

INDEPENDENT PRODUCT CASE STUDY / 2026 REVISION

# /Netflix India trusted discovery

Connecting exploratory research to one testable product decision without turning an addressable audience into claimed subscribers or revenue.

**Test trusted discovery before recommending a price change.**

**Add a focused **Community Picks** experience for a narrow new-member cohort. Measure whether trusted recommendations improve first-session value and return behavior.**

The concept does not recommend a cheaper plan because the study does not contain acquisition, retention, advertising, or unit-economics evidence.

# The revised case makes every evidence boundary visible.

---

## OBSERVED

### Exploratory themes

Legacy interview notes describe price sensitivity, onboarding friction, local relevance, and reliance on recommendations.

---

## CONSTRUCTED

### Research synthesis

The persona, journey, user stories, and opportunity framing organize those themes.

---

## HYPOTHESIZED

### Product effect

Trusted, relevant picks could reduce time to first value and create a reason to return.

---

## NOT CLAIMED

### Company outcomes

No Netflix user count, conversion result, revenue result, or production launch.

# The available notes support hypotheses, not market-wide conclusions.

---

## LEGACY STUDY

### Exploratory interviews

- Conversations covered signup, content choice, price, and recommendations.
- Journey mapping synthesized moments of friction from awareness through first use.

---

## MISSING CONTEXT

### Limits on interpretation

- Participant count, recruitment criteria, interview dates, and theme frequency were not retained.
- The findings cannot be generalized to Netflix users across India.

---

## NEXT RESEARCH

### Before development

- Recruit 12-15 recent trialists, new members, and non-subscribers across target language groups.
- Record screening criteria, dates, quotes, and frequency by segment.

# Four themes shaped the opportunity space.

|            |                                                                                    |                                    |
|------------|------------------------------------------------------------------------------------|------------------------------------|
| COMMITMENT | Price was discussed as a barrier when the value of the catalog felt uncertain.     | Observed theme / frequency unknown |
| ONBOARDING | Long signup and verification steps delayed the first viewing moment.               | Observed theme / frequency unknown |
| RELEVANCE  | Participants wanted confidence that the service contained locally relevant titles. | Observed theme / frequency unknown |
| TRUST      | Recommendations from known people or communities helped reduce choice uncertainty. | Observed theme / frequency unknown |

These themes are inputs to concept selection. They are not quantified findings or market-share evidence.

# The journey is compressed into the decisions it changes.

01 / Awareness

Is it worth paying?

Uncertainty about relevant content makes price feel riskier.

02 / Signup

Why so many steps?

> Verification and setup postpone the first value moment.

03 / First use

What should I watch?

> A broad catalog creates choice without enough trusted context.

04 / Return

Why come back?

> There is no new recommendation loop tied to people or interests the member trusts.

Onboarding friction remains a hygiene opportunity. The selected concept targets the more differentiated trust and discovery gap after signup.

# The solution follows one explicit problem.

How might Netflix help a new member in the target cohort find a relevant first title through recommendations they understand and trust?

## USER GOAL

Choose a worthwhile title quickly after signup.

## OBSERVED FRICTION

Uncertain relevance and reliance on recommendations outside Netflix.

## OUTCOME TO TEST

Faster first play and stronger early return behavior.

# Community Picks ranks first as a learning bet, not a proven winner.

| CANDIDATE                 | EVIDENCE 30% | USER VALUE 30% | TESTABILITY 25% | FEASIBILITY 15% | WEIGHTED |
|---------------------------|--------------|----------------|-----------------|-----------------|----------|
| Community Picks           | 4            | 5              | 4               | 3               | 4.15     |
| Regional landing          | 4            | 4              | 3               | 4               | 3.75     |
| Simplify verification     | 3            | 3              | 4               | 4               | 3.40     |
| Cheaper ad-supported plan | 2            | 4              | 1               | 1               | 2.20     |

Directional 1-5 scores make the judgment visible. Pricing ranks last because this study lacks unit economics and ad-demand evidence.

# Community Picks starts without a social graph.

---

## FIRST RELEASE

### Curated community collections

- Eligible new members choose up to three language or interest communities after signup.
- Home presents a small set of titles with a clear community recommendation reason.
- Members can play, save, hide, or change their selected communities.
- Every step is instrumented from exposure through early return.

Curated communities test the trust hypothesis before adding privacy, moderation, and cold-start complexity.

---

## DELIBERATELY DEFERRED

### Not in the first test

- Friend importing, messaging, comments, or public profiles.
- A broad redesign of recommendations.
- Subscription, pricing, or advertising changes.
- Claims that community activity improves long-term retention.

# The concept connects onboarding to first-session value.

01

## Select

After signup, choose up to three language or interest communities.

02

## Understand

> Each pick explains which community recommended it and why it may fit.

03

## Start

> Play or save a title without leaving the first-session path.

04

## Refine

> Hide a title or adjust communities to improve the next set of picks.

User story: As a new member, I want a short list from communities relevant to me so I can start watching without searching the entire catalog.

# Measurement now evaluates the selected solution.

| MEASURE    | DEFINITION                                                                       | DECISION ROLE                                               |
|------------|----------------------------------------------------------------------------------|-------------------------------------------------------------|
| Primary    | Share of eligible new members who start a Community Pick in their first session. | Tests whether trusted discovery creates immediate value.    |
| Leading    | Time to first play and Community Pick impression-to-play rate.                   | Diagnoses relevance and comprehension.                      |
| Secondary  | D7 return and recommended-title completion for the eligible cohort.              | Tests whether the behavior persists.                        |
| Guardrails | Signup completion, hides, complaints, catalog diversity, and Home latency.       | Prevents discovery gains from damaging onboarding or trust. |

Proposed test: randomized eligible cohort, pre-registered definitions, and a sample sized after measuring baseline behavior and variance.

# The original USD 90M claim is removed from the recommendation.

$$2,000,000 \times \text{USD } 4 \times 12 = \text{USD } 96\text{M}$$

---

## WHAT THE MATH MEANS

### A theoretical ceiling

USD 96M assumes every person in the estimated audience becomes a paying subscriber and remains for twelve months.

Because those inputs are unavailable, this case recommends a product experiment and does not present a revenue forecast.

---

## WHY IT CANNOT GUIDE THE DECISION

### Audience is not acquisition

A usable model requires measured acquisition, activation, retention, price realization, content cost, ad demand, and cannibalization.

## CONCLUSION

# Carry one decision from research through validation.

Test Community Picks with a narrow new-member cohort. Scale only if first-session value and early return improve without harming signup completion, trust, diversity, or performance.

Independent concept by Lohith Regalla. No affiliation with or endorsement by Netflix.