Product Management Career Accelerator

FilmSlate

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1.   Strategic alignment

Within figure 2, the three quarterly goals directly relate to the product goals established within the business case. These aim to drive the product towards the company mission of acquiring and retaining new customers, helping to shape how the epics were formed to focus on our organisational goals. Reducing sign-up & onboarding time will increase customer satisfaction and lead to more customers joining the streaming service. By increasing customer recommendations we are organically expanding our customer base to acquire more customers. Increasing the user retention rate will allow us to measure how successfully we are retaining new and existing customers.

All components of the roadmap were carefully considered to ensure they align with both the organisational strategy and product goals. The additional theme is a direct link to the organisational mission that doubles as a guiding force for the creation of initiatives. User acquisition is a key metric of success for FilmSlate's product offering, so is fitting as a theme. The initiatives needed to create an area that would solve our goals. In the 'Now' colomn, the focus was to define areas that would help solve customer pain points related to the chosen product feature idea in the business case. In the 'Next' colomn, it is assumed that the feature has been created and needs validating through user feedback to ensure the quarterly goals are met. In the 'Later' colomn, the focus was placed on other ideas that had been put aside previously, which could further progress FilmSlate to achieve its mission and expand the brand internationally. Overall, the roadmap shows a visually distinct representation of what needs to be done and why, which will help gain buy-in and organise the teams involved to ensure costs are minimised and deadlines are met. Moreover, it provides an overview of what the company is trying to achieve with the product to make sure all teams are on the same page, working towards the same goal.

The user story cards for each user story segment are very similar, as they focus on a specific pain point of each user segment which they happen to share, as seen in figure 3. As all users want to discover films that meet their personal taste, the steps to achieve this using our product feature will be the same for all. Hence, the details are near the same for all user stories. All steps and details were chosen as they relate to the user story, our product feature and the product roadmap. This will help communicate the alignment of the product vision and the organisational goals, as it can be seen that the product feature is solving the user story details directly. Moreover, it gives a clear indication into the potential success of the product feature being developed and the necessity to launch this product for our users.

The acceptance criteria follows the scenario-based format to clearly define what the definition of done is pertaining to each user story. Simplicity is driven through concise language that still conveys what needs to be achieved from the product feature to satisfy each user segment. This enables effective communication to create a product feature that satisfies our users whilst accomplishing the organisational mission and product vision. The acceptance criteria for each user story is practically the same, as the user stories are focusing on their need to discover films that interest them, hence is looking to solve the same pain point across all users. This will make it easier to create a product that satisfies all user segments, which will successfully drive acquisition and retention numbers up.

2. Agile product management

Referring to my product roadmap and user story map, I extracted several tasks into an Eisenhower Matrix (figure 6) to prioritise their importance. Additionally, I went back to my business case to identify additional tasks that may be required to develop my product feature successfully. From figure 4, you see that I found the most important task that aligned with a product roadmap 'Now' goal and leads to an increase in customer satisfaction, which converts to increases in customer retention, is the reduction of the number of pages required to complete the sign-up process. The next area of focus that aligns with the product roadmap theme and user story steps is the personalisation of user accounts, as well as the ease of film discovery. User account personalisation would require for an additional page to be added to the sign-up process and include some security measures to ensure no abusive or coarse language is used that may impact other users' experience. The mechanism for film discovery would also require an additional page to be added to the onboarding process, as this is used to train a recommendation engine to suggest films to the user later on, which makes finding the right films easier for the user. From the user story map, it became apparent that users would like to save films that interest them to their account, hence this is added as a feature development task to increase value of our MVP. Finally, testing is required to ensure the product being developed is on track to meet customer needs successfully and ensure organisational targets will be met within time. Thus, any challenges and blockers can be mitigated quickly.

There is a high potential impact on project development and the organisational goals. Scope of workload is increasing by adding another project and deadlines are firm as this will affect the level of increase in conversion rate. With no room in the budget for extra team members, the best solution is to reduce the scope of all projects slightly to reduce the amount of work needed to deliver on time. As the deadline for the watch party is slightly further, prioritising MVP development whilst kick-starting watch party development, means that all team members can move their focus onto watch party development once the MVP has been delivered. This would help get the software lead and team on board, as we look to maintain team wellbeing and compromise on the potential for data vulnerabilities. Senior Stakeholders will need to be collaborated with by ensuring organisational goals will be met through on time delivery. Sales and Marketing should be constantly aware of delivery timelines to adjust their communications accordingly.

3. Prototype design

Using both Uizard and Miro, I tried to retain a logical flow of the screen hierarchy by following the philosophy of good navigation. Many of the screens have 'back' buttons to enable user control and mitigate navigation errors. The layout of icons and buttons have been kept consistent to enforce good visual design and a simplistic information architecture. Action buttons are highlighted as darker red to direct the user into this direction, guiding them through the screen navigation. For the input fields, titles were included above to create an accessible interface so read-out applications can capture the information. Several additional ideas were added such as a 'forgot password' link on the login screen, an apple pay method and an option to save films. The saving films idea came out of the user story mapping and seemed necessary to solve a specific user pain point. The idea seamlessly fits in well with the previous feature design and adds to its impact on accomplishing the product vision and organisational goals. Wireframe icons have been used to make it easier for a user to understand how to interact with the MVP prototype, to make testing straightforward. The goal is that over 50% of users tested would stay subscribed to the service after the trial period ends.

Figure 1.
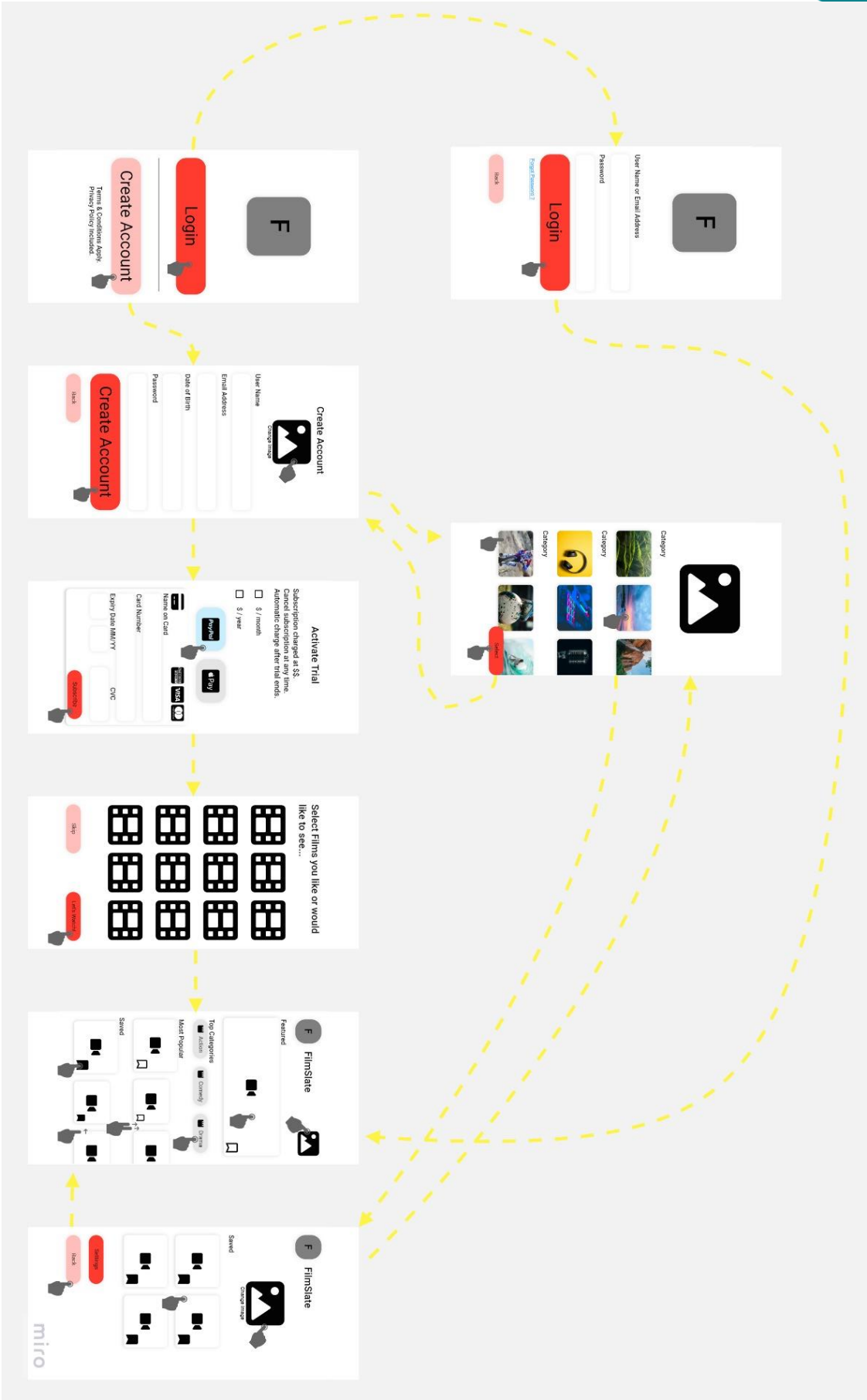
4. Testing and validation

We believe that reducing the number of screens and personalising the sign-up & onboarding service for Indie Addicts will achieve an increase in the number of customer recommendations of our product and lead to an increase in customer retention and acquisition.

We will know that this is true when we see the following feedback from users: a reduction in the time required to sign-up and onboard users and/or 30% of users willing to recommend the product to others.

OBJECTIVES

Determine how quickly users complete the sign up & onboarding process.

- Analyse how easily users navigate the process (whether they get stuck or linger on any screens) and which types of users find the process easy or difficult to navigate.
- How easy do users find sharing their personal information and credit card information and do they feel secure doing so.

USABILITY TESTING PLAN

Testing took the form of an in-person interaction with a pdf of the MVP. Participants were guided using the following tasks. Success metrics of each task are outlined below it.

- Please select 'Create Account'. On the 'Account Creation Screen', change your account image.
    - Evaluate how easily users find changing their account image.
    - Measure how quickly users complete this step.
- Complete the remaining steps of the sign-up process until you reach the Home Screen. Any information given will not be stored for any purposes and does not need to be factual. We purely want to observe your interaction with the interface. All information given will be destroyed following the completion of the testing process.
    - Measure how long it takes for users to complete the sign-up and get to the home screen.
    - Observe how users choose to pay and whether they seem reluctant to exchange this information.
    - Observe how many films of interest users pick before moving on to the next screen.
- On the home screen, save 4 films that you would like to watch. Then, go to your account screen to see the films you chose.
    - Ask if they would recommend platform to others.
    - Observe behaviours.
    - Measure how quickly users complete this task.

From Usability Testing our MVP, there was a critical, a high and a minor insight that was extracted from figure 7. The critical insight involved users finding it difficult to navigate to the screen where saved films were located. To solve this, a saved list is added on the home screen additional to the saved films being on the account screen. Users mentioned that there was no method of changing the account image after sign-up. This is seen as serious and has been added to the MVP. A minor insight to come out from one user was the navigation to the account image screen could be clearer, so text was added around the account image to indicate to users to click there. It was difficult to measure whether participants would stay subscribed after the trial period as this would require users to use the service for some time. Hence, this metric can be re-visited after further usability testing down the line. Overall, participants were able to complete the sign-up & onboarding in around one minute, which meets our goal of speeding up the process. Moreover, all participants would recommend the platform to others.

5. Appendices

Figure 2.

Product feature roadmap: FilmSlate

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PRODUCT VISION AND MISSION

VISION:
Within five years, FilmSlate will become the leading indie film streaming platform, leading users to their genuine interests through human-led content curation.

MISSION:
At FilmSlate, we create a platform experience that showcases the diversity of indie films and documentaries to give films the visibility, respect, and attention they deserve so that they don't get lost in an infinite scroll.

NORTH STAR METRIC AND PRODUCT GOAL(S)

NSM (ORGANISATIONAL AIM):
FilmSlate will track annual subscriber revenue (ASR) as the North Star metric that captures the core value to the user and organisation. As a monthly subscription service, users can cancel their membership if FilmSlate does not offer users their expected or required value. As such, ASR encompasses user acquisition and retention and how this impacts the overall organisation's viability.

KPI (PRODUCT GOAL):
In the current fiscal year (Q1–4), FilmSlate's KPI will focus on acquiring and retaining customers. The team's KPI is to improve the conversion rate from trial users to paid subscribers from 32% to 40% (an 8% increase) by end of Q3 of the current fiscal year.

PRODUCT VALUE PROPOSITION

This streaming platform offers the largest catalogue of independent films, enabling users to discover never before seen content with a personalised and easy to navigate user interface. New content is consistently added to keep our customers entertained. Featured film recommendations and smart categorisation give the user a personalised experience to quickly find what they are looking for that matches their taste. This is achieved through a new product feature that suggests film titles to the user, during onboarding, from which the user selects titles that they watched and found interesting or haven't watched but would like to. Users have the ability to receive in-depth information around a film's background, theme, references, and influences to enhance their film knowledge by watching mini-documentaries attached to films. They can then discuss their film knowledge, passions and share recommendations with other users through a social community forum. Signing up is quick and intuitive, making it simple to start watching curated independent movies tailored to the users' preferences right away.

KEY FEATURES

- Option 1: Optimise FilmSlate's sign-up and onboarding process.
- Option 2: Capture the essence of the Substack newsletter.
- Create a watch party feature

	QI (NOW)	Q2 (NEXT)	Q3 (NEXT)	Q4 AND BEYOND (LATER)
	Q1 goals: • Reduce time to complete sign-up & onboarding process • Increase customer recommendations by 10%	**Q2 goals:** • Increase user satisfaction with new features through ethical UX design. • Increase user retention rate by 30%	**Q3 goals:** • Increase the user conversion rate from 32% to 40%.	**Q4 and beyond goals:** • Expand the streaming service's market reach and revenue streams through international expansion.
Theme/OKR (high-level objectives for the product): **USER ENGAGEMENT**	**Initiative/epic:** Reduce the number of steps required to sign-up **Description:** By reducing the number of steps to sign-up to the service, we create a more accessible platform that gets users watching their favourites shows faster. **Target Outcome:** By speeding up the sign-up and onboarding process, customers get the positive feedback of watching films faster, as they are able to access the service more quickly. This should increase user engagement and help get more customer using the platform. This can be measured through subscription rates per month.	**Initiative/epic:** Get user feedback on the personalisation of the sign-up and onboarding process. **Description:** To ensure that the features designed meet customer needs, user feedback should be taken to determine whether the design of the sign-up and onboarding service increases customer satisfaction and leads to a greater customer experience. **Target Outcome:** Users that are happy with the new sign-up & onboarding process will remain using the service as they have a positive experience that meets their needs when using our service. This will translate into user retention rates increasing.	**Initiative/epic:** Watch party integration and access **Description:** Our hypothesis is that making the watch party feature visible and easy to access will increase the number of users adopting it. In order to impact conversion, users must be able to easily access the watch party feature from a variety of browsers and platforms. User authentication and data management will be key user pain points for easily accessing the watch party feature and using the social features. **Target outcomes:.** The watch party feature is easily accessible and integrated across multiple platforms, leading to an increase in user adoption and engagement. We will measure this through the number of views per trial user and their average session duration.	**Initiative/epic:** Create community forum for users to share ideas and film recommendations. **Description:** By creating a place for users to share their ideas, passions and film knowledge with other users, a global community is organized which will organically market the service to international markets. Also, it solves a customer pain point which will help increase new customers who are independent film enthusiasts, around the globe. **Target Outcome:** The community forum will help users find and share film recommendations, whilst growing the platform through the internet and word-of-mouth. Making the platform more accessible to global audiences will increase revenue through new customer acquisitions which can be measured through heat maps of subscriber levels around the world.
Theme/OKR: **USER AQUISITION**	**Initiative/epic:** Personalise sign-up & onboarding process **Description:** By personalising the sign-up & onboarding service, we are directly solving a customer pain point. This will make the service feel more tailored to the individual user helping to create a better user experience. Moreover, the data gathered can help train machine learning models to suggest relevant films that meet a users preference. **Target Outcome:** The personalisation of the sign-up & onboarding service will lead to customers having a positive experience when using the app which will lead to them recommending the service to others, increasing customer acquisition.		[Not required to complete]	

Figure 3.

High Level User Story 1	High Level User Story 2	High Level User Story 3
As a Cinephile, I want access to lesser-known film titles so that my film knowledge is reflected in my film suggestions.	As an Indie Addict, I want to easily find film suggestions that match my personal taste so that I can quickly watch new films that interest me.	As a Genre Fan, I want to be able to discover a diverse range of horror and thriller films so that my film suggestions reflect my unique taste and interests.
Acceptance Criteria	Acceptance Criteria	Acceptance Criteria
Given: I am a Cinephile with extensive film knowledge **When:** I sign-up to a streaming service, I should be able to personalise my user account **Then:** my profile can be used to save films that interest me **Given:** I am a Cinephile with extensive film knowledge **When:** I enter the home screen, I should be suggested films **Then:** I can find films I have not seen, that match my interests	**Given:** I am a Indie Addict **When:** I sign-up to a streaming service, I should be able to personalise my user account **Then:** my profile can be used to save films that interest me **Given:** I am a Indie Addict **When:** I enter the home screen, I should be suggested films **Then:** I can find films that match my personal taste easily	**Given:** I am a Genre Fan **When:** I sign-up to a streaming service, I should be able to personalise my user account **Then:** my profile can be used to save films that interest me **Given:** I am a Genre Fan **When:** I enter the home screen, I should be suggested films **Then:** I can discover a diverse range of horror and thriller films that match my unique taste

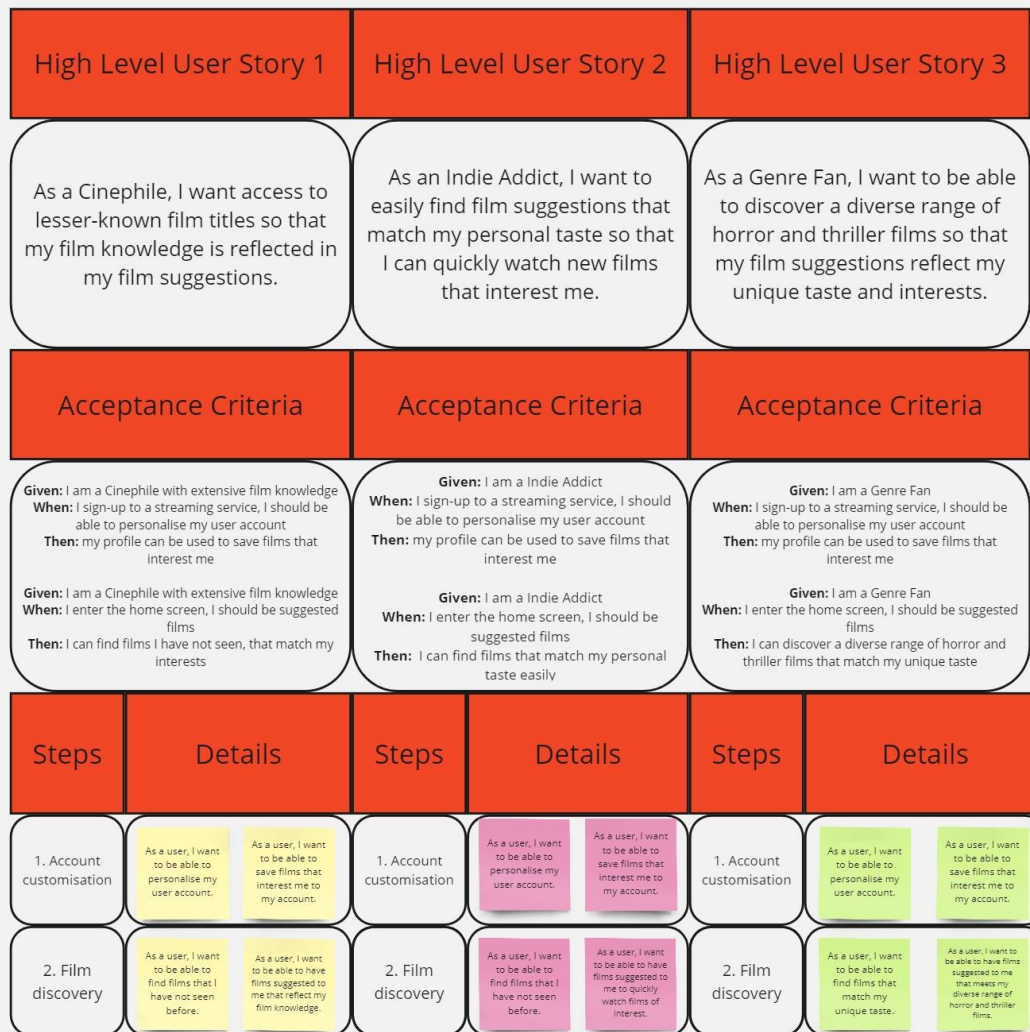| Steps	Details		Steps	Details		Steps	Details	
1. Account customisation	As a user, I want to be able to personalise my user account.	As a user, I want to be able to save films that interest me to my account.	1. Account customisation	As a user, I want to be able to personalise my user account.	As a user, I want to be able to save films that interest me to my account.	1. Account customisation	As a user, I want to be able to personalise my user account.	As a user, I want to be able to save films that interest me to my account.
2. Film discovery	As a user, I want to be able to find films that I have not seen before.	As a user, I want to be able to have films suggested to me that reflect my film knowledge.	2. Film discovery	As a user, I want to be able to find films that I have not seen before.	As a user, I want to be able to have films suggested to me to quickly watch films of interest.	2. Film discovery	As a user, I want to be able to find films that match my unique taste.	As a user, I want to be able to have films suggested to me that meets my diverse range of horror and thriller films.

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Figure 4.

MVP

HIGH PRIORITY

1. Reduce the number of steps required to complete the sign-up process by logically combining the content of screens eg. account page, payment page.
2. Develop a user account personalisation page, that can be accessed through the account page.
3. Allow users to customise their accounts with special names and pre-set images.
4. Create security measures around account & password details, which prohibits certain words and phrases being assigned.
5. Develop a film selection page within the onboarding process that stores user data around films they find of interest, to learn their personal taste.
6. Develop a save feature on each film that enables users to save films of interest to their account.
7. Develop a film storage page that users can access to see a list of all the films they have saved to watch later.
8. Conduct user research to get feedback on the user experience.
9. Conduct user testing to get feedback on the user interface design.

LOW PRIORITY

BACKLOG

HIGH PRIORITY

1. Develop a recommendation engine that uses the data taken from the film selection page within onboarding to suggest films and create smart categorisation that matches the users personal taste.
2. Develop continuous data feed into the recommendation engine that monitors the types of films the user is watching to refine the recommendations being given to the user.
3. Test the accuracy of the model within the recommendation engine to ascertain whether it is successful in its recommendations.
4. Develop a community forum that enables users to engage with one another through a chat feature.
5. Develop a mechanism for users to easily recommend films to one another with a direct link to the film on the platform.
6. Enable users to add other users to a friends list, so they can easily find each other.
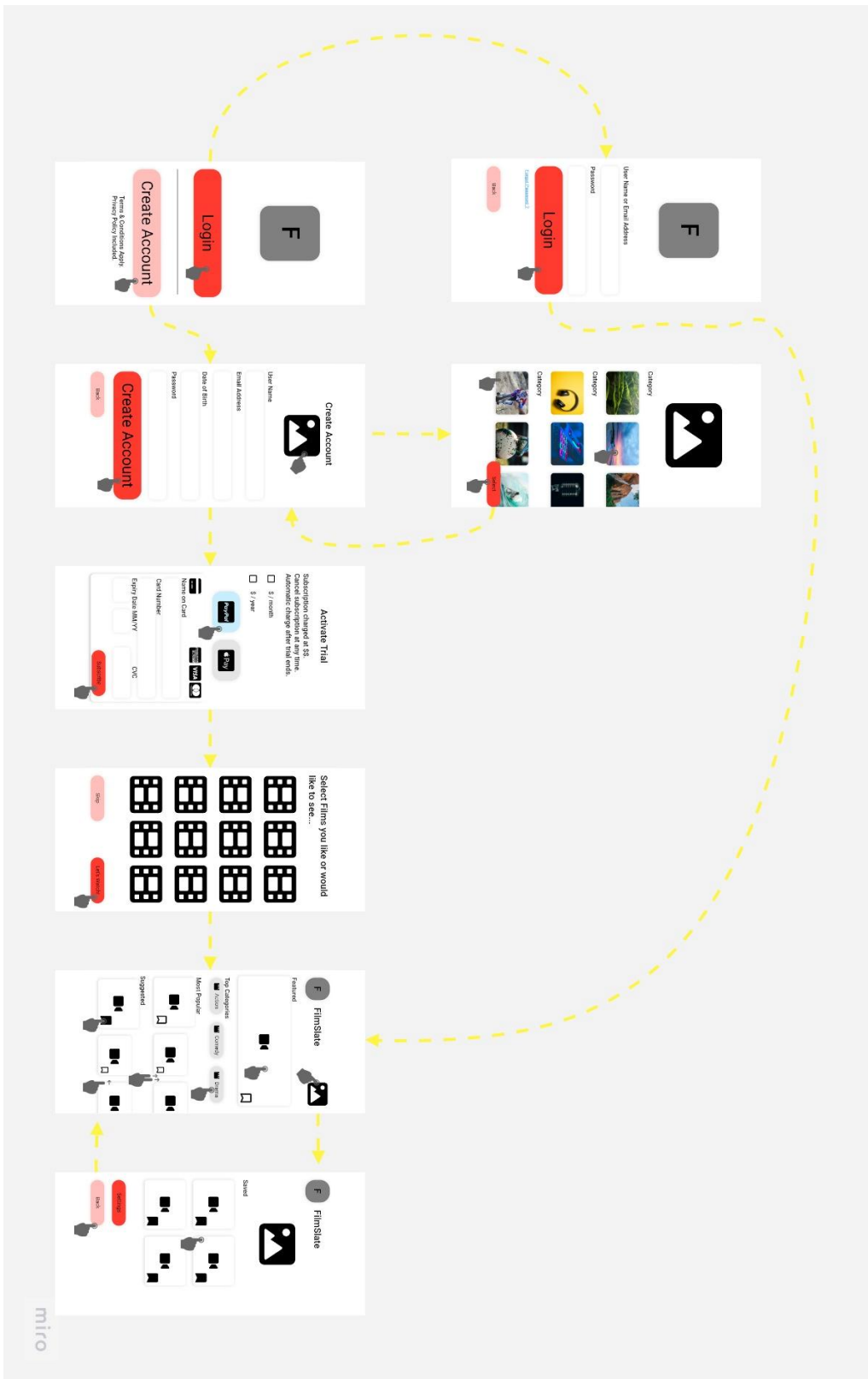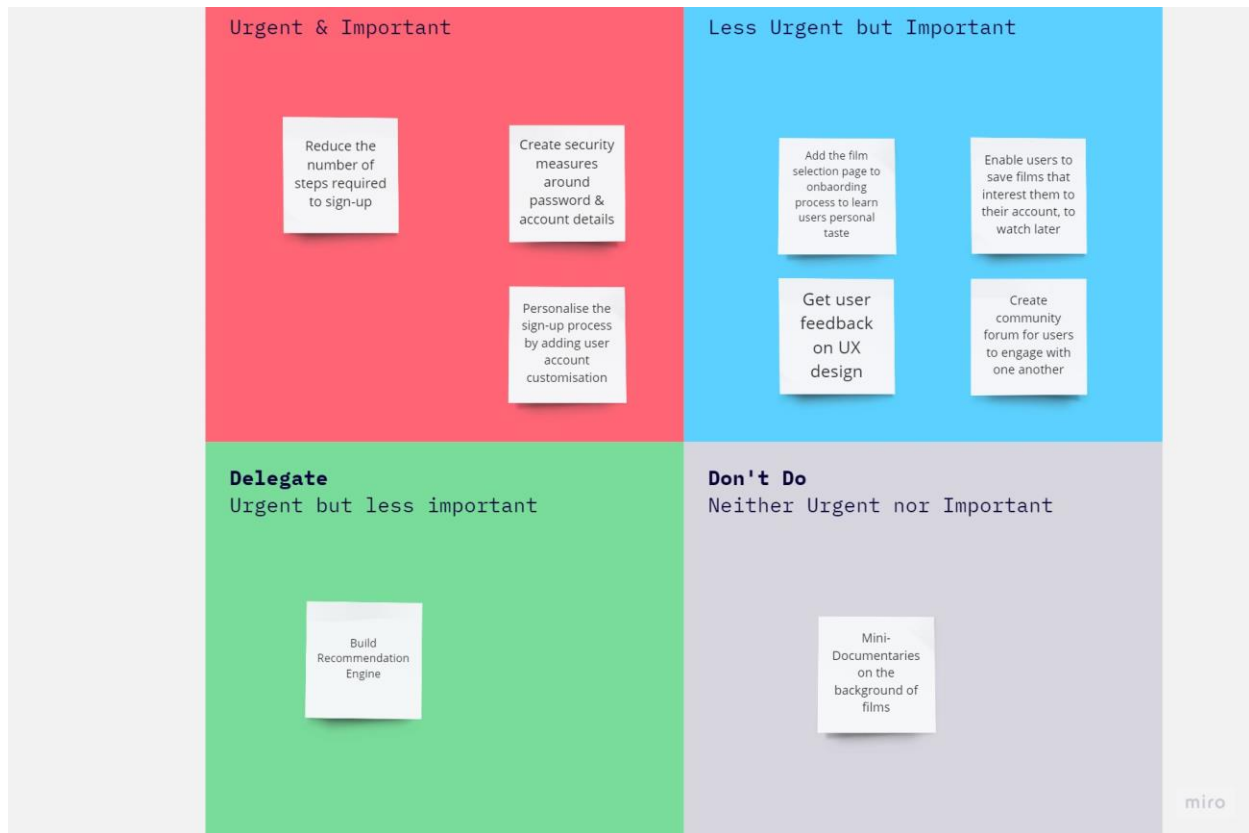
LOW PRIORITY

Figure 5.

Figure 6.

Urgent & Important

Reduce the number of steps required to sign-up

Create security measures around password & account details

Personalise the sign-up process by adding user account customisation

Less Urgent but Important

Add the film selection page to onboarding process to learn users personal taste

Enable users to save films that interest them to their account, to watch later

Get user feedback on UX design

Create community forum for users to engage with one another

Delegate
Urgent but less important

Build Recommendation Engine

Don't Do
Neither Urgent nor Important

Mini-Documentaries on the background of films

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Figure 7.

Research goal: Determine how quickly users complete the sign up & onboarding process.

Participant Information	Task 1: Please select 'Create Account'. On the 'Account Creation Screen', change your account image.	Task 2: Complete the remaining steps of the sign-up process until you reach the Home Screen.	Task 3: On the home screen, save 4 films that you would like to watch. Then, go to your account screen to see the films you chose.	Get Feedback: Would you recommend this platform to others?	Themes	Recommendations
P1 — Mid 30's Professional, Male	Confident - easily navigated to account creation page, viewed some images and quickly selected. — 14.6s	Nonchalantly filled out info and navigated quickly through screen. / Picked 4 films and moved on. — 33.4s	Took some time to figure out how to find where the saved films were located. — 10.3s	YES	Easily navigated through. / Struggled to find saved films. / Happy to exchange information.	Critical: Put saved films list on Home Screen
P2 — Uni Student 20's, Female	Familiar - quickly got to the account creation page. Took some time scrolling through images in different categories until picking something that represented them. — 12.1s	Used the Apple Pay feature. Chose to pay monthly. / Picked 7 films quickly. — 52.9s	Took a moment after saving films to select account image to go to saved films. — 10.5s	YES	Easily navigated through. / Struggled to find saved films. / Happy to exchange information.	Minor: Better signalling of how to change account image
P3 — Part-time Professional 50's, Female	Uninformed - generally slower, navigating screens, took some time to figure out how to get to the account creation page. Took some time to pick an image and moved on. — 30.7s	Filled in card information manually. Chose to pay monthly. / Picked 6 films carefully. — 1m 8s	Quickly saved films but provided screen to find them until eventually clicking account image. — 17.4s	YES	Created an account now to change account image. / Struggled to find saved films. / Happy to exchange information.	Serious: Unable to change account image after sign-up. Make possible.

Additional notes:
- Paypal not used. Needed?
- Struggled to find saved films.
- All would recommend.

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