage large user segments.

Impact: Emphasize changes that significantly improve retention and monetization.

Confidence: Decisions are backed by real-time data and historical insights.

Effort: Utilize scalable solutions within existing infrastructure for efficiency.

METRICS AND OUTCOME

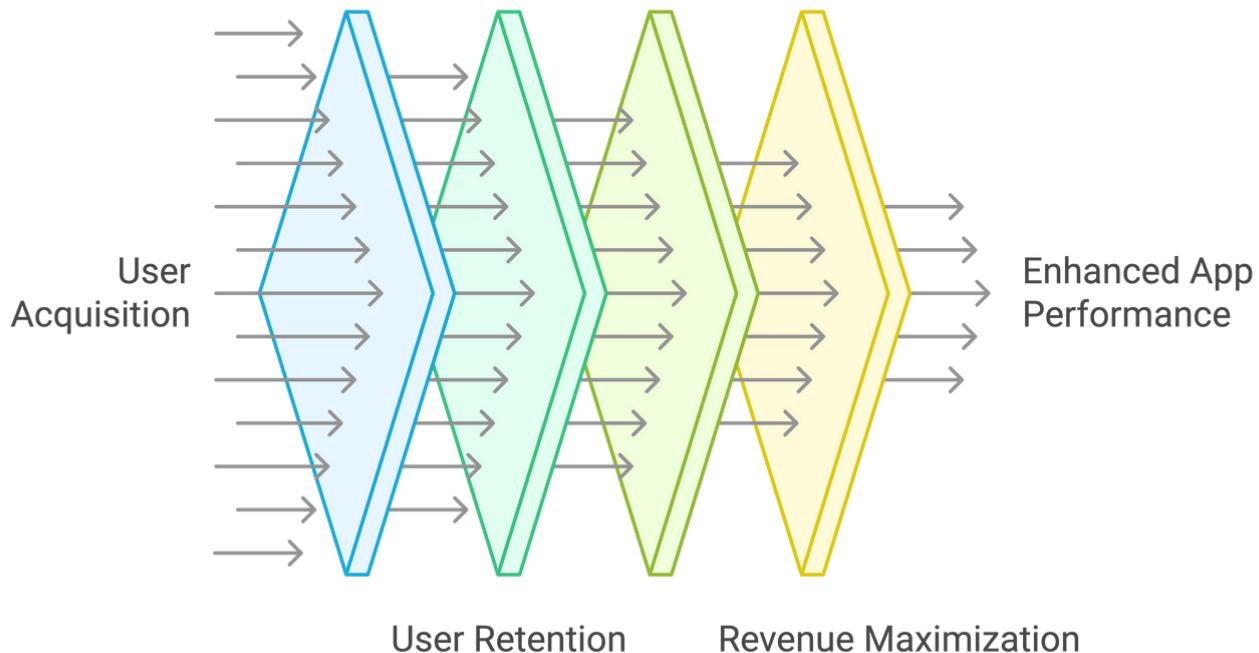
- User Retention: Improved by 30% through personalized ad experiences and data-driven feedback loops.
- Ad Revenue: Developers saw a 40% increase in eCPMs by adopting real-time in-app bidding.
- Engagement Rates: Increased by 25% due to optimized ad placements and reduced churn from intrusive ads.
- App Install Rates: Achieved a 20% boost in installs through targeted user acquisition campaigns.
- Churn Rate: Decreased by 15% as a result of continuous user feedback analysis and app optimization.

CONCLUSION

AppLovin's data-driven feedback mechanisms and personalized ad strategies provide a powerful toolkit for app developers to optimize user engagement and revenue. By leveraging advanced AI, real-time insights, and dynamic monetization models, AppLovin has successfully empowered developers to thrive in the competitive mobile app market.

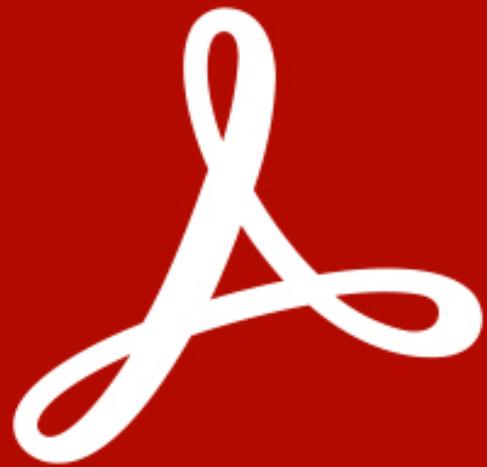
REFERENCES

Secondary source (Current news and trends)



WIREFRAMING ADOBE CASE STUDY

Streamlining Product Design for
Seamless User Experiences



OVERVIEW

Adobe, a leader in creative software, has revolutionized product design through its wireframing tools that streamline design processes and enhance user experiences. As a key player in the design industry, Adobe's wireframing strategy is focused on creating seamless, intuitive user interfaces for a wide range of digital products. By integrating their wireframing tools into the product design lifecycle, Adobe ensures that every design is not only visually appealing but also functionally efficient. Their strategy, driven by tools like Adobe XD, leverages design consistency, collaboration, and real-time feedback loops to facilitate the creation of user-centric designs.

Design
Jump into the basics.
[Get started →](#)

Prototype
Show it off with prototypes.
[Get started →](#)

Components
Work with components and libraries.
[Get started →](#)

Collaboration
Publish and gather feedback.
[Get started →](#)

Save your design and
export it for use.

Make sure your design is
complete and all
elements are accounted
for.

Make any necessary
changes based on
feedback.

Check for any errors or areas that need
improvement.



Get feedback from others to get their
perspectives.

CHALLENGES

- Fragmented Tools: Using multiple disconnected tools led to inefficiencies and poor collaboration.
- Complex UIs: Balancing feature-rich designs with simplicity and usability was a challenge.
- Cross-Platform Consistency: Maintaining a consistent experience across devices and platforms was difficult.
- Feedback Integration: Real-time integration of feedback from multiple stakeholders slowed iteration.
- Prototyping at Scale: Traditional tools struggled to handle the scale and demands of high-fidelity prototyping.

WIREFRAMING STRATEGY

Adobe implemented a comprehensive wireframing strategy that utilized a structured, tool-driven approach to solve these challenges and create seamless user experiences.

Research-Driven Foundations:

User-Centered Design: Adobe prioritized research into user pain points to guide the wireframe process. Using data-driven insights, designers could create interfaces that better met user needs.

Market and competitor analysis: The company examined market trends and competitor tools to understand the best practices in wireframing and prototyping.

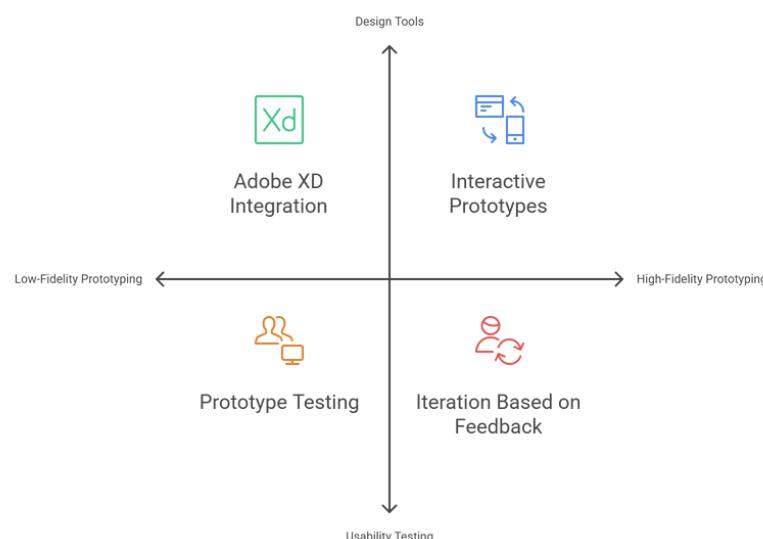
Tools & Prototypes:

- Adobe XD Integration: Supports both low and high-fidelity wireframes for accurate prototyping.
- Interactive Prototypes: Maps user flows, transitions, and interactivity for functional prototypes.
- Design Systems & Libraries: Enables reusable components for consistent design across products.

Usability Testing & Iteration:

- Prototype Testing: Real user testing provides valuable insights.
- Iteration Based on Feedback: Emphasizes continuous testing and feedback-driven iteration.

Design and Testing Tools for Prototyping



USE CASES

Increased User Engagement:

With improved design interfaces and more intuitive user flows, Adobe's products saw a noticeable increase in user engagement. User interaction with design elements like buttons, menus, and forms improved significantly.

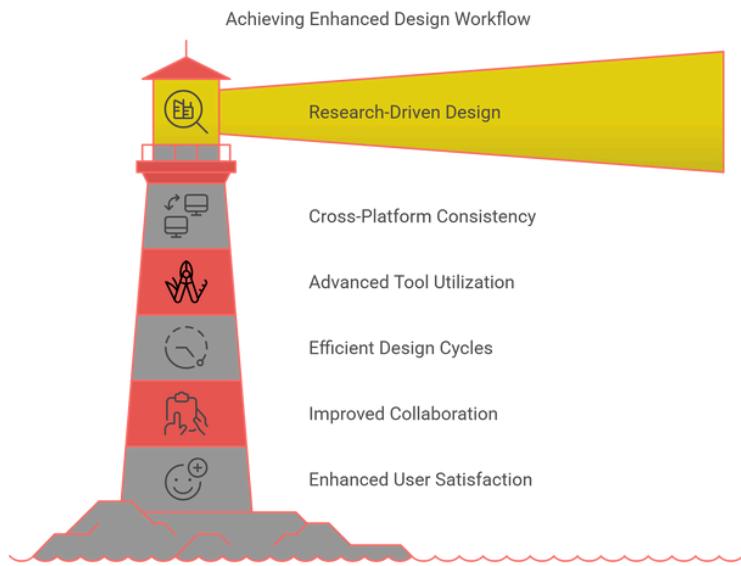
Higher Conversion Rates:

Adobe's design consistency and user-centric approach resulted in better user satisfaction, reflected in higher conversion rates for products like Adobe Creative Cloud.

KEY FEATURES

Unified Toolset: Adobe XD integrates prototyping and design tools to streamline workflows.

- **Collaborative Workflows:** Real-time collaboration enables faster iterations and immediate feedback.
- **High-Fidelity Prototyping:** Allows the creation of detailed wireframes and prototypes for testing before development.
- **Cross-Platform Consistency:** Ensures design consistency across mobile apps and websites.



Improved Collaboration Efficiency:

The use of Adobe XD's collaborative features allowed design teams to cut down on design iteration time by 30%, streamlining the feedback loop.

Faster Time-to-Market:

With efficient design workflows, Adobe reduced the time-to-market for new product features by 20%, accelerating innovation cycles.

Decreased design errors:

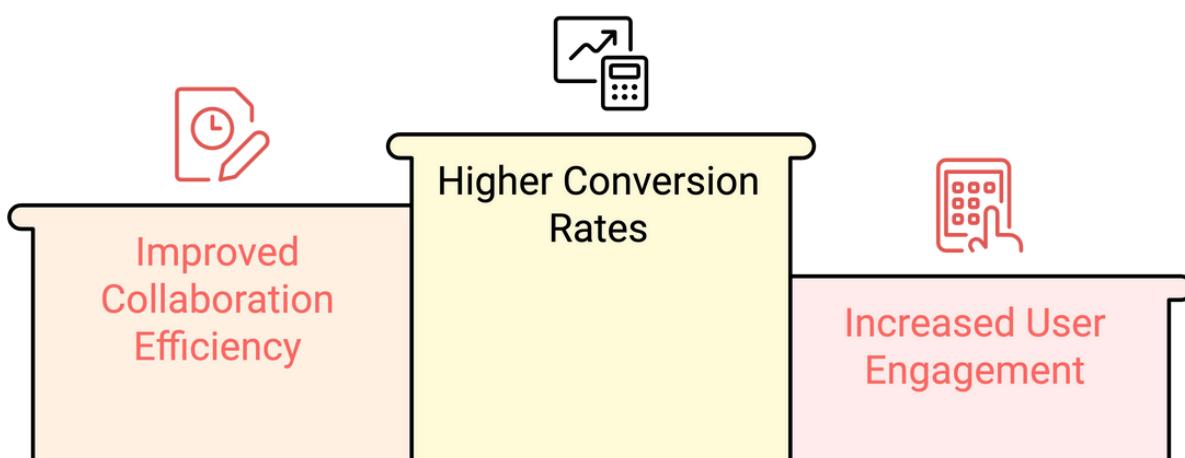
By using a centralized tool for wiring and prototyping, design errors caused by inconsistent versions of the design were reduced by 25%, improving overall project timelines.

CONCLUSION

Adobe's wireframing strategy has set a benchmark for the design industry, showcasing how streamlined processes, collaboration, and high-fidelity prototypes can lead to a seamless and engaging user experience. By focusing on research-driven design, ensuring cross-platform consistency, and leveraging advanced tools like Adobe XD, Adobe has not only enhanced its product offerings but also improved the overall design workflow for teams across the globe. This approach has led to more efficient design cycles, better collaboration among design teams, and, most importantly, improved user satisfaction. Through continuous iteration and feedback integration, Adobe has created an ecosystem where designers can work faster, smarter, and more effectively, resulting in products that meet user needs and exceed expectations.

REFERENCES

Secondary source (Current news and trends)





FINTECH INDUSTRY

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FINTECH

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FINTECH INDUSTRY

Ecosystem



INTRODUCTION

Financial technology, or fintech, is a term used to describe how financial service companies incorporate technology into their products to improve their usage. This sector has changed quickly, especially since the 2008 financial crisis highlighted the need for more effective and transparent financial solutions. Fintech includes a broad range of applications, such as blockchain technology, cryptocurrency, investing platforms, and mobile banking.

FINTECH ECOSYSTEM

Product management is essential in fintech for creating solutions that satisfy customer demands while juggling legal constraints and technical breakthroughs. In order to design, deliver, and optimise products that improve customer happiness and business performance, fintech product managers (PMs) are essential. The main elements of the fintech ecosystem are examined in this part, along with the roles, duties, and competencies needed by project managers in this fast-paced sector.

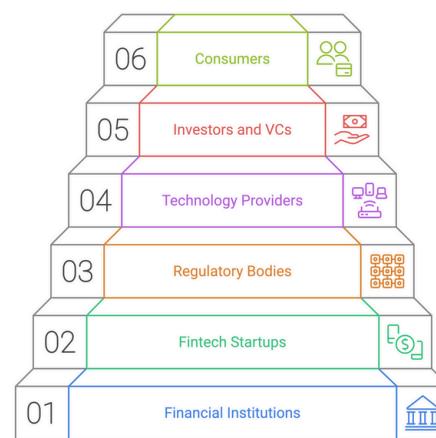
Financial Institutions:

Fintech companies are increasingly working with traditional banks and credit unions to provide better services. For instance, HDFC Bank has collaborated with a number of fintech businesses to enhance client experiences and incorporate digital payment options. Through these partnerships, banks are able to use technology while preserving their core offerings.

Fintech Startups: Leading the way in innovation are fintech businesses, which create products that cater to certain financial need. Businesses that provide mobile wallets, payment gateways, and lending platforms, such as Paytm, PhonePe, and Razorpay, have upended traditional banking. They can react swiftly to consumer tastes and market demands thanks to their agility.

Regulatory Bodies: Regulations have a significant impact on how the fintech industry develops. To safeguard consumers and maintain financial stability, institutions such as the Reserve Bank of India (RBI) set rules that regulate fintech activities. To guarantee that their products are compliant, product managers need to keep up with any changes to the law.

Technology Providers: The infrastructure required for fintech apps is provided by technology companies. This includes cloud services from companies like Amazon Web Services (AWS), payment gateways like Stripe and PayU, and cybersecurity tools to safeguard private financial information. Fintech businesses are able to provide safe and effective services because to these technology.



Investors and Venture Capitalists:

Fintech innovation depends on investment. Startups can scale their operations and create new products with the help of venture capital firms like Sequoia Capital and Accel Partners. This financial support is essential for promoting ecosystem expansion.

Consumers:

Fintech products are ultimately used by consumers, whose tastes spur ecosystem innovation. Product managers must have a thorough understanding of consumer behaviour in order to develop user-centric solutions that increase client loyalty and happiness.

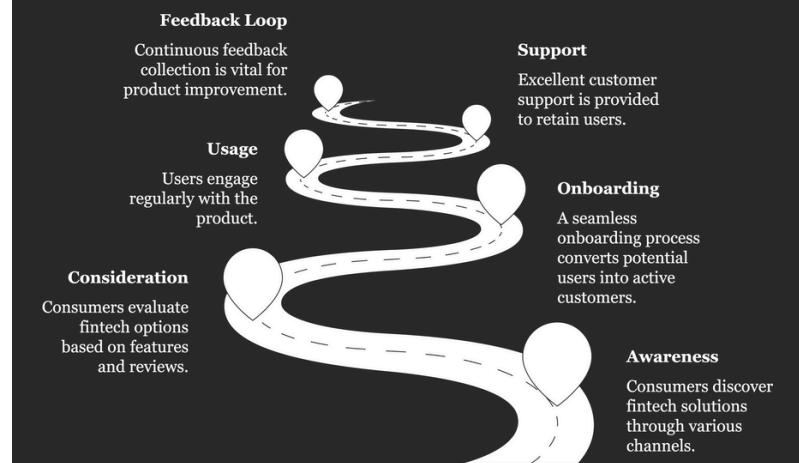
Collaborative Platforms:

In the fintech sector, collaborative platforms help different stakeholders build relationships. For example, API markets like as Plaid facilitate the smooth integration of various financial services, enabling developers to create creative solutions that satisfy consumer requirements.

THE CUSTOMER JOURNEY

In fintech, the customer journey consists of multiple interrelated phases that guarantee consumers are satisfied and efficient at every touchpoint:

Awareness: Through advertising campaigns, social media, or word-of-mouth recommendations, consumers learn about financial solutions. In order to effectively reach target audiences, PMs are essential to the optimisation of marketing initiatives.



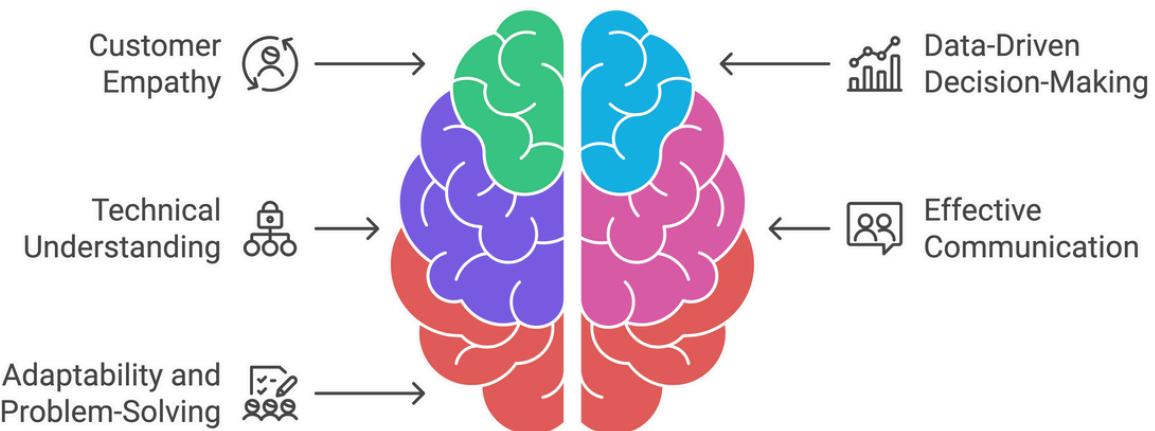
Usage: After being onboarded, consumers frequently interact with the product. To maintain user satisfaction, PMs should concentrate on streamlining transactions and improving user interfaces.

Support: Retaining users requires offering top-notch customer service. PMs must put in place efficient support channels (FAQs, chatbots) to quickly respond to customer questions.

Feedback Loop: Gathering feedback on a regular basis is essential to making products better over time. To find areas for improvement and pain points, project managers should examine customer feedback.

Consideration: In this phase, buyers assess several financial solutions according to user reviews, features, and cost. Product managers must emphasise distinctive value propositions to make sure their services stand out.

Onboarding: Turning prospective users into paying clients requires a smooth onboarding procedure. In order to improve user experience and reduce friction, PMs must provide simple registration processes.



BUILDING THE FUTURE OF DIGITAL PAYMENTS

Product Management at PhonePe



OVERVIEW

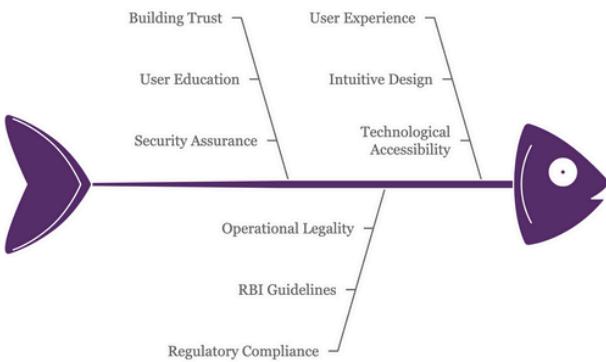
PhonePe, a leading digital payments platform in India, has transformed the financial landscape since its inception in 2015. With a focus on user-centric design, robust security, and continuous innovation, PhonePe has navigated various challenges to establish itself as a dominant player in the fintech space. This case study explores PhonePe's product management strategies, its evolution, and the key factors contributing to its success.

BACKGROUND

Founded by Rahul Chari, Sameer Nigam, and Burzin Engineer, PhonePe was acquired by Flipkart shortly after its launch. It was the first payment app in India built on the Unified Payments Interface (UPI), which facilitated seamless money transfers and payments. The company quickly gained traction, amassing millions of users within months.

CHALLENGES FACED

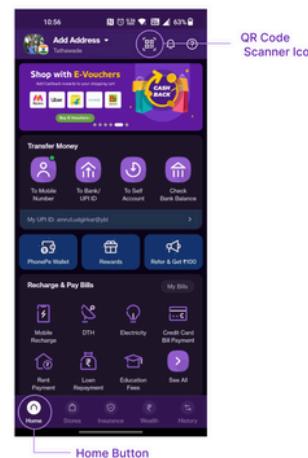
Overcoming Digital Payment Adoption Challenges



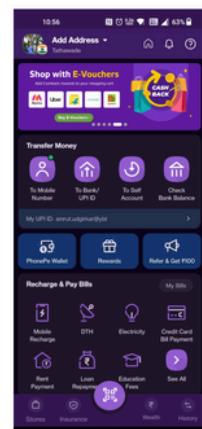
STRATEGIC SOLUTIONS IMPLEMENTED

- User-Centric Design:** PhonePe adopted a **user-centric** approach to product design, simplifying the payment process to enhance usability. This focus on user experience helped build trust and encouraged adoption.

BEFORE



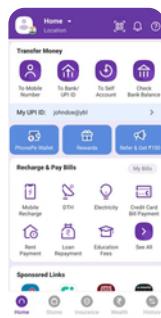
AFTER



- Robust Security Measures:** To address trust issues, PhonePe invested heavily in security technologies such as end-to-end encryption and multi-factor authentication, ensuring secure transactions and protecting user data.
- Regulatory Compliance:** The company maintained strict adherence to regulatory requirements, which not only added credibility but also reinforced user trust.
- Merchant Integration:** By partnering with thousands of merchants across various sectors, PhonePe enabled seamless transactions for users both online and offline.

- **Service Expansion:**

Initially focused on UPI payments, PhonePe expanded its offerings to include services like insurance, mutual funds, and gold purchases. This diversification transformed it into a comprehensive financial platform.



RECENT DEVELOPMENTS

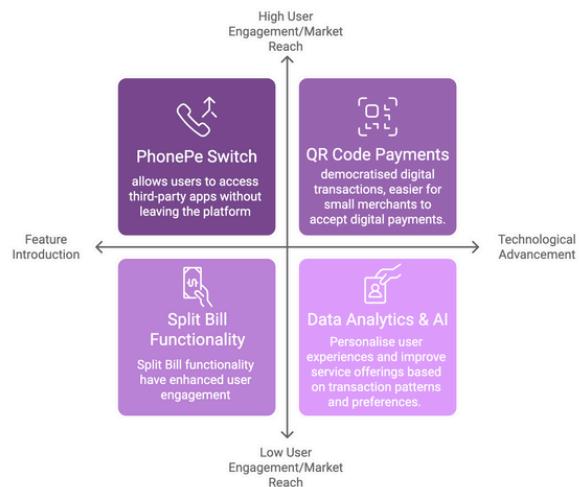
During the COVID-19 pandemic, PhonePe adapted by promoting contactless payment solutions, which became increasingly relevant as consumers sought safer transaction methods. The company also expanded its merchant network significantly during this period, ensuring accessibility even in rural areas.

MARKETING STRATEGY

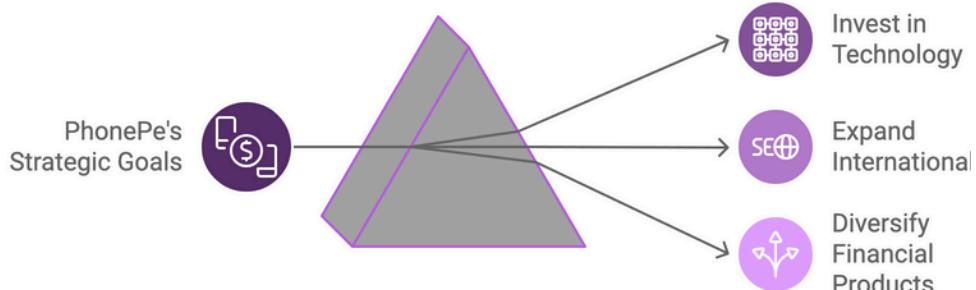
PhonePe's aggressive marketing campaigns have played a pivotal role in building brand awareness and expanding its user base.

- Campaigns like **“Karte Ja. Badhte Ja.”** effectively communicated the convenience and security of using PhonePe for daily transactions.
- A balanced approach utilising both digital marketing for tech-savvy users and offline campaigns targeting rural areas ensured widespread visibility.

INNOVATIONS IN PM



PhonePe's Strategic Pathways to Growth



CONCLUSION

PhonePe's journey illustrates how effective product management can drive growth in the fintech sector. By focusing on user experience, security, compliance, and continuous innovation, PhonePe has not only simplified digital payments but also contributed significantly to financial inclusion in India. As it continues to evolve and expand its offerings, PhonePe is poised to redefine the future of digital payments globally.

- Continued investment in AI and blockchain technologies that will enhance security measures and streamline operations.
- With a successful model established in India, international expansion is a logical next step for PhonePe.
- Further diversifying into areas like wealth management and lending will position PhonePe as a holistic fintech ecosystem.

DESIGNING THE PAYTM WALLET

Wireframing for Seamless User Experience

OVERVIEW

Paytm, one of India's largest digital payment platforms, has revolutionised how users conduct financial transactions through its mobile wallet. The design and functionality of the Paytm Wallet are crucial to its success, as they cater to millions of users who rely on it for various services, including bill payments, money transfers, and shopping. This case study explores the wireframing process used in designing the Paytm Wallet, emphasising how it contributes to a seamless user experience.

BACKGROUND

Launched in 2014, the Paytm Wallet allows users to store money digitally and make transactions without needing physical cash or cards. With features such as QR code payments, bill payments, and mobile recharges, Paytm has positioned itself as a leader in the fintech space. The user interface (UI) and user experience (UX) design play a pivotal role in ensuring that users can navigate the app effortlessly.

WIREFRAMING IN THE WALLET DESIGN

Wireframing is essential for visualising the user journey within the Paytm Wallet. By creating low-fidelity wireframes, designers can map out critical user flows, such as adding funds to the wallet or making a payment via QR code. This focus on user experience ensures that even users unfamiliar with digital wallets can navigate the app intuitively.



The Wallet involves complex processes like KYC verification and transaction history management. Wireframes help simplify these processes by breaking them down into manageable steps. For example, a wireframe for the KYC process might outline each screen that guides users through uploading identification documents and completing video verification.

Iterative Design

Rapidly refining design through user feedback



Simplifying Processes

Breaking down complex processes into manageable steps



User-Centric Design

Visualizing the user journey to ensure intuitive navigation



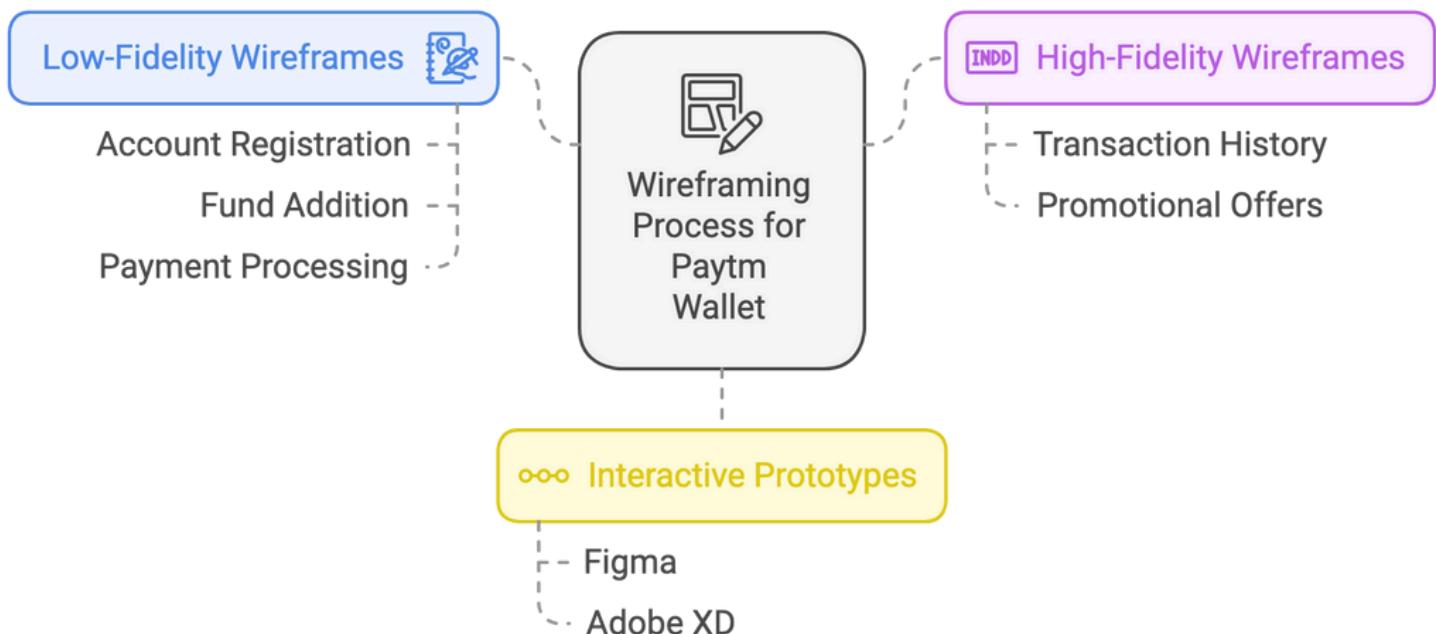
Wireframing allows for rapid iterations based on user feedback. Early wireframes can be tested with real users to identify pain points before moving on to high-fidelity prototypes. This iterative approach ensures that the final design is user-friendly and meets customer expectations.

WIREFRAMING PROCESS

Low-Fidelity Wireframes:

Initial sketches focus on layout and functionality without any detailed design elements. For instance, a low-fidelity wireframe might depict screens for account registration, fund addition, and payment processing using simple boxes and labels to represent buttons and input fields.

WIREFRAMING PROCESS FOR PAYTM WALLET



High-Fidelity Wireframes:

After refining the initial concepts, designers create high-fidelity wireframes that include detailed elements such as colours, typography, and icons relevant to the Paytm brand. These wireframes provide a more realistic representation of how users will interact with features like transaction history and promotional offers.



Interactive Prototypes:

Tools like Figma or Adobe XD enable designers to create interactive prototypes from high-fidelity wireframes. Users can click through various screens to simulate real interactions—such as scanning a QR code for payments—allowing designers to gather valuable feedback on usability.

SPECIFIC FEATURES HIGHLIGHTED

QR Code Payment Integration:

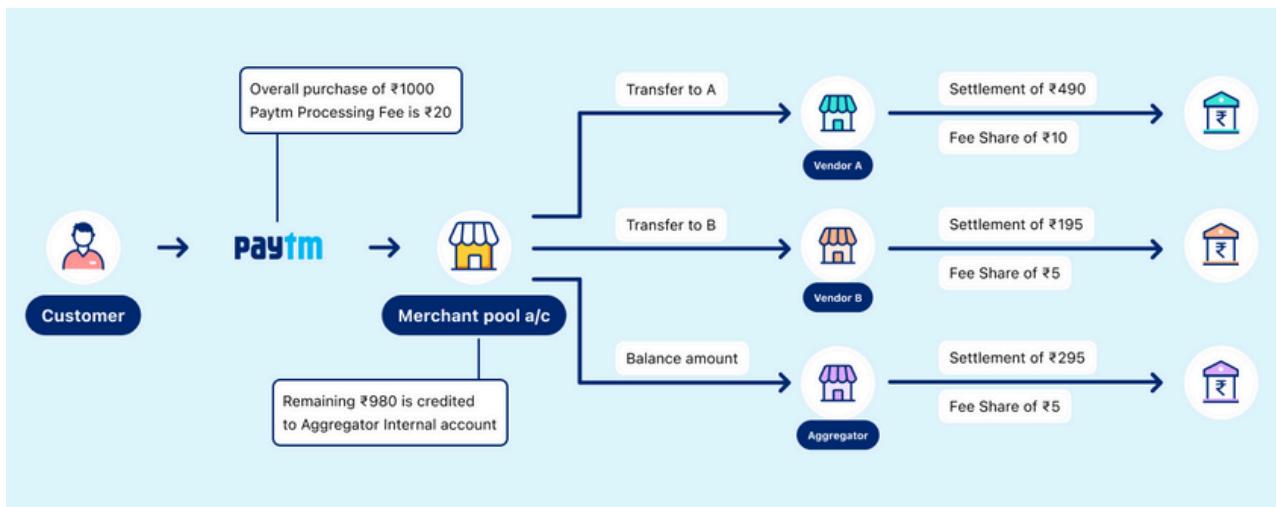
Wireframes illustrate how users can easily scan QR codes at merchants' locations to make payments without entering lengthy card details. This feature enhances convenience and security, aligning with modern consumer preferences for quick transactions.

Multi-Account Management:

The ability to link multiple bank accounts or cards is crucial for user flexibility. Wireframes show how users can switch between accounts seamlessly when making payments or adding funds.

Transaction History Dashboard:

A well-organised dashboard wireframe displays transaction history in an easy-to-read format, using visual hierarchies like colour coding and icons to differentiate between types of transactions (e.g., successful payments vs. pending ones).

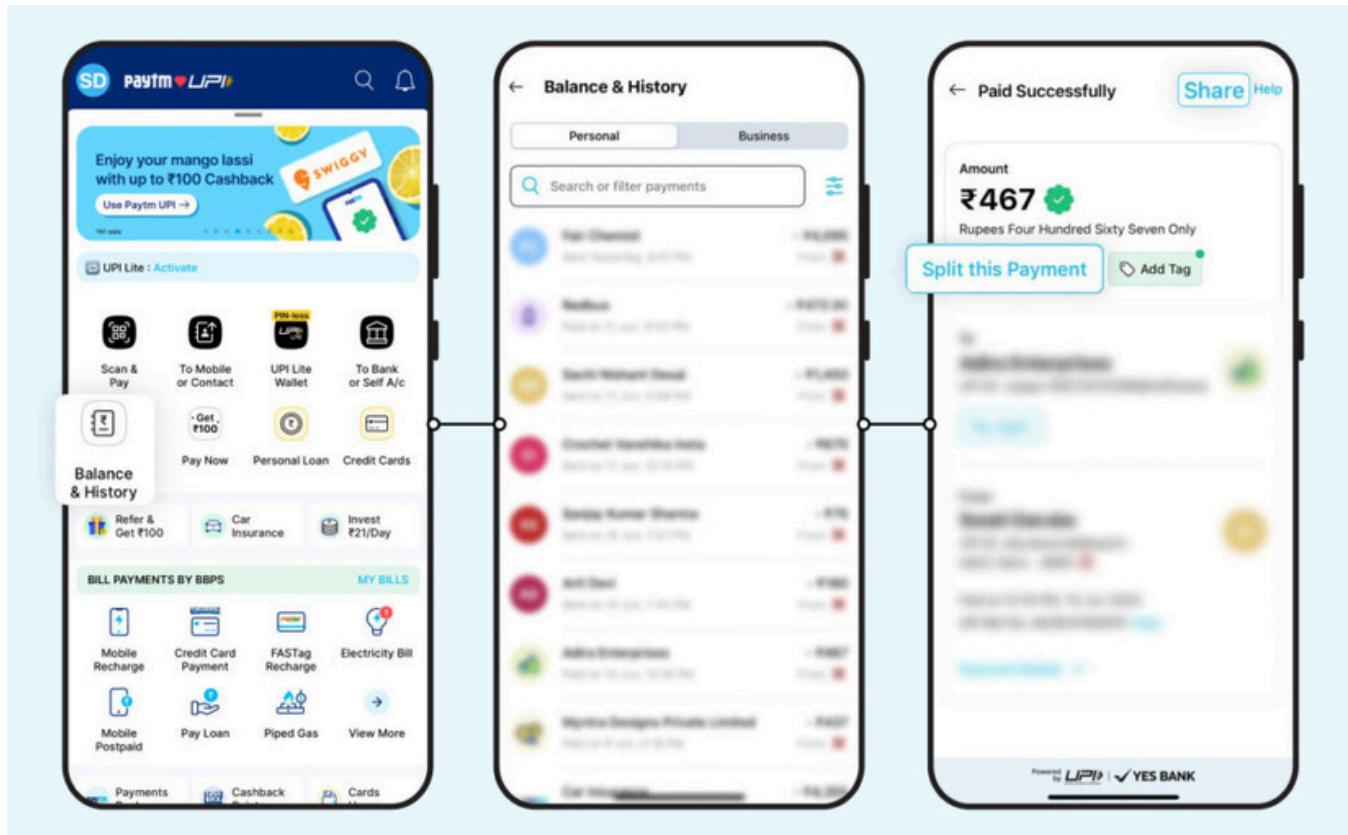


CONCLUSION

The Paytm Wallet's wireframing process is an excellent example of how good design techniques can result in an optimal user experience in fintech applications. Millions of customers in India are drawn to Paytm's digital wallet because it prioritises user-centric design principles, streamlines intricate procedures, and makes use of iterative feedback loops. Thoughtful wireframing will continue to play a critical part in creating user-friendly financial solutions that satisfy changing customer demands as digital wallets continue to gain traction in an increasingly cashless economy.

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Secondary source (Current news and trends)



ACQUIRING RURAL MERCHANTS AT BHARATPE

User Acquisition & Retention

OVERVIEW

BharatPe, a prominent fintech company in India, has successfully carved a niche for itself by focusing on small merchants, particularly in rural areas. By offering digital payment solutions and financial services tailored to the unique needs of these merchants, BharatPe has established a robust user acquisition and retention strategy. This case study explores the methods employed by BharatPe to attract and retain small merchants across India.

BACKGROUND

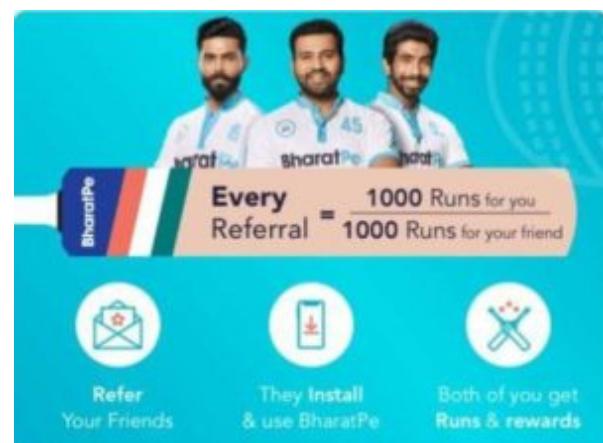
Founded in 2018, BharatPe aims to empower small and medium enterprises (SMEs) by providing them with easy access to digital payments and credit. The company recognises that traditional banks often overlook these merchants, leaving a significant gap in financial services. BharatPe's approach involves not only facilitating transactions but also offering a suite of financial products designed specifically for this underserved market.

USER ACQUISITION STRATEGIES

BharatPe employs **grassroots marketing strategies** that resonate with local merchants. By organising workshops and demonstrations in rural areas, the company educates potential users about the benefits of digital payments. For instance, they set up kiosks in local markets to showcase how easy it is to use their UPI QR code system, which has zero transaction fees—an attractive proposition for cost-sensitive small merchants.



To drive user acquisition, BharatPe employs **referral programs** that incentivise existing users to bring new merchants onto the platform. For instance, by offering cashbacks or discounts on transaction fees for successful referrals, BharatPe leverages word-of-mouth marketing, which is particularly effective in close-knit rural communities.



Collaborating with local businesses and organisations enhances BharatPe's reach. By forming strategic partnerships with local banks and financial institutions, BharatPe can offer tailored financial solutions that resonate with the needs of small merchants.



BharatPe has **streamlined its onboarding process**, allowing merchants to sign up with minimal documentation through its mobile app. Merchants only need basic KYC information, such as their PAN card and proof of address, making it accessible even for those unfamiliar with technology.



USER RETENTION STRATEGIES

Understanding the unique challenges faced by small merchants, BharatPe offers customised financial products like quick loans based on transaction history. Using machine learning algorithms, BharatPe can assess creditworthiness rapidly and provide loans almost instantly, helping merchants manage cash flow effectively.



In-App Engagement Features: To keep users engaged, BharatPe utilises in-app push notifications to remind merchants about upcoming payments or to promote new features and offers. For example, if a merchant hasn't used the app for a while, BharatPe may send a notification highlighting recent updates or special promotions to encourage them to return.

Rewards and Incentives: To encourage continued use of its services, BharatPe provides various rewards such as cashbacks on transactions and discounts on fees. These incentives not only enhance customer satisfaction but also foster loyalty among existing users.

24/7 Customer Support: Providing robust customer support is vital for retention. BharatPe offers round-the-clock assistance through multiple channels—phone, email, and social media to ensure that merchants receive prompt help with any issues they encounter.



Continuous Product Development:

BharatPe invests in research and development to enhance its product offerings continually. By regularly updating its app with new features based on user feedback—such as improved transaction tracking—BharatPe keeps its services relevant and user-friendly.

Community Engagement:

BharatPe engages its user base by fostering a sense of community among merchants through events and forums where they can share experiences and best practices. This not only enhances user loyalty but also encourages knowledge sharing that can help improve business operations.



BharatPe data analysis marketing campaigns postpe app buy-now-pay-later

By **analysing transaction data** through platforms like Google BigQuery, BharatPe can identify trends and tailor marketing campaigns effectively. Allows them to understand which regions are seeing the most growth or where additional support may be needed.

The introduction of their "**postpe**" app allows consumers to make purchases on a **buy-now-pay-later (BNPL)** basis without needing traditional credit cards. This service not only attracts consumers but also encourages merchants to adopt digital payments as more customers seek flexible payment options.

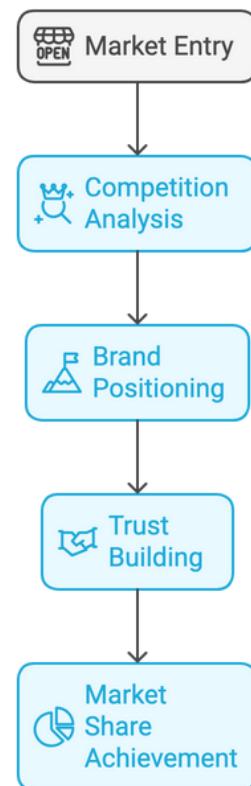
METRICS OF SUCCESS IN USER ACQUISITION

Rapid Merchant Base Expansion:

Within just 24 months of its launch, BharatPe expanded its merchant base to over 10 million users, capturing a substantial share of the micro-merchant segment. This rapid growth highlights the effectiveness of its targeted marketing strategies and grassroots outreach efforts.

Transaction Volume Growth:

BharatPe has processed over \$2 billion worth of merchant transactions, showcasing its ability to facilitate significant digital payments. The company's transaction volume grew by 35% in just five months, indicating a strong upward trajectory in user engagement.



Market Penetration: BharatPe has secured approximately **0.6%** of the overall merchant payments market in India, competing against over **2,200** players in the field.

Loan facilitation success: In FY23, BharatPe's Merchant Lending division saw a **129% increase** in loans facilitated, reaching ₹5,339 Cr.



METRICS OF SUCCESS IN USER RETENTION

- BharatPe boasts an impressive 96% repayment rate for its loans, one of the best in the industry. The company's unique repayment model—where daily loan instalments are deducted from daily transactions—reduces the burden on merchants and ensures timely repayments.
- Approximately 45% of its merchants take repeat loans from BharatPe, indicating strong customer loyalty and satisfaction.
- The company provides 24/7 customer support through various channels, ensuring that merchants can resolve issues promptly. This contributes to higher retention rates and positive UX.
- BharatPe actively engages with its user base through community events and workshops that foster relationships among merchants.

High Repayment Rates

Unique Repayment Model

Repeat Loan Usage

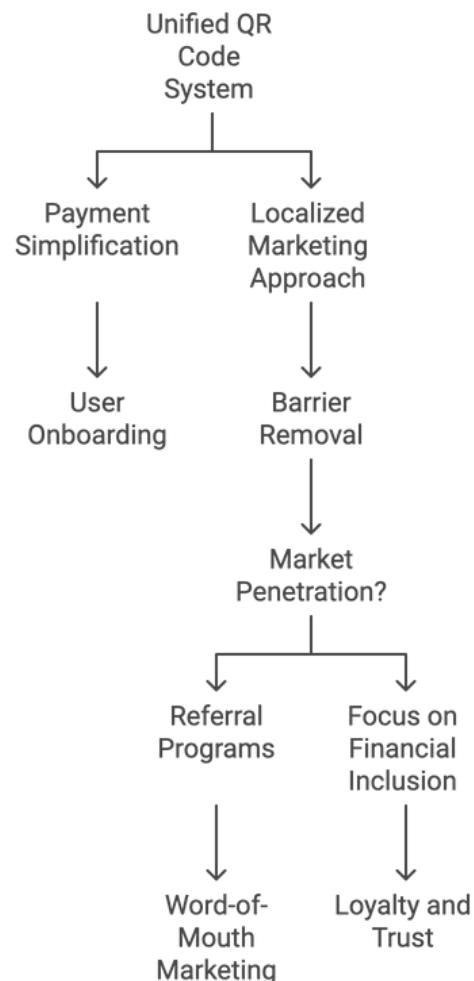
Customer Support and Engagement

Community Building Initiatives

INNOVATIVE STRATEGIES DRIVING SUCCESS

BharatPe's introduction of a **unified QR code** compatible with multiple UPI apps simplifies payment acceptance for merchants, making it easier for them to conduct transactions without managing multiple codes.

By supporting multiple Indian languages and providing on-ground assistance, BharatPe has effectively removed barriers to digital payment adoption across rural areas. This **localisation strategy** has driven significant uptake among Tier 2 and Tier 3 cities.



The implementation of **referral incentives** encourages existing users to bring new merchants onto the platform, leveraging word-of-mouth marketing—a powerful tool in rural communities where trust is paramount.

BharatPe's commitment to **financial inclusion** resonates deeply with small merchants who have historically been underserved by traditional banking institutions. By addressing their specific needs through tailored products and services, BharatPe fosters loyalty and trust among its user base.

CONCLUSION

BharatPe's targeted strategies, seamless onboarding, and community engagement have solidified its leadership in India's fintech space by addressing rural merchants' needs. Ongoing innovation and strong merchant relationships are key to sustaining growth and economic impact.

SCALING LOANS WITH FEATURES

Feature Prioritization at Lendingkart

OVERVIEW

A well-known fintech business in India, Lendingkart focusses on giving micro, small, and medium-sized businesses (MSMEs) unsecured loans. Since its founding in 2014, Lendingkart has improved accessibility and streamlined the loan application process for companies that have historically had trouble obtaining funding by utilising technology and data analytics. Effective feature prioritisation became essential as the business looked to expand and enhance customer happiness. The method Lendingkart took to feature prioritisation in order to improve its product offerings and spur growth is examined in this case study.

LENDINGKART
Simplifying MSME Finance

STRATEGIES USED

Analysis of Customer Feedback:

Lendingkart used surveys and interviews to aggressively collect user feedback. This instant feedback made it easier to pinpoint areas for development and trouble spots in the loan application process. For example, users requested, quicker loan approvals and more precise information about qualifying requirements.

Data-Driven Decision Making: To evaluate user behaviour on its platform, the business employed sophisticated analytics. To improve the user experience, Lendingkart determined which elements were most important by examining data on application completion rates and drop-off points. For instance, they found that application completion rates were considerably increased by streamlining the documentation process.

How should Lendingkart prioritize features?

Diverse Customer Needs

Prioritizing this ensures tailored loan products and enhanced user experience for MSME clients.

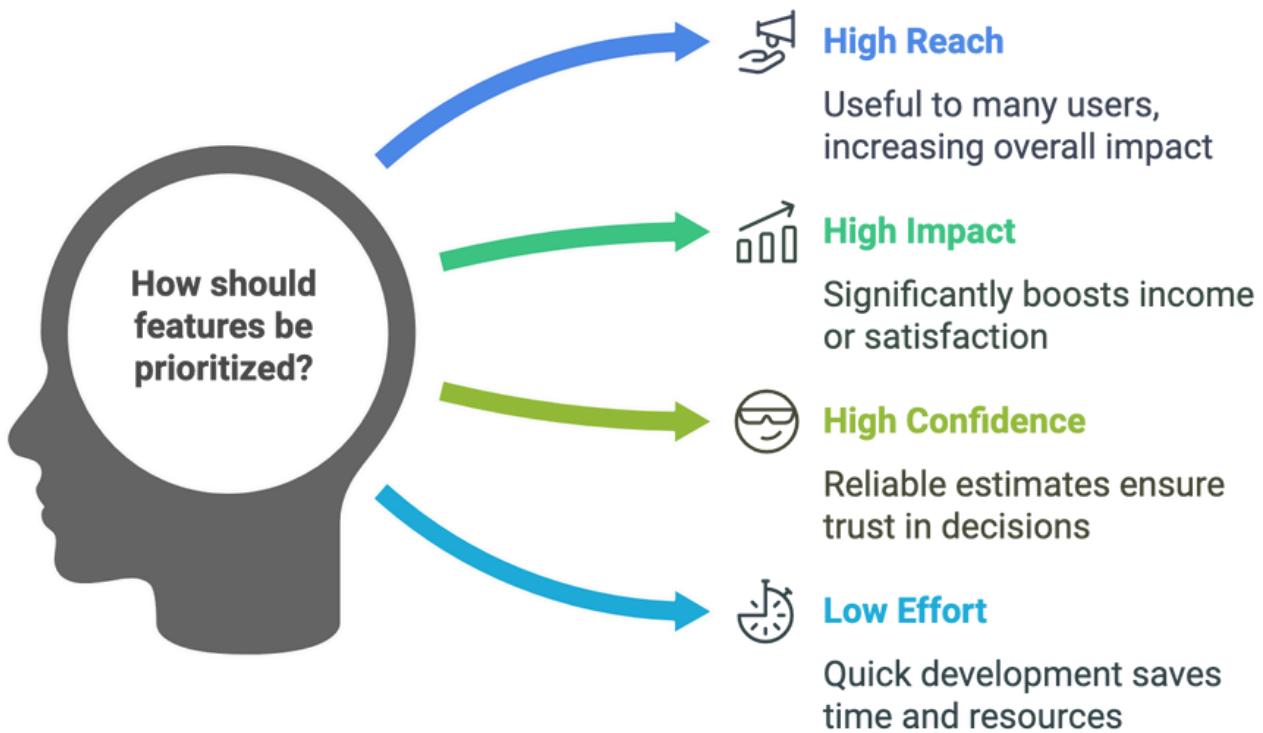


Market Competition

Focusing on this helps differentiate offerings and gain market share in a competitive landscape.

Resource Limitations

Addressing this allows efficient use of limited resources to maximize value.



RICE Scoring methodology:

To systematically assess possible attributes, Lendingkart used the **RICE** scoring methodology (Reach, Impact, Confidence, Effort). Every suggested feature received a score determined by:

- Reach: How many people would find the feature useful?
- Impact: How would it affect income or user satisfaction?
- Confidence: To what extent did they have faith in the estimates?
- Effort: How long would it take to develop?

They were able to prioritise improvements that provided significant effect with comparatively little work because to this methodical approach.

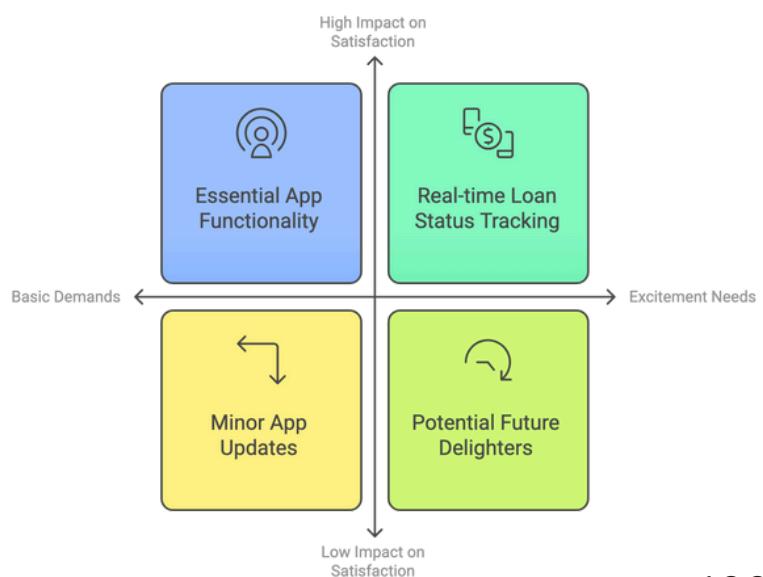
Collaboration With Stakeholders:

Including a range of stakeholders, such as technical teams, salespeople, and customer service teams, made sure that different viewpoints were taken into account when setting priorities. This partnership makes it easier to match customer expectations and company objectives with product development.

Kano Model:

Lendingkart used the Kano model to determine how various features would impact client satisfaction. This approach assisted in classifying features into three categories: excitement needs (delighters), performance needs (more is better), and basic demands (must-haves). For example, adding a real-time loan status tracking tool to a mobile app was identified as a performance need that may greatly increase user satisfaction.

Kano Model Feature Categorization



FEATURES PRIORITIZED

Lendingkart concentrated on creating a number of important features based on their prioritisation strategies:

Instant Loan Approval Process:

Lendingkart expedited its approval process by using AI and machine learning algorithms to examine alternative data sources (such as bank statements and GST data). The time it took to approve loans was cut from days to minutes because to this innovation.

Improved UI: Customers found it simpler to complete the loan application procedure when the user interface was redesigned. Based on user feedback, features like assisted application flows and streamlined documentation needs were given priority.

Real-Time Loan Tracking: Adding a service that lets users check the status of their loans in real time increased consumer engagement and transparency. Updates could be sent to users through the mobile app or SMS.

REFERENCES

Secondary source (Current news and trends)

Co-Lending Partnerships: In order to increase its lending capacity without requiring a sizable capital commitment, Lendingkart gave top priority to forming alliances with banks and other financial institutions after realising the potential of co-lending models.

OUTCOMES

For Lendingkart, the strategic feature prioritisation method produced noteworthy outcomes:

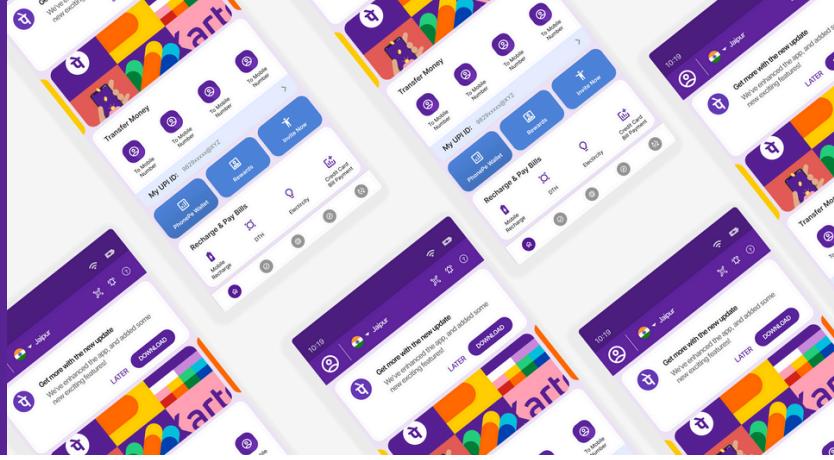
- Higher Loan Disbursements:** As a result of the improvements, a significant number of loan applications were processed, and year-over-year loan disbursements increased by 44%.
- Increased Customer Satisfaction:** According to user feedback, a more user-friendly application procedure and quicker approvals resulted in greater satisfaction levels.
- Attained Profitability:** Lendingkart's FY23 earnings of ₹120 crore, or around \$14 million, showed that successful prioritisation was a direct factor in the company's financial performance.
- Positioning in the Market:** Lendingkart gained more clients and partners by establishing itself as a leader in the MSME loan market thanks to its emphasis on technology-driven solutions.

CONCLUSION

Lendingkart's use of data-driven insights, frameworks like the Kano model and RICE scoring, and stakeholder feedback highlights how fintechs can prioritize features to enhance user experience and drive growth. Ongoing focus on feature prioritization is vital to staying competitive in the evolving lending market.

DESIGNING FOR THE MASSES

User Experience of PhonePe



OVERVIEW

One of the top digital payment platforms in India, PhonePe, has revolutionised how customers make financial transactions. Since its 2015 launch and subsequent acquisition by Flipkart, PhonePe has expanded quickly, becoming a household name with over 365 million registered users and, as of 2021, completing over 1 billion transactions every month. In order to serve a wide range of users and maintain accessibility and satisfaction while growing its services, PhonePe has given user experience (UX) and user interface (UI) design top priority. This case study examines how the company has done this.

THE CHALLENGES

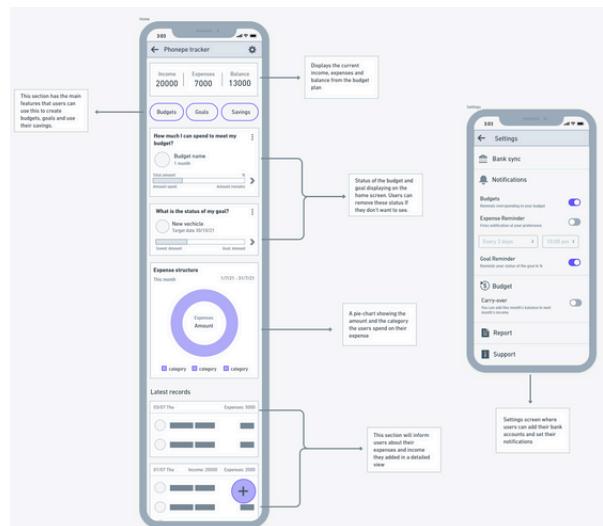
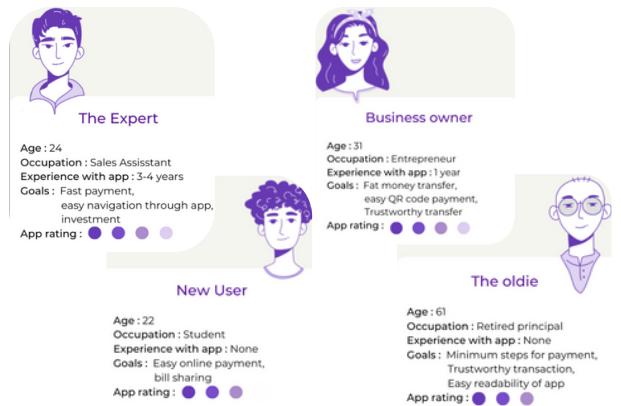


PhonePe had to create an **easy-to-use** user interface that could support consumers with different levels of digital literacy as it grew its services from basic money transfers to a full range of financial services like investing, insurance, and bill payments. Among the main difficulties were:

Diverse User Demographics:

PhonePe caters to a broad spectrum of consumers, including older people who are not comfortable with digital payments and tech-savvy millennials.

It was crucial to create an interface that was easy to use and functional for various kinds of users.



Complex Financial Processes:

For many people, financial transactions can be daunting and complicated. One of the biggest design challenges was making sure that these procedures could be made simpler without sacrificing functionality or security.

Trust and Security:

Building trust through design was essential since financial data is sensitive. Users had to have faith in the app's ability to handle their transactions.

UX/UI DESIGN STRATEGIES

In order to overcome these challenges, PhonePe put several key UX/UI design strategies into practice:

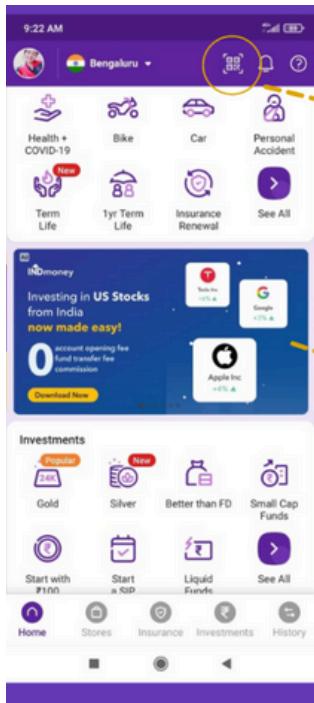
User-Centric Research:

In order to comprehend user behaviours and pain concerns, PhonePe carried out a comprehensive user research study that included surveys and interviews. Design choices and feature prioritisation were influenced by the research's findings.

Visual Hierarchy: A well-executed visual hierarchy aids in user navigation throughout the application. Larger buttons and contrasting colours are used to draw attention to important tasks, making it simple for users to know what to do next.

Simplified Navigation:

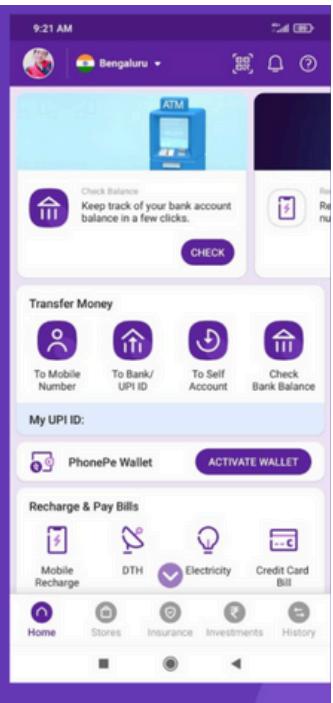
Users can swiftly access services thanks to the app's clear and simple navigation structure. The home screen prominently displays essential features like bill payment, mobile phone recharging, and money sending, which minimises the number of clicks required to execute transactions.



QR code difficult to locate
New users find it difficult to find the QR scanner easily

Advertisements are distracting
Users find that the placement of ads distracted them from carrying out the necessary tasks

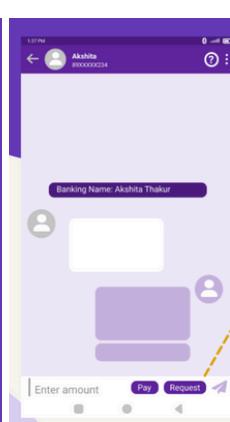
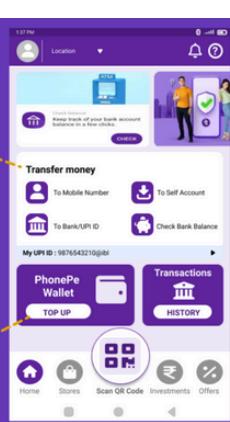
Too much Clutter
It's difficult to find the important, most used options as every option is there on the homescreen



Less clutter
Homepage is made less cluttered and the main actions are only kept in the front

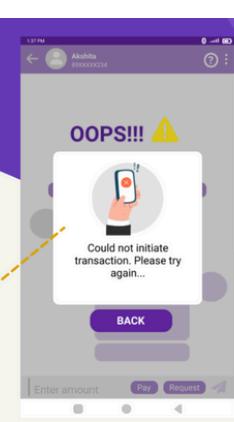
Default Login set to OTP
Most users prefer to login using OTP as they might forget their passcodes. They still have the 'login with Passcode option' under "Other Login Options"

Wallet and History options made more visible
These two are important features so made them more visible and bigger.



Request Money Option
This option was not available before and users felt that it would be a nice addition.

Error window made more interactive
A more interactive error window with illustrations.





OUTCOMES

For PhonePe, the emphasis on UX/UI design results in significant outcomes:

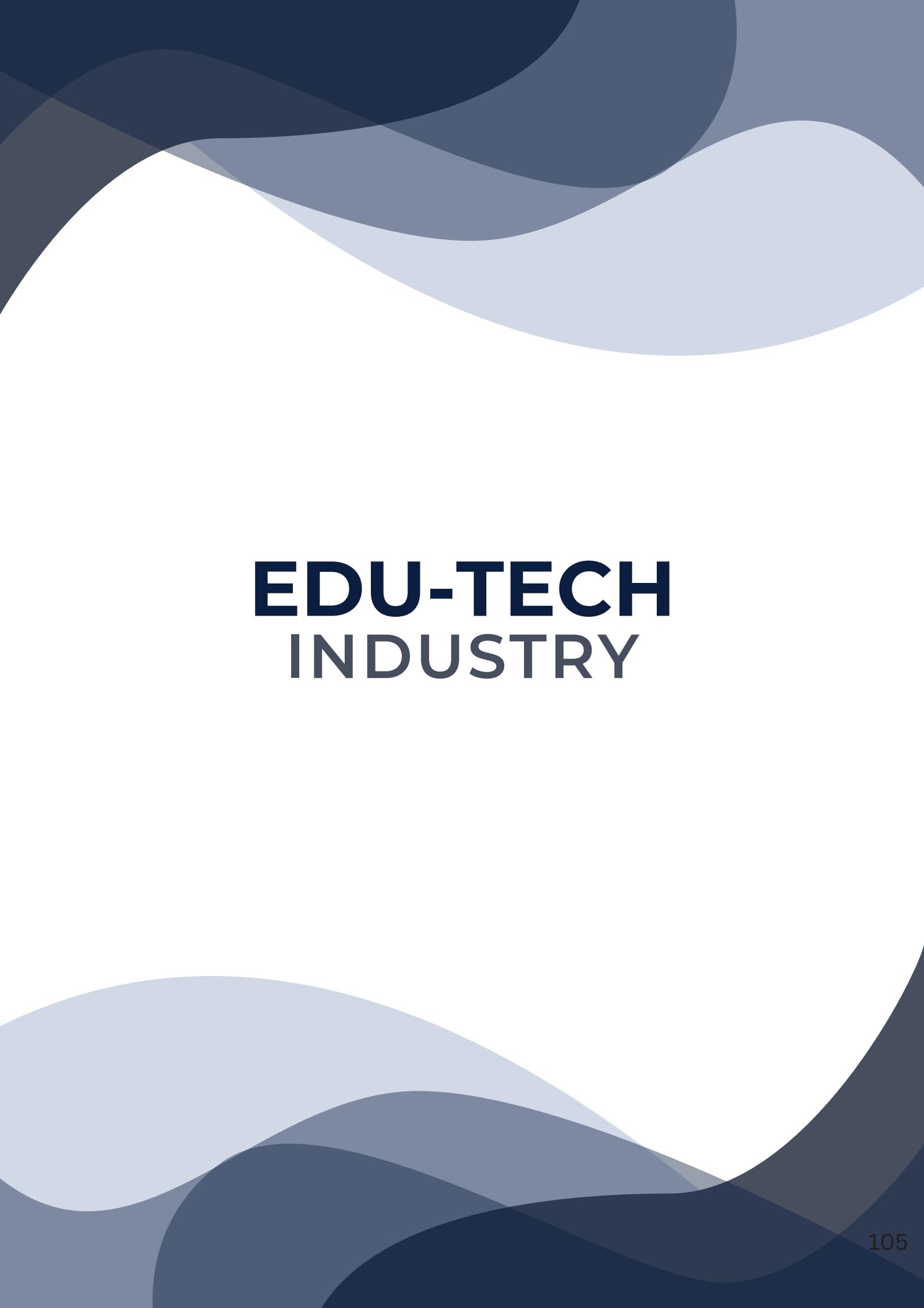
- **User Growth:** PhonePe announced having over **365 million** registered users as of early 2022, indicating that its user-friendly interface effectively draws in a wide audience.
- **High Transaction Volume:** Thanks to its user-friendly design, the platform handled over **1 billion** transactions every month, demonstrating a rise in user engagement.
- **Increased Customer Satisfaction:** According to user reviews, users are quite pleased with the functionality and usage of the app. Positive evaluations and **word-of-mouth** recommendations have been facilitated by the focus on streamlining intricate procedures.
- **Market Leadership:** Alongside rivals like Google Pay and Paytm, PhonePe has grown to become one of India's biggest digital payment platforms, gaining a sizeable portion of the UPI ecosystem.

CONCLUSION

PhonePe's success as a top financial app in India may be largely attributed to its dedication to user-centric design principles. PhonePe has successfully increased user trust and engagement by emphasising UX/UI tactics that address a range of user needs, including streamlined navigation, customised experiences, and strong security measures. Maintaining competitive advantage and improving customer happiness in this fast-paced sector will require constant attention to UX/UI design as the fintech landscape changes.

REFERENCES

Secondary source (Current news and trends)



EDU-TECH INDUSTRY

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EDU-TECH INDUSTRY

Eco-system



INTRODUCTION

In the Edu-Tech industry, product management is pivotal in creating solutions that enhance learning experiences while meeting evolving educational demands. With a growing focus on personalized, accessible and technology-driven learning, product managers in EdTech work at the intersection of education, technology and business to develop products that cater to students, educators, and institutions. The challenge for EdTech product managers is to balance innovative pedagogical approaches with practical implementation, ensuring that products are effective, scalable and impactful. This section explores the core responsibilities, strategies and essential skills for PMs in the EdTech domain.

EDU-TECH ECOSYSTEM

The EdTech ecosystem comprises various interconnected components that collectively aim to improve educational experiences through technology. Key components include:

Learning Management Systems (LMS)

- Platforms like Byju's, Teachmint, and Blackboard facilitate content delivery, tracking student progress, and managing course administration.
- These systems integrate adaptive learning technologies, enabling personalized education paths for students based on their performance.

Online Course Platforms

- Companies such as Unacademy, Vedantu, and Coursera offer online courses that cater to K-12, higher education, and professional learners. These platforms focus on live classes, and interactive assessments to enhance learner engagement.

Content Creation and Curation Tools

- Platforms like Canva for Education and Figma aid in creating visually appealing, interactive content.
- Specialized resources provide multimedia content, quizzes, and assignments tailored to curricula.

Assessment and Analytics Solutions

- Tools like Mettl and Quizizz support formative and summative assessments.
- Analytics dashboards offer insights to identify learning gaps and customize teaching strategies.

Gamification and Engagement Platforms

- Apps like Kahoot! and Prodigy use gamified elements to make learning engaging.
- Features include rewards, challenges, and interactive games to boost retention and motivation.

EdTech Hardware

- Devices like interactive whiteboards, tablets, and AR/VR headsets enhance immersive learning.
- These tools support blended learning by integrating digital and physical classroom elements.

Collaboration and Communication Tools

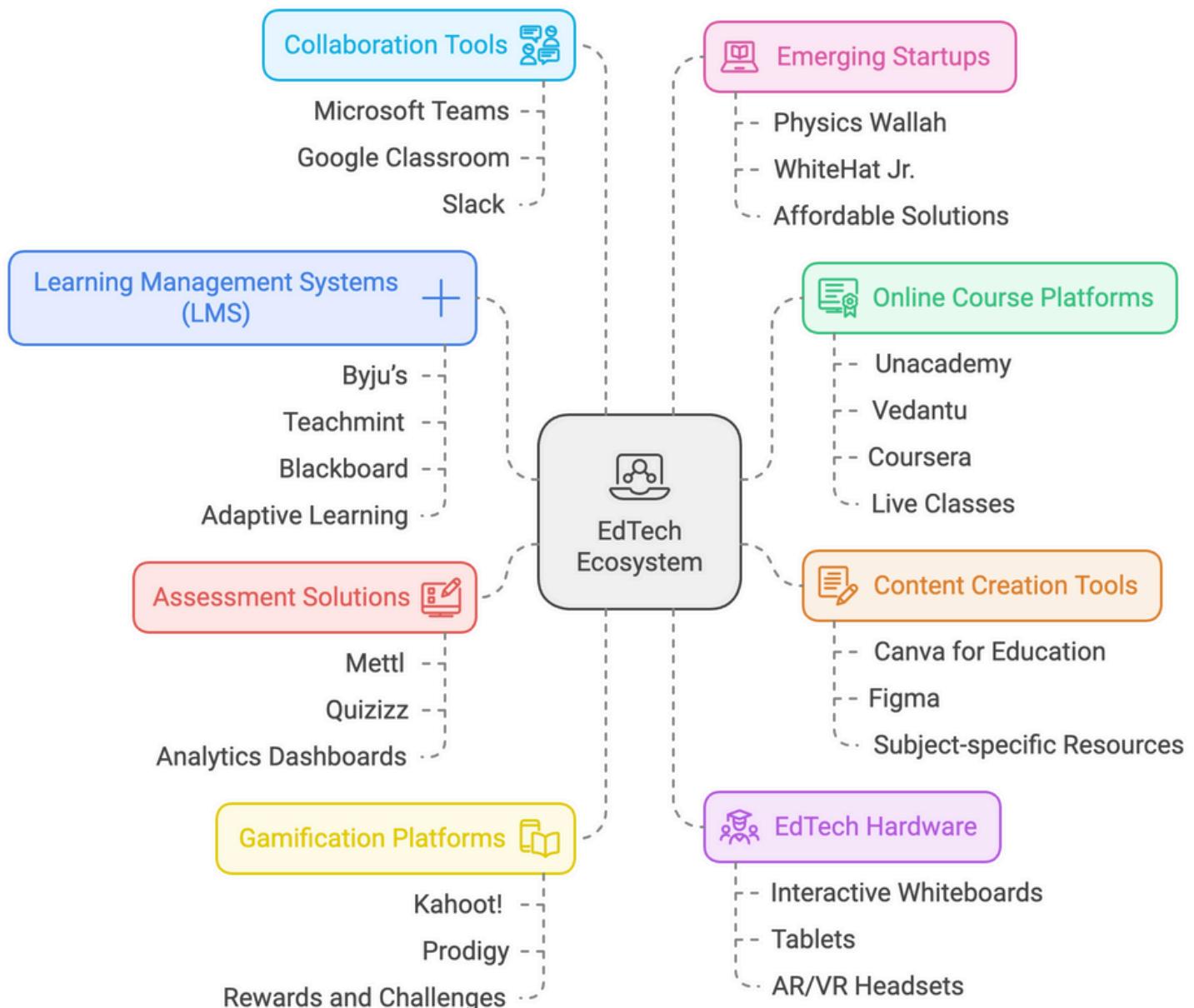
- Platforms like Microsoft Teams, Google Classroom, and Slack enable seamless communication among students, educators, and administrators.
- Features include real-time discussions, file sharing, and notifications for efficient collaboration.

Emerging Startups

- Indian startups like Physics Wallah and WhiteHat Jr. innovate with affordable solutions like coding for kids and STEM education.

EDU-TECH INDUSTRY

EDU-TECH ECOSYSTEM FLOWCHART



CUSTOMER JOURNEY

Recognize the Need > Search for Apps > Compare and Shortlist > Try the App > Select the App > Start Using the App > Monitor and Adjust

CUSTOMER JOURNEY IN EDU-TECH

The customer journey in Edu-Tech reflects the interactions students, educators, and institutions have with platforms and tools, covering stages from awareness to post-learning engagement. Understanding this journey helps product managers enhance user satisfaction and learning outcomes.

1. Awareness and Exploration

Activities: Users discover Edu-Tech solutions through advertisements, referrals, or social media.

Role of PMs:

Highlight the platform's unique value proposition, such as personalized learning or gamification.

Use SEO and content marketing strategies to reach target audiences effectively.

Leverage partnerships with schools and colleges to increase brand visibility.

2. Onboarding and Registration

Activities: Students, educators, or institutions sign up, explore features, and create profiles.

Role of PMs:

Design intuitive onboarding flows with tutorials and step-by-step guides.

Incorporate features like trial periods or free modules to increase user familiarity and comfort.

3. Learning and Engagement

Activities: Users engage with course content, live sessions, quizzes, and other interactive features.

Role of PMs:

Focus on creating immersive content and gamified experiences to sustain engagement.

Implement AI-driven adaptive learning to personalize the curriculum for individual learners. Use analytics to track engagement metrics and optimize content delivery.

4. Evaluation and Feedback

Activities: Students take assessments, while educators evaluate performance and provide feedback.

Role of PMs:

Integrate real-time feedback systems to help learners identify areas of improvement.

Develop assessment tools that provide actionable insights for educators.

Use performance data to iterate and refine course materials.

5. Completion and Certification

Activities: Users complete courses and receive certificates or credentials.

Role of PMs:

Design certification workflows that are seamless and align with industry standards.

Offer sharable certificates to enhance user credibility and platform reputation.

6. Post-Learning Engagement

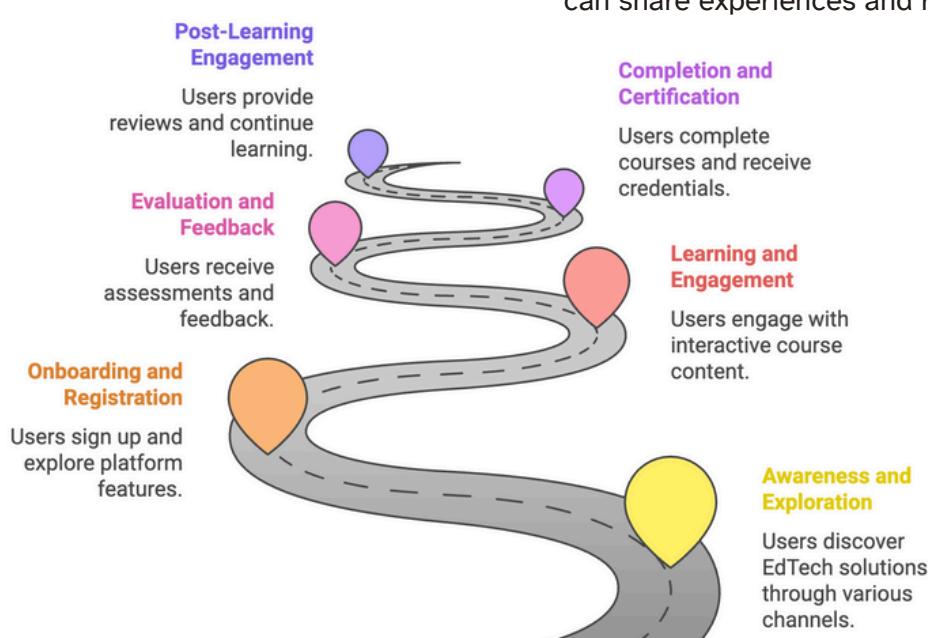
Activities: Users provide reviews, participate in alumni networks, or continue their learning journey.

Role of PMs:

Develop post-course engagement strategies like advanced learning paths or subscription models.

Collect user feedback to improve future iterations of the product.

Create a community where learners and educators can share experiences and resources.



GO-TO-MARKET STRATEGY CASE STUDY

PhysicsWallah: Revolutionizing Edu-Tech in India

OVERVIEW

PhysicsWallah (PW) has become a leader in India's edu-tech sector by focusing on affordability, accessibility and quality education. Catering primarily to Tier 2 and Tier 3 cities, PW fills a critical gap in affordable online coaching for competitive exams like JEE and NEET. Founded with the mission to provide quality education to underserved students, PW's approach emphasizes value-driven content and personalized mentoring. By 2024, PW achieved unicorn status, overcoming challenges in scaling and competition. This case explores PW's go-to-market strategy, its unique value proposition and how it revolutionized online education in India.

MARKET CHALLENGES

Despite its success, PW faced significant challenges in scaling its operations and meeting the diverse demands of India's education market.

Affordability vs. Profitability:

PW's low-price model (\$4-\$40 per course) limits profitability, requiring a high volume of enrollments to maintain financial sustainability.

Maintaining quality content at low prices necessitates cost-effective content production and delivery strategies.

Competition from Established Players

Competing with ed-tech giants like BYJU's, Unacademy and Vedantu posed challenges regarding brand visibility and resource allocation. The market's saturation required differentiation and a unique proposition to attract and retain users.



Regional Penetration

Scaling to Tier 2 and Tier 3 cities required understanding diverse educational needs, language barriers and technological limitations.

PHYSICSWALLAH'S UNIQUE MARKETING AND OPERATING STRATEGIES

Affordability-Driven Ecosystem

PW disrupted the market with courses priced significantly lower than competitors

- **Batch-Driven Approach:** Each batch focuses on a specific group of students, ensuring personalized attention and cohort-based learning.
- **Offline Presence:** With affordable hybrid models like Vidyapeeth centers, PW integrates offline learning with its online platforms, enhancing accessibility.

Content Excellence and Pedagogy:

- **Engaging Video Lessons:** The focus on storytelling, humor, and clear explanations makes concepts easier to grasp.
- **Star Faculty:** Founder Alakh Pandey's teaching style became a unique selling point, fostering trust and reliability.

Community Building via Social Media

PW's viral campaigns and relatable teaching content on YouTube and other platforms helped build an organic community.

- **Authenticity:** Videos emphasize genuine, jargon-free explanations of complex topics.
- **Localized Marketing:** Content is tailored to regional languages to appeal to non-English-speaking audiences.

Data-Driven Personalization

PW leverages student engagement data to tailor course recommendations, assess progress, and offer insights for improvement.

- Learning Analytics:** Individualized performance feedback fosters better learning outcomes.

METRICS

- User Growth:** PhysicsWallah reached 11 million monthly active users in 2023, a significant increase from 2 million in 2022.
- Revenue Milestone:** Achieved \$140M in revenue (FY23), driven by its affordable subscription model and growing sales of test prep materials.
- Market Penetration:** Expanded offline Vidyapeeth centers to 50+ cities, reaching students in over 100 cities and establishing a strong presence in both urban and semi-urban areas.

FRAMEWORKS USED

STP (Segmentation, Targeting, Positioning):

1. STP Framework

Segmentation:

Students from Tier 2 and Tier 3 cities, primarily preparing for competitive exams like JEE, NEET, etc. Budget-conscious families seeking quality education.

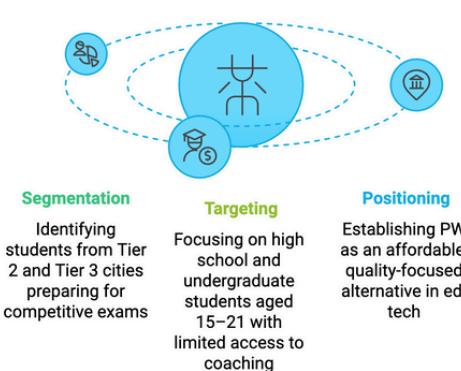
Targeting:

High school and undergraduate students aged 15–21. Demographics with limited access to quality offline coaching institutes.

Positioning:

PW positions itself as the "affordable, quality-focused alternative" in ed-tech, empowering aspirants to achieve their dreams without financial strain.

PW's Strategic Marketing Approach



2. SWOT Analysis

Strengths:

- Low-cost courses that democratize education.
- Loyal user base and strong social media presence.

Weaknesses:

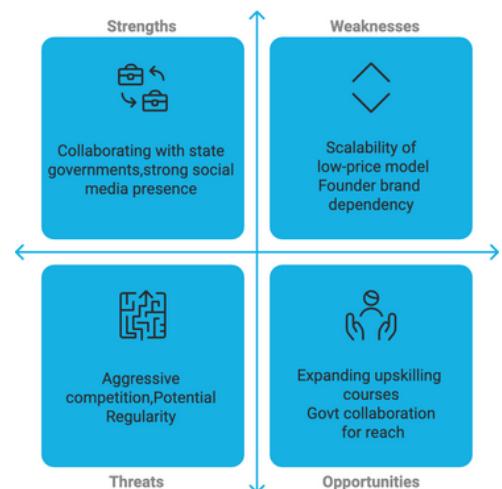
- Limited scalability of the low-price model.
- Dependence on the founder's personal brand.

Opportunities:

- Expanding into new segments like upskilling and professional courses.
- Collaborating with state governments for regional outreach.

Threats:

- Aggressive competition from well-funded players.
- Potential regulatory changes in ed-tech.



CONCLUSION

PhysicsWallah's go-to-market strategy leveraged affordability, relatability, and strategic outreach to disrupt Indian ed-tech. By targeting underserved markets and delivering quality at scale, PW built a loyal learner community while balancing growth, profitability, and market expansion.

REFERENCES

Secondary source (Current news and trends)

SCALING OFFLINE EDUCATION AT VEDANTU

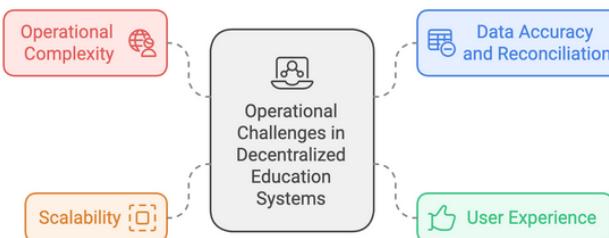
Transitioning to a Decentralized System

OVERVIEW

As Vedantu expanded from an online-first education model to include offline learning centers, the company faced significant challenges in scaling its operations. Transitioning from centralized systems to decentralized ones was essential to manage operations across multiple centers while ensuring data accuracy, operational efficiency, and seamless user experiences.

KEY CHALLENGES

- Operational Complexity:** Managing admissions, enrollments, and payments across decentralized brick-and-mortar centers
- Data Accuracy and Reconciliation:** Addressing mismatches between financial inputs and outputs, which previously relied on manual processes
- User Experience:** Ensuring a hassle-free experience for students and academic counselors despite the increased operational scope
- Scalability:** Adapting to a distributed setup across multiple geographies without compromising efficiency



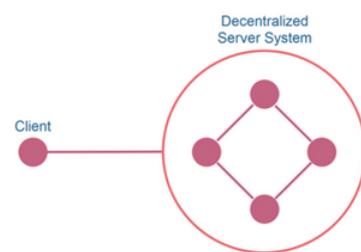
Vedantu

LIVE ONLINE TUTORING

STRATEGIES IMPLEMENTED

Decentralized Systems

- Transitioned from centralized Google Sheets to a robust CRM for real-time data entry and reconciliation
- Created individual systems for each learning center to handle payments, PNLs, and enrollment independently



Enhanced User Flows

- Designed an end-to-end funnel, starting from a student's walk-in to enrollment, including scholarship approvals and payment reconciliation
- Introduced features to allow academic counselors and accountants to input and verify data seamlessly

Improved Payment Processes

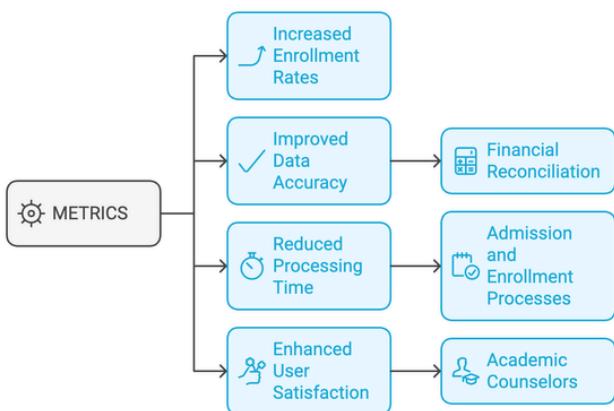
- Developed tools for real-time payment tracking and reconciliation with bank records to eliminate discrepancies
- Streamlined scholarship approval workflows for faster decision-making and transparency

Team Collaboration and Visibility

- Empowered academic counselors, accountants, and center heads with tools to monitor key metrics and ensure smooth coordination across teams

METRICS

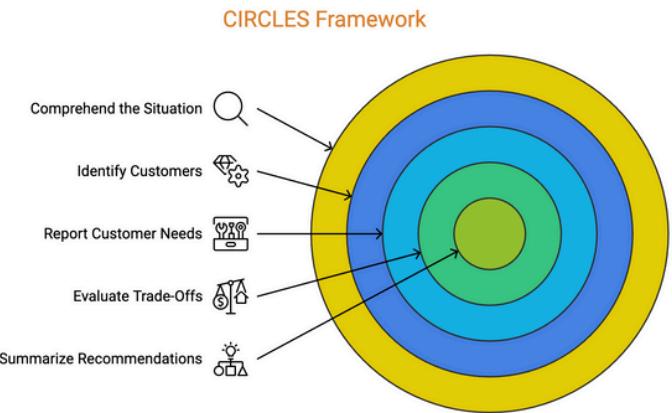
- 1. Enrollment Rates:** Increased by 30% due to streamlined operations
- 2. Data Accuracy:** Achieved 95% accuracy in financial reconciliation between centers and central systems
- 3. Processing Time:** Reduced admission and enrollment processing time by 40%
- 4. User Satisfaction:** Improved academic counselor satisfaction due to reduced manual errors and better visibility of user data



FRAMEWORKS USED

CIRCLES Framework

- Comprehend the Situation:** Identified operational inefficiencies and data leakages in centralized systems
- Identify Customers:** Academic counselors, accountants, and center heads were key stakeholders
- Report Customer Needs:** Ensured each stakeholder had tools tailored to their responsibilities
- Evaluate Trade-Offs:** Balanced the need for decentralization with data synchronization and cost constraints
- Summarize Recommendations:** Implemented a robust decentralized system to enhance efficiency and scalability



Moscow Prioritization

- Must-Haves:** Accurate payment tracking, enrollment workflows, and scholarship approvals
- Should-Haves:** Real-time reporting tools for center heads
- Could-Haves:** Automated notifications for missed payments

KEY TAKEAWAYS

Vedantu's shift to a decentralized system reflects its mission to make learning accessible and engaging with predictable outcomes. By streamlining operations, the company expanded its reach, improved efficiency, and empowered stakeholders like counselors and center heads to deliver quality education. This alignment with Vedantu's vision of transforming teaching and learning ensured superior experiences for students across India.

REFERENCES

Primary Source through an Interview
(Due to confidential reasons, we are not revealing the interview source details.)

ENHANCING USER ENGAGEMENT AND RETENTION THROUGH HIGH-IMPACT DASHBOARDS- BHANZU

Driving User Engagement

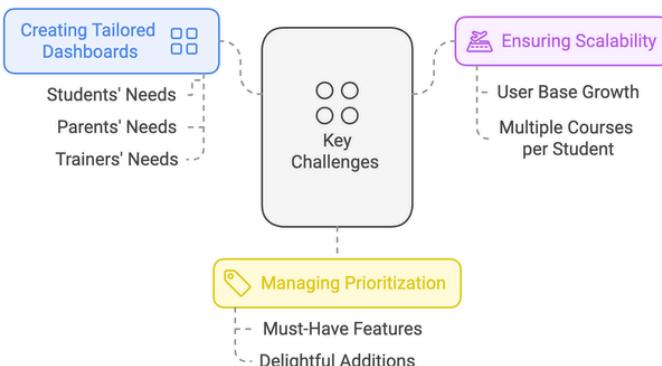


OVERVIEW

Bhanzu focused on designing user-centric dashboards to enhance engagement and retention among students, parents, and trainers. These dashboards included features like student progress tracking, assessment reports, session recordings, and real-time feedback, ensuring a seamless experience for all stakeholders. Continuous feedback, prioritization, and a focus on both user and trainer needs played a vital role in their success.

KEY CHALLENGES

1. Creating dashboards that serve the unique needs of students, parents, and trainers.
2. Ensuring scalability for a growing user base and multiple courses per student.
3. Managing prioritization across a vast range of features while maintaining a balance between must-haves and delightful additions.



STRATEGIES IMPLEMENTED

1. User-Centric Dashboard Design

- Developed distinct profiles for students and parents, ensuring task-focused functionality for each user group.
- Integrated features like session recordings, assessments, and attendance tracking for better progress monitoring.

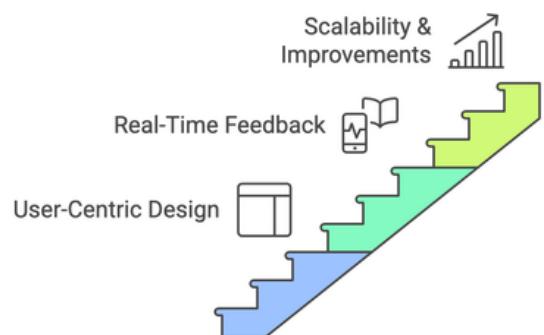
2. Real-Time Feedback and Performance Tracking

- Provided trainers with real-time insights into student performance, enabling targeted guidance and improving quiz outcomes.
- Delivered detailed post-quiz reports to students, helping them identify knowledge gaps and fostering a sense of accomplishment.

3. Scalability and Iterative Improvements

- Built dashboards to handle multiple courses and assessments for each student, ensuring smooth navigation and usability.
- Used continuous feedback loops from trainers, parents, and students to iterate and improve features.

Enhancing Educational Experience



METRICS

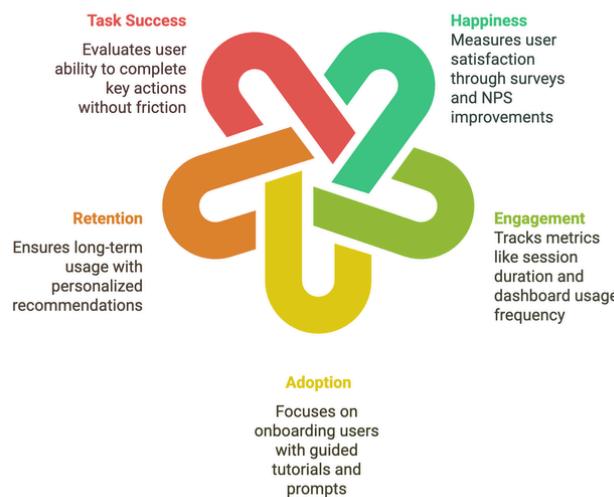
- **Adoption Rate:** Percentage of users actively using the dashboard increased significantly post-launch.
- **NPS (Net Promoter Score):** Improved through feedback-driven iterations and real-time performance tracking.
- **Engagement:** Average session duration and attendance rates rose consistently.

FRAMEWORKS USED

HEART Framework

- **Happiness:** Measured user satisfaction through surveys and NPS improvements after dashboard implementation.
- **Engagement:** Tracked metrics like session duration, attendance, and dashboard usage frequency.
- **Adoption:** Focused on onboarding users to new dashboard features with guided tutorials and prompts.
- **Retention:** Ensured long-term usage through personalized recommendations and real-time feedback mechanisms.
- **Task Success:** Evaluated user ability to complete key actions, such as accessing assessments and tracking progress, without friction.

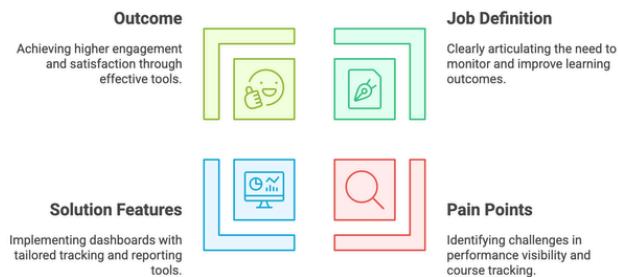
Enhancing Dashboard User Experience



Jobs-To-Be-Done (JTBD) Framework

- **Job:** Help students, parents, and trainers monitor progress, identify gaps, and improve learning outcomes.
- **Pain Points:** Addressed challenges like lack of visibility into performance and difficulty in tracking multiple courses.
- **Solution:** Designed dashboards with tailored features like progress tracking, session recordings, and quiz reports to fulfill these jobs effectively.
- **Outcome:** Increased user engagement and satisfaction through tools that made tracking and managing learning simpler and more actionable.

Enhancing Learning Outcomes with the JTBD Framework



KEY TAKEAWAYS

Bhanzu's dashboard development highlights the importance of designing user-friendly tools that cater to diverse stakeholder needs. By focusing on real-time feedback, iterative improvements, and a sense of accomplishment for users, the platform successfully enhanced engagement and retention.

REFERENCES

Primary Source through an Interview

(Due to confidential reasons, we are not revealing the interview source details.)

ROOT CAUSE ANALYSIS: DECLINING ENGAGEMENT AT VEDANTU

Vedantu's Hybrid Revolution:
Innovating Post-COVID

OVERVIEW

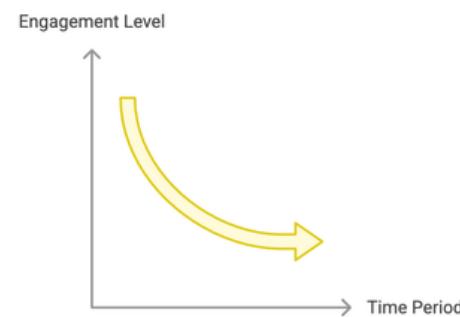
Vedantu, a leading EdTech platform, revolutionized online learning with live interactive classes and personalized study tools. However, post-COVID normalization saw declining engagement as students returned to traditional offline education. To stay competitive, Vedantu sought to integrate offline experiences into its digital product, leveraging its core platform to deliver a hybrid learning model. This case explores product management challenges, strategies, and the impact of these changes.

Vedantu

LIVE ONLINE TUTORING

Missed Personalization Opportunities

Vedantu's data models did not fully utilize behavioral insights from the platform to customize content for students in offline and online modes, reducing engagement.



Decline in Online Engagement Post-COVID

STRATEGIES AND SOLUTIONS IMPLEMENTED

Hybrid Product Development

Introduced Offline-to-Online Sync (O2O) features that allowed students attending offline centers to seamlessly access online content, track progress, and interact with digital mentors.

Data-Driven Personalization

Enhanced recommendation algorithms to provide localized course suggestions and hybrid study plans tailored to student preferences and learning styles.

Automated Admissions Process

Developed a feature in the CRM to digitize offline admissions, linking it to the student's online profile for seamless progress tracking.

Cross-Platform Gamification

Integrated gamification elements, like quizzes and leaderboards, to encourage users to alternate between online and offline activities.

ROOT CAUSE ANALYSIS

Declining Online Engagement Post-COVID

As schools reopened, student engagement on Vedantu's platform dropped significantly. Parents and students perceived online learning as less effective compared to offline models.

High Customer Churn Rates

A lack of differentiated offerings led to increased churn, with users moving to offline coaching centers or hybrid platforms.

Incomplete Ecosystem for Offline Engagement

Vedantu's product lacked features to support offline integration, such as localized recommendations, student progress tracking across modes, or offline scheduling.

Scalability Bottlenecks in User Lifecycle Management

Enrollment and payment processes were heavily manual, causing delays and errors, especially when offline admissions data had to sync with the online CRM.

Instant Scholarship Test Integration

Launched the iVSAT module directly within the Vedantu app, allowing online users to book offline test slots and view real-time scores and scholarship eligibility.

IMPLEMENTATION OF SOLUTIONS

Feature Rollout in Phases

- Piloted O2O sync features in tier-1 cities to test demand for hybrid models.
- Gradually expanded offline scheduling and tracking features to smaller cities.

Enhanced Data Pipelines

- Established real-time data sync between offline centers and the CRM to track student activities.
- Improved dashboards for parents to monitor their child's holistic learning progress.

Product Marketing Campaigns

Ran campaigns targeting tier-2 and tier-3 cities, emphasizing the hybrid model's convenience and cost-effectiveness.

Operational Tooling for Scalability

Deployed LeadSquared CRM integrations to manage both online and offline user funnels, reducing manual interventions

FRAMEWORKS USED

AARRR (Pirate Metrics)

- Acquisition:** targeted online users through regional SEO campaigns promoting hybrid offerings.
- Activation:** Introduced gamified onboarding for students using the new O2O sync features.
- Retention:** Ensured continuity with personalized hybrid study schedules.
- Referral:** Rewarded students for referring peers to offline centers.
- Revenue:** Monetized offline offerings via bundled course packages.



RICE Prioritization

- Reach:** Focused on city-specific offline integrations where demand was highest.
- Impact:** Assessed the hybrid model's potential to increase engagement by 30%.
- Confidence:** Used insights from pilot programs to validate decisions.
- Effort:** Prioritized features with low development complexity, like iVSAT scheduling, before rolling out advanced hybrid dashboards.



METRICS

- Customer Retention Rate (CRR):** Measured retention improvement post-hybrid model introduction.
- Cross-Mode Engagement:** Tracked how many students utilized both online and offline features.
- Conversion Rate:** Monitored conversions from iVSAT registrations to offline admissions.
- Average Revenue Per User (ARPU):** Analyzed revenue impact from hybrid bundle pricing.
- Net Promoter Score (NPS):** Assessed user satisfaction with the hybrid learning experience.

CONCLUSION

Vedantu's transition to a hybrid model showcases the power of product management in addressing market shifts. The integration of offline elements into its online product not only reduced churn but also enhanced user satisfaction. By leveraging data and iterative development, Vedantu successfully redefined its value proposition, positioning itself as a leader in hybrid EdTech solutions.

REFERENCES

Primary Source through an Interview

Due to confidential reasons, we are not revealing the interview source details.

BYJU'S UX/UI CASE STUDY

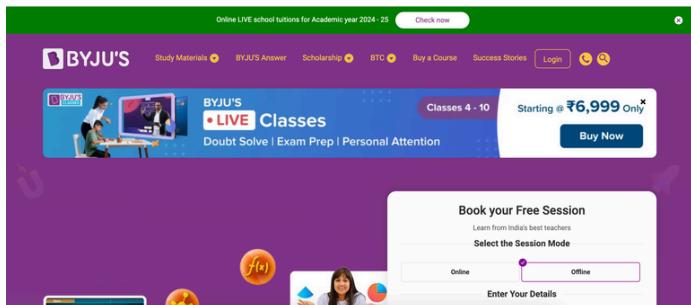
Empowering Learning with Personalized Design

OVERVIEW

BYJU's, a leading Indian EdTech company founded in 2011, revolutionizes education with personalized and engaging digital learning experiences. Offering interactive video lessons, gamified modules, and AI-driven learning paths, it serves millions globally, making education accessible and effective for diverse learners.

PROBLEM STATEMENT

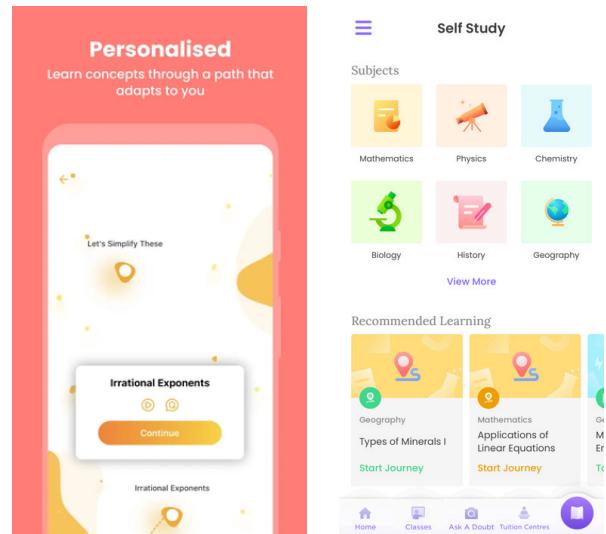
Despite BYJU's success in delivering personalized education, the app struggles with maintaining a seamless user experience as it expands. The increasingly cluttered user interface complicates navigation for users, while performance issues on lower-end devices limit accessibility. To sustain its leadership in the EdTech space, BYJU's must enhance UI simplicity, address performance challenges, and ensure scalability without compromising its personalized learning quality.



SPECIFIC SOLUTIONS

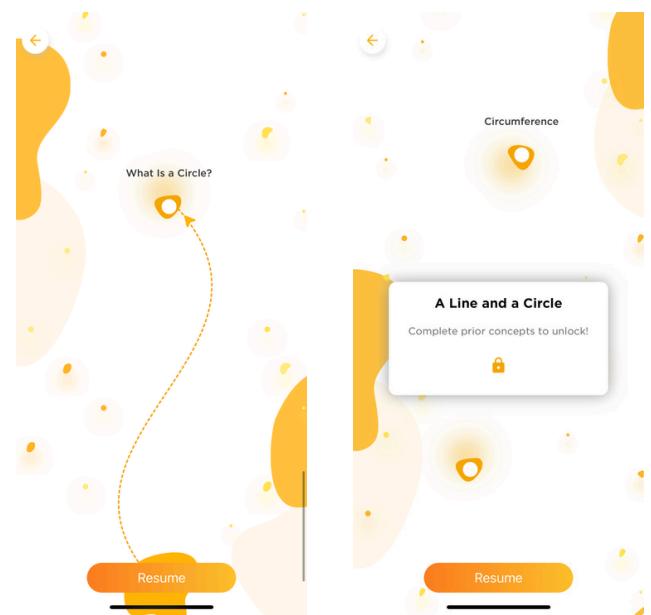
Personalized Learning Paths:

BYJU's offers personalized learning based on user preferences and past performance. It uses AI and machine learning to recommend tailored content,



BYJU's enhances engagement and retention by using AI to tailor learning material to match individual needs.

Gamification & Progress Tracking : Rewards, progress tracking, and challenges make learning interactive and motivating, fostering long-term interest.



Video Content & Interactive Visuals:

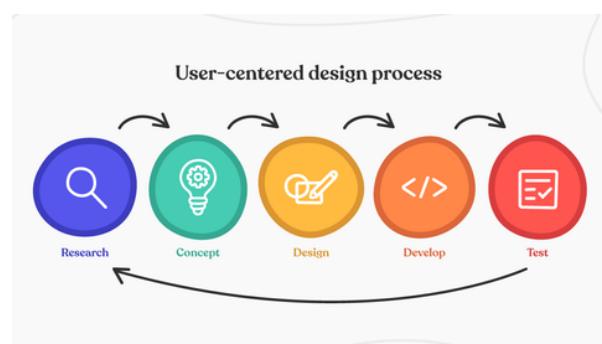
High-quality videos with animations simplify complex concepts, ensuring better understanding.

Multi-Device Accessibility: BYJU's supports seamless transitions across platforms but faces performance issues on lower-end devices, impacting inclusivity.

DESIGN PRINCIPLES

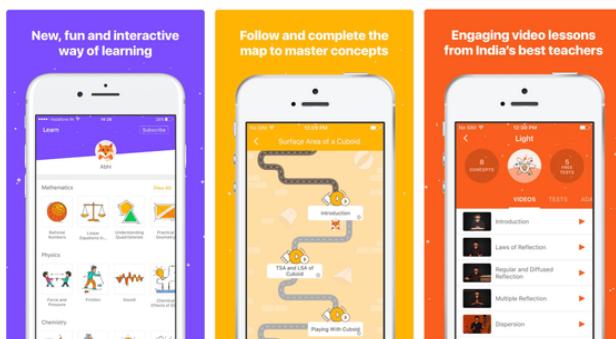
User-Centered Design (UCD):

The app's design is focused on the needs of the student, with personalized content and interactive learning experiences.



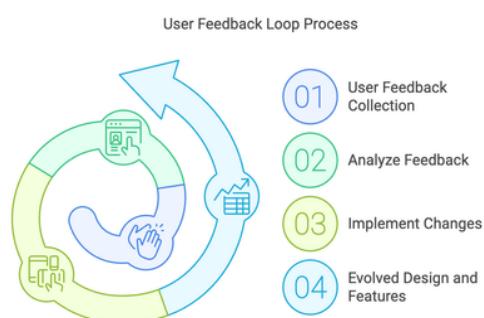
Gamification:

BYJU's uses gamification elements to keep students motivated, fostering long-term engagement and continuous learning.



Feedback Loops:

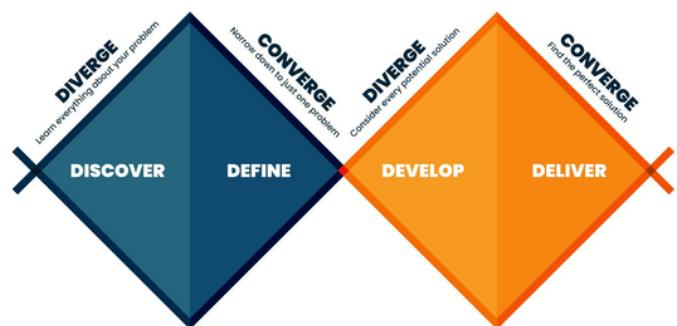
Continuous user feedback ensures that the design and features evolve in alignment with user needs and technological advancements.



FRAMEWORKS

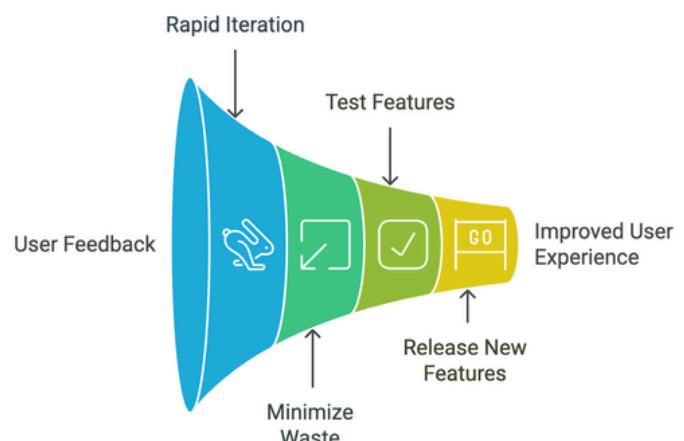
Double Diamond Design Process:

- The design process at BYJU's follows the Double Diamond model, with clear phases of Discover, Define, Develop, and Deliver. This process helps the team innovate and refine the product based on user feedback and research



Lean UX:

- BYJU's adopts Lean UX principles, focusing on rapid iteration, minimizing waste, and testing features quickly. This agile approach allows the team to release new features and fix issues promptly based on real-time user data

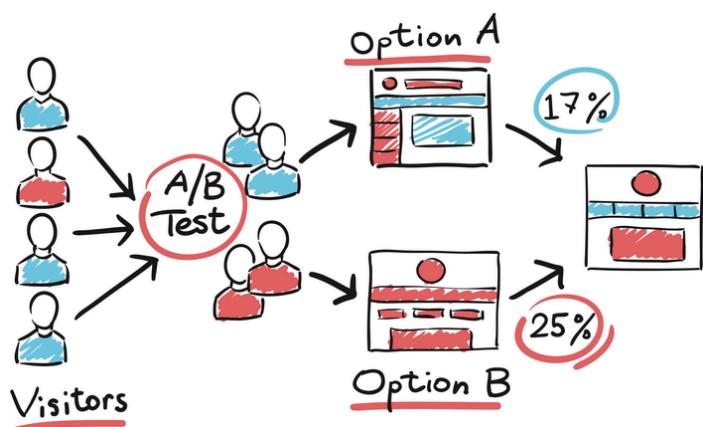


Jobs to Be Done (JTBD):

- By understanding the core jobs that users want to complete, such as mastering subjects and improving test scores, BYJU's tailors its design to solve these problems effectively through personalized learning journeys

A/B Testing:

- BYJU's uses A/B testing to optimize UI components, measure engagement with new features, and assess the impact of design changes, ensuring they meet the needs of users effectively



METRICS

Engagement Rate:

Monitoring how often users interact with the app, such as completing lessons, watching videos, and participating in quizzes

Customer Satisfaction Score (CSAT):

Evaluating user satisfaction based on the usability of the app, content relevance, and ease of navigation

Retention Rate:

Tracking how many users continue to use the app over time, a key indicator of content quality and user experience

Completion Rate:

Assessing how many users finish their courses or lessons, which reflects the clarity and appeal of the learning content

CONCLUSION

BYJU's has effectively revolutionized the educational experience with personalized learning paths, gamified elements, and high-quality video content. Its design prioritizes user engagement and accessibility, although further improvements to performance on budget devices and simplifying navigation would enhance its overall UX/UI. Continuous user feedback and iterative design ensure that BYJU's remains a leader in the EdTech space.

REFERENCES

Secondary source (Current news and trends)

Completion Rate

Assesses course or lesson completion by users



Engagement Rate

Measures user interactions with app features

Retention Rate

Tracks long-term user app usage

Customer Satisfaction Score

Evaluates user satisfaction with app usability



FOOD-TECH INDUSTRY

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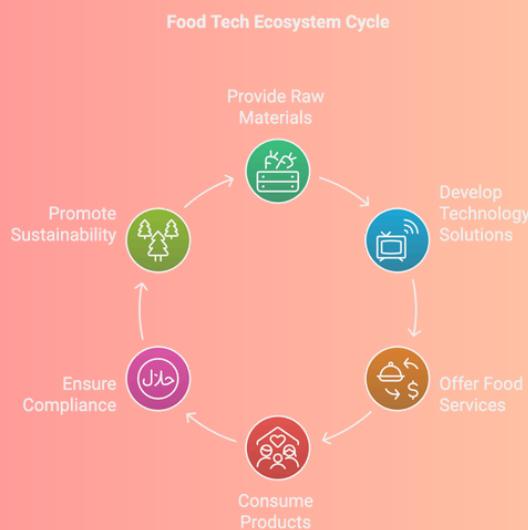
FOOD TECH INTRODUCTION

INDUSTRY ECOSYSTEM



ECOSYSTEM FOR FOOD TECH INDUSTRY

The food tech ecosystem involves various stakeholders, technologies, and processes working together to innovate and optimize the production, distribution, consumption, and sustainability of food. Below is an overview of the key components of the ecosystem:



a. Producers and suppliers:

- Farmers and Growers: Provide raw agricultural products.
- Ingredient Suppliers: Deliver essential raw materials to food manufacturers.
- Food Manufacturers: Process raw ingredients into finished food products.

b. Technology Providers:

- AgriTech Companies: Offer precision farming, IoT sensors, and data analytics.
- Software Solutions: Platforms for supply chain management, inventory optimization, and customer engagement.
- AI & Machine Learning: Enable demand forecasting, personalized recommendations, and predictive maintenance.

c. Platforms

- Food Delivery Apps: Swiggy, Zomato, DoorDash.
- Subscription Meal Services: HelloFresh, Blue Apron.
- Grocery Delivery: Instacart, BigBasket.
- Cloud Kitchens: Rebel Foods, Kitopi.

d. Consumers

- End Users: Individuals or families purchasing food tech services.
- Corporate Clients: Businesses using food tech for employee meal programs or bulk orders.

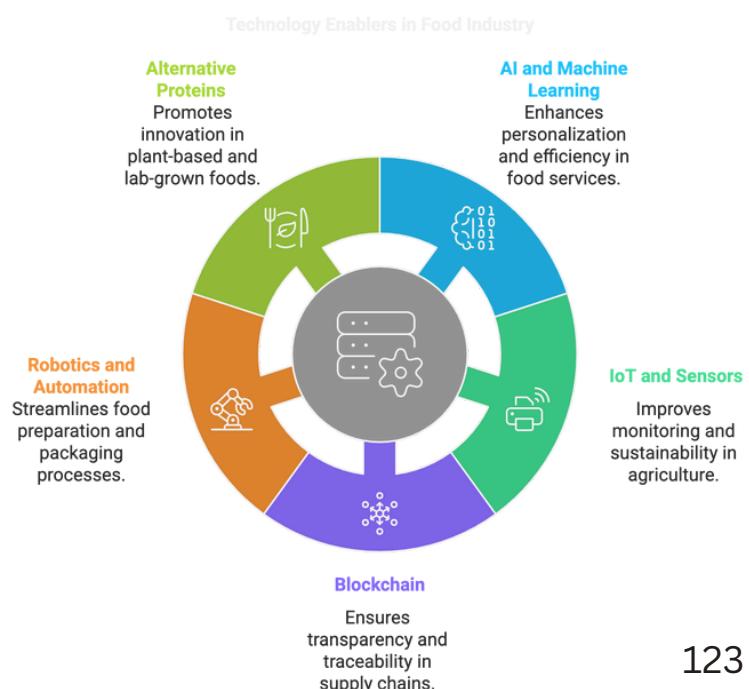
e. Regulators and Certifiers

- Governments and Food Safety Authorities ensure compliance with safety standards and certifications.

f. Environmental and Sustainability Partners

- NGOs and organizations focusing on food waste reduction, sustainable farming, and carbon footprint monitoring.

TECHNOLOGY ENABLERS



FRAMEWORKS

Farm-to-Fork Model

Integration from production to consumption for quality control and efficiency.

Supply Chain Management

Leveraging tech for real-time inventory, logistics optimization, and demand-supply matching.

Sustainability and Waste Management

Upcycling food waste.

Reducing single-use plastics in packaging.

Customer Experience

AI-driven chatbots for order tracking and issue resolution.

AR/VR for immersive dining experiences or virtual recipe demonstrations.

REVENUE STREAMS

- Subscription services for meal kits or premium memberships.
- Advertisement partnerships for food delivery platforms.
- Direct-to-consumer (DTC) sales channels.
- Data monetization by analyzing customer preferences and behaviors.

CHALLENGES

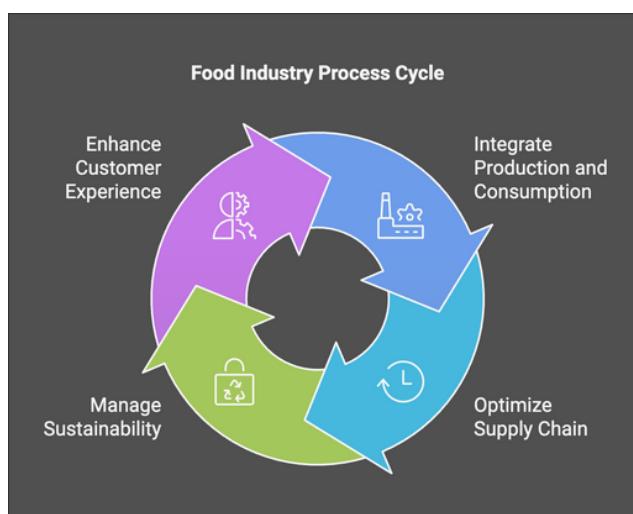
- Regulatory hurdles and food safety compliance.
- High competition and price wars in delivery services.
- Environmental concerns from packaging waste and delivery emissions.
- Balancing personalization with data privacy regulations.

EMERGING TRENDS

- Cloud Kitchens:** Lower operational costs and scalable delivery options.
- Hyperlocal Deliveries:** Faster and more efficient services.
- Sustainability:** carbon-neutral operations and eco-friendly packaging.
- Health and Wellness:** Focus on organic, functional, and personalized nutrition.

REFERENCES

Secondary source (Current news and trends)



CUSTOMER-CENTRIC PRODUCT DEVELOPMENT CASE STUDY

Integration of Generative AI in Marketing

BACKGROUND

Mondelez International, a global leader in snack foods, strategically partnered with Accenture and Publicis Groupe to integrate generative AI into its marketing efforts. This initiative aimed to enhance personalization, scale marketing efficiency, and improve ROI by leveraging cutting-edge AI technologies.

This case study examines Mondelez's challenges, the strategic solutions implemented, the outcomes achieved, and the metrics framework used to measure success.

CHALLENGES

Demand for Personalization: Increasing consumer expectations for tailored marketing required Mondelez to create highly personalized content at scale.

Operational Complexity: Managing marketing campaigns across 150+ countries made localization a significant challenge.

Efficiency Needs: Traditional workflows for content creation were time-intensive and resource-intensive, necessitating innovative solutions.

STRATEGIC SOLUTIONS

1. AI-Powered Creative Processes

Implemented generative AI tools to automate the creation of personalized marketing assets such as images, videos, and copy.

2. Partnership-Driven Implementation

Collaborated with Accenture for scalable AI adoption and Publicis Groupe for seamless integration into existing marketing workflows



3. Optimized Resource Allocation

Freed up teams to focus on strategic and creative tasks while repetitive processes were automated by AI.

FRAMEWORK DIMENSIONS

1. Efficiency Metrics

Turnaround Time (TAT): The average time taken to produce marketing content pre- and post-AI integration.

Cost Efficiency: reduction in overall marketing costs (e.g., agency fees, manual labor) compared to traditional methods.

2. Engagement Metrics

Click-Through Rate (CTR): Percentage of consumers clicking on AI-generated ads versus traditional ads.

Time Spent on Content: Consumer interaction time with AI-personalized content.

3. Performance Metrics

Conversion Rate (CVR): Percentage of consumers completing desired actions (e.g., purchases) from AI-driven campaigns.

Sales Lift: incremental sales growth attributed to AI-driven marketing campaigns.

4. Quality and Creativity Metrics

Consumer Feedback Scores: qualitative and quantitative feedback on the relevance and appeal of AI-generated content.

Content Variation: Volume of unique content variants created and tested by the AI system.

5. Scalability Metrics

Geographic Reach: Number of localized campaigns executed simultaneously.

Volume of Content Produced: Total marketing assets created within specific timeframes.

OUTCOMES

Efficiency Gains

- **50% reduction** in content creation time.
- Significant cost savings by reducing dependency on manual workflows.

Enhanced Personalization

- CTR improved by **25%**, with AI enabling precise consumer targeting.

Improved ROI

- **15% increase** in ROI due to optimized marketing spend and enhanced campaign performance.

Scalable Operations

- Successfully launched localized campaigns in over 150 markets simultaneously.

FUTURE OUTLOOK

Mondelez plans to refine its metrics further to track deeper consumer engagement insights, optimize predictive analytics for campaign planning, and drive hyper-personalization at every consumer touchpoint. By continuously leveraging generative AI, Mondelez aims to maintain its competitive edge in the dynamic global snack market.

KEY LEARNINGS

1. The Role of Metrics in Driving AI Success

A well-structured metrics framework is essential to evaluate the effectiveness of AI-driven marketing and guide iterative improvements.

2. Strategic Integration for Long-Term Impact

Beyond efficiency, AI's value lies in empowering marketers with actionable insights and scalable tools.

3. Consumer-Centric Approach

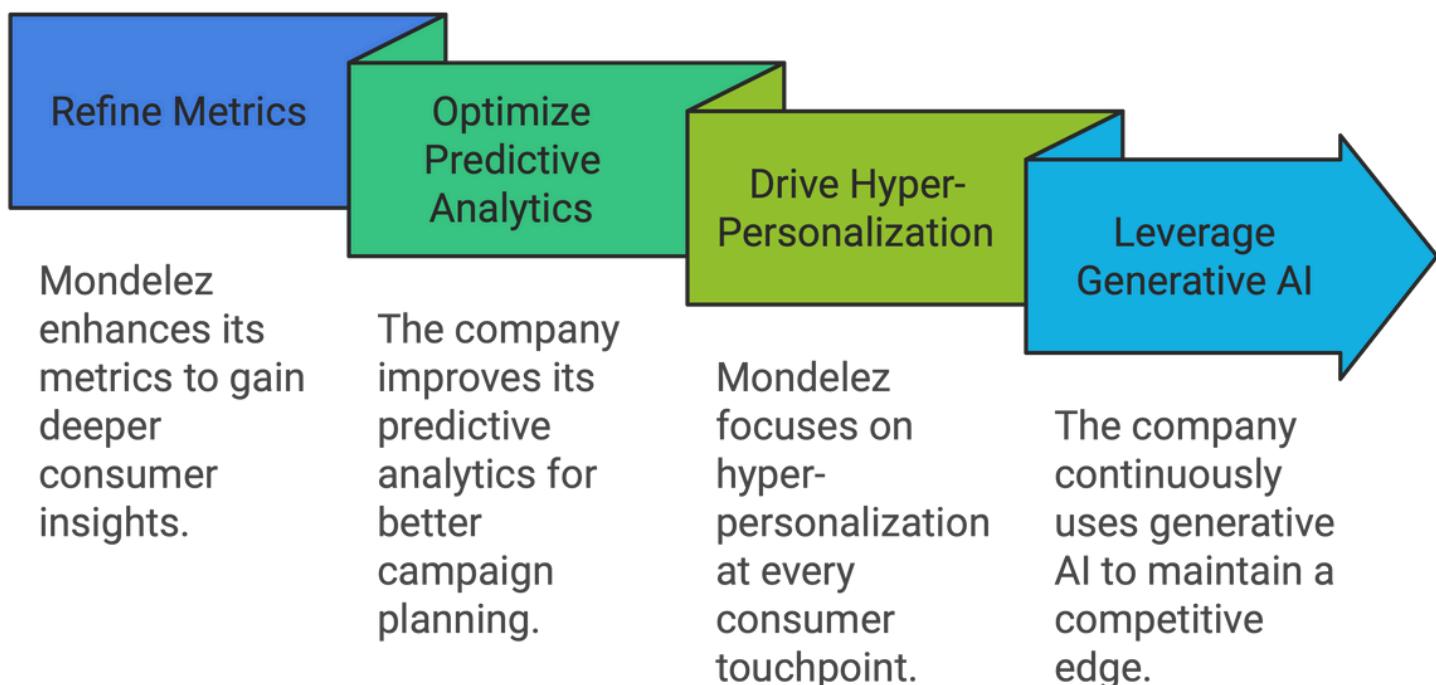
Metrics like CTR, CVR, and consumer feedback are crucial in maintaining a consumer-first focus in AI-driven marketing.

4. AI Governance

Clear guidelines for ethical AI use, ensuring outputs align with brand identity and consumer values, are critical for sustained success.

REFERENCES

Secondary source (Current news and trends)



GROWTH AND RETENTION STRATEGY CASE STUDY

"Food Rescue" Feature

OVERVIEW

Zomato launched the "Food Rescue" feature as a sustainable initiative to combat food wastage caused by canceled food orders. The platform allows nearby customers to purchase these canceled orders at a discounted price, ensuring the food is redistributed rather than wasted.

PROBLEM STATEMENT

Zomato reported over 400,000 canceled orders monthly despite policies like non-refundable cancellations. This created significant food wastage, affecting both restaurants and consumers. The challenge was to minimize food wastage while maintaining the quality and financial balance among stakeholders.

STRATEGIES

REDISTRIBUTION OF CANCELED ORDERS:

- Displaying canceled orders on the Zomato app for users within a 3 km radius.
- Selling these orders at discounted prices to nearby customers.

EQUITABLE COMPENSATION:

- Revenue from re-sold orders is split among the original customer, restaurant, and delivery partner.
- Delivery partners receive full compensation for their trips, ensuring no loss for their efforts.



RESTAURANT INVOLVEMENT:

- Partnering with restaurants to ensure food quality and providing an easy opt-out option.
- Excluding perishable items sensitive to delivery conditions.

CONSUMER EXPERIENCE:

- Ensuring untampered and fresh food reaches new customers.
- Highlighting discounts to attract buyers and improve the customer experience.

METRICS AND FRAMEWORKS

Key Metrics:

- Reduction in monthly food wastage.
- Increase in customer participation in the Food Rescue program.
- Revenue generation and equitable compensation for stakeholders.
- Delivery time and quality of redistributed orders.
- Customer satisfaction and retention rates.

Frameworks:

Sustainability Framework: Monitoring food waste reduction through participation metrics and community engagement.

Revenue Sharing Model: Ensuring financial fairness across customers, restaurants, and delivery partners.

Quality Assurance Process: Tracking compliance with food freshness and delivery standards.

TECHNOLOGIES USED

Mobile App Features: Integration within Zomato's existing app interface to display nearby canceled orders.

Real-Time Tracking: Algorithms for proximity-based customer targeting.

Data analytics: measuring program efficiency and identifying improvement areas.

Payment Gateways: seamless handling of revenue redistribution.

CONCLUSION

Zomato's "Food Rescue" feature demonstrates how businesses can align profitability with sustainability. By addressing a critical issue of food wastage, Zomato not only reinforces its commitment to environmental responsibility but also creates a unique value proposition for customers and partners. This initiative sets a benchmark for using technology-driven solutions to address real-world problems effectively.

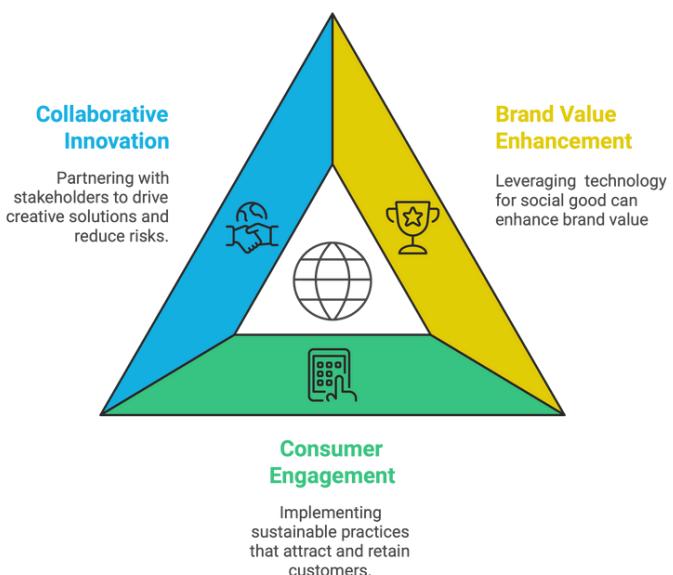
LEARNINGS

- Leveraging technology for social good can enhance brand value.
- Sustainable initiatives resonate well with consumers, boosting engagement.
- Collaborative approaches with stakeholders foster innovation and mitigate risks.

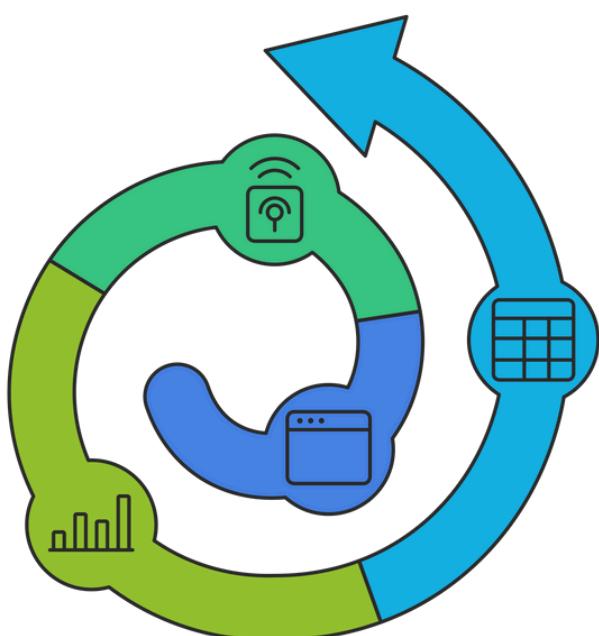
REFERENCES

Secondary source (Current news and trends)

Learnings



Technologies Used



- 01 Mobile App Features
- 02 Real-Time Tracking
- 03 Data Analytics
- 04 Payment Gateways

RETENTION STRATEGY CASE STUDY FOR SUBSCRIPTION MODELS

Retention Strategies



PROBLEM STATEMENT

HelloFresh is facing challenges in retaining its subscription-based meal kit users. The company aims to address high churn rates by focusing on personalization, enhancing customer engagement, and minimizing churn through targeted strategies.

KEY FOCUS AREAS AND SOLUTIONS

1. PERSONALIZATION

CHALLENGE :

Customers often unsubscribe due to generic meal options and a lack of customization in their subscriptions.

SOLUTION :

Dynamic Menu Recommendations: Implement AI-based meal recommendations tailored to individual dietary preferences, previous orders, and health goals.

Customizable Plans: Allow users to customize meal sizes, calorie counts, and dietary restrictions (e.g., keto, vegan, or gluten-free) directly through the app.

Feedback Integration: Post-meal feedback is used to fine-tune future meal suggestions, ensuring offerings remain aligned with user preferences.

2. CUSTOMER ENGAGEMENT

CHALLENGE:

Lack of meaningful interactions with the app, leading to reduced interest and loyalty.

SOLUTION:

Gamification: Introduce a loyalty rewards program where customers earn points for ordering meals, providing feedback, or referring friends.

Interactive Content: Add engaging features like cooking tips, video tutorials, and live Q&A sessions with chefs to build a sense of community.

Push Notifications: Send personalized reminders for meal selection deadlines or highlight limited-time special recipes.

3. MINIMIZING CHURN

CHALLENGE:

Subscribers cancel due to perceived lack of value, delivery issues, or unmet expectations.

SOLUTION:

Flexible Subscription Plans: Offer "pause" options or allow users to skip weeks instead of canceling outright.

Predictive Analytics: Use machine learning to identify users at risk of churning and offer incentives like discounts, free meals, or personalized bundles.

Improved Delivery Experience: Partner with reliable delivery services and provide real-time tracking to enhance the end-to-end customer experience.

KEY FOCUS AREAS AND SOLUTIONS

OUTCOME METRICS

To evaluate the success of these strategies, track the following metrics:

- **Retention Rate:** Percentage of subscribers retained over a defined period.
- **Customer Lifetime Value (CLV):** Projected revenue from each subscriber over their relationship with the service.
- **Churn Rate:** Percentage of customers canceling their subscriptions.
- **Engagement Rate:** Frequency of app usage and interactions with engagement features.

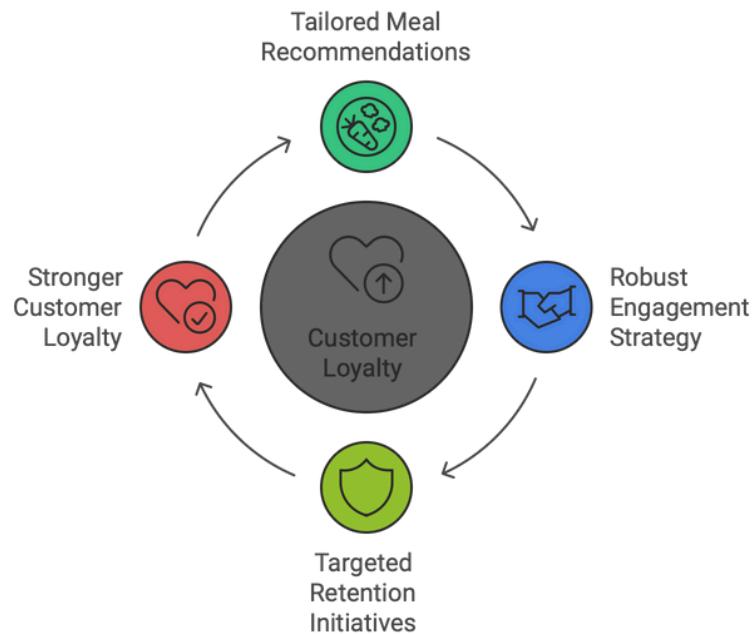
REFERENCES

Secondary source (Current news and trends)

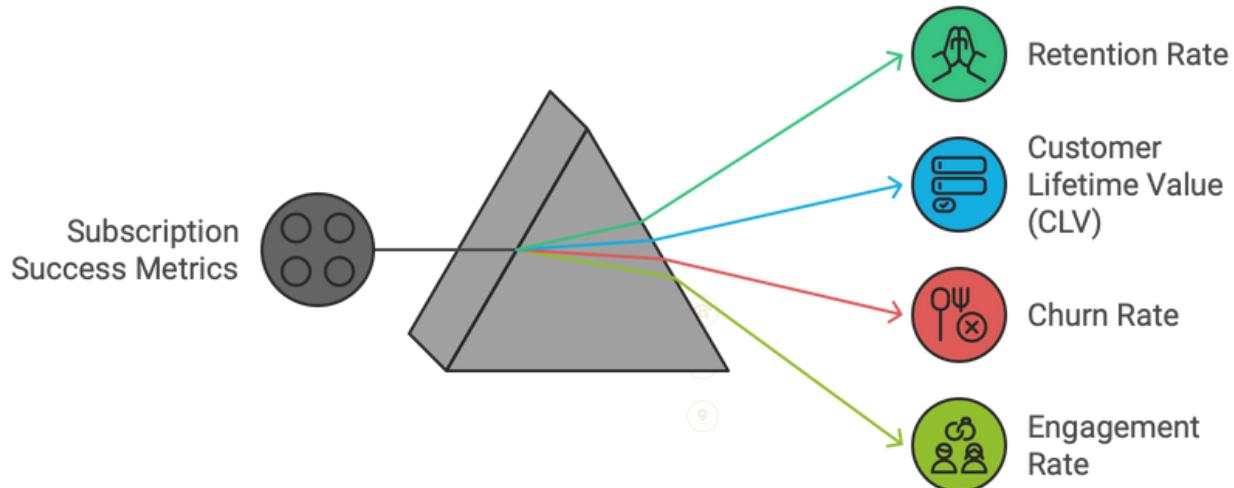
IMPACT

Through tailored meal recommendations, a robust engagement strategy, and targeted retention initiatives, HelloFresh can foster stronger customer loyalty, minimize churn, and achieve long-term growth in the subscription-based meal kit market.

HelloFresh Growth Cycle - Impact



Visualizing Subscription Success Metrics



ROOT CAUSE ANALYSIS (RCA) FOR SWIGGY'S MEDICINE DELIVERY VIA INSTAMART

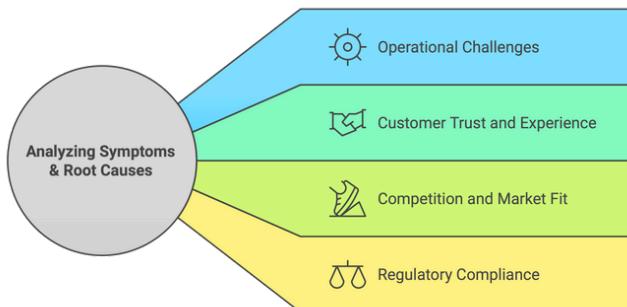


FEATURE OVERVIEW

Swiggy, in partnership with PharmEasy, has introduced medicine deliveries through Instamart, leveraging its quick-commerce platform to tap into the health and wellness sector.

PROBLEM STATEMENT

To ensure the success of this feature, it is essential to address the potential challenges and identify the root causes of any issues that might arise.



KEY AREAS TO ANALYZE

Operational Challenges

Symptoms:

- Delayed deliveries.
- Errors in medicine delivery (wrong products, missing prescriptions).

Root Causes:

- Lack of seamless integration between Swiggy and PharmEasy's inventory systems.
- Insufficient rider training on handling prescriptions and sensitive medical items.
- Regulatory hurdles causing delays in approvals or operations.

Customer Trust and Experience

Symptoms:

- Low initial adoption of the feature.
- Concerns about the authenticity of medicines.

Root Causes:

- Limited awareness or lack of communication about the partnership and its benefits.
- Insufficient transparency about sourcing and authentication of medicines.
- Perceived risk of privacy breaches in sharing medical information.

Competition and Market Fit

Symptoms:

- Difficulty in differentiating the service from existing pharmacy delivery players (e.g., 1mg, NetMeds).
- Low price competitiveness or delivery fee concerns.

Root Causes:

- Overlapping service offerings without unique value propositions.
- Absence of loyalty programs or bundled deals that incentivize customers.

Regulatory Compliance

Symptoms:

- Penalties or disruptions due to non-compliance.
- Restrictions on certain medicines.

Root Causes:

- Gaps in adhering to regulations regarding prescription validation and medicine transportation.
- Variances in state-level regulatory requirements complicating operations.

RECOMMENDATIONS TO ADDRESS ROOT CAUSES

1. Operational Improvements:

- Build a robust API integration between Swiggy and PharmEasy for real-time inventory updates.
- Train delivery partners on handling medical items and ensuring prescription compliance.
- Introduce a dedicated customer support team for health-related deliveries.

2. Customer Engagement and Trust:

- Promote the feature with marketing campaigns emphasizing trust, authenticity, and convenience.
- Partner with reputed pharmacies for sourcing medicines to establish credibility.
- Ensure end-to-end encryption and data protection to safeguard customer privacy.

3. Differentiation Strategies:

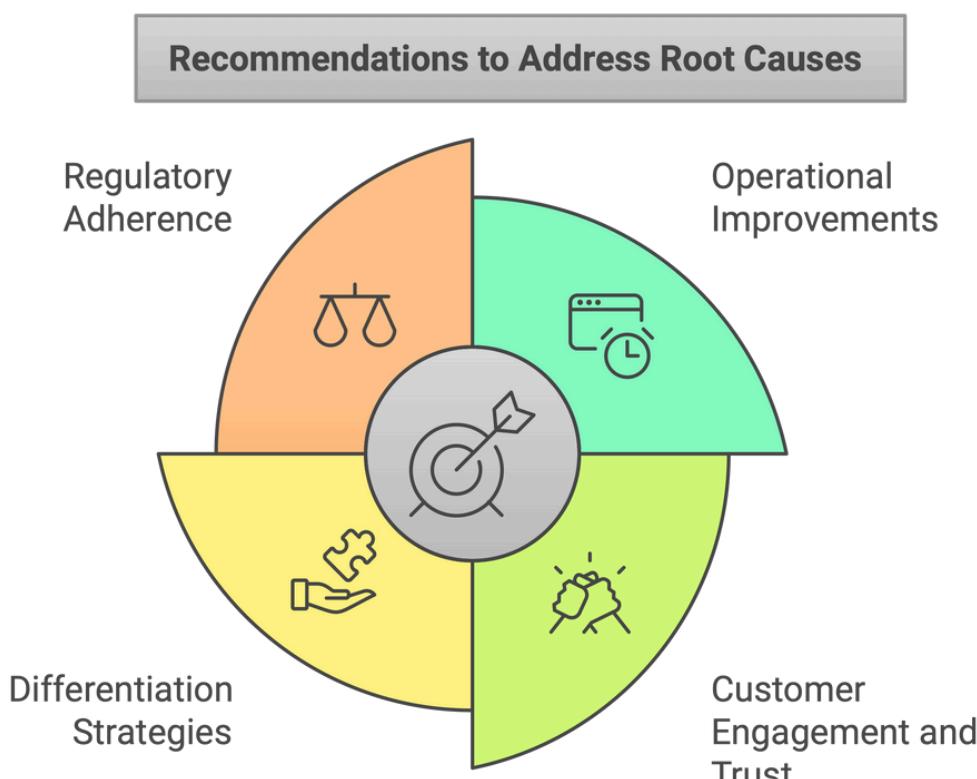
- Offer bundled deals combining groceries, wellness products, and medicines.
- Introduce subscription models for regular medication needs with discounts and priority delivery.
- Highlight the speed and convenience of Instamart's delivery versus competitors.

4. Regulatory Adherence:

- Collaborate with legal teams to ensure compliance with all regulatory standards.
- Implement robust prescription validation systems, both manual and AI-driven.

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REBEL FOODS

Revolutionizing Cloud Kitchens

INTRODUCTION

Rebel Foods, the world's largest internet restaurant company, has disrupted the food-tech industry by pioneering the cloud kitchen model. Operating multiple brands under one roof, Rebel Foods has effectively addressed inefficiencies in traditional dining and delivery systems, setting a benchmark for scalable and sustainable food businesses.

PROBLEM STATEMENT

Rebel Foods, the world's largest internet restaurant company, has disrupted the food-tech industry by pioneering the cloud kitchen model. Operating multiple brands under one roof, Rebel Foods has effectively addressed inefficiencies in traditional dining and delivery systems, setting a benchmark for scalable and sustainable food businesses.

Rebel Foods aimed to solve several key issues:

- High operational costs of running physical restaurants.
- Inconsistent food quality and customer experience across locations.
- Limited scalability of traditional restaurant models in new geographies.
- Challenges in catering to diverse customer preferences within a single brand.

OBJECTIVE

To create a scalable, efficient, and customer-centric food delivery ecosystem by leveraging the cloud kitchen model and advanced technology.



FRAMEWORK ANALYSIS AND EXECUTION

A structured framework is crucial for understanding and implementing Rebel Foods' model. The following can be used:

Market Understanding Framework:

Customer Segmentation: Analyze diverse customer needs (e.g., millennials, families, health-conscious consumers).

Competitive Analysis: Assess competitors' strengths and weaknesses in food delivery.

Demand Forecasting: Use historical data to predict peak times and popular cuisines.

Operational Efficiency Framework:

Cloud Kitchen Optimization: Design modular kitchens capable of hosting multiple brands.

Inventory Management: Implement just-in-time systems to reduce waste.

Delivery Operations: leverage AI and machine learning to optimize routes and reduce delivery times.

Technology Integration Framework:

Centralized Tech Stack: Develop a unified platform for managing orders, inventory, and feedback.

AI/ML Usage: Personalize menu recommendations and predict customer behavior.

Automation: Use robotic processes for food preparation and packaging.

Brand Portfolio Framework:

Multi-Brand Strategy: Create niche brands targeting specific cuisines (e.g., Behrouz Biryani, Faasos).

Cross-Brand Synergies: Share kitchen resources to optimize costs.

Menu Localization: Adapt offerings to regional tastes.

Customer Experience Framework:

Feedback Loops: Collect real-time feedback and implement changes.

Loyalty Programs: Offer discounts and rewards for repeat customers.

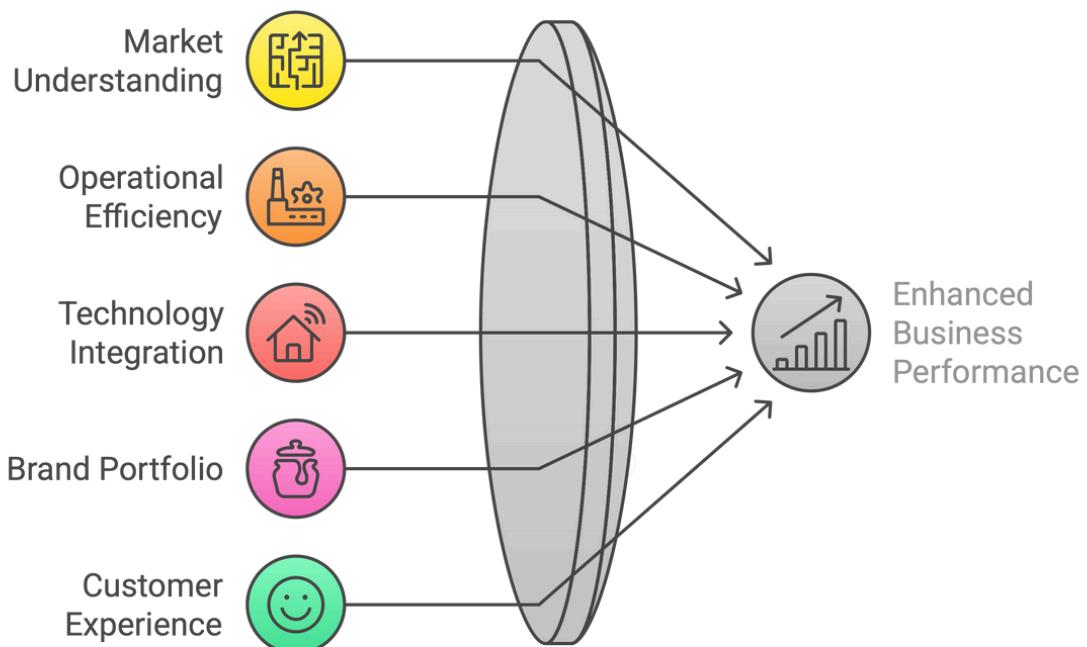
Hyperpersonalization: Tailor experiences based on order history and preferences.

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Strategic Frameworks for Analysis & Execution



GUESSTIMATES

GUESSTIMATES

Guesstimate 1: Estimate the market size for flights from Mumbai to the UAE during the Christmas holidays

(Difficulty Level: Easy)

To estimate the market size for flights from Mumbai to the UAE during the Christmas holidays, we first assume the holiday period lasts 7 days, from December 25th to December 31st. Then, we use key data points such as the number of flights per day, the number of seats per flight, the load factor (90%), and the average ticket price. We calculate the total number of passengers by multiplying the number of flights by the number of seats and applying the load factor. Finally, we calculate the total revenue by multiplying the total passengers by the average ticket price, which gives us the estimated market size.

- **Define the Holiday Period**

We assume the Christmas holiday period spans 7 days, from December 25th to December 31st, as part of the estimation process.

- **Calculate Total Flights**

With 15 flights per day operating between Mumbai and the UAE, the total number of flights during this 7-day period is:

$$\begin{aligned} \text{Total Flights} &= 15 \times 7 = 105 \text{ flights} \\ \text{Total Flights} &= 105 \times 7 = 105 \text{ flights} \end{aligned}$$

- **Estimate Total Passengers**

Each flight has an average of 200 seats, and a 90% load factor is applied to account for seat occupancy. The total number of passengers is:

$$\begin{aligned} \text{Total Passengers} &= 105 \times 200 \times 0.90 = 18,900 \text{ passengers} \\ \text{Total Passengers} &= 105 \times 200 \times 0.90 = 18,900 \text{ passengers} \end{aligned}$$



Solving Guesstimate Questions

- **Determine Average Ticket Price**

We use an average round-trip ticket price of ₹30,000, based on market estimates.

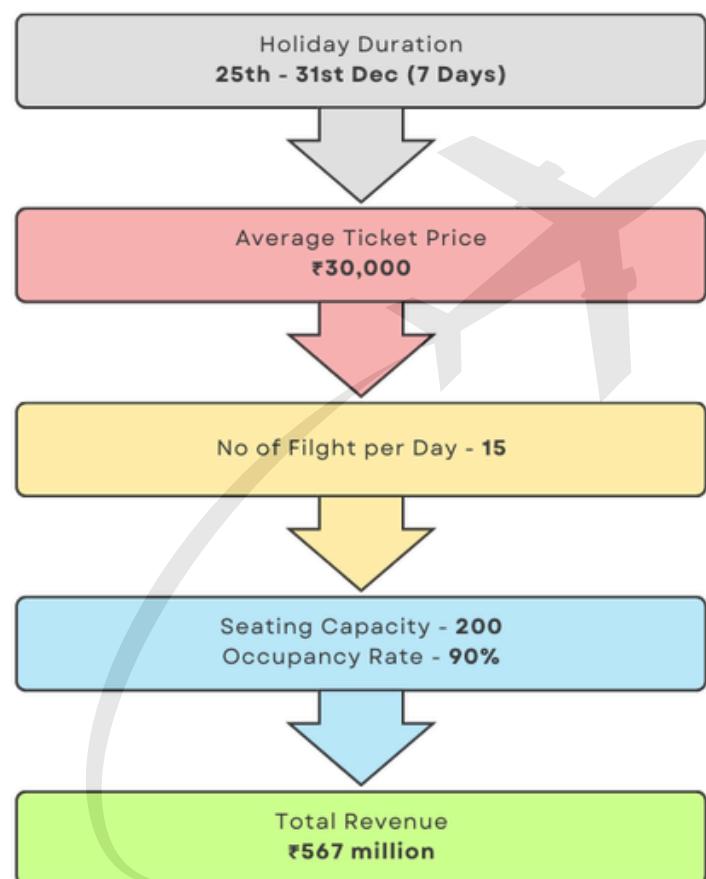
- **Calculate Total Revenue (Market Size)**

The market size is estimated by multiplying the total passengers by the average ticket price.

Total Revenue :

$$18,900 \times ₹30,000 = ₹567 \text{ Million}$$

Thus, the estimated market size for flights from Mumbai to the UAE during the Christmas holiday period is ₹567 million.



GUESSTIMATES

Guesstimate 2: Estimate the total daily revenue generated by the hotel industry in Goa during the monsoon season

(Difficulty Level: Moderate)

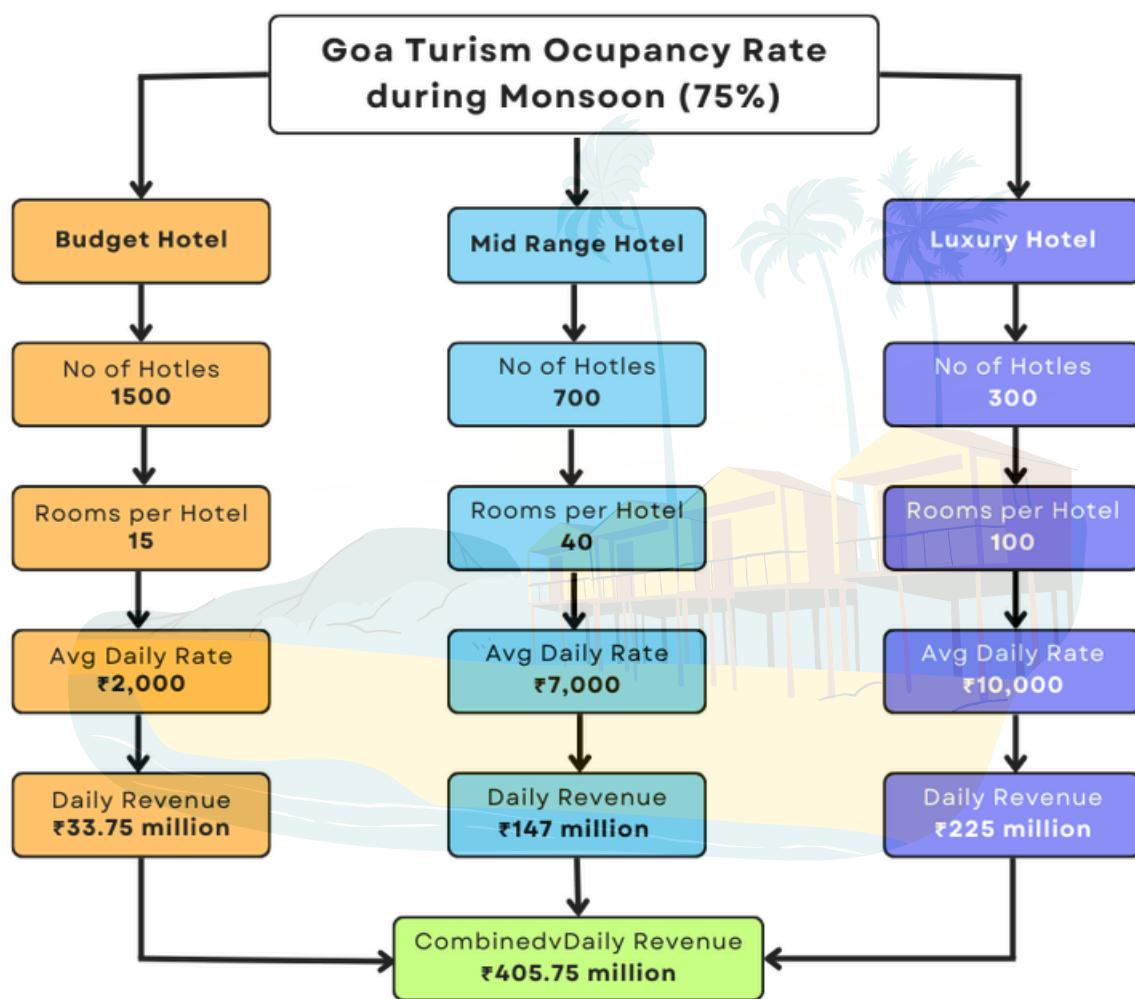
This guesstimate divides the hotel industry into three segments based on the following assumptions:

- Budget Hotels:** 1,500 hotels with 15 rooms each at an ADR of ₹2,000, generating ₹33.75 million daily revenue at 75% occupancy.
- Mid-Range Hotels:** 700 hotels with 40 rooms each at an ADR of ₹7,000, contributing ₹147 million daily revenue at 75% occupancy.

- Luxury Hotels:** 300 hotels with 100 rooms each at an ADR of ₹10,000, producing ₹225 million daily revenue at 75% occupancy.

Total Market Size:

With 80,500 rooms across all categories and 60,375 rooms occupied daily, the total **estimated revenue is ₹405.75 million** per day during the monsoon season. This guesstimate provides a clear view of the potential market size, with all numbers being assumptions based on available data.



GUESSTIMATES

Guesstimate 3: Estimating Rider Requirements for Swiggy's Instamart During Peak Hours (**Difficulty Level: Medium**)



Interviewer: Estimate how many riders would be required for Swiggy's Instamart to ensure 90% of deliveries are completed within 30 minutes during peak hours in a metro city like Bangalore

Step 1: Clarifying Questions

Candidate: To refine my estimate, I'd like to clarify a few points:

1. **Candidate:** Should I focus on Bangalore or make a pan-India estimate?
2. **Interviewer:** Let's focus on Bangalore for simplicity.
3. **Candidate:** What timeframe defines "peak hours"?
4. **Interviewer:** Consider 6 PM to 9 PM as peak hours.
5. **Candidate:** Are we assuming all deliveries are for groceries, or should I include meal deliveries as well?
6. **Interviewer:** Focus only on Instamart's grocery deliveries.
7. **Candidate:** What is the average delivery radius per order?
8. **Interviewer:** Assume a 5 km radius.
9. **Candidate:** Are there specific rider productivity metrics I should consider, or can I use standard assumptions?
10. **Interviewer:** Use standard assumptions for now.

Candidate: Thank you. I will proceed with these assumptions.

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Step 2: Strategy Formulation

Candidate: I will break this problem into four steps:

1. **Daily Active Users (DAU):** Estimate the number of Instamart users likely to place orders during peak hours.
2. **Peak Hour Order Volume:** Determine the total number of orders placed during the 6 PM–9 PM window.
3. **Rider Capacity:** Estimate the number of deliveries a single rider can handle during peak hours.
4. **Riders Required:** Calculate the total number of riders needed by dividing the total peak hour orders by the capacity of a single rider.

Shall I proceed with this approach?

Interviewer: Yes, go ahead.

Step 3: Estimation and Calculation

1. Estimate Daily Active Users (DAU):

Candidate: Bangalore's population is approximately 10 million.

- Assume 50% are in the 20–50 age group, which is the primary demographic for Instamart.
 $10\text{ million} \times 50\% = 5\text{ million}$
- Of these, 20% actively use food or grocery delivery apps.
 $5\text{ million} \times 20\% = 1\text{ million}$
- For Instamart specifically, assume it captures 25% of the grocery delivery market.
 $1\text{ million} \times 25\% = 250,000$
- During peak hours, assume 20% of these users place orders.
 $250,000 \times 20\% = 50,000$

GUESSTIMATES

Guesstimate 4: Estimating Rider Requirements for Swiggy's Instamart During Peak Hours (**Difficulty Level: Medium**)



2. Estimate Peak Hour Order Volume:

Candidate: On average, a user might place 2 grocery orders per week.

- Weekly orders: $50,000 \times 2 = 100,000$
- Daily orders: $100,000 \div 7 \approx 14,300$
- Peak hour orders (40% of daily orders): $14,300 \times 40\% = 5,720$

So, there are approximately 5,720 orders placed during peak hours.

3. Estimate Rider Capacity:

Candidate: Based on the average delivery time and logistics:

- Assume a rider completes one delivery in 30 minutes, which means they can handle 2 deliveries per hour.
- Over 3 peak hours, each rider can handle: $2 \times 3 = 6$ deliveries.

4. Calculate Riders Required:

Candidate: Using the formula:

Riders Required = Peak Hour Orders / Deliveries Per Rider

$$\text{Riders Required} = 5720 / 6 \approx 954$$

Swiggy's Instamart would require approximately 950 riders to maintain service levels during peak hours in Bangalore.

Final Answer

Candidate: Based on my calculations, Swiggy's Instamart would need around 950 riders to ensure that 90% of grocery deliveries are completed within 30 minutes during peak hours in Bangalore.

Key Assumptions

1. Swiggy Instamart has a 25% share of the grocery delivery market in Bangalore.
2. Peak hour orders account for 40% of daily orders.
3. Each rider can handle 6 deliveries in a 3-hour peak window.
4. The delivery radius is uniform at 5 km, and traffic conditions are manageable.

Interviewer Comments

- The candidate segmented the problem logically and used demographic and behavioral assumptions to estimate order volume.
- They accounted for market share and user behavior, which added authenticity to the estimate.
- The calculation process was simplified but still realistic, showing clarity in thought and communication.



INTERVIEW QUESTIONS & GUESSTIMATES

Preparing for a product management career in the fintech business demands a thorough understanding of both product management principles and the specific challenges that come with financial technology. Aspiring fintech product managers may come across the following important interview questions and guesstimates, along with advice on how to respond to them.

INTERVIEW QUESTIONS

What is your understanding of the fintech landscape?

This evaluates your understanding of the industry, including key players, trends, and regulatory challenges. Be ready to talk about the various fintech categories, including wealth management, lending, insurtech, and digital payments.

Can you describe a successful product you managed? What made it successful?

Highlight a particular product, your contribution to its development, and the success indicators (such as revenue growth or user growth). Talk about how you determined user needs and set feature priorities.

How do you prioritise features in a product roadmap?

Discuss frameworks like RICE (Reach, Impact, Confidence, Effort), MoSCoW (Must have, Should have, Could have, Won't have), or the Kano Model. Provide an example of how you applied one of these methods in a previous role.



Provide an example of how you applied one of these methods in a previous role.

How do you ensure compliance with regulations in your product design?

Explain your approach to integrating compliance considerations into the product development process. Mention collaboration with legal and compliance teams and staying updated on regulatory changes.

Give an example of a situation where you had to make a data-driven choice. How did it turn out?

Give a specific instance where you made a decision based on data analysis. Talk about the analysis tools and how your choice will affect the business or product.

How do you gather consumer feedback, and how does it affect the way you build new products?

Talk about the several ways to get feedback (such as surveys, interviews, and usability testing) and how to apply this information to the product lifecycle to enhance the user experience.

What critical indicators would you monitor for a digital lending platform?

Mention indicators like lifetime value (LTV), customer acquisition cost (CAC), approval rates, default rates, and user engagement metrics. Describe the significance of each statistic for performance evaluation.

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THANK YOU

