

Strategy Document : OTT for Bharat by Satavisha Mitra

Problem Statement

As a product manager, you have been tasked with building an OTT (over-the-top) platform for Bharat, which represents the majority of India that doesn't reside in metro cities. The goal will be to create a platform that delivers on demand video content for the Bharat consumer.

Breakdown of the problem:

Whats OTT?

OTT stands for "Over-the-Top," which refers to the delivery of film and TV content via the internet, without requiring users to subscribe to a traditional cable. OTT services bypass traditional media distribution channels, allowing consumers to access content directly from providers through various devices, such as smart TVs, smartphones, tablets, and computers.

Who are the Users here?

People not residing in non-metro cities. i.e. Tier 2 , 3 and 4 cities

Out of scope: Rural areas of tier 1 cities

Assumption: Categorisation of the Tier of cities is based on the tech penetration. People in the Tier 2 and 3 cities are the most comfortable in the regional languages and have limited proficiency in English.

Market Research

Market Projections: The Indian OTT market is experiencing significant growth, with an expected CAGR (Compound Annual Growth Rate) of **28.6% from 2021 to 2030**. The market size is projected to reach **\$12.5 billion by 2030**, driven by increasing internet penetration and smartphone usage. ([India Brand Equity Foundation](#))

Dominance of Regional Content: Regional content is a key driver for OTT platforms, with Hindi and regional language content making up about **70-75% of total consumption** ([Startup Success Blog](#))

Largest Segment: Video Streaming (Subscription Video on Demand - SVoD) is the largest market segment, with an expected volume of **₹163.80 billion in 2024**.

User Growth: The number of users is anticipated to reach **634.3 million by 2029**, with user penetration increasing from 34.1% in 2024 to 42.2% by 2029.

ARPU: The average revenue per user (ARPU) is projected to be **₹670.20 in 2024**.

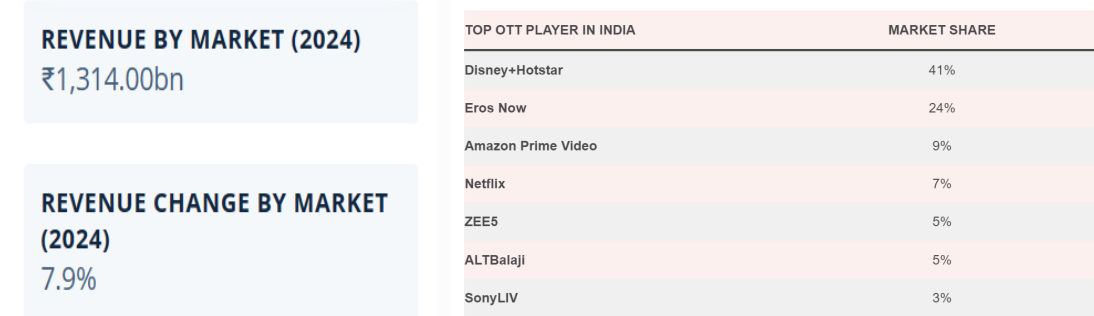


Image Source: [TV & Video - India | Statista Market Forecast](#) and [OTT Market Share in India 2024](#)

User research

Here is the result of the secondary research done via internet:

Category	Tier 2 Cities	Tier 3 Cities	Tier 4 Cities
Examples of Cities	Bareilly, Durgapur, Jaipur	Sultanpur, Jaisalmer, Bikaner	Bhuj, Haldia, Saharanpur (Source)
Population	50,000 to 99,999	20,000 to 49,999 (Source)	10,000 to 19,999
Average Size of Household	4-5 members	4-6 members	4 members
Average Age in a household	20-30	30-50	50+
Gender Ratio	Nearly balanced gender ratio	Slightly male-dominant	Male-dominant
Income Levels	Moderate to high income, emerging middle class	Lower to moderate income, growing economy (Source)	Lower income, limited economic activities (Source)
Education Levels	Higher literacy rates, presence of universities	Moderate literacy rates, regional educational institutions	Basic literacy rates, limited higher education facilities
Internet Availability	High internet penetration, widespread usage	Growing internet usage, moderate penetration	Limited internet availability, low penetration
Economic Activities	Diverse economic activities, including IT, manufacturing	Regional trade, agriculture, local industries	Local trade, agriculture

Demographic research Conclusion: I'd target Tier 2 (70%) and Tier 3(30%) due to higher population, income and education level as well as moderate to high internet penetration

Performing Generative User Research

Performed interview (1 person) and survey (11 people). Google form survey link -> <https://forms.gle/CvjKKRsX2cGTVAdk9>

Here is the aggregated result:

User Insight	Details
Demographic Spread	Users span across various age groups from 20s to 50+.
Location	Participants are from tier 2 and tier 3 cities of India
Language Preference	Strong preference for content in Regional Languages
Content Consumption	Uses platforms like YouTube, Prime, Stage and Hoichoi.
Favored Genres	Popular genres include Drama and Comedy.
Viewing Frequency	Most users watch content daily or several times a week.
Viewing Schedule	Content is mostly watched in the evening or at night.
Content Issues	Problems include connectivity issues and lack of regional content, especially original content and subtitles.
Device Usage	Predominantly consumed on mobile devices, particularly Android .
Feature Suggestions	Requests for more varied content such as yoga, cooking, and comedy; improved regional content; and better subtitles or dubbed series.

Key takeaway:

Offering high-quality regional content with robust subtitle or dubbing options, in Android devices.

Defining the problem and target audience

Customer segmentation: People aged **20-50** living in **tier 2 cities** as they are the one with the dexterity and willingness to use, and pay for OTT platforms for a price less than 100 Rs per month.

Issue	Solution
Focus on urban audiences, missing local languages and culture.	Offer content in regional languages with culturally significant themes.
High subscription costs for Tier 2 and Tier 3 audiences.	Implement affordable tiered pricing, including ad-supported free tiers.

Digital literacy gap in Tier 2 and Tier 3 cities.

Create a user-friendly interface with simple navigation, tutorials, and support in regional languages.

Core needs: Lack of regional infotainment content, lack of subtitles in regional language and mythological content (focussing on regional cultures)

Total Addressable Market (TAM)

Total population of India = 1.4 billion

People living in tier 2 cities (25%)= 350 mil

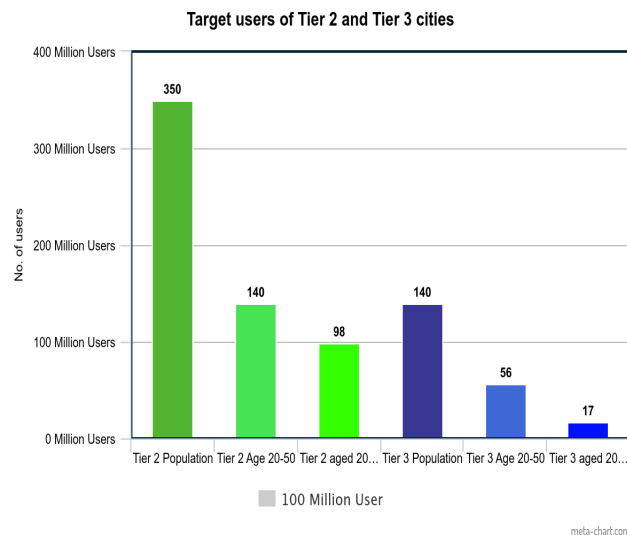
People living in tier 3 cities (10%) = 140 mil

Population aged 20-50 (40%) and internet penetration (70 % in tier 2 and 30% in tier 3)

Tier 2: 350 mil *40%*70% = 89 mil

Tier 3: 140 mil *40%*30% ~ 17 mil

TAM= 89+ 17 million i.e. **115 million potential users.**



Industry research : Porter's 5 forces on OTT in India

Force	Analysis
Threat of New Entrants	Moderate. Established players have strong brand recognition and extensive content libraries
Bargaining Power of Buyers	Moderate. High competition and demand for better content and lower prices. However a gap for diverse regional content.

Bargaining Power of Suppliers	High . Content creators hold power due to high demand for quality content. However, OTT platforms producing original content can mitigate this (Mordor Intel).
Threat of Substitutes	High . Alternatives include traditional TV, DTH services, cinema, and user-generated content. Piracy is also a significant challenge
Competitive Rivalry	Very High . The market has numerous players, both global and local, leading to intense competition

Competitive Analysis

Platform	Range of Monthly Subscription Cost	Languages	Genres	Active Users in India
Disney+ Hotstar	₹299 - ₹1499	Hindi, English, Bengali, Tamil, etc	Drama, Comedy, Action, Sports	61.3 million
Netflix	₹149 - ₹649	Multi-language (Global)	Drama, Thriller, Comedy, Action	36.23 million
ZEE5	₹399 - ₹1499	Bengali, Tamil, Telugu, etc.	Drama, Thriller, Romance	48.11 million
HoiChoi	₹50 - ₹75	Bengali	Drama, Thriller, Romance	N/A
KLiKK	₹99 - ₹399	Bengali	Drama, Comedy, Kid's content	N/A
Stage	₹35	Haryanvi, Rajasthani	Folk, Comedy, Drama, Music	225,000

Conclusion: There are big players like Netfli , Hotstar etc but they provide limited content in regional language. There are dedicated OTT platforms focussing only on regional language but there too, there is a plethora of drama, thriller and comedy content but barely any content regarding holistic growth and learning.

Gaps in market

Lack of regional language science fiction, fantasy. All the content is of drama, comedy, thriller, etc

Current alternative: Dubbed content from Netflix, Prime.

Lack of content about folk arts, traditional music, dance, and cultural documentaries.

Current alternative: Youtube, dubbed infotainment content from Netflix.

Lack of mythological content in local languages.
Current alternative: Youtube, Epic TV, Cable TV's devotional channels

Especially for Bengali it is being found that there already is an established OTT platform for children's content but no platform provides educational content for the young adult and adults.

Conclusion: I would like to focus on infotainment and mythological content as it targets the age group above 20.

Value proposition

Vision

"To be the leading OTT platform for Bharat's tier 2 and tier 3 cities in regional languages, delivering content for holistic mental learning for people of any age. "

USP: Affordable learning and entertainment in local languages, in a mobile first experience.

Objective

Customer problem: An OTT which teaches and entertains the audience at the same time. Emphasising that there is no age limit on learning and mental growth.

Business problem: The OTT explores the untapped market of mental nourishment and learning in tier 2 and tier 3 cities.

Product principles

- Educational and Enriching Content
 - Focus on infotainment that provides value beyond entertainment, such as business insights, historical information, and mythological stories.
- Affordability and Accessibility
 - Make the platform affordable and accessible to users with limited disposable income and varying levels of digital literacy.
- Language and Cultural Inclusivity
 - Prioritize content and user interfaces in regional languages, respecting cultural nuances and preferences.

Go to Market Strategy

- **Phased rollout:** Initially to be rolled out in **West Bengal**. And monitor the adoption and engagement metrics for 6 months. If the retention is >20% then the second phase of rollout will begin to target the nearing states in the East and north East India.
- **Distribution Channel:** Accessible by Mobile (android)
- **Sales Strategy :** Initial discount and referral programs.
- **Community Engagement**
 - Local Initiatives: Support local initiatives and causes to build a positive brand image
 - Conduct competitions and air them on the OTT platform
- **Marketing:**
 - **Local Media:** Advertise on local TV channels, radio, local newspapers, railway station, bus stops to increase visibility.
 - **Digital Marketing:** Utilize social media, search engine optimisation to reach the target audience.
- **Branding**
 - Collaborate with local influencers on social media.

User personas and problems

The following will be the user personas for the problem. Let's meet the personas!

Persona 1: Anamika

Persona	Demographic	Needs
Anamika Chatterjee	Age: 42 Gender: Female Lives in: Asansol (Tier 2) Occupation: Homemaker Educational Level: High School Graduate Language Proficiency: Bengali (Native), Hindi (conversational), English (elementary)	- Access to content in Bengali
		- Enjoys soap operas and thrillers but desires new and varied content
		- Family-friendly and mythological content suitable for watching with her child
		- Easy access to content while multitasking
JTBD		Pain Points
- Anamika needs educational and engaging content for her children.		- Limited availability of diverse Bengali content
- She seeks a wide range of Bengali content, both		- Repetitive and predictable content

entertaining and educational.	- Difficulty finding family-friendly content
- Seeks family-friendly entertainment options	
- She wants unpredictable and fresh content in soap operas and thrillers.	- User interface might not be intuitive for multitasking

Persona 2: Rajat

Persona	Demographic	Needs
Rajat Chowdhary	Age: 28 Gender: Male Location: Bikaner (Tier 3) Occupation: School Teacher Educational Level: Bachelor's Degree in Education Language Proficiency: Fluent in Rajasthani and Hindi, moderate proficiency in English	- Access to educational documentaries and infotainment content
		- Updated news and sports content
		- Cultural heritage content
JTBD	Pain Points	
- Rajat needs more ad free educational content to expand his knowledge base	- Difficulty in finding high-quality educational and cultural content in Rajasthani	
- Get personalized recommendations for relevant infotainment.	- Overloaded with non-relevant content	
- Access content easily on mobile during commutes.	- Not enough content focused on cultural heritage or knowledge	
	- Youtube has ads and content is mostly in Hindi/ English	

Persona 3: Sayan

Persona	Demographic	Needs
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Sayan Das 	Age: 19 Gender: Male Location: Sambalpur (Tier 2) Occupation: College Student Educational Level: Completed class 12th in Odia Medium. Pursuing Bachelor's Degree Language Proficiency: Proficient in Odi & Hindi, limited proficiency in English	- Access to trending series and popular content - Motivational and educational videos - Affordable subscription options
	JTBD - Sayan wants to access trending series to stay current with popular content. - He wants to find motivational and educational videos for inspiration. - He wants to enjoy ad-free videos within a budget. - He wants to watch content in Odia for better understanding and enjoyment.	Pain Points - Limited access to ad-free content due to budget constraints - Content might not always be available in Odia or with Odia subtitles - High subscription fees for ad-free experiences - Inadequate student discount plans

Persona 4: Anjali

Persona	Demographic	Needs
Anjali Priya Venkatesh 	Age: 35 Gender: Female Location: Guntur, Andhra Pradesh (Tier 3) Occupation: Nurse at Govt. Hospital Educational Level: Bachelors in Nursing Language Proficiency: Proficient in Telugu, limited proficiency in English	- Access to latest entertainment - Access to healthcare related videos - Affordable subscription options
	JTBD - Anjali wants to discover spiritual content for mental peace. - She wants to watch content on the go with a mobile-friendly platform. - She wants access to healthcare related videos, career guide like vidoes to progress in her career	Pain Points - Limited time to search for and select content. - Difficulty in finding high-quality, ad-free content within a budget. - Need for a mobile-friendly platform

	to watch content on the go.
	- Limited access to locally relevant Telugu content.

Prioritising the pain points

Priority	Pain Point	Reason for Impact
1	Limited availability of diverse Regional content (Anamika, Sayan)	Enhancing content availability in the native language will increase user satisfaction and engagement.
2	Difficulty in finding high-quality educational and cultural content (Rajat, Anjali)	Providing relevant and high-quality content will cater to the educational needs and interests of users.
3	Content might not always be available in Regional language or with Regional Language's subtitles (Sayan, Anjali)	Ensuring content is available in the local language will enhance accessibility and user experience.

PRD: OTT for Bharat - by Satavisha Mitra

Key Features

The following is the product's vision of Lok Learn:

"To be the leading OTT platform for Bharat's tier 2 and tier 3 cities in regional languages, delivering content for holistic mental nourishment for people of any age. "

Solutioning from the product principles

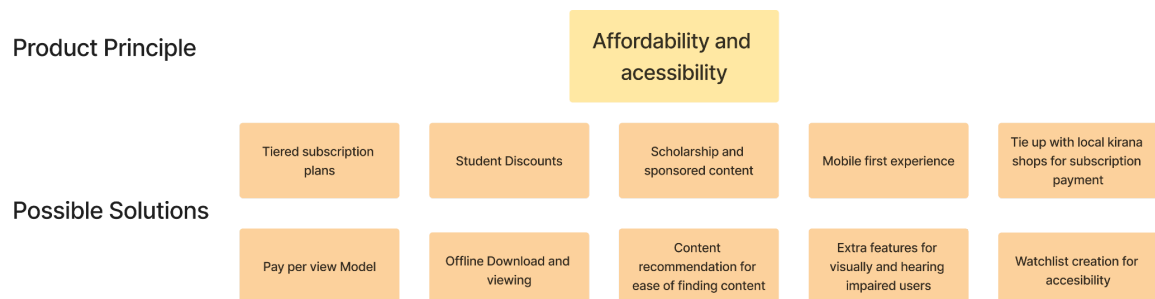
1. Educational and Enriching Content

Problem in focus: Regional media is limited to the same old template of content. Telenovela like dramatic series, crime thrillers and comedy.



2. Affordability and Accessibility

Problem in focus: High subscription costs become a barrier for the people having lower disposable incomes. As they are from places with moderate to low internet penetration, they have difficulty streaming videos requiring high bandwidth.



3. Language and Cultural Inclusivity

Problem in focus: They are not fluent in english or hindi, and hence the mainstream media and in general the english language UX is not very conducive for them.



Hence the prioritised solutions with differentiated features would be the following:

Solution	Features		
Infotainment	Sections for infotainment: skill development in areas such as coding, digital marketing, cooking, business, etc	Clubbing of relevant content into playlists	Mini quizzes at the end of playlist followed by a certificate if all the questions are answered correctly
Mythological content	Mythology content ranging from expert mythologists' lectures, debates, Series and short stories	Clubbing of relevant content into playlists	
Tiered subscription Plans	2 Types of subscription present : Single device, multi device	Payment option : 1/3/6/12 month	Auto pay option available
Offline downloading and viewing available	By default downloading enabled only on WiFi	Downloading and watching would save data	
Regional subtitles and dubbing for nonregional acquired content	Well timed subtitles	High quality dubbing with culturally relevant vocabulary	
App enabled with regional UI	Option for english vs regional language UI		
Customer support in Regional langugae	Option to choose conversation in regional langugae		
Watchlist creation for accesibility	Maintainence of one Watchlist per user		

The MVP of the app will cater to the above solutions along with the following **hygiene features**:

1. **Basic buttons for video playing:** Play, pause, next and previous buttons.
2. **Autoplay:** Auto play the next video in the playlist after a particular video ends.
3. **Autosuggest:** Autosuggest 2 options of similar categories after an independent video/ playlist ends.
4. **Watchlist creation:** Adding videos or a set of videos (playlists) to

watchlist.

5. **Compulsary Trailer and or overview:** Each video or playlist will have a small trailer video and or a text description encompassing the overview of the content.
6. **Other functionalities:** Search, account management, help and support
7. **Security:** Data protection and secure transactions
8. **Performance:** Fast load time, high uptime and smooth streaming
9. **Compliance and legal:** content licensing compliance, regulatory compliance to be strictly followed.

Additionally, what sets the app apart would be:

Skill development and mythological content (in regional language) , available in a **tiered subscription model**.

Use Case

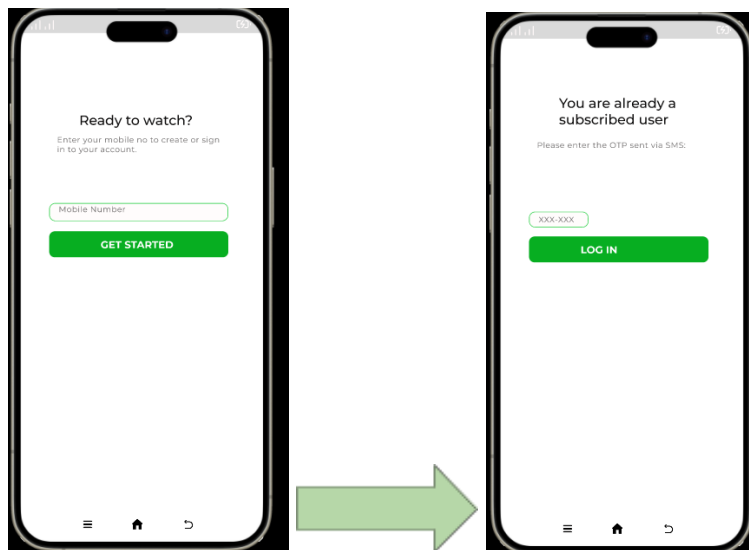
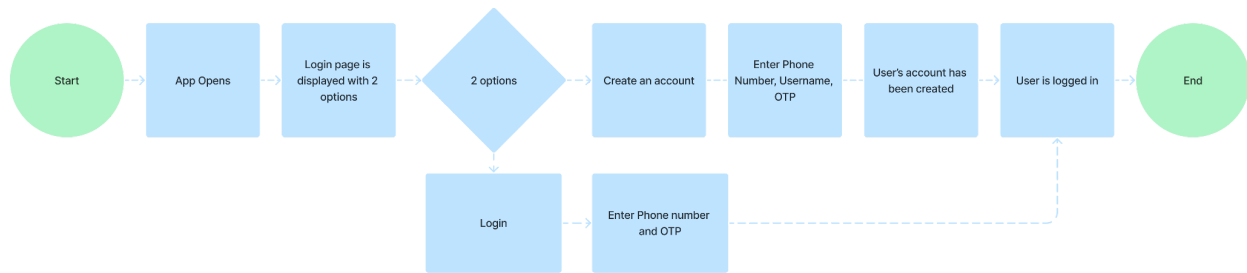
Use Case	Feature
User creates an account	Account creation
User logs in to the app from one device	Log in using Mobile number and OTP
User logs in from multiple devices	Log in using Mobile number and OTP
	A maximum of 4 devices allowed
User selects content from homescreen	Select a video/playlist
User switches language	A flag to enable seamless language switching
User searches for content	Search
User searches and finds the required content	Select a video/playlist
User searches but doesn't find the required content. In this case, the app suggest related available content	App suggests video/ playlist
User plays an single video	Video starts
	Basic buttons available on screen: play, pause, subtitles, next and previous and cancel

Once an independent video ends, the screen shows suggestions of 2 unwatched videos of similar genre	App suggests video/ playlist
User plays a video from a playlist	Basic buttons available on screen: play, pause, subtitles, next and previous
When the video from the playlist ends, the app autoplays the next video in the playlist	In a playlist, once a video ends, play the next video in the playlist
When the last video of a playlist is played, the screen shows suggestions of 2 unwatched videos/ playlist of similar genre	App suggests video/ playlist
When the last video of a playlist under Skill Development is played, the screen shows a quiz	User takes the quiz
User answers correctly	User gets a certificate
User watches the trailer	Trailer plays
	Buttons on screen: play, pause and cancel
User adds a video/ playlist to watchlist	Video/ playlist added to the watchlist
User pays for their subscription	User can now access content as per the subscription type
For payment, user can set to autopay, can pay for one month or can pay in bulk for 3/6/12 months	Autopay feature present in the app
User downloads a video on Wifi	Download option by default for wifi
User downloads a video on mobile data	Download can be changed to mobile data
User disables autopay	Autopay can be disabled via app
User deletes their account	Account deletion

Functional Requirements

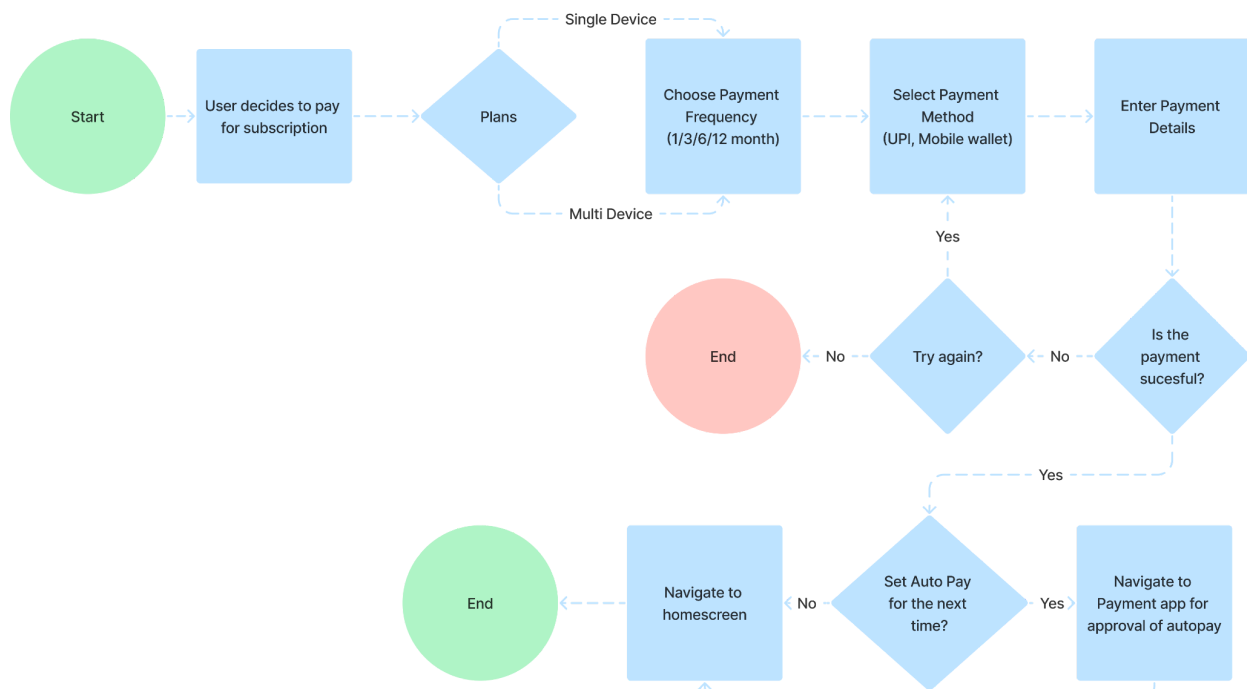
User Flow and functional requirements

1. Account creation and login



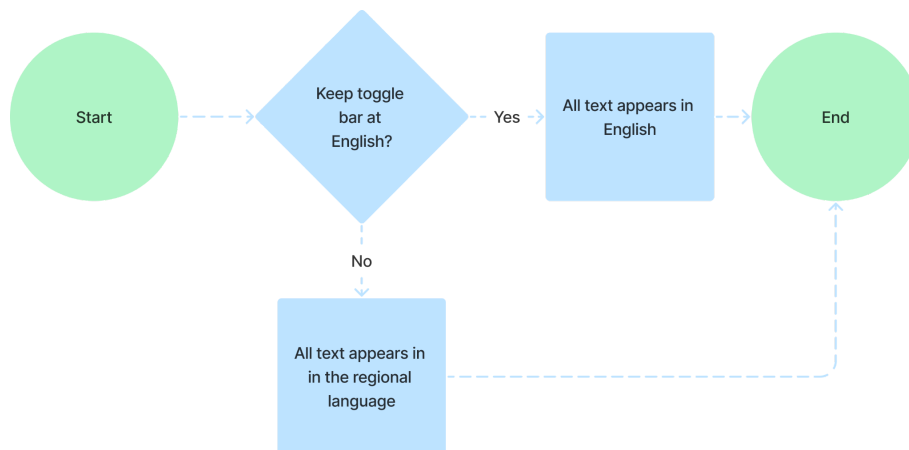
Functional Requirement: Secure authentication system, database to store user data, device management and functionality to manage device logins and deletions

2. Payment userflow



Functional Requirement: Subscription management services, payment gateway integration, error handling mechanism during payment failure, autopay setting management

3. Language switching

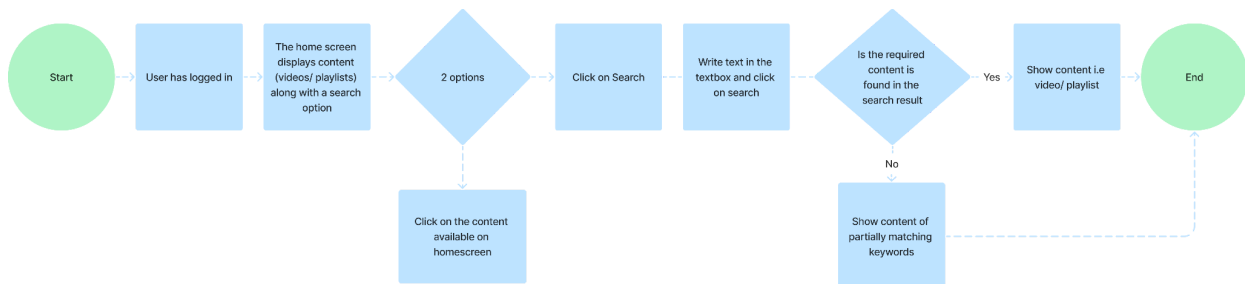




Switching between languages

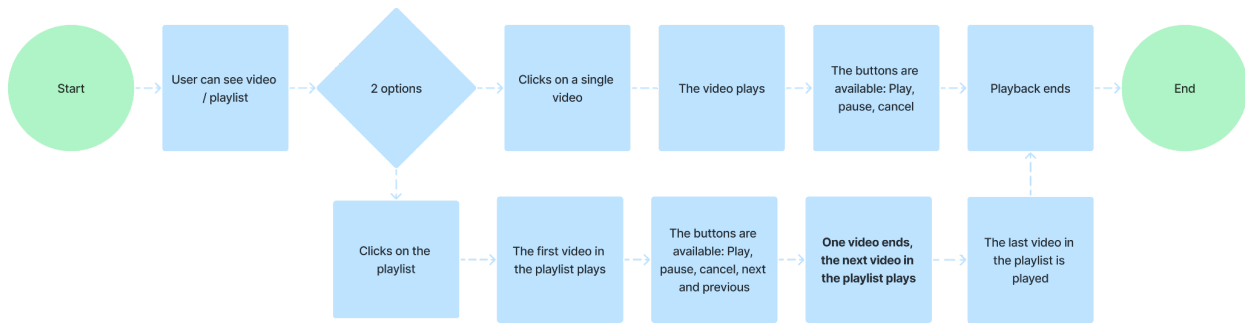
Functional Requirement: Accurate translation from English to Regional Language, Up to date regional language library with accurate symbols

4. Content interaction and search



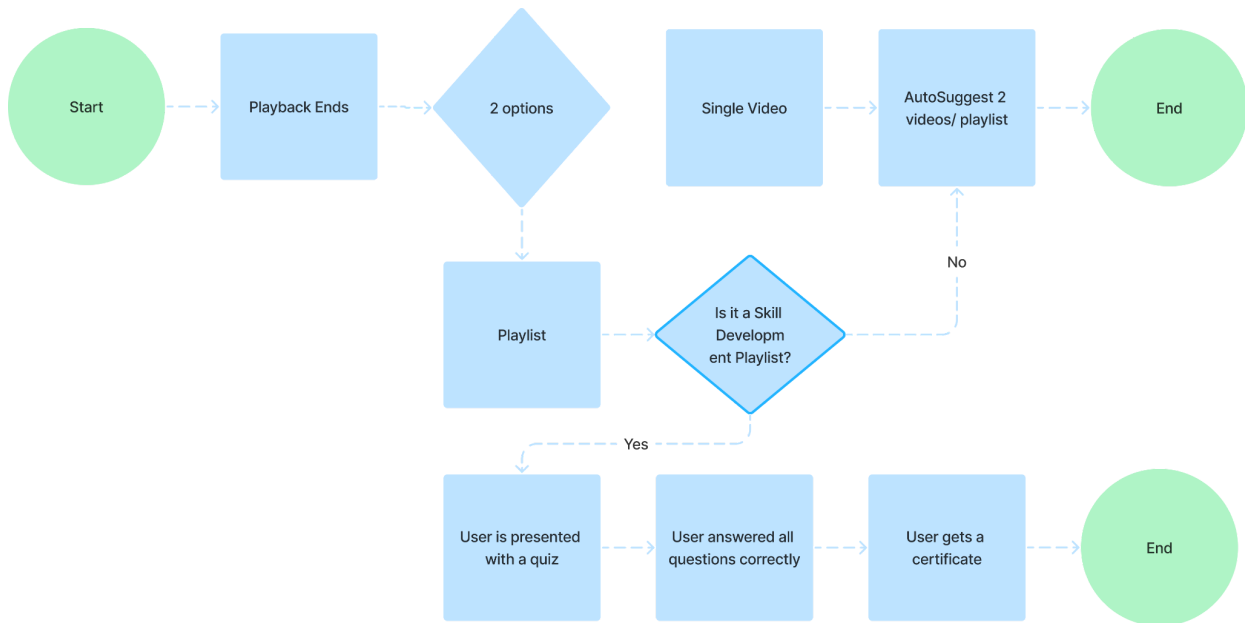
Functional requirements: Search engine integration, content recommendation algorithms, and user interface elements for displaying search results and suggestions.

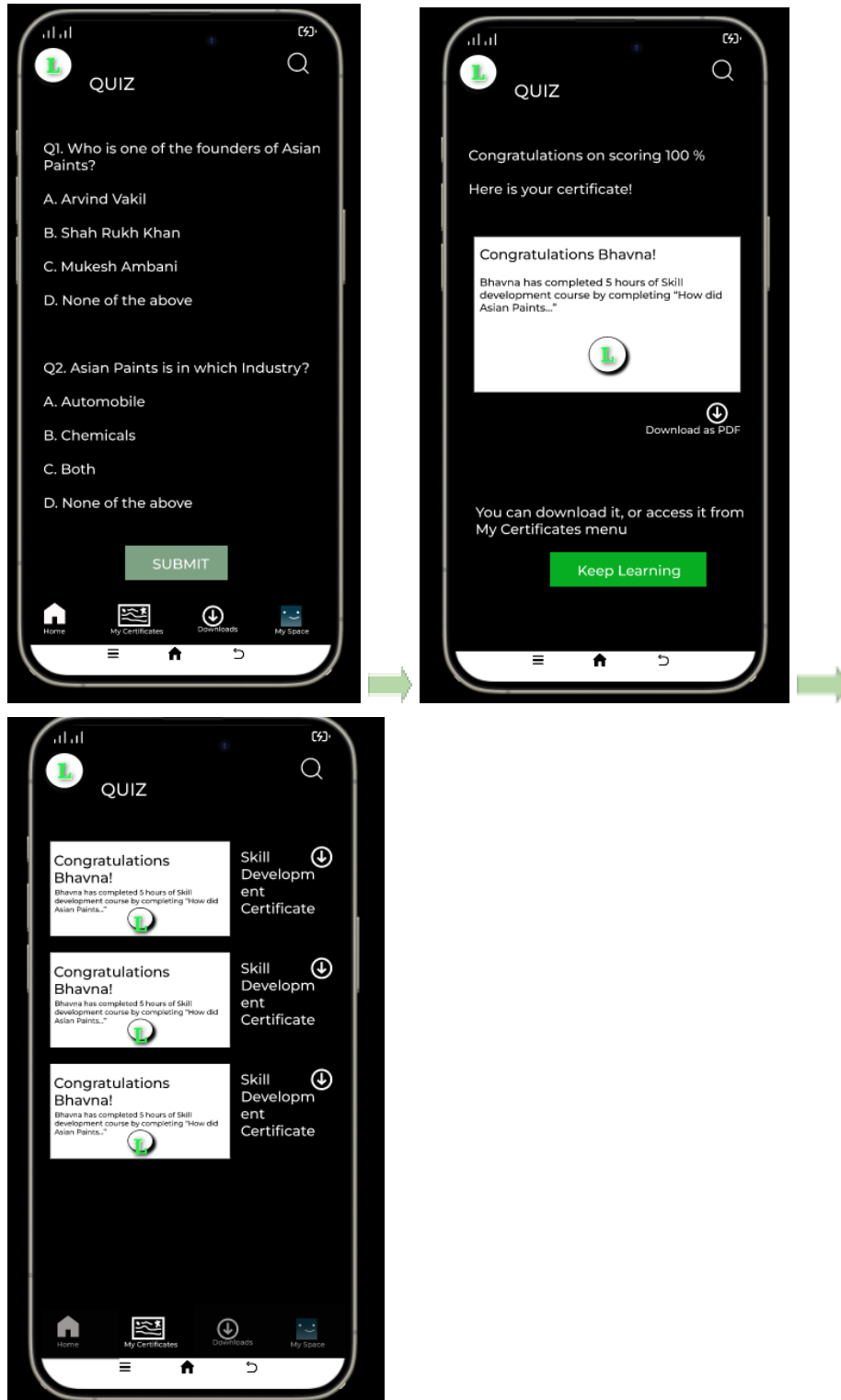
5. Video Playback



Functional requirements: Video streaming service, playback controls

6. Certification at the end of a Skill Development Playlist

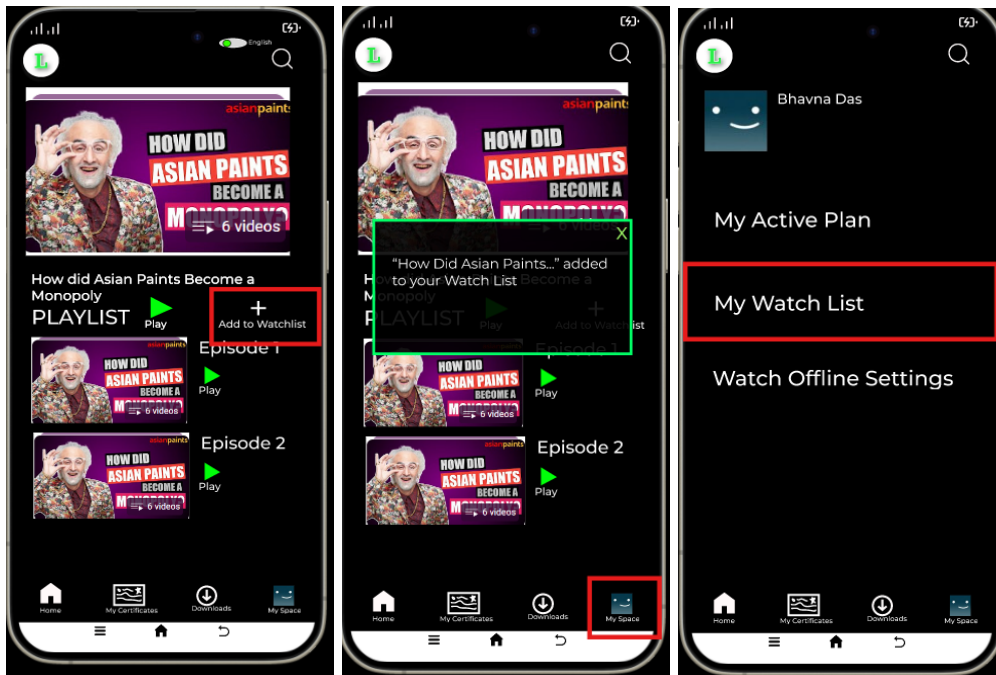
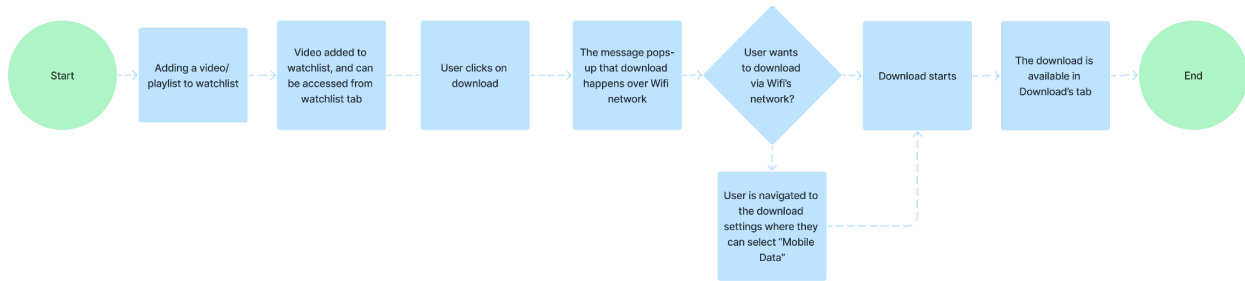


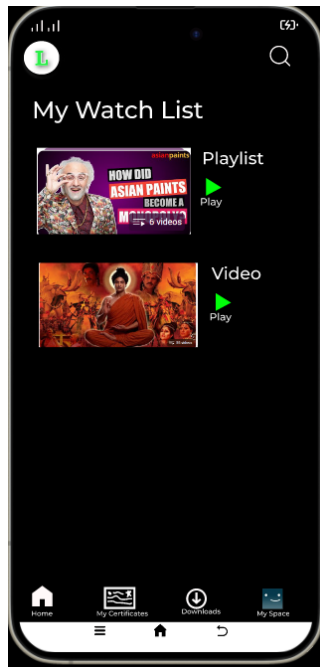


Completing a quiz successfully and getting a certificate

Functional Requirement: Interactive User Interface, PDF generation, maintaining the repository of quiz question and answers

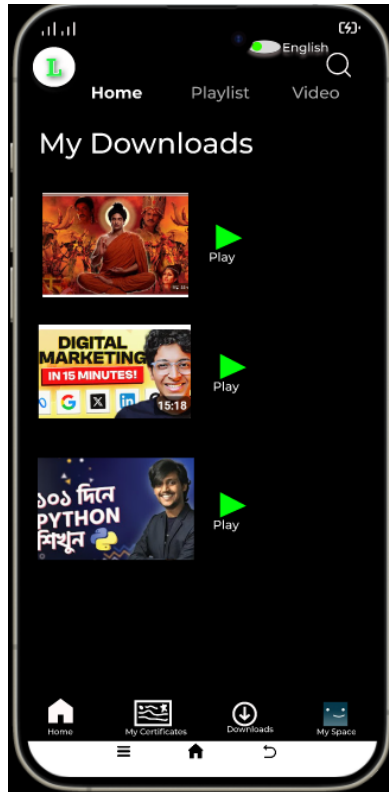
7. Adding to watchlist and offline download





Adding a video/playlist to watchlist and accessing it from My Space> My Watchlist





Downloading a video and seeing it in “Downloads” menu

Functional requirements: Maintenance of watchlist, and settings for video downloads.

MVP

Implementing MosCow framework to decide the features which are to go in the MVP

Must Have	Should Have	Could Have
Account creation and login	Multiple profiles in case of multi device subscription	
Language switching (From English to the regional Language)	Search functionality	
Selecting a video/playlist from the homescreen	Trailer and description of video	
Autoplay the next video in the playlist	Autosuggests videos/ playlist post video playback	
Taking quiz, getting a certificate. Accessing it from “My certificates” section		Awarding users with a badge as per number of certificates gained
Adding a video/playlist to watchlist	Showing watchlist on	

	homescreen	
Play, Pause, Cancel button on Videoplayback		Skip 10 seconds and go back 10 seconds
Download for Offline watching	Chosing quality of download	

The following features should be present in the MVP:

1. Account creation and login
2. Language switching (From English to the regional Language)
3. Selecting a video/playlist from the homescreen
4. Autoplay of the next video in the playlist
5. Taking quiz, getting a certificate. Accesing it from “My certificates” section
6. Adding a video/playlist to watchlist

Wireframe

Here is the low fidelity wireframe : [Figma Wireframe](#)

Use Case in Focus

1. After completing a Skill Development Video, the User has to compleet a Quiz to achieve a certificate
2. User can add a Video/ Playlist to their WatchList.
3. User can switch to “Regional Language” UI at any point in the app.

Hypothesis to be tested: Providing downloadable certificates improves customer engagement and retention by 10% in 1 month.

Success Metric tied to the Hypothesis

1. No. of certificates downloaded by the user
2. Accuracy of answers in the quiz
3. How many times a video is replayed/ paused
4. Number of videos watched by the user
5. Number of quizzes taken by the user
6. Certificates being uploaded on LinkedIn and Lok Learn being tagged
7. Time spent on app
8. Feedback from users (CSAT Score)
9. Churn rate
10. Drop off rate while watching a video
11. Drop off rate while taking a quiz

12. Number of people agreeing to take a quiz after a playlist ends

Important URLs:

1. Wireframe in Figma:

<https://www.figma.com/proto/x88ltDVgJLBiCcFZYmi2G0/OTT-for-Bharat?node-id=8-43&t=0icI9175nqzZeu3c-1&scaling=scale-down&page-id=0%3A1&starting-point-node-id=1%3A2&show-proto-sidebar=1>

2. Responses from the Generative User Research through Survey :

https://docs.google.com/spreadsheets/d/1Fmu4-IS55dTsHrnnWQpV_2CaS3BBu_ZCZG_GNgrxCT1Q/edit?usp=sharing