

Career Accelerator programme:	Product Management
Course Assignment:	Demonstrating your MVP design
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Final word count: (excluding references and formatting text)	2092
Submission date:	12/08/2024

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1 Strategic Alignment

1.1 Introduction

One of the user pain points is that the current sign up and onboarding process is clunky and lacks personalization. The product feature is to optimize the current onboarding process to make it easier and more personalized for the users. It will improve the user satisfaction, hence leading to increased user engagement and increased conversion rate. This will align with the product KPI and the North Star Metric (ASR) which highlights the conversion and churn rates.

1.2 Roadmap Elements

The below roadmap [[Product feature roadmap](#)] elements were considered that will deliver impact to users and align to the organisation's goals (KPI and NSM).

Goals

Increase user satisfaction by 10% above the baseline in 3 months – Increased user satisfaction means users would want to continue using the app leading to increased customer loyalty and continued business. **(Digital Next,2024)**

Increase user app engagement by 10% in the next 6 months - Engaged customers form strong and long-lasting relationships with the brand, which leads to increased loyalty and higher conversion rates. **(Serdiuk.J ,2024)**

Reduce Churn rate by 10% in a year - One of the ways to prevent churn is to actively engage your users with your product. **(PLAKSIJ.Z ,2024)**

Themes and Initiatives

To align with the product feature goals, the below themes and initiatives were identified.

Improve Onboarding Experience.

- **Single Sign-on feature** – Makes the Sign-in process faster as no password needed.
- **Additional payment options** - Makes it easier for the users to make payments not entering card details.

Provide Personalization.

- **Personalized recommendations on the home page** - Recommendations based on their preferences and viewing habits.
- **Improved Personalized content** – Lesser-known films and Genre adding variety.
- **Integrated chat feature** - Opportunity to share with others.

The combination of improved onboarding experience, which is a pre-requisite and providing personalization, will add most value to the users, as they can login and watch films of their choice much faster. This will lead to increased user satisfaction and user engagement aligning to the goals.

1.3 Product Roadmap

The identified goals, themes and initiatives are placed into the Now/Next/Later (Bastow.J ,2022) to identify the initiatives which most value addition to the users and the align with the organisational strategy.

Now

The immediate priority is to **“Increase the user satisfaction by 10% in the next 3 months”** and **“Increase user engagement by 10% in the next 6 months”**.

“Single Sign-on feature” is considered one of the quick wins to reduce the sign-on time to get users engaged faster and add immediate value to the users. *“Personalized recommendations on home page.”* helps the users engaged longer and would provide the most value to the users. Combining these two into the MVP will help to achieve the above goals.

Next

Providing added value to the users. **“Increase the conversion rate to 40%”** and continue tracking **“Increase the user satisfaction”** and **“Increase user engagement”**, directly aligned to conversion.

“Improved Personalized content” align to this goal as it will increase the user engagement. *“Additional payment options”*, would result in quicker payments and onboarding resulting in user satisfaction.

Later

Longer term, track “**Reduce user churn rate by 10% in the next year.**”, to retain users. Also keep tracking “**Increase user engagement**”, for conversion.

“**Integrated chat feature**” will connect them to their user segments resulting in increased user engagement and reduced churn rate.

1.4 User Story Map

User story map [[User Story Map](#)], with high level user stories, steps and granular user stories are created which aligns to the user expectations of the product. The roadmap theme of having “**Improved Onboarding experience**” align with the high-level user story of the user wanting to have an optimised onboarding process. Similarly, the theme “**Provide personalization**” aligns with the high-level user story of user wanting personalized recommendations.

For each high-level user stories, steps are defined which the user needs to follow to achieve the objective. Steps under optimized sign up and onboarding are creating an account, add payment details and sign in. Similarly, under personalization steps are find a film, watch the film, or save it for later.

Under the step “**create account**”, we have a user story to “**Enter user segment**”. This is the user preference that will be used for personalization. User story “**SSO sign in**” is added to the step “**Sign-in to app**” which are the features for the high-level user story of optimised onboarding. Similarly, under the step “**Find Films**” we have granular user stories “**Personalized recommendations**” and “**Enhanced search**”, which are the features for the high-level user story of user asking for personalized recommendations.

1.5 Prioritisation

MVP prioritisation was based on “**MoSCoW**” ([ProductPlan ,2024](#)) framework. The features that cannot be avoided or else the user won’t be able to use out product. The added features in the sign up and onboarding in the MVP section is the minimum that needs to be provided to the users to differentiate the FilmSlate app from the competitors. These are the “**Must Have’s** and the **Should Have’s**”. There are other features that will add value to the users but may not be needs immediately can be added to non-MVP or Release-2 section. These are the “**Could Have’s**”. Others added to the backlog that are the “**Will not have**” for now.

2 Prototype Design

2.1 Design Decisions and Rationale

The mid fidelity prototype [[Initial Mid Fidelity Prototype](#)] was created to test the usability, focussed on improved onboarding experience to increase user satisfaction, resulting in organizational strategy of improved conversion rate.

The below UX design (UXPin ,2023) best practices were implemented.

- Hierarchy - Launch screen to have SSO/sign-in/sign-up buttons. Each of these take the users to specific pages designed to complete that task or option to go to other tasks.
- Consistency - The buttons used are consistent across the pages.
- Confirmation - Error handling and confirmation pop ups to be implemented.
- User controls - A home button and a search option are also provided as user controls.
- Accessibility - Edit boxes properly titled so that users still know which boxes they are typing in.

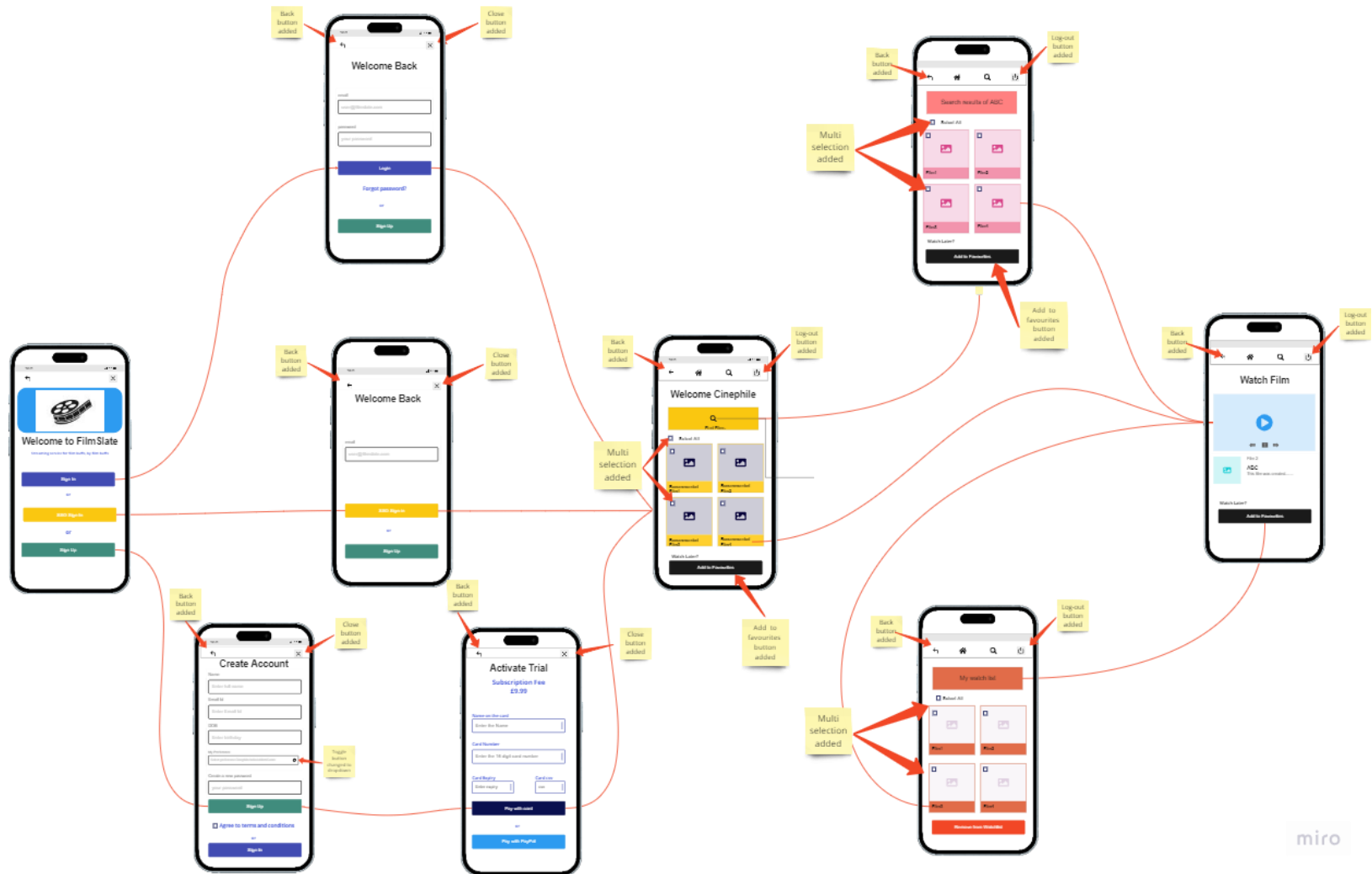
The specific elements like SSO login and a personalized recommendations in home page will add most value to the users. To enhance the user experience in the personalized landing page, an enhanced search feature is also added.

MVP having SSO and personalized recommendations should reduce the time taken for the users to start watching films. Prototype having these features should be considered for usability testing.

2.2 Success Criteria

The success criteria will be how easily and quickly the user can navigate to get to start watching the film they like during the usability testing. Time taken to navigate from the launch screen to watching film can be used as the metrics. Once the usability testing is completed, feedback is consolidated, and the prototype refined [[The mid fidelity Prototype](#)].

2.3 The Mid-fidelity Prototype



3 Testing And Validation

3.1 Usability Test Script

The MVP features are the SSO sign-in and personalized recommendation page. Users will still have to create an account and start trial to use these features. While creating account, they enter their preference which is then used for personalization. Also, a FilmSlate account is needed for SSO sign-in.

The Mid-Fidelity prototype in a mobile was used to conduct a usability testing [[Usability testing script](#)], by identifying three users from different user segments.

The product hypothesis was defined as below.

“We believe that Sign-up and Onboarding lacks personalization for the users. Therefore, we think that having an optimized sign-in and onboarding process with personalized recommendations will result in increased user satisfaction leading to increased user engagement. and 10% more users will start using paid subscriptions. We will know this is true when we achieve a 10% increase in conversion rates when users start using the redesigned app.”

The research objective was to find out whether users can successfully sign-in to the app and watch films and if so, how quickly and how easily they can do it.

The below three tasks were identified for the users to complete to prove the usability.

1. Create an account and activate trial.
2. Sign-in using SSO and normal.
3. Find and watch your favorite film.

We will measure the time taken for the users to complete each of the assigned tasks to see how quickly they can. We will also assess the users during the tasks to see how easily they are able to complete the tasks. This is to prove whether the sign-up and onboarding process is faster and any improvements which should result in increased user satisfaction. Thus, these quantitative and qualitative metrics can be used to define the success criteria of the tasks.

Once the usability testing was completed, the data was critically analysed along with the verbal feedback from the users, to understand the potential issues and for any recommended improvements to the mid fidelity protocol.

3.2 Insights From Usability Testing

All the three users were able to successfully complete the tasks. The time taken was measured and all of them were able to complete between 7 to 8 minutes which is considered good. The users were also fairly satisfied with how the testing went which proves our testable hypothesis and the research objectives were met.

The key outcomes after the usability testing data analysis [[Usability testing data analysis](#)] are as below.

Quantitative analysis

Success rate	80.5%
Error rate	19.5 %
Average time to complete all the tasks	7.7 min
Average/Median Satisfaction ranking	4 out of 5

Qualitative analysis

Overall users were satisfied with the usability testing, and they were successfully able to complete all the tasks. There were problems with some of the sub-tasks which were sorted out into categories. [[Usability testing interpretation and conclusion](#)]

1. **Critical:** All the three users were unable to figure out how to go back to the launch screen. Reason why we think this is critical because, although they managed to finish all the tasks, without prompting how to go back to launch screen, they might not have figured this out which would have led to failure. This needs immediate attention.
2. **Serious:** There were some serious issues noticed where the users were unable to use the toggle buttons properly to select a category. This led to personalized recommendations not working for some of the users. This didn't lead to testing failure, but the product feature intended to provide increased user satisfaction did not work as desired. This needs to be resolved to get the main product feature working.
3. **Minor:** One of the users would like to have an option to select multiple films to add to watchlist. Although this is not affecting the overall satisfaction, having this would provide the user added satisfaction.

3.3 Recommendations

Based on the user testing and the feedback, the problems are to be fixed before the product launch. The below were suggested as the solutions.

- Having a logout button on every screen which would help the users go back to the launch screen. Also, a back button would help to go back to the previous page.
- The toggle buttons are confusing and hence can be replaced with a dropdown list where the users can select only one option. This would help fix the issue with personalized recommendations.
- Optional to have multiple selection for films and a button to add to favorites on the home page and the search results page.

The mid fidelity prototype will be updated with the above recommendations and will review whether another usability testing is required to prove these assumptions.

3.4 Constraint Management

With the updated mid fidelity prototype as per the user feedback, the development constraints are to be identified. The MVP feature of optimising the sign-up and onboarding process with a redesigned app is scheduled for delivery within Q2. This means we will have a firm deadline for this product feature as we have a time constraint, since the launch date cannot be moved. The other constraint would be the budget where only one developer and UX designer is assigned for this MVP feature and a UX researcher will be working part time on this feature. This would mean that the MVP features are to be properly scoped. Anything outside the scope will be de-prioritised by the development team. So, we need the MVP features that adds maximum value to the users.

3.5 Feedback and Iteration

User story map clearly shows the user stories that are prioritised for the MVP and those will be scoped for the first iterative development process. The release 2 items and the backlog items will be prioritised for the next and later releases. So, the scope will be analysed throughout the development process. The SSO sign-in and the personalized recommendations are already scoped in as the best value adds. After the usability testing and the feedback, critical and serious issues also need to be scoped in. The potential trade-off would be the minor issue of having multiple selections to add to favourites. Although this would add value to the user, it wouldn't directly impact the success criteria. Negotiations would still conduct to see whether this can be scoped in. This way the MVP will add best possible value to the users.

4 References

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5 Appendices

Content	Link
Product feature roadmap	Product feature roadmap
User Story Map	User Story Map
Initial Mid Fidelity Prototype	Initial Mid Fidelity Prototype
Usability testing script	Usability testing script
Usability testing data analysis	Usability testing data analysis
Usability testing interpretation and conclusion	Usability testing interpretation and conclusion

5.1 Product feature roadmap

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 (organizational aim):

FilmSlate will track annual subscriber revenue (ASR) as the North Star metric that captures the core value to the user and organization. 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 organization'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% by end of Q3 of the current fiscal year.

Product value proposition:

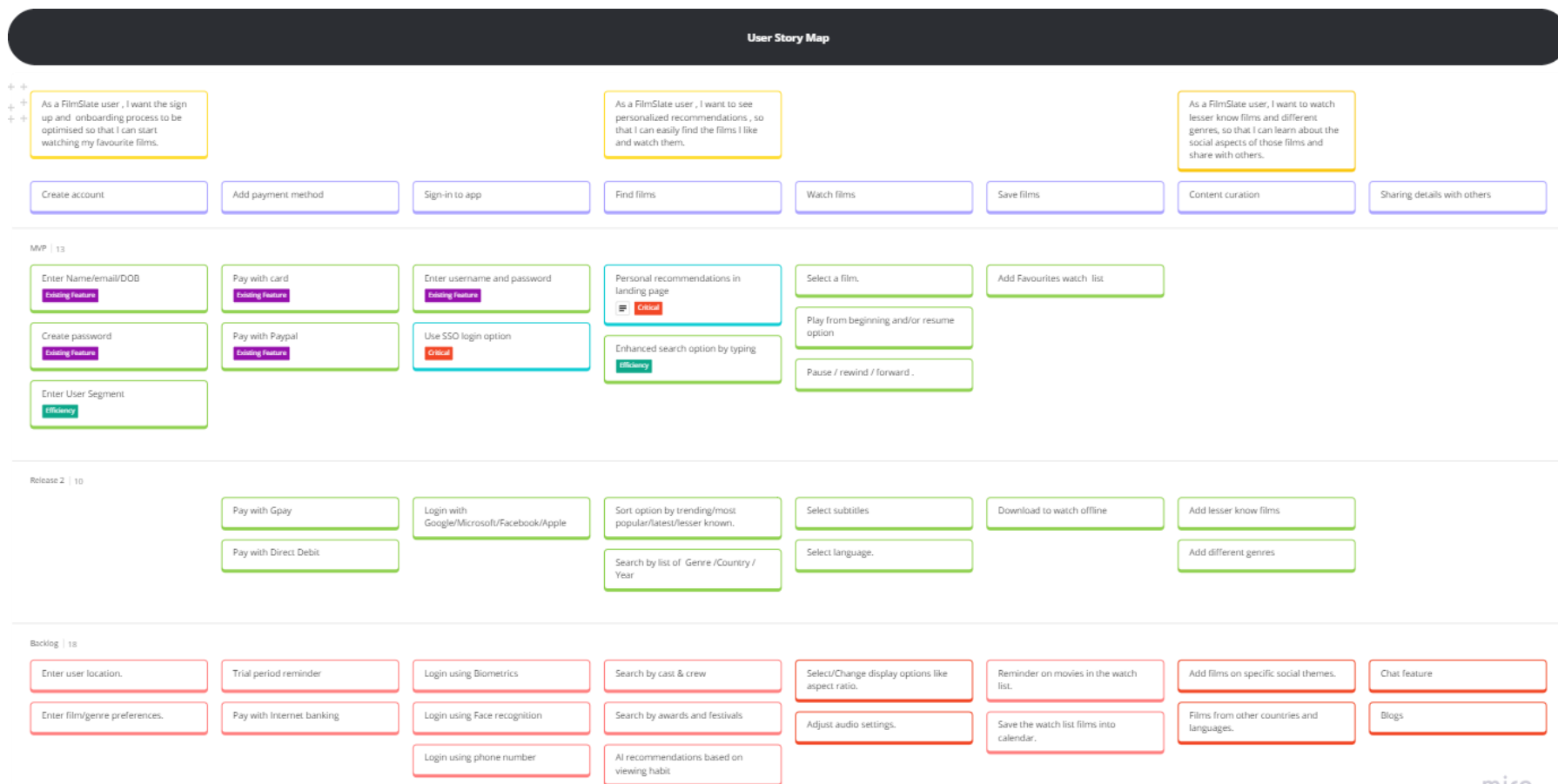
FilmSlate through its redesigned app, provides an optimized user onboarding process, with an easy sign-up and onboarding and having an improved content page with personalized recommendations to the user segments, which will improve the user satisfaction and add value to the user segments.

Key features

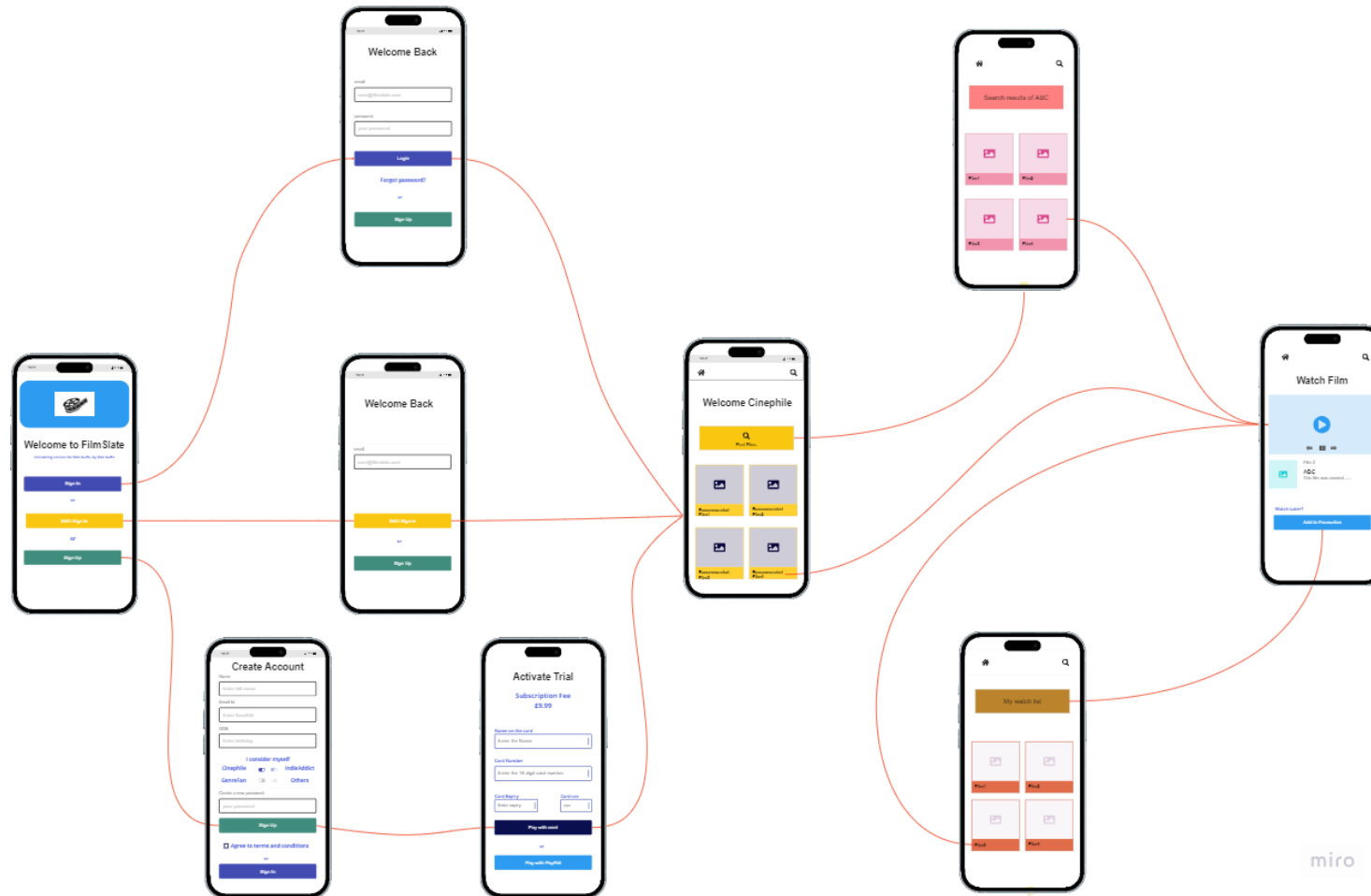
- Single Sign-on feature.
- Personalized recommendations on the home page.
- Improved personalized content.
- Additional payment options.

	Now (Q1-Q2)		Next (Q3)			Later (Q4 and beyond)		
	Increase user satisfaction by 10% above base line.	Increase user app engagement by 10%	Increase user satisfaction by 5% above Q2	Increase user app engagement by 5% above Q2.	Increase conversion rate to 40%	Increase user app engagement by 5% above Q3.	Reduce user churn rate by 10%	Expand the streaming service's market reach.
Improve Onboarding Experience	<p>Single Sign-on feature High Priority</p> <p>Description: Having a single sign on feature, will reduce the number of steps the users will have to go through during their sign-up and onboarding process which makes the onboarding process faster, which will reduce the onboarding time. Currently users will have to create their own Filmlate account which means additional steps to sign up as users. Having SSO feature would help them use one of their existing SSO login to login to Filmlate.</p> <p>Target outcomes: The integration of SSO feature into Filmlate should reduce the onboarding time to onboard a user and help the users to start using the platform features quicker than the normal time taken to sign up. It will measure the number of user sign up per day and the number of users specifically using SSO feature and measure the time taken for sign up. The difference between the average time taken for normal sign-up process and the SSO sign up process will indicate the reduction in onboarding time. Reduced onboarding time can help quicker access to the films they would like to watch.</p>		<p>Additional payment options. Medium Priority</p> <p>Description: Having additional payment options like QRAT would make it easier for users to make the payments. If the user must enter card details with the long card number, expiry, name etc., it will take the user longer time to sign up. Clear having people account and having Gpay, would prefer to use that to make quicker payment. User would also want to set up direct debits to make the payment process quicker.</p> <p>Target outcomes: Additional payment options like Gpay or direct debit should make it easier for the users to make payments and hence making their sign-up process quicker and help the users access the films quicker. It will measure the number of users using additional payment options and the time taken for the sign-up process vs the sign-up process using card payment and the time taken for chat process. The difference can indicate the reduction in onboarding time while using additional payment methods.</p>					
Provide Personalization	<p>Personalized recommendations on the home page. High Priority</p> <p>Description: Having a personalized recommendations page immediately after login would directly address the user pain point of having to browse through the full content page to find the films they like. Having an improved landing page with personalized recommendations to the user segments, which will improve the user satisfaction and add value to the user segments. Each user segment would have their own landing page with recommended films.</p> <p>Target outcomes: The personalized recommendations on the landing page will improve the user satisfaction having them to keep browsing through the personalized content and having them actively engaged. This aligns to the theme we must increase the user engagement. It can be measured by the Number of hours spent by users accessing the personalized content.</p>		<p>Improved personalized content. Medium Priority</p> <p>Description: Having improved content with better know indie films and different genre films will entice the user among different user segments to watch more of the indie films thus improve user satisfaction, making them more engaged. One of the user pain points was that they are unable to find lesser-known films and variety of genre films. Having this feature will directly address this issue. Having improved user engagement will also help with the conversion rate.</p> <p>Target outcomes: Improved content page can be integrated with the personalized recommendations page, thus having the user segments able to easily access the films they really like, leading to better user engagement. This can be measured by tracking the number of users viewing the content and the average time spent on this specific content.</p>			<p>Integrated Chat feature Design</p> <p>Description: We hypothesize that having an integrated chat feature will help the user's opportunity to share their knowledge and passion for films with others having similar interests. Having a chat feature can connect them to their user segments and help to improve their film knowledge base by communicating and sharing with others. This will have the users more engaged with the Filmlate platform.</p> <p>Target outcomes: Integrated chat feature helps the users connect with their fellow Filmlate users to share their passion, thus improving the user engagement. This can be tracked by looking at the number of users using the chat feature and the average time spent communicating with others.</p>		
Drive User Engagement	<p>Watch party integration and access. Medium Priority</p> <p>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.</p> <p>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.</p>			<p>International expansion for enhanced user engagement. Design</p> <p>Description: We hypothesize that entering international markets will elevate our global presence and bolster user engagement. Introducing our streaming service to diverse international audiences is anticipated to cater to a variety of interests and cultural backgrounds, leading to heightened user involvement. Key to this expansion will be localizing content, marketing, and user interfaces to align with regional preferences and address specific challenges like language barriers and payment methods.</p> <p>Target outcomes: Successful entry into international markets boosts user registrations and interaction with localized content, increasing overall engagement. Progress will be tracked using metrics like regional user numbers, their average watch time, and interaction frequency with local features.</p>				

5.2 User Story Map



5.3 Initial Mid Fidelity Prototype



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5.4 Usability testing script

FilmSlate Redesigned app for optimized onboarding and personalized recommendations.

Research goal:

Can user sign-up and start watch films using redesigned app?

Product Hypothesis

“We believe that Sign-up and Onboarding lacks personalization for the users. Therefore, we think that having an optimized sign-in and onboarding process with personalized recommendations will result in increased user satisfaction leading to increased user engagement. and 10% more users will start using paid subscriptions. We will know this is true when we achieve a 10% increase in conversion rates when users start using the redesigned app.”

Problem Statement

“As a passionate indie film enthusiast, I think that the current onboarding process is clunky and lacks personalization. There is limited opportunity to share information and access lesser-known and variety of genre films, preventing me from understanding more about the Indie films and following my passion for Indie films.”

Tasks

- Task 1: Create an account and activate trial.
- Task 2: Sign-in using SSO and normal.
- Task 3: Find and watch your favourite film.

Participant Information		INTRO QUESTION: What device(s) do you usually use?	INTRO QUESTION: Why do you use FilmSlate?	Task 1: Create an account and activate trial.	Task 2: Sign-in using SSO and normal.	Task 3: Find and watch your favourite film.	Notes and themes	Recommendations
P1	Cinephile	TV Phone Laptop/Computer	Looking for streaming services that have lesser-known films that are edgy, have deep narratives and make them think	Clicked the Sign-up button. Selected Cinephiles from the toggle button. Also clicked others leading to cinephiles disabled.	Entered name email and DOB and password. Clicked sign-up without checking T&C. Error pop up appeared and ticked the box. Card details entered, and used pay with card.	Sign in using SSO took to personalized home page. Unable to go back to the launch screen. User had to be prompted to use the back on the phone. Took a while to remember the password about trying multiple times. "I couldn't remember my password for a while"	Searched for the film name using search button as personalization were incorrect. Search result found the film and clicked the film. Took to the watch screen. "Why did the landing page not have any suggestions?" "How do I remove films from my watchlist?"	Tasks successfully completed. User fairly satisfied. Navigation bit clumsy. Unable to navigate to launch page after sign-in Feasibility of having a logout button on each page to allow to go back to launch screen. Toggle button not user friendly. Causing confusion. Personalized recommendations didn't work due to incorrect user selection. Consider changing the toggle button to a dropdown.
P2	Indie Addict	Phone Laptop/Computer	Enthusiastic about Indie films. Keep looking for streaming services to watch more and more Indie films.	Clicked the sign-in button instead of sign-up and went to the sign-in page. Entered name email and DOB and password. Selected indie address from the toggle button. Also clicked others leading to indie address disabled. Clicked sign-up remembering to tick the T&C. Used paypal option to register for free trial.	Struggled to go back to the launch page. Sign in using SSO took to personalized home page. Normal sign in clicked. Entered username, and password taking to welcome screen. Used the back to come back to the launch page. Sign in took to the personalized home page.	"How do I go back to the launch page?" User had to be prompted to use the back on the phone.	Searched for the film name using search button as personalization were incorrect. Search with first word of the film Found the film and clicked the film. Took to the watch screen. Clicked add to favourites and it added the film to the watchlist. Select the film from the watch list and clicked. Took to the watch film page. Clicked pause button and the film paused. Used back and forward buttons to check it works.	Tasks successfully completed. User fairly satisfied. Found difficulty to get back to launch screen. Feasibility of having a logout button on each page to allow to go back to launch screen. Toggle button incorrectly used. Personalized recommendations didn't work due to incorrect user selection. Consider changing the toggle button to a dropdown.
P3	Genre Fan	TV Phone Tablet	Looking for different types of genre films.	Clicked SSO sign-in. Error pop-up as account not found. Now clicked the sign-up button. Entered name email and DOB and password. "Do I need to tick one toggle button or multiple?" Selected the correct toggle button and T&C and clicked sign-up. Card details entered, and used pay with card.	Unable to figure out how to go back to the launch page. Sign-in button clicked which took to the sign-in screen. Used the back to come back to the launch page.	Used a better way to get back to the launch page. User had to be prompted to use the back on the phone. Entered email but the password was incorrect. Used forgot password to reset the password before successful sign-in. Sign in using SSO took to personalized home page.	Able to find the recommended films in the home page. Selected film from the home page and clicked to watch. Clicked pause button and the film paused. Used back and forward buttons to check it works.	Tasks successfully completed. User fairly satisfied. Unable to navigate to launch screen after sign-in Unable add multiple films into the watch list at once. Consider add to favourite option on every page. Consider add to favourite option on every page.

5.5 Usability testing data analysis

User	Category	Task	Problem	Tag 1	Tag 2
Cinephile	Navigation	Sign-In using SSO	Unable to navigate to launch page after sign in	Back button	Confusion
Cinephile	Create account	Create an account and activate trial.	Selected multiple preferences instead of one overwriting the first.	Toggle button	Confusion
Cinephile	Personalized recommendation	Find and watch your favourite film.	Personalized recommendations didn't work.	Home page	Disappointment
Indie Addict	Navigation	Sign-In using SSO	Unable to navigate to launch page after sign in	Back button	Confusion
Indie Addict	Create account	Create an account and activate trial.	Selected multiple preferences instead of one overwriting the first.	Toggle button	Confusion
Indie Addict	Personalized recommendation	Find and watch your favourite film.	Personalized recommendations didn't work.	Home page	Disappointment
Genre Fan	Navigation	Sign-In using SSO	Unable to navigate to launch page after sign in	Back button	Confusion
Genre Fan	Create account	Create an account and activate trial.	Unsure how to use toggle button.	Toggle button	Confusion
Genre Fan	Save films for later	Find and watch your favourite film.	Unable to select multiple films to add to watchlist.	Selection	Disappointment

5.6 Usability testing interpretation and conclusion

Task	Sub- task	Quantitative Analysis				Qualitative Analysis	
		Success Rate	Error rate	Avg Time to complete	Median Satisfaction ranking (0-5)	Analysis	Problem Category
Create an account and activate trial.	Click sign-up from launch screen	100%	0%	0.5	5	Users were successfully able to click the button	None
	Enter details	100%	0%	1	4	Users were able to type in the details.	None
	Select preference	33%	66%	1	2	Users unable to successfully use toggle button	Serious
	Sign-up button	100%	0%	0.2	5	Users satisfied with the button.	None
	Activate trial	100%	0%	1	5	Users were able to enter the card details or paypal details.	None
Sign-In using SSO	SSO - sign-in	100%	0%	0.5	5	Users once registered successfully used SSO sign in one click.	None
	Back to launch screen.	0%	100%	1	1	Users unable to find a way to go back to launch screen.	Critical
	Normal sign-in	100%	0%	0.5	5	Users were able to enter details and successfully click the sign-in.	None
Find and watch your favourite film.	Home Page personalization	33%	66%	0.5	2	Some users didn't find personalized recommendations.	Serious
	Search button	100%	0%	0.5	5	All users were able to use the search button to find films.	None
	Watch film	100%	0%	0.5	5	Users were able to click and watch films. They were able to pause /payback /forward.	None
	Save films	100%	0%	0.5	4	Users were able to successfully add film to watchlist. One user wanted option to select multiple.	Minor
Overall	All tasks total/avg	80.5%	19.5%	7.7	4	Overall users were satisfied with the usability testing and they were successfully able to complete all the tasks.	None micro