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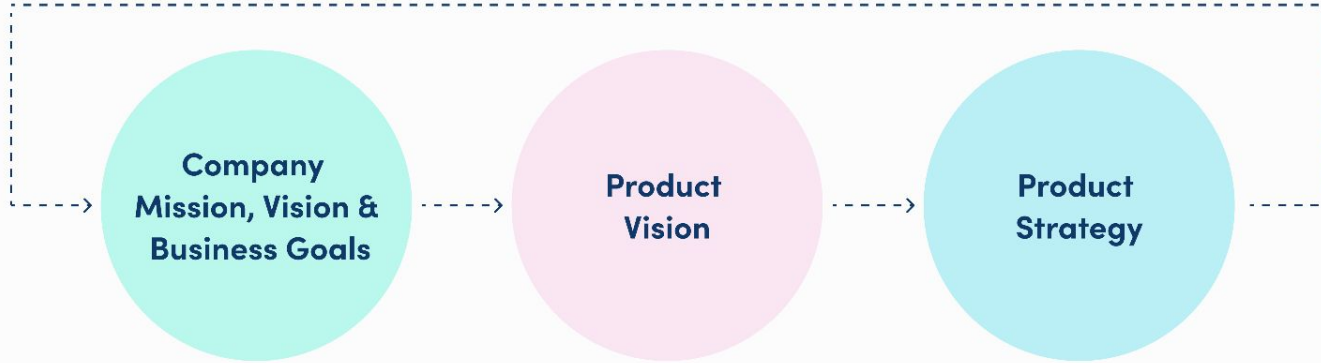
De-Risking Big Bets to Drive Impact

LET'S START WITH A QUESTION

**How many of you have had to
come up with a strategy and
then create a plan to execute
against it?**

Bring strategy
to life through
effective execution

Product Strategy



PRODUCT STRATEGY



• Creation

Implementation •

Forming

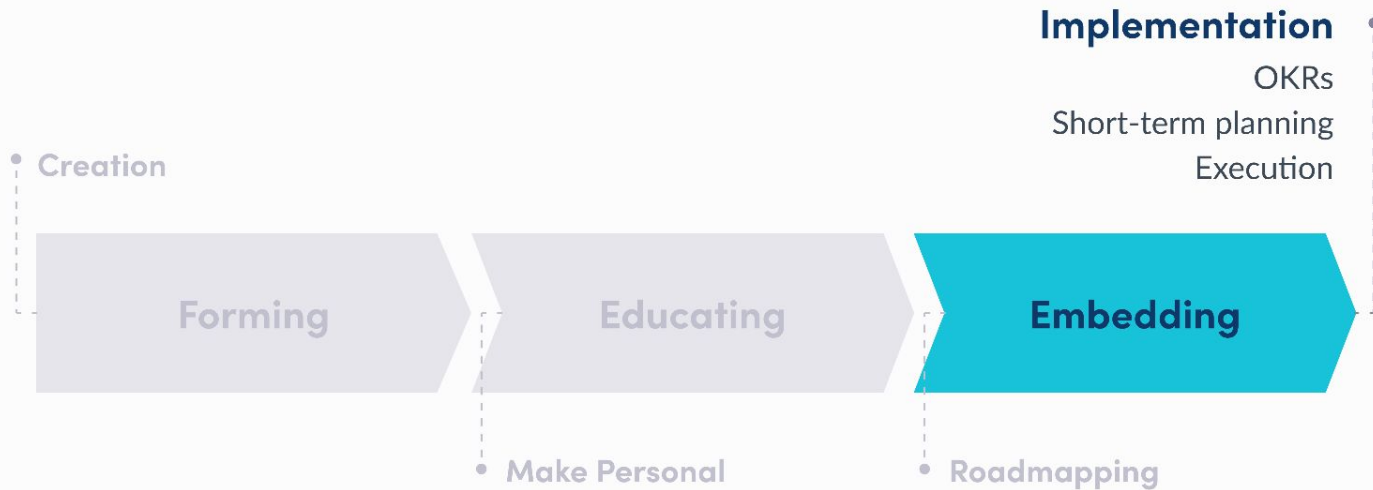
Educating

Embedding

• Make Personal

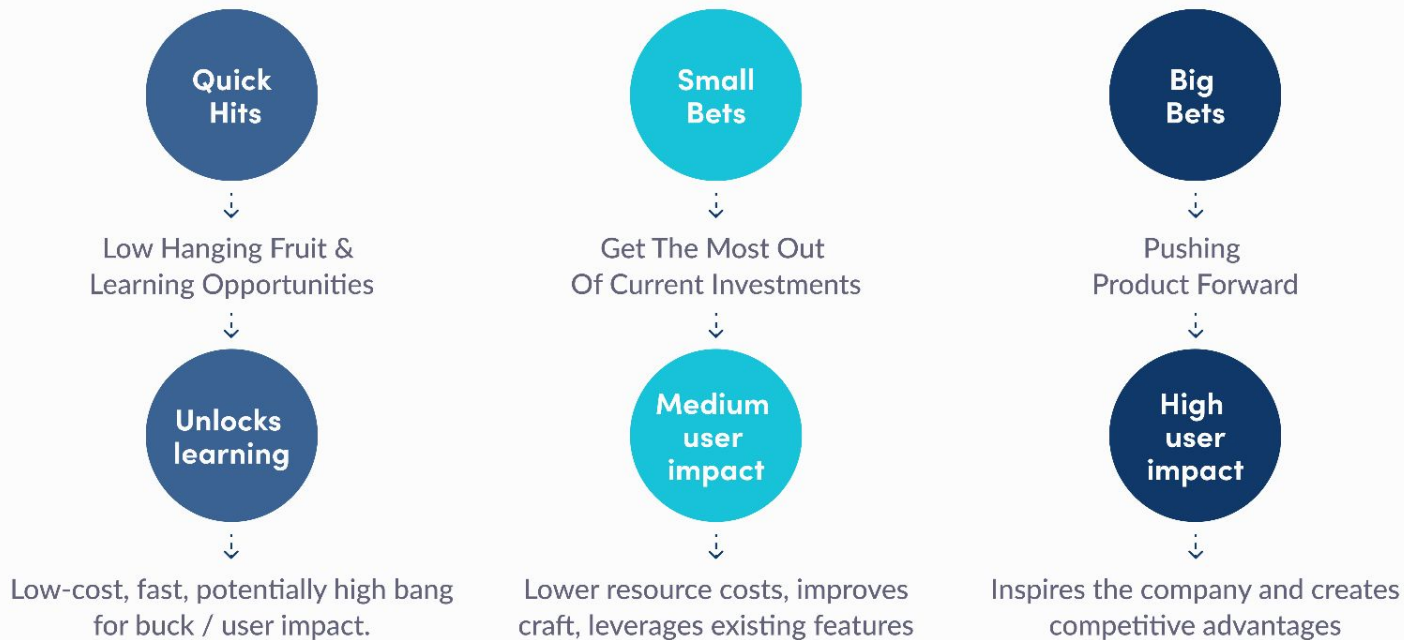
• Roadmapping

Effective execution

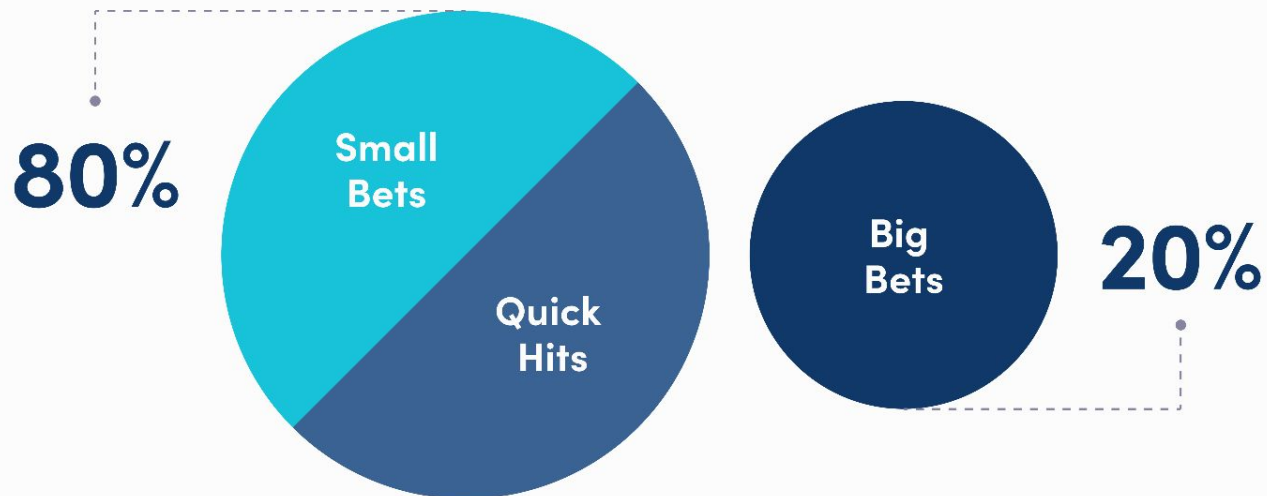


Now that we have our
**plan, where should we
start?**

Balanced Portfolio Framework



Portfolio Allocation



Big Bets are important
because they can
help us **unlock**
exponential business
and user growth

THE PROBLEM

But what can go wrong?

High risk

Big bets have a higher likelihood of failure

Tradeoff costs

Big bets can eat away at resources

Many unknowns

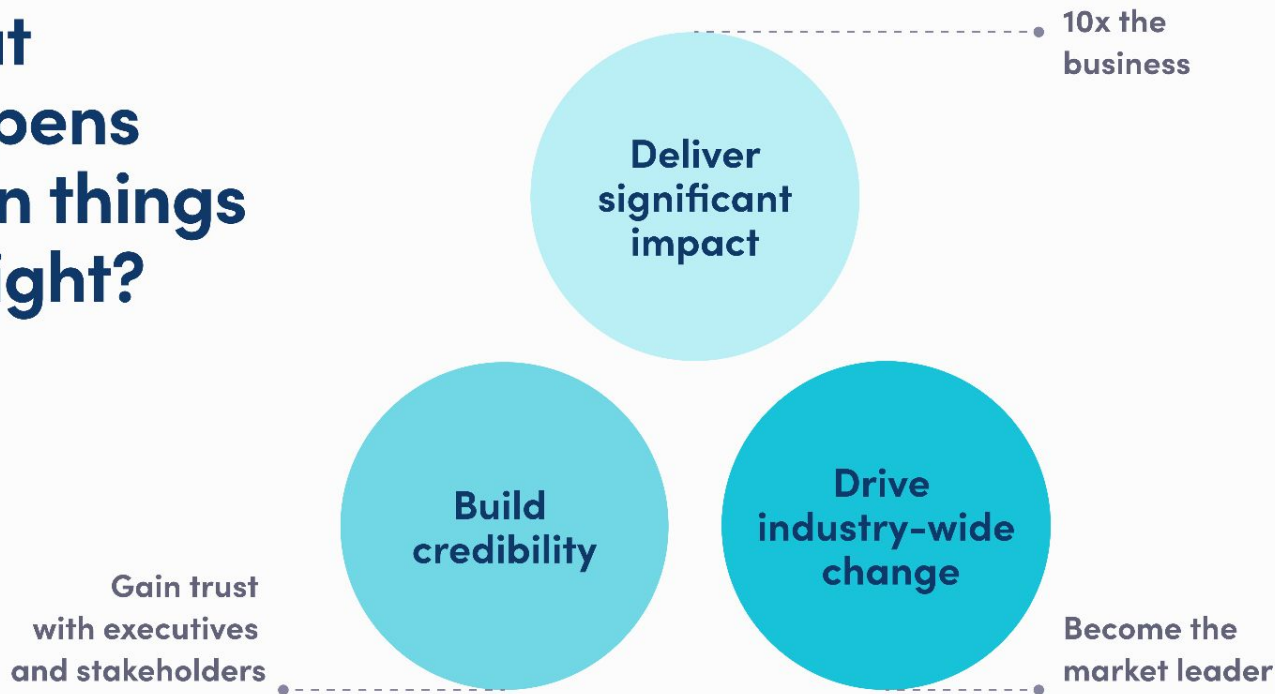
Leverage untested insights, data, and hypotheses

Time

Can take a long time to see results

THE BENEFITS

What happens when things go right?



**Let's put this
into action**



Case Study

Netflix Kids

TEAM VISION

Make Netflix the number one trusted service that empowers kids to effortlessly engage with their favorite characters and delightfully discover new ones.

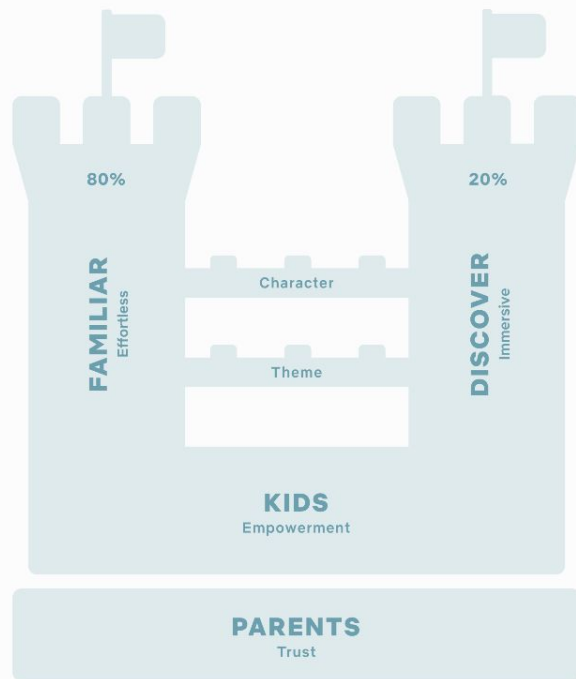
NETFLIX KIDS

3-Part Strategy

Build trust with parents
by increasing
understanding, control
and meaning.

Connect kids with the
content they know and
love.

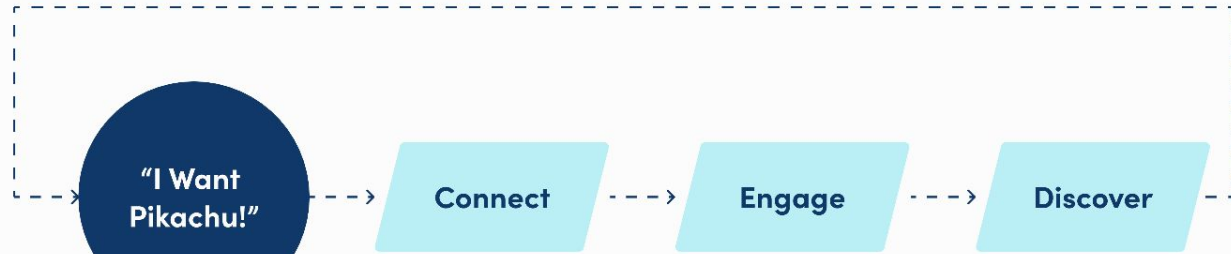
Facilitate discovery that
is grounded in the
familiar.



The Castle Metaphore

BIG BET

Strategic Approach



STEP #1

Connect with Favorites

Kids gravitate towards familiar, loved content. We can win moments of truth by helping them connect and immerse effortlessly with the things they know and love.



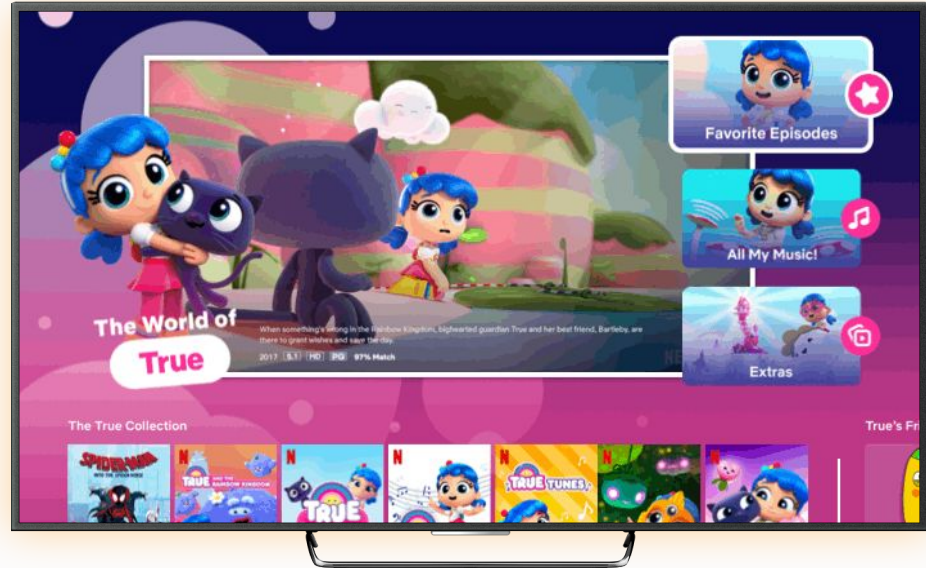


Brainstorming

IDEA 1

Character Universe

We hypothesize that a UI that allows kids to **explore the world of their favorite characters** will lead to increased engagement with all of the content associated with a character.



IDEA 2

Favorites on HomePage

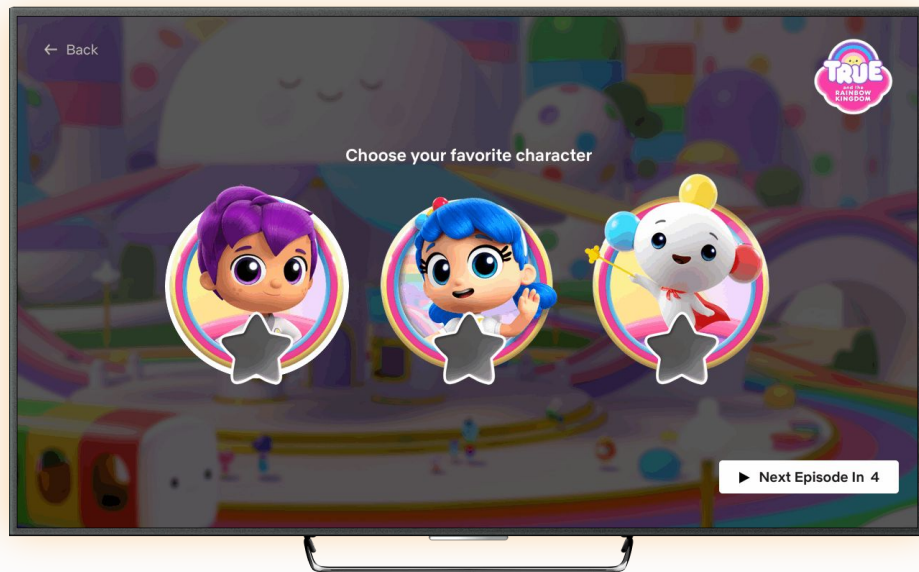
Kids Favorites in Billboard is a **multi-title video canvas** that replaces the Billboard on Home in Kids profiles with the kid's top 5 favorite titles. These favorites provide **one-click access to the Player state**.



IDEA 3

Explicit Input: Favorites

We want to explore novel ways to inspire kids to provide explicit input signals that can improve personalized recommendations.



QUESTION FOR THE AUDIENCE

**Which idea do you think we
picked to start with?**

BIG BET IDEA

Favorites on HomePage

What will it take to
get there?

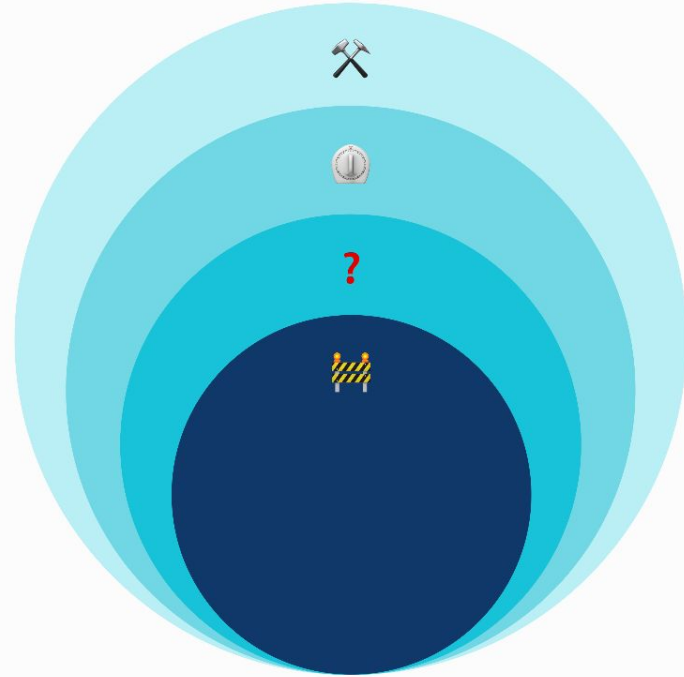
1. New kids algorithm
2. New kids characters art
3. Homepage UI overhaul
4. New click to play experience



GETTING BUY-IN

Challenges & Risks

- Resources
- Time to Develop
- Unknowns Around Impact
- Stakeholder Pushback & Alignment



GETTING BUY-IN

Our Approach



**Create
value with
stakeholders**

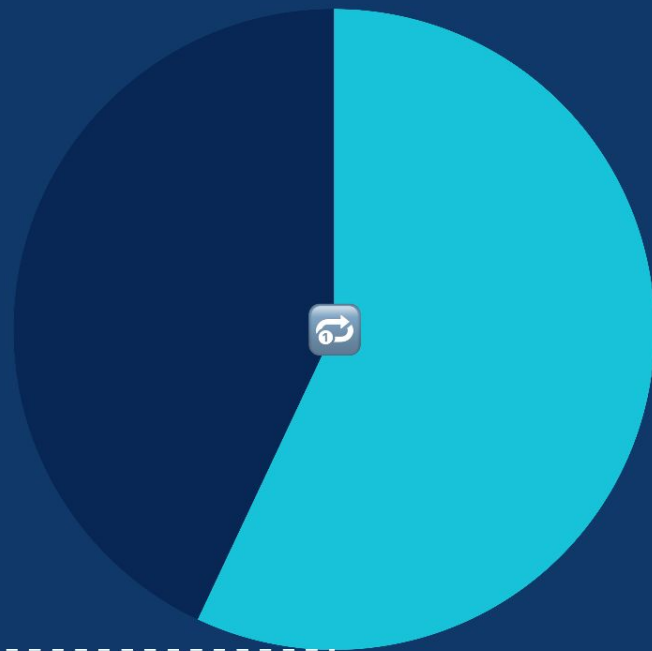
**Advocate
for resources
& investment**

**What
should
we do?**

We looked
at the **data**

WHAT ARE USERS DOING TODAY?

57% of the
hours in kids'
profiles came
from Rewatch



WHAT ARE USERS DOING TODAY?

Where do the hours in kids come from?

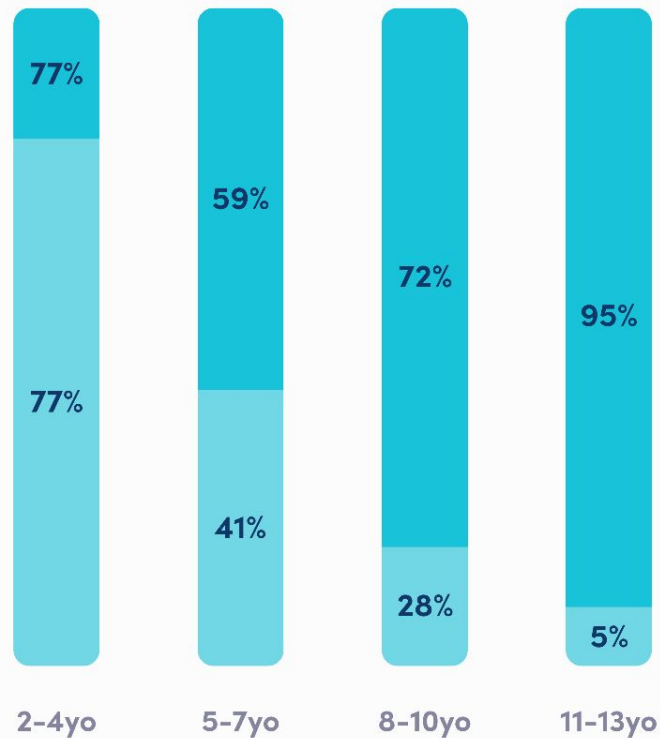
- 37% Search
- 26% Continue Watching Row
- 20% Watch Again Row



WHAT ARE USERS DOING TODAY?

Who's navigating to select the content?

- Children
- Adults

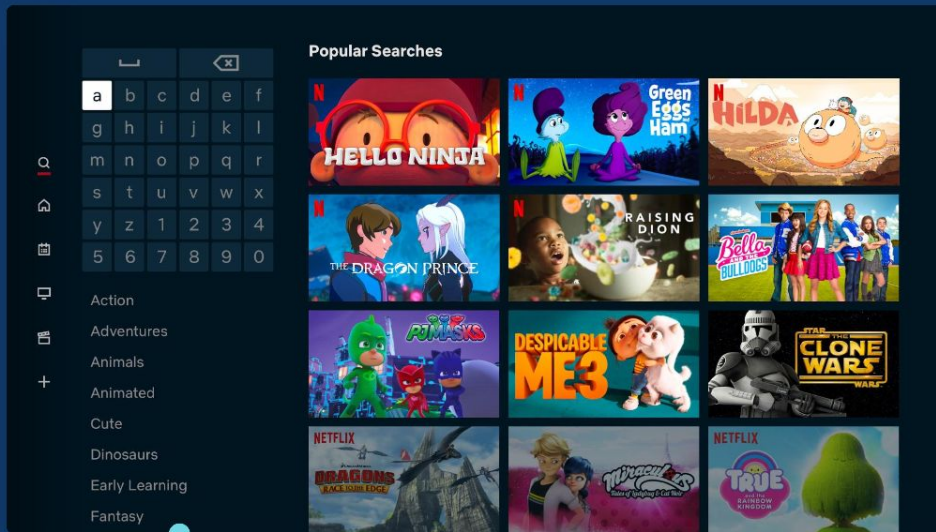


**What do we
currently have
in our toolkit?**

Aha!

IN OUR TOOLKIT

Under optimized search UI



IN OUR TOOLKIT

A 'Watch Again' Algorithm

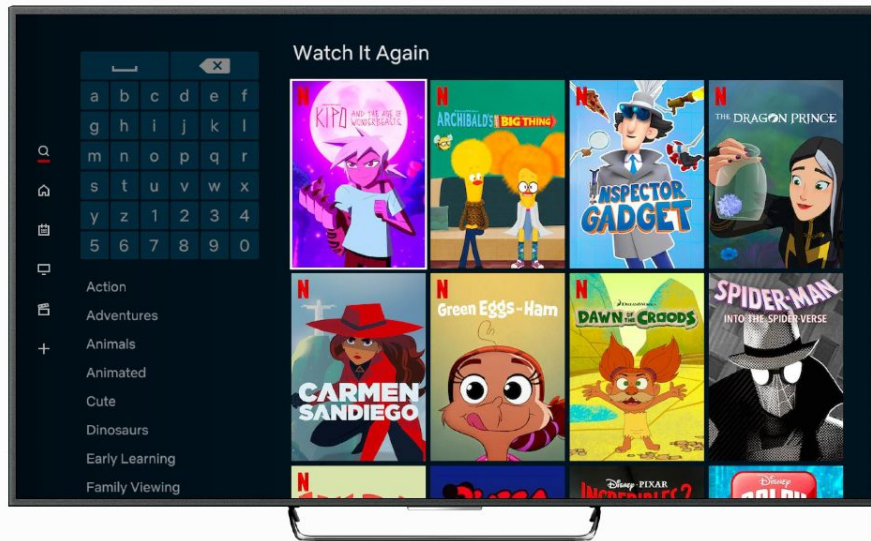


PUTTING IT INTO ACTION

Our quick hit idea

Hypothesis:

Merchandising rewatch titles in the Search pre-query canvas will help connect members with the familiar content they are looking for faster which will increase Streaming and Days with a Qualified Play.

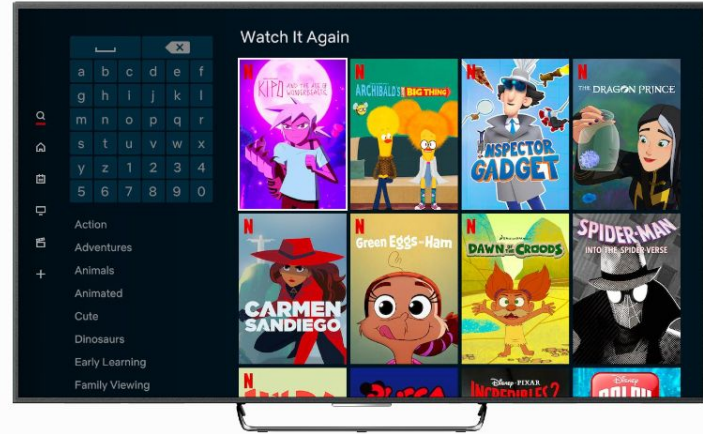


QUICK HIT SOLUTION

Let's walk through the Quick Hit Test



Control



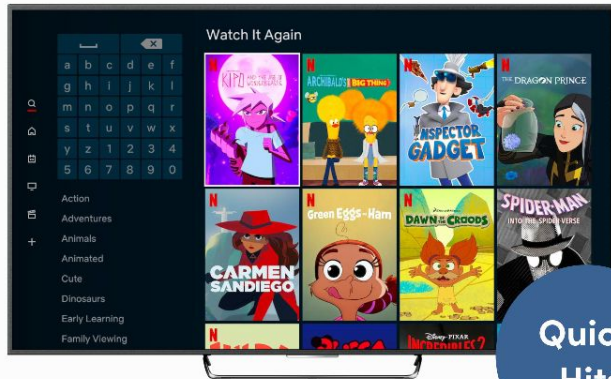
Test variant

Findings

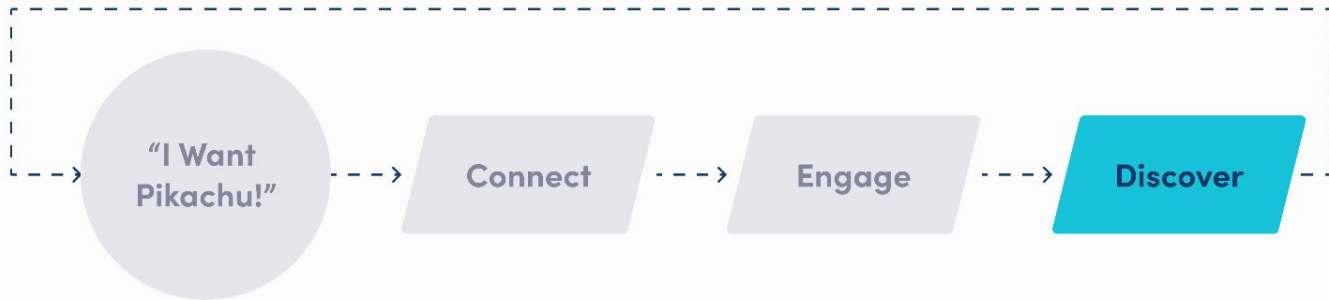
1. Significant increase to core metrics
2. Got the buy-in for resources and investment
3. It got everyone excited 🌟



Balanced Portfolio Framework



We didn't stop here



KIDS DISCOVERY QUICK HIT

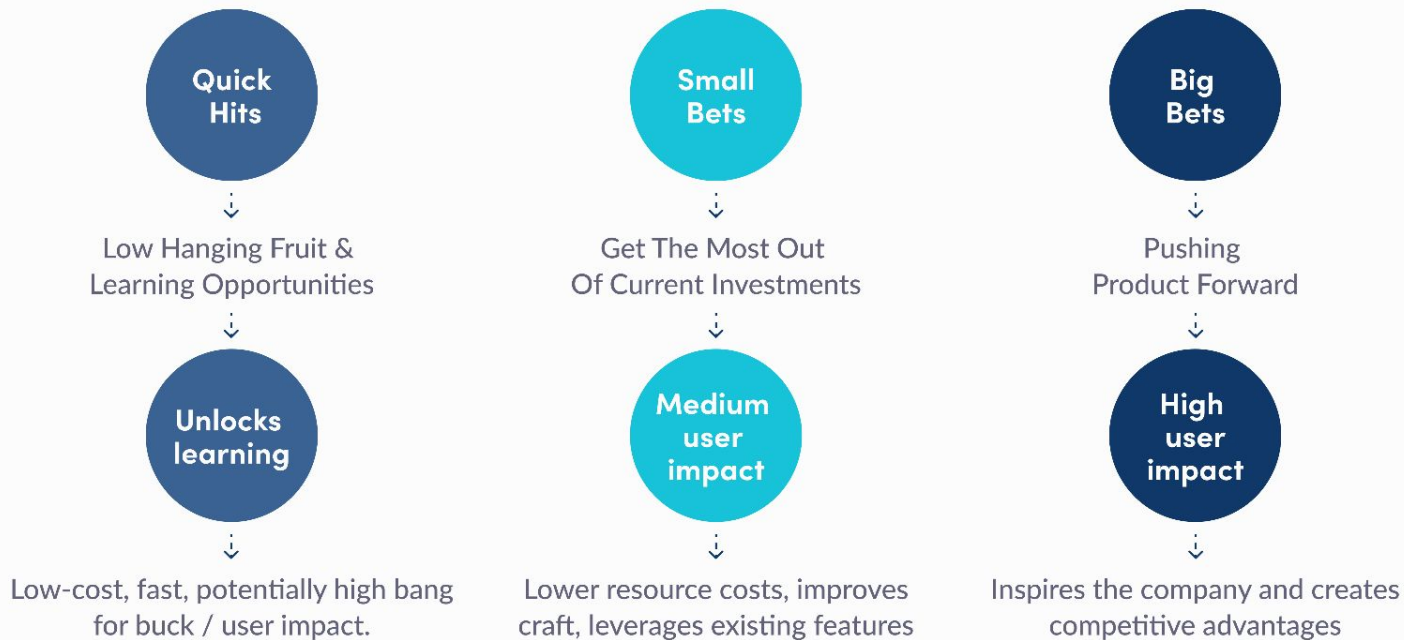
Unboxing

We know kids love to explore, imagine and dream, and we believe that **kids just need a different way of approaching discovery**; one that is less intimidating and 'risky', and more delightful.



KEEP IN MIND

Balanced Portfolio Framework



Key Takeaways

1. Develop a clear and informed strategy
2. Dive into your research and data
3. Understand your available toolkit
4. Test your core hypotheses quickly
5. Leverage the learnings to de-risk big bets and get buy in
6. Continually learn from big bets and apply to future decisions



Michelle Parsons

Featured experience

Hinge

NETFLIX



Spotify



Product School

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Connect! 