DISNEY HOTSTAR

Disney+ Hotstar now has around 46.4 million paid subscribers, taking the global subscriber base of Disney+ up to 116 million. With that, Disney+ Hotstar's contribution to the Disney+ total has risen from 30 to 40 percent in the past six months. Disney+ and Disney+ Hotstar added about 12 million subscribers this past quarter (roughly April through June). These numbers are as of July 3, 2021 — that's when Disney's third quarter of the fiscal year ended.

The information and design in this case study is my own and does not necessarily reflect the views of Hotstar.

🎯Goals & target

300 million	46.4 million	3000 million	464 million
Current active users*	Current paying users	Target active users	Target paying users

⛔Understanding constaints

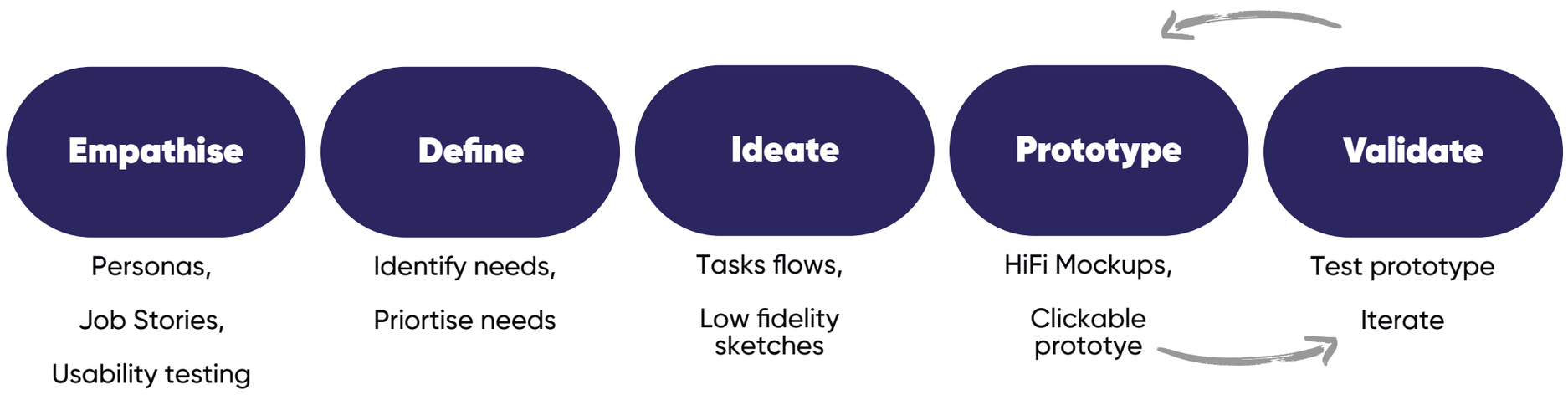
Hotstar have major 3 revenue sources: Advertisement, subscription and income from licensing of content rights. Focusing on how we can increase the subscription revenue is the constaint and limitation for this assignment.

👩🏻‍💻Role & responsibilites

As a design researcher, my role was to study the previous growth history of the company and understand the problems user is facing. My responsibilites was to conduct user research, conducting interviews, brainstorming, comping up with ideas, quickly sketching those ideas and priortising them, making user stories, doing a sentiment analysis, reading and absorbing data from user reviews on google playstore, creating visual designs, articulating design decisions, taking care of the behavioural interventions.

🎨Design Process

I generally follow IDEO's Human centered design and Lean UX design thinking process.



My design process

Customised design process for this particular problem statement.

Empathise user + Business goals	Dipstick user research	Discovering user insights	Aligning with business goals	Solution blueprint
Understanding constraints, Buisness reports synthesis, Understanding my role constaints	Understanding user behaviours, Sentiment analysis, Synthesising user feedback	Understanding pain points Priortising needs Defining problem	Customer Journey mapping Understanding pain points Defining problem	Asking questions Listing ideas Priorising ideas Measuring ideas

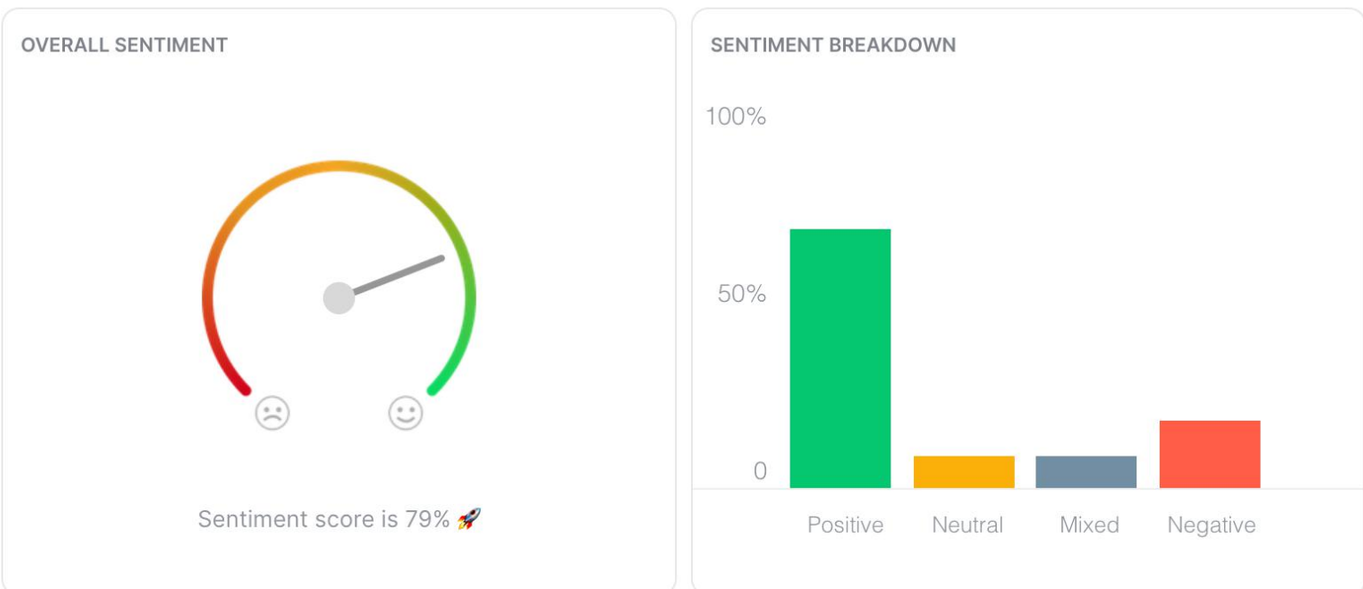
🎭Role-Play

Hi I am Selena. I am a designer researcher and have been given a task to increase the Hotstar's paid-subscriber base! Lets start with basic sentiment analysis using a tool called appbot.

🧪 Dipstick research

Sentiment analysis

How users feel about the product over the period of time.

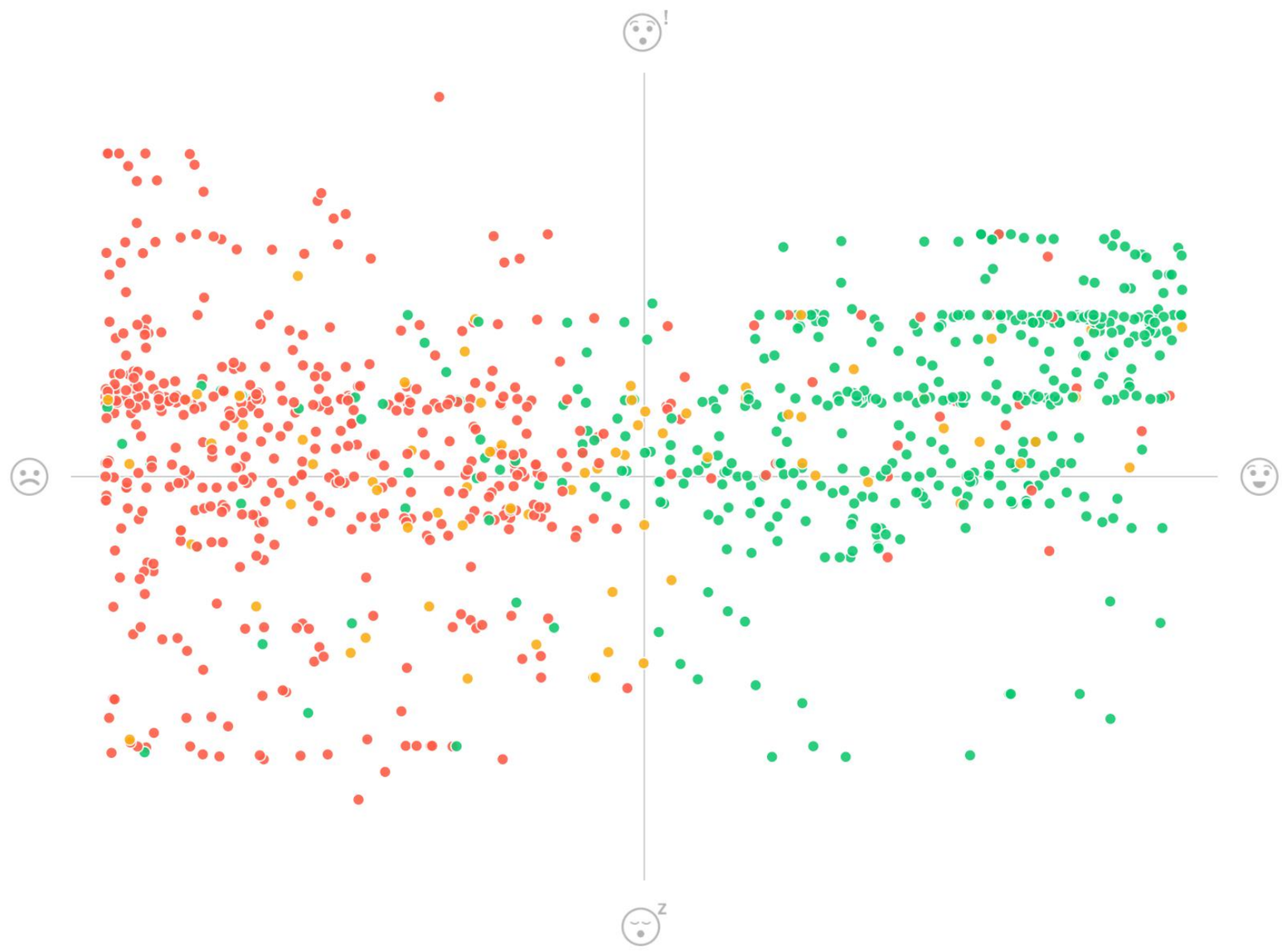


User reviews & ratings

Understanding review volume and average rating over period of time,

Emotion visualiser

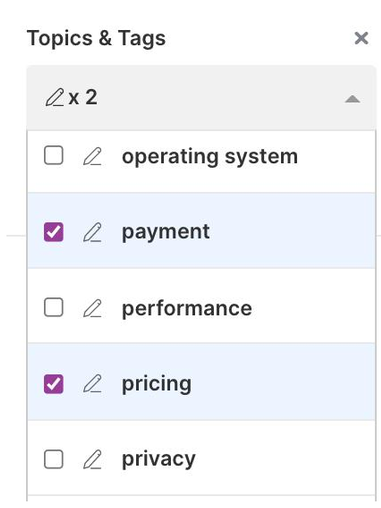
Mapping all user reviews gathered from Google Playstore.



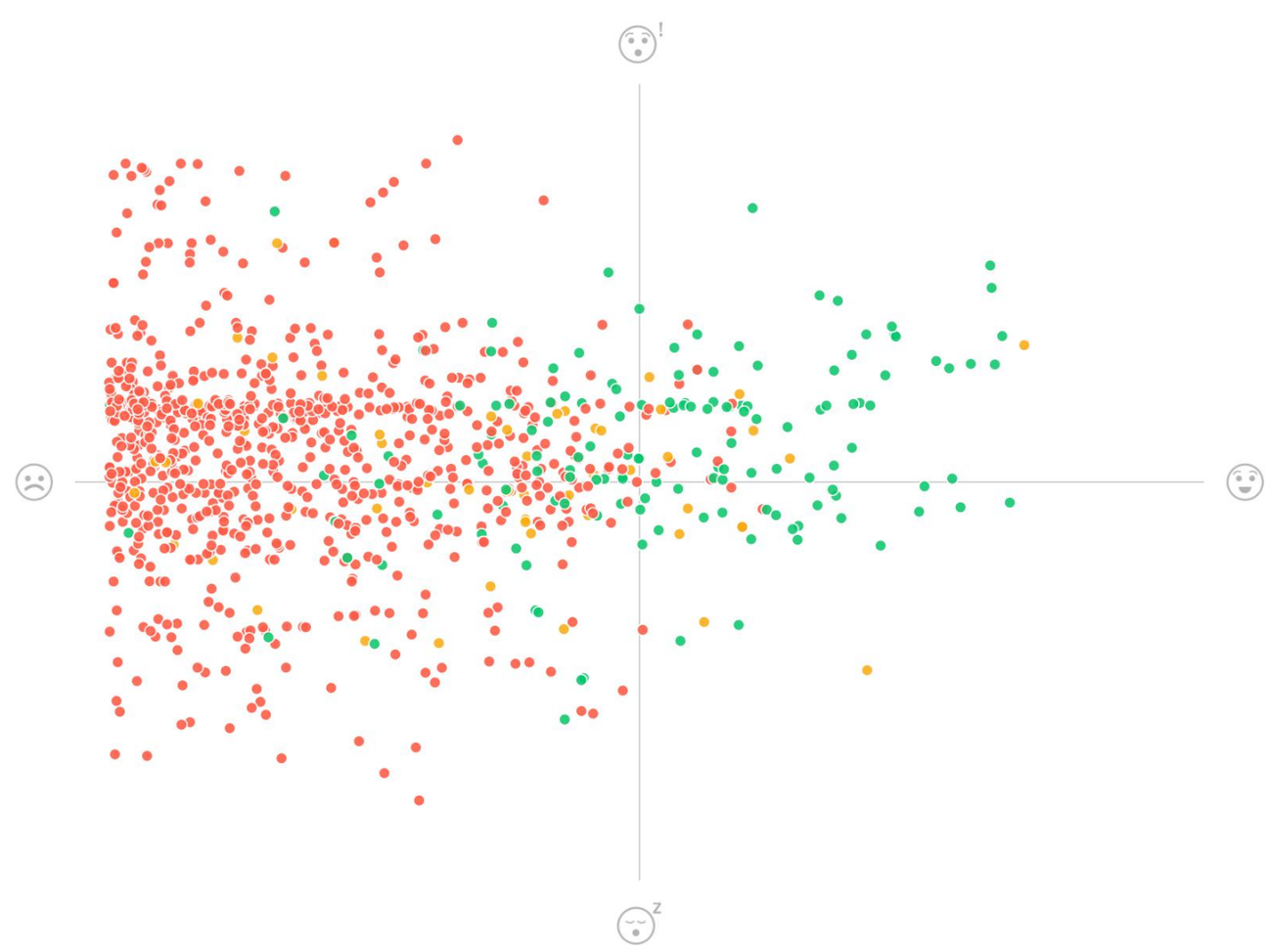
Focusing on selected emotions

The tool has the ability to filter the reviews based on tags. I wanted to read particular reviews about the payment and the pricing so I applied two tags- Payment and Pricing.

Focusing on tags - payment and pricing



Results after applying tags



OH NO! Many bad reviews are an opportunity to improve. As a researcher I can analyse all this data and can access user perceptions, expressed in rating and review data.

Understanding pain points

Synthesising information after reading reviews particularly to subscription and payment.

★☆☆☆☆

Worst app anything you watch you will see lots of advertisement in between even after taking VIP subscription. You can telecast add before or after programe but really worst.

Today • Reply to Review • Reply in Store

★☆☆☆☆

Worst app so many ads even after taking the subscription. Many glitches in the app

Yesterday • Reply to Review • Reply in Store

★★★☆☆

Good app! but before purchasing this app know that they wont let u watch live tv channel like star vijay and other channels like star sports 1,2,3 or select HD but show their contents with episodes. Hotstar should let us watch live channels bcoz we pay 1499 premium. If not possible give another plan for live channels! So that i can pay u for live channels.

Today • Reply to Review • Reply in Store

★★☆☆☆

When I watch any episode Lots of ads have to seen without mood I have subscription but have to seen lots of ads Please fix the issue I can't watch episode cum lots of ads

Yesterday • Reply to Review • Reply in Store

Segmenting user target groups

With lots of data it is necessary to segement and divide the target user group so that we can focus and priortise them while doing the user research.

We can divide user base into two target groups. One who browse content for free and is watching ads, thus company is getting revenue from ads. Another user base is subscription based model where user pays some amount to get rid of ads or to unlock premium content.

Target user group 1

Attitudes of free user regarding OTT

1. Wants to browse and explore content for free.
2. Login everyday to watch favourite serial.
3. Watches advertisements.
4. Have fear of not providing online credit details.
5. Doesnt have the required payment mode.

Target user group 2

Attitudes of paying users regarding OTT

1. Watches premium content.
2. Take starter pack of one month to explore the experience.
3. Wants to move to another pack, not clear about the flexibility.
4. Wants more control over downloaded content.
5.Wants a auto payment option for hassel free payments.

Discovering customer insights

I conducted one-to-one user interview to dive deeper into problem of subscriptions. Here is the conversation with one of the user from the target user group 2 that will driive the next phase of planning the solution.

So lets talk to a real person one-to-one. Hi Animesh, you are using premium subscription. What are the various plans and how are you feeling about it?

I have been the Hotstar Premium member for almost a year now. When you download a premium content it gets expired within 7d once you download and 2d once you start watching. So you cannot download premium content for long which I feel is not a good practice. Content wise it has a average quality content (apart from HBO shows) (If I would pay for the premium it will be just for HBO shows and nothing else.) Coming to VIP, I am amazed that even if you pay 399 for a year they would still give you ads and this is highly unacceptable. When I pay for the service I want an ad free environment. For me I am not going to renew my Hotstar Premium subscription.

Oh so there is confusion between the plans. I will make sure to design a better UI and experience for this, dont you worry!

Defining the problem

I decided to tackle problem related to the confusion amoung the subscription plans and how can we make a seamless interface and interaction while the user is on the subscription page.

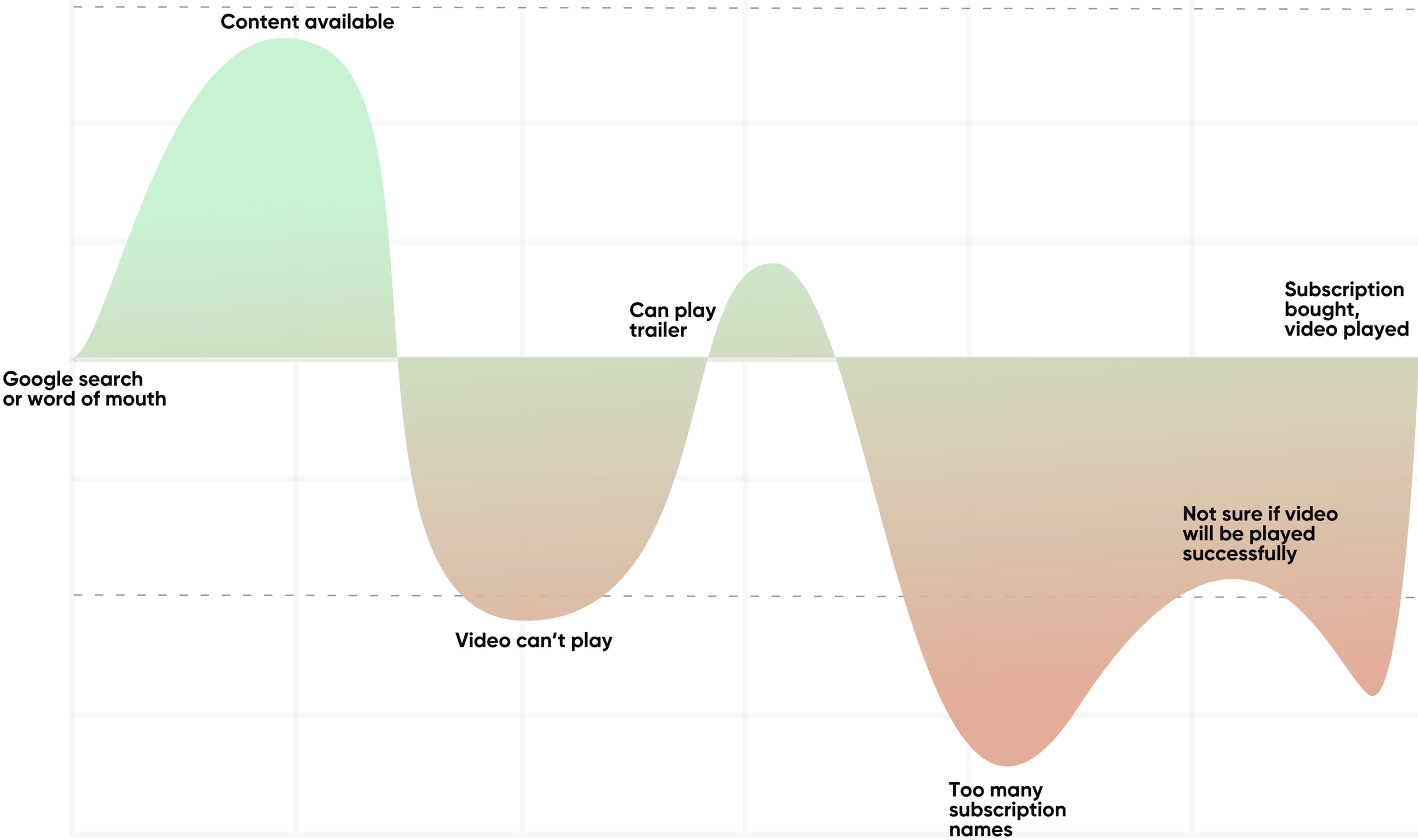
Pain Point 1
Too many ads irrespective of the subscription status.

Pain Point 2
Confusion among the various plan names and its pricing.

Customer Journey Mapping

When we have done our user research and understand their pain points, its necessary to align insights with the buisness goals.

Search for content	Browsing content page	Absorbing information	Making up mind	Comparing plans	Payment



The dips are our opportunities to solve. Lets solve the confusion of subscription descriptions and simplify the pricing page so that users can take informed decision faster.

📝Opportunities

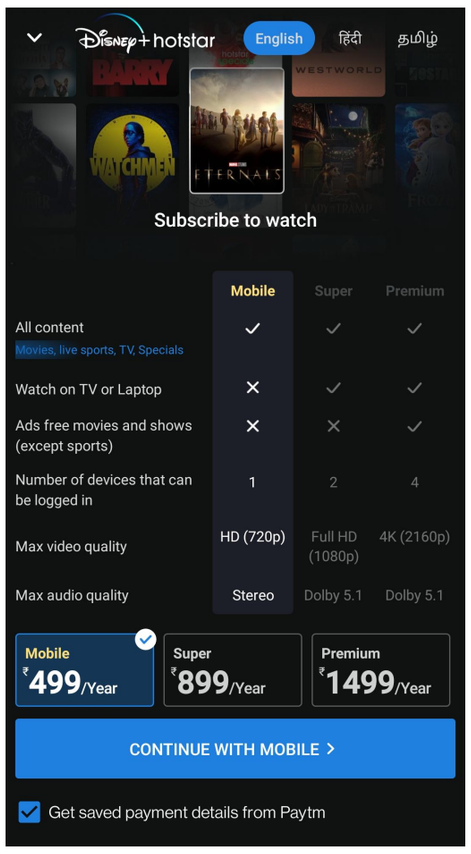
+Creating better subscription options page for quick and better decision making by the user.

+Tacking all concerns and fears and provide certainty to the user that they will be able to watch their desired content after the payment.

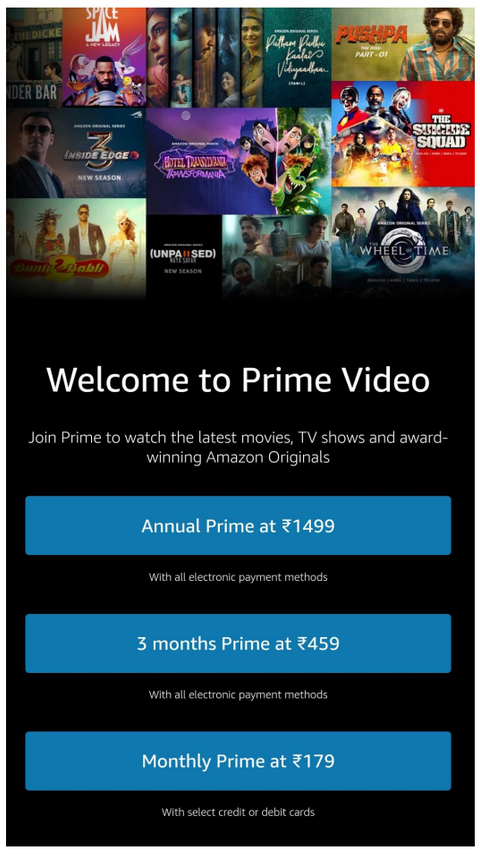
+Informing about the various payment modes in advance to create trust and save time.

Competitive Analysis & Benchmarking

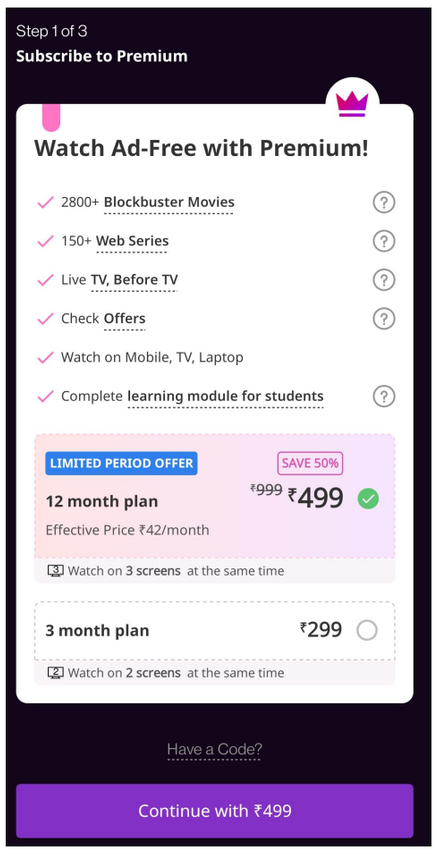
How does other OTT platforms like Netflx, Amazon shows pitch their plans and pricing.



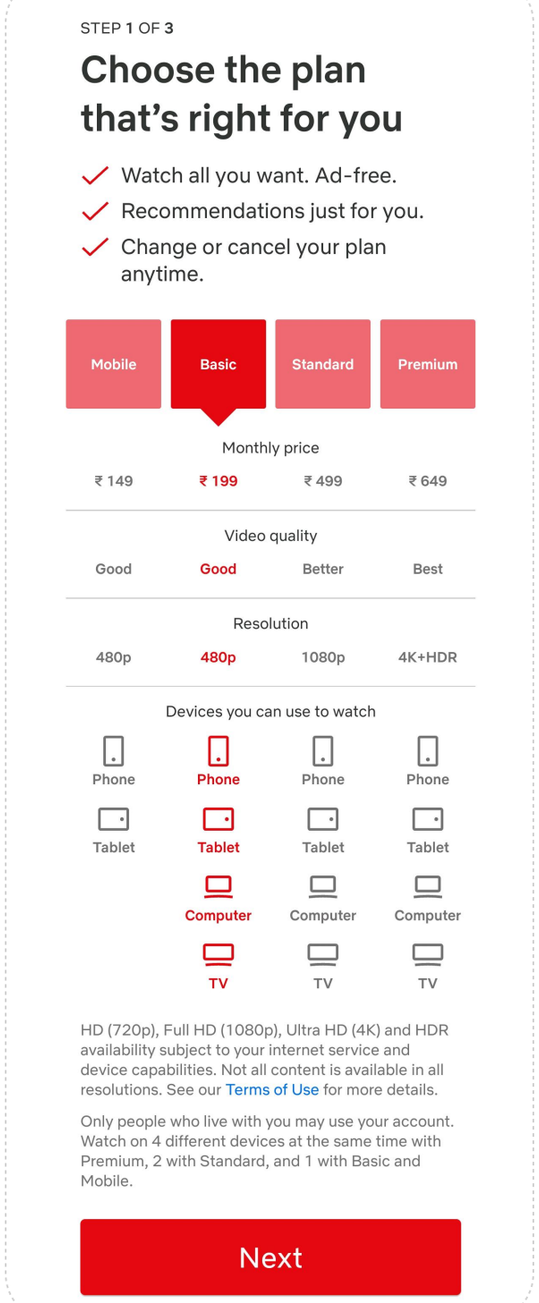
-All payment modes irrespective of device should be listed.
-Clear offering about the ads, what will happen in sports?
-Denominator/base for the decision making is missing.

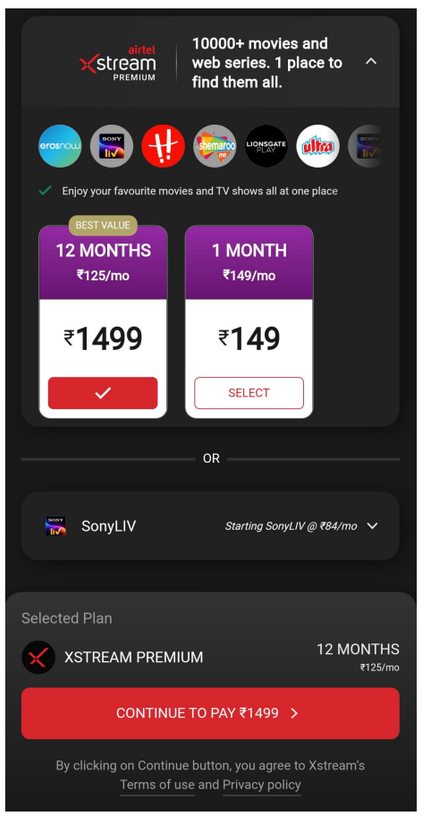


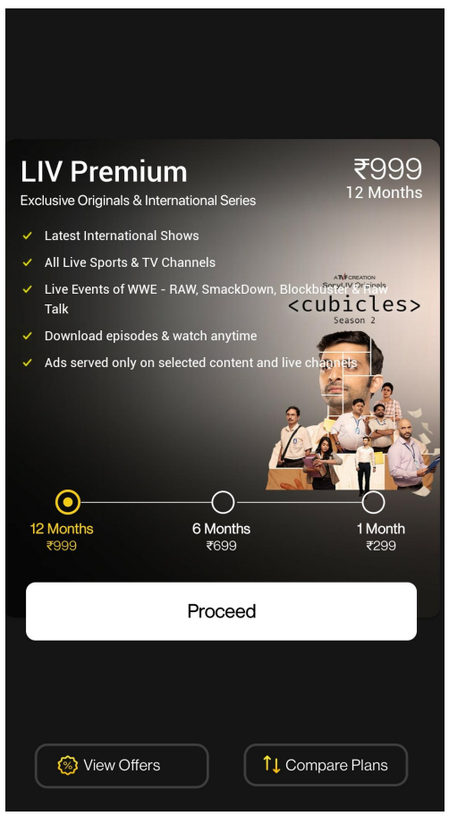
+All payment modes are mentioned
+Buying a prime membership will unlock all content.
-No other information regarding quality or devices is provided explicity.



+Offer code feature available
+Scarcity effect, limited period offer to influence decision
-Too much of text information is being pitched on subscription page.







📝Refining problem statement

When we have done our user research and understand their pain points, its necessary to align insights with the buisness goals.

Among the OTT competitors, only Hotstar has different names of the subscription plans like VIP, Super, Super Ads Free, Premium, Mobile and free. There is no certainty about which plan the user has subscribed to.

And even if the user has already subscribed, ads are still coming, which is counterintuitive to the user. This behaviour doesn't happen on other OTT platforms where users pay the money and still show ads. It creates dissatisfaction among users who have already purchased but are not planning to renew their next subscription.

We need a behavioural intervention here. We need to show all plans with a common denominator like per month fee and clear offerings about the devices, quality etc.

Research Report Insights

Source: PwC Consumer Intelligence Series – Streaming ahead: making UX and content strategy work together

What are the most important features an online video streaming service must have in order for you to consider personally subscribing (paying for it)?

- Low monthly cost (65%)
- Little-to-no ads (35%)
- An easy-to-use interface (25%)
- An endless amount of content to choose from (24%)
- Full seasons of shows released all at once (24%)

Solution blueprint

Synthesizing all research and converting it into insights.

Why?

Understanding goal

Why is this feature important? What problem I am trying to solve? What impact does it have it on the world? How does this feature benefit customers? What business oppotunities does it create?

Redesigning subscription page in a way that it caters to all concerns and fears of the users. Also, providing fluency where users are more dropping, especially before the payment or the pricing screen. This will have impact on number of paying subscribers as well as retention of the users and reoccuring subscriptions from the same user.

Who?

Defining audience

What are the categories of people who have significantly different motivations for using this product?

What are the different groups inside of this audience that you think have different needs?

Users are now demanding the seamless user interface, smooth content discovery with minimum intrusion of ads. These users want to retain to the platform only if they are giving good UX and stronger search functionalies depending on the mood, length of the content, etc.

When & Where?

Understanding customer's context & needs

Where are they physically? Under which emotional states they will be using the product?

How much time do they have? Are they aware of the competitors? What is the customer high level of motivation of solving a problem? How can they achieve that?

Travelling, at home, during relaxed states. A good platform will match the user mood asap and the turnaround time from the browsing to content consumption will be lesser. Hotstar users are generally aware of the other OTT which have genreally only subscription model as revenue. We should make them aware of the difference between and play on the strenghts.

What?

Listing ideas.

What could company build to fulfill the customer needs?

Priortising & choosing idea

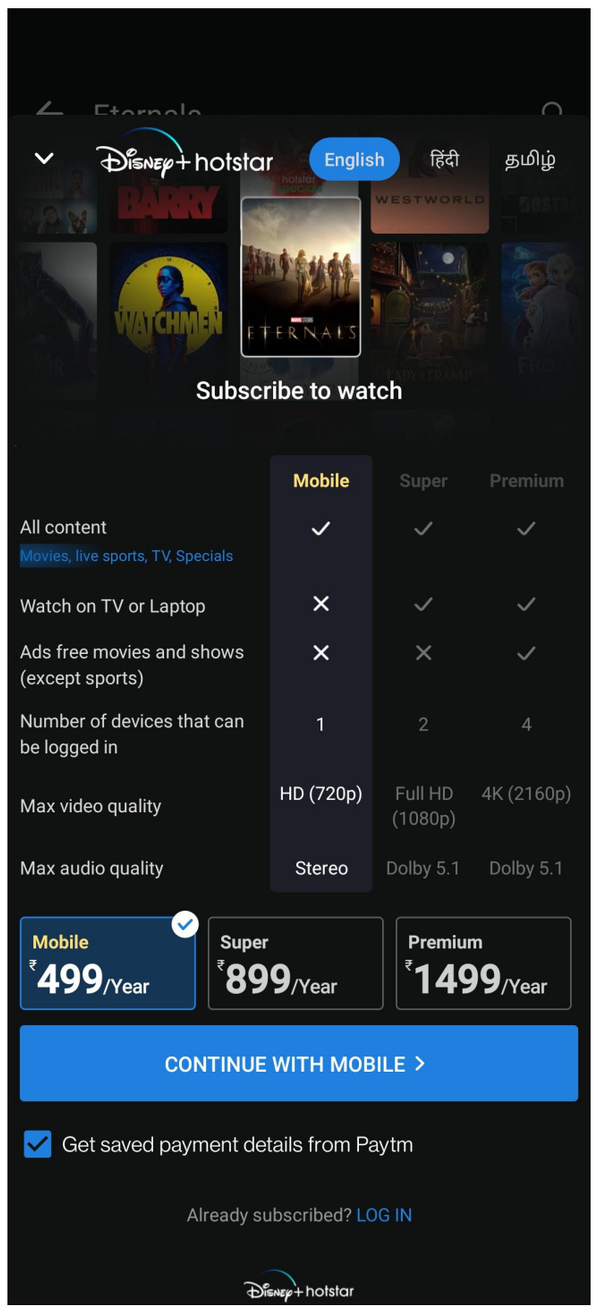
Placing Ideas on Impact/Effort Matrix

📝Priortising & choosing idea

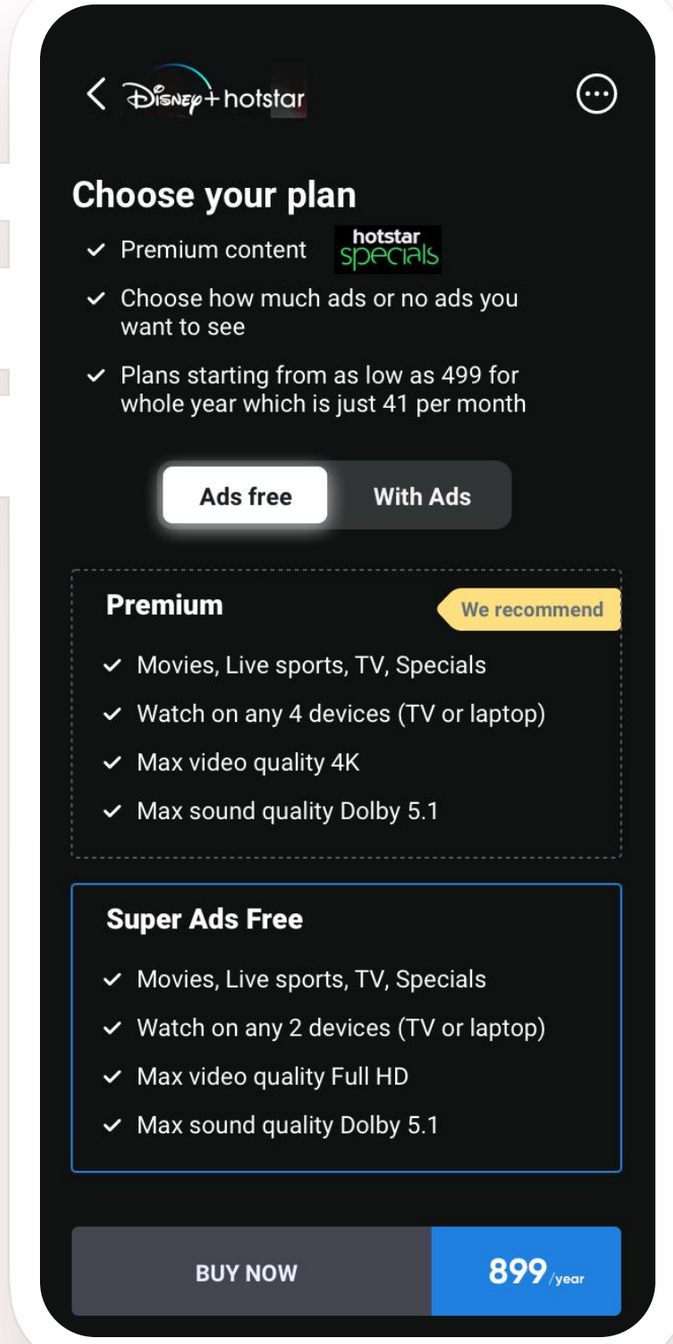
Prior	User mentions	Priority	Topics	Customer Need	Story
1	8,39,164	3	Satisfied users	Getting started with Hotstar should be easy and delightful. Also they are able to watch according to their mood and must feel satisfied.	New user adoption is the most leveraged opprtunity to increase active user growth and increase net expansion.
2	135,299	4	Dissatisfied users	Hotstar should be revamped in a such a manner that it shows its a people centric company.	The platform should have various feedback points and internal community to vent out or channalise their dissatisfaction energy.
3	109,897	6	Bugs	Major bugs such as force closing, internet connectivity issues etc should be resolved.	Rewards programs or bounties should be given to find out bugs. There should be a different team for tech people to just solve bugs. They can hire external freelance tech people to
4	84,403	2	Design & UX	User needs seamless UX and cleaner cluttered free UI	Design consistensity can be maintainted using design systems, checking for the heuristic evaluation of already deployed designs, decrease the UX debts.
5	83,307	7	Performance	The videos should follow system where it automatically adapts to lot of electricity flickarations, easy smooth transition between 3G and 4G and Wifi	File size of the app and website should be optimised in certain way that it can be adaptive and responsive to the internet data speeds. Error messages should be carefully installed at certain points.
6	73,219	5	Advertising	User need to see lesser ads, no ads in case of premium subsciptions.	A new of ad management team should be established to tackle this problem so that user have this perception that these much ads are acceptable or not. Right now they might have been comparing with other platforms which has different revenue source. This education needs to insit in the users. Also for the users who are paying money example super needs to know upfront that there will be ads coming even after you pay. This whole education can be developed around the subscription/pricing page.
7	60,797	1	Pricing	User needs to decide in limited span of time that if he or she wants to buy plan or remain the free user.	Various behavioural friction points needs to be identified, understanding the psychlogical barrier or block for the user, induce various nudges and tackling the various cognitive biases.

Solution blueprint

One of the example how insights can be converted into design.



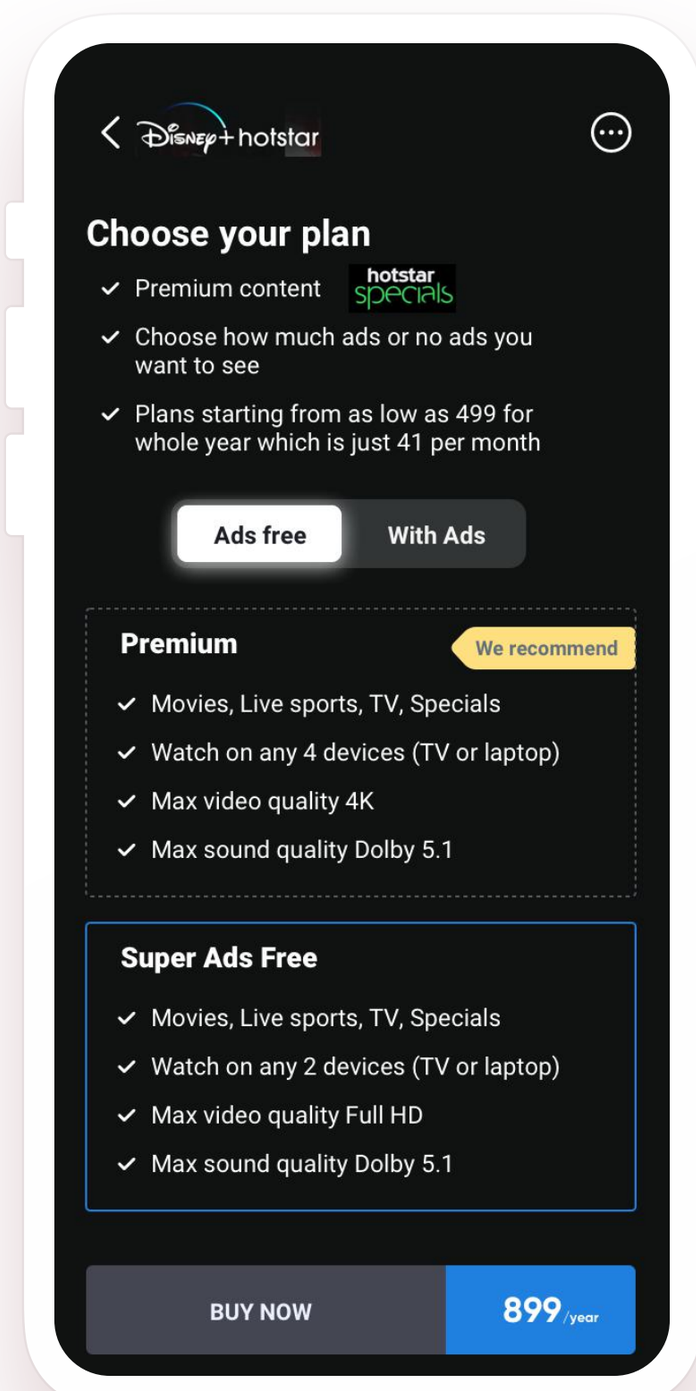
Current



Redesigned

Articulating design decisions

What went in the mind while redesigning.



A bold heading with a welcome tone and giving a locus of control to users that they can 'choose'

This toggle button is giving a clear expectation to user that which plans are total ads free and which are not

Recommendation, to help choose user choose the plan

Starting with higher package of premium, deliberately using the concept of anchoring.

Clear understanding of a package under one eye area.

This way we can do a revamp in staged manner and by priorsiting tasks. Also we can measure our impact by observering statistics in google analytics. Thank you for reading this and giving your time. :)

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