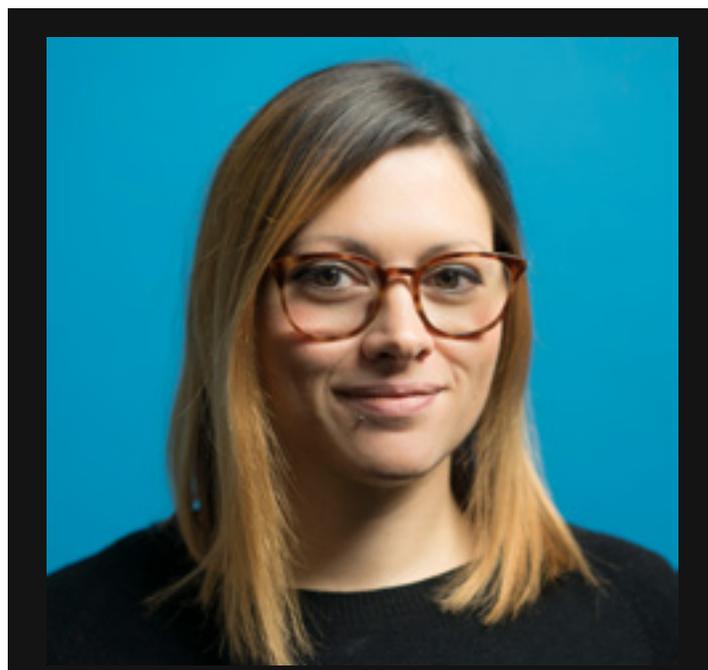# MAU [Talk]

EP. 013

A CONVERSATION WITH:

BLINKIST

GESSICA BICEGO

SR. DIRECTOR OF GROWTH, PERFORMANCE MARKETING

MAU[Talk] 00:01

Hey guys, welcome to MAU [Talk]. A podcast from MAU Vegas, the premier mobile acquisition and retention summit. In this episode, Adam reconnects with past MAU, Vegas speaker, Jessica Bicego, senior director of growth and performance marketing at Blinkist. To learn more about how the app is preparing for iOS 14, and what challenges or opportunities, these audience changes will present for acquisition and growth at scale. Let's get started. Over to you, Adam.

Adam Lovallo 00:26

Well, welcome to the latest MAU [Talk] episode. I'm joined by my friend Jessica, who is to be fair, one of the first people that have a mobile growth podcast, one of the only ones I listened to certainly. That's a good, thanks for joining us, and I'm so happy that this worked out.

Gessica Bicego 00:46

Thank you so much for having me. I'm super excited to be in this podcast.

Adam Lovallo 00:50

Okay. All right. So I bet that anyone listening to this has been to the MAU events, and therefore probably knows you. But on the off chance that someone does not, what is your what's your role? Tell us about Blinkist like, what's your whole? What's your deal, professionally?

Gessica Bicego 01:08

Of course. So um, what do I do a Blinkist? I've been there for five years right now, a long time. I've never been for such a long time in a company. So first of all, let's start maybe with Blinkist what is it? It's an app that helps you digest, like knowledge through podcasts, and, and books and books. So what we do is that we take all the best nonfiction books out there, or the best podcasts, and we create a 15 minutes version that you can read or listen to in 15 minutes. We've been active for a lot of time, I think we were founded in 2012, but officially launched in 2013. So it's been a long time. And what do I do there? To be honest, my role changed in the years, I started as leading the performance marketing team. So the team that is taking care of user acquisition. And that was, that has been a still my role, to be honest. But they also actually acquired a second part I'm leading, I'm the director of growth. So that means that I'm leading, let's say everything that is related to growth and revenue growth. That means like a cross functional team, between marketing and product. This is something that I started to do around one year ago. And I have to say, it's, it's really, really exciting. So I'm not so far. It's not boring, I have to say.

Adam Lovallo 02:24

Okay, all right. So you're, you're a modern growth marketer, and for the record? Is, is all of the Blinkist content in English? Or are you doing what's the internationalization look like, of the content and user acquisition? I guess.

Gessica Bicego 02:43

Yeah, good point. So regarding the content of the app, we are currently active in English and German, because we are we're based in in Germany in Berlin. And, of course, our main markets are the US followed by by Germany as well. That being said, since we have English, and you know, there's a lot of people out there that can speak in English, we're actually active in a lot of countries. So if we look at like user acquisition, we mainly target the English speaking countries and the German speaking countries. But we're also active with rest of the world campaigns in all the other countries as well. There will be European countries, for example, we're pretty big in India as well, and so on and so forth. So we don't limit ourselves. When it comes to strategy, let's say we still tend to focus in a couple of countries, because I think, you know, you can't really just with English is not the you can really get all the users possibly in all the countries. So when it comes to strategy, we really focus on growth in the US, and in Germany. And then we always keep an eye on the UK, Australia, New Zealand and Canada, because these are also big countries for us, since the language isn't English, but what we notice is that, especially between US and the UK, you may think that there's, you know, two countries speaking English, maybe fairly similar, it actually really, really different. So what works in the US, is completely different for what works in the UK. Also, the prices are completely different. I think we talked about Adam, that. For us, podcast, advertising is pretty big, and it works really well in the US. On the contrary, in the UK, it just doesn't work because it's too expensive. So it's always like, even if we're doing the same languages, there's so many differences.

Adam Lovallo 04:25

Interesting, okay. Is it, is podcast consumption, and like, you know, time spent and stuff a lot lower in the UK, like there's just less people doing podcast stuff, or just for whatever reason, they're able to charge more?

Gessica Bicego 04:39

No, I don't, I think it's just the market is really expensive. So we see the same on other channels as well. Like if we look at Facebook, for example. And we mainly do look alike 1% to 3% we will see that the prices in the UK are always higher than the one in in the US. So I think that probably our type of users, our core audience is just more expensive in the UK than it is in the US. And you know, at the same side at the same point, it's cheaper in other countries as well. So that that really depends. That's a PDA is like UK is something that we really want to tackle, hopefully, we will be able to do that soon. Also something to consider is that, although it's a small difference, most of our readers and then the writers who had that's how we call them, they're actually American, so they will have an American accent. And right now we're trying to be more inclusive and you know, have like more and more different type of accent in the app. And I'm pretty sure that this will also make a difference. But we'll see. I don't have any results so far.

Adam Lovallo 05:41

Gotcha. Okay, awesome. So spectacular, great introduction. I've got a miscellaneous grab bag of questions. And we're recording this March 12, which is an important note, because it's pre we're in the midst of all of this att, iOS14, whatever upheaval. So first of all, I have to ask, How have your iOS14 preparations been going? Are you guys, you know, I'm starting to see people writing like, oh, we ran such and such tests on list lift off. And these are the initial results, we saw going after, you know, a SK ad network, you know, whatever bow, like have you have you gotten to that point yet? Or where are you in that process?

Gessica Bicego 06:25

So we've been I mean, we've been talking about about this change for a year, almost right now. And be we've been waiting for that. The problem is that there was not so much to do till like a month ago, like it was not clear when he was developed, it was not clear how to implement this carrier network. So we started but we always reached like a point where yeah, we just like couldn't go on anymore. So what we focused on in preparation is to change our revenue estimation. So paid acquisition is one of the most important part of our business. That's how we bring new users on

board. And we've, we've actually developed like a good a good system so that at day zero, we can predict how much revenue we're going to make a day eight and day 90. Now, what happened is that, especially before this change, we were using as an input information, the campaign where the person was coming from, the campaign, the device, the platform, and so on, and so forth. Knowing that this change was happening, what we did is that we change the system in order to use information that don't depend, you know, on all the this attribution nightmare. So for example, we don't consider the campaign anymore, we don't want that or the asset or so on. Instead, we use actions to predict the revenue. So we see what the users is doing at day zero. And we try to understand how much revenue is going to come day 8, day 90. These, to be honest, has been the main focus of the team. In the past, like I would say, two months to build a system that can allow us to really have a good estimation, because that that's all we care about, let's say. Then we also started, of course, to rework our campaigns, especially destructor, just to make sure that, you know, we are prepared to the new system. Right now, what we see is that I mean, there's already like, there's, like, we already see the results, you know, of this change, we already see that, for example, we saw like an uplift in the organic side. And we think that is probably dependent on this change, because people are already using the beta version. What we see is also like a slightly lower purchase rate. And my guess is that the quality of the audiences are already changing. And that's, that's the main thing that scares me a bit. Like, so far we've been working with, for example, on Facebook, we look at like one to 3% that are working pretty well. Soon, these look like one to 3% you know, they're not going to work because they're going to be so general.

Adam Lovallo 08:51

Okay, I want to interject, because I've been having this debate. So you know, I, in my day job, if you will, I'm running campaigns and doing the agency thing. And I talk to other guys running agencies. And I was talking to a friend of mine this week, he runs a very big creative agency. And he said, Well, I'm really concerned about iOS 14, not so much because of the implications for app install tracking, which he agrees are very problematic, challenging, but simply because Facebook's ability to generate audiences and do targeting is gonna be significantly curtailed literally, by definition, a large percentage of the population, they won't be able to create look alikes, from because most people will be opted out. And my take was, I don't know. I mean, all of the targeting is modeled as in almost all the targeting is broad or look alikes. It's like interests and stuff and demographics and stuff, at least for the stuff that I run are not as nearly as important as they once were. And so well it's all model. Yeah, the the subset of data that they can model on will be smaller. So that's not good

Gessica Bicego 10:03

Definitely the type of users that can bring on board is just going to be different. And we will really see the effect like already. Now there's no, there's no other explanation except the fact that Facebook doesn't have the same power in finding these audiences that he had before. Now, is this super scary? That depends. Like, I think that, you know, we've been working, for example, in our case, with this, like super narrow audience that works really well for us, we're just going to have to, you know, learn how to work with much broader audiences. And what I guess also as that there will be cheaper, so yes, we will lose in terms of performance. But then in theory, we also going to have cheaper audiences to buy. So we should be able to find to find like something in the middle, I think where we need to be really good and fast is like changing our creatives. Thing, one thing is to talk with like a super narrow audience, super similar to the users that you have already on board that you know, you know exactly what they want and how to talk with them. Another fate is to talk with like, more general people to maybe you know, you don't know if they are interested or not in your product, like you need to be have a more sexy creative, you need to bring them on board, maybe explain a bit more about what you do. So that's where we are focusing right now really focusing on the creative side, to come up with new ideas with new creatives that are much broader, and they can resonate with this difference in targeting, if it's not going to happen. Look, I'm gonna get drunk. That's perfect, but let's see.

Adam Lovallo 11:29

It in many iOS 14 questions, because I didn't think about this a lot. So there's one theory which suggests, well, you know, Facebook, it takes advantage of the most, you know, this user data, etc, etc, etc, Google's close second, and they're gonna be hurt the most because they're, you know, they're, they're, they're modeling, their targeting will be more limited. And therefore, other sources, contextual stuff, for example, is going to go through the roof. Anybody who is still hanging on at any contextual ad network, because they can finally say, well, you know, you're promoting is a game, of course, you should advertise in my game, right, which is great. I think it's wonderful for the Mongols and economic world. Um, so do you think that we see less concentration channel concentration? Put Blinkist aside just industry spend on like, the Facebook's and Googles of the world as a consequence of this? Or do you think that the, you know, sort of status quo or or even more concentration? Like, what, what's your take on that, because I've heard different opinions there.

Gessica Bicego 12:43

I don't think it's gonna change to be honest, like, as I said, I think, you know, there were a lot of changes in the past, like five to six years, so they're in the mobile mobile industry. And whenever there is a change, we always been like, oh, my God, how are we going to do it? And yes, everything is going to change. At the end, nothing really changes. Why because all the business, they evolve, and they learn how to deal with the situation. So what I think is that Facebook and Google, first of all, you know, they have like a big reach, they're easy to scale there, it's so easy to launch campaigns, they're still gonna remain like the main players, it's just the we're gonna change again, the way we're gonna do it. It's just that maybe what will change I think is like the distribution of the of the publishers that are going to invest on this, I can imagine the maybe people that have been spending tons of money on Facebook, suddenly don't know how to do it, because the performances are really bad, and maybe they will switch to another like some of some other channels. But then there will be another player that was not spending on Facebook before that is able to crack broad audiences, for example, and will be able to make Facebook work. So in my opinion, it's really not gonna change. What do you think?

Adam Lovallo 13:52

I tend to agree, I mean, that's always my, you know, I joke around with people about digital marketing because implication is, oh, you know, everything's changed so much. And mobile app install space, you got UA C's, and whatever. I'm like, Yeah, but literally, when the App Store launched 10 years ago, once the app installed products exist, because they didn't initially from like Facebook, like, the budget, distribution is basically the same as it is now my god, you know, like, yeah, it's changed, you know, your UID is gone, right? Like now idfa gone, but like, seems like you know, you still rock up with Facebook and Google at 80% of spend. And by the way, in non app install categories, like e commerce, it's the same thing, like you have the same level of channel concentration. So I don't know I tend to, I tend to agree with you, but here, okay. I know you're a big fraud person, or at least have dealt with fraud related stuff a lot in the past. I've read some stuff, I don't know in the mobile debemos, slack or somewhere, but people speculating on fraud implications of all this stuff, basically that I don't to be honest, I don't fully understand it. But you know, idfa, unique identifier. Now there's less unique identifiers. So therefore fraud might be easier to, to, you know, do. What what's your take on? That is probably a big problem for you. Do you guys spend a lot of time on that or not really?

Gessica Bicego 15:15

So to be honest, is never been like a main focus, mainly because I think we started spending more like, let's say, normal display networks, only one year, one year and a half ago. So before we were only spending on, you know, fake the usual Facebook or Google paid content that is really strong for us, and then a lot of offline channels. But yeah, it's only only one year, one year and a half ago that we started to work with it with networks, definitely, we've seen that. As soon as you start working with networks, you really need to pay attention to fraud. But at the same time, I have to

say, so we actually put some mechanism in place, together with our attribution provider there is adjust. So we're kind of cover or not to scared because whenever there was something we noticed right away, because I mean, you see, you see immediately what happened to the all the main metrics for acquisition, but also the engagement metrics. So of course, we had a couple of like, bad situation where we lost tons of money, because, you know, for example, in affiliate marketing, there were like a couple of like, yeah, providers that were like, yeah, kind of stealing, let's say, a little bit of traffic. But it's not something that that scares me to be honest, and now also for the future. I don't also imagine us going to a world where we spend 30% of our budget on networks. I could see a small amount of spend, everything else is more control. What I hope actually, is to move more into a direction where we spend more on the offline channels, so podcasts influencers and TV. And the reason is that I feel and again, this is like just a gut feeling. When you know, if you have a really good strategy on Facebook, and Google or whatever digital channel, it's so easy to copycat, you know, someone can come in. And we've seen so many ads that are similar to the Blinkist one, especially on paid content. I mean, we see it all the time, like people using exactly the same articles. It's just easier. But when you try to do the same on the podcast, influencer or TV, or radio side, it's just different. Because first of all, there's a lot of like stuff that are hidden that you don't see. But also it takes a while to build, for example, podcast advertising, it's not a you can suddenly start to spend a million on it, it doesn't work like that, you need to build it, you need to start with 10k at 10%, month over month, spend 70% in testing budget and 30%, in what is working and build it. And I think this is really hard to replicate. And that's the direction I want to go. I want to focus on channels, where no one can do like in one month, just like do exactly what we do. And maybe take us over while on Facebook and Google. It's easier. It's easier to do that.

Adam Lovallo 17:53

Okay, I love that. I've got a few follow up questions. Um, let's talk about audio. So you've done a lot of podcasts that makes sense, given the nature of the product. What about what about radio? Either programmatic, like conventional radio ads, or like live reads from hosts? Have you tested regular old radio? Or do you think that just demographically isn't a fit for core, you know, Blinkist entrepreneurial people or whoever the main Blinkist audience.

Gessica Bicego 18:25

We started to invest, I think it was yeah, last year, I can't remember exactly when. And so far, it's been working really well. So we didn't do it before because of what you say, like I thought. It's such like an old media like looks like TV. I'm not sure. But at the same time, you know, we're really strong in one use case, that is the commute. And a lot of people when they commute, they actually listen to radio. So we did a test. I think the first actually the first test that we did was two or thee years ago, and he was with the SIRIUS XM. And it didn't work a lot at all, like I remember, we did both, like some general like, you know, normal ads, let's say recorded that will go live. And then we also did some like live read by the hosts. And of course, the live read always, always performed better. But overall, it was not a big success. We try it again in November, or October, I can remember any actually worked much, much better for us. So I see a lot of potential. It's a media that works. I think the question right now and you know, whenever we tackle a new channel, then there's always the problem. It works. And then the question is like, can we actually scale? So now it works perfectly. It performs really similar to the to the podcast numbers, but like the spend is really small, and now we're trying to understand, okay, how can we, how can we actually make it bigger? And right now we've been working with not programmatic, like it's still like kind of like manual media buying, let's say through agencies, but with the general spots, so we don't have the live hosts at the moment, just because they're much more expensive than that. But we will be trying like we almost consider them as a different thing. I think one thing is like doing media buying, like a general TV, like radio spot. One thing is to do the live the live read with the host.

Adam Lovallo 19:27

I know. I mean, I know they're not exactly a direct competitor. But Audible, for a long time has been a major podcast and radio sponsor. So you know that there's some evidence that it could work as a channel?

Gessica Bicego   20:27

An influencer.

Adam Lovallo   20:29

Yeah, yeah, exactly. What about? She thinks it's SIRIUS. Have you been keeping an eye on occasion, I read articles about Spotify starting to roll out what sounds like a self service platform. I haven't messed with it at all. Have you? Maybe that maybe you consider them to be more directly competitive than as a channel. But what about stuff? What about other streaming sources? Like a Pandora or Spotify or those on your list? Are they too small?

Gessica Bicego   20:55

Yeah, we try Pandora a couple of years ago, but it didn't really work. I think it's because correct me if I'm wrong, because I'm you know, we don't have it here in Europe, so I'm not sure. But I think you only hear the ads if you don't pay probably the fee similar to Spotify. Yeah, I guess that's my feeling. Like, I think that we are trying to target people that are willing to spend around 80 euros, you know, a year I'm talking about euros by the US dollar well, and in order to really invest in the in themselves. So I think maybe the platform is not probably the right one, you know, if people are not willing to invest in that platform, maybe probably then are also interested in investing on Blinkist as well. Spotify. So I've been in contact with them over the years. Like, it seems pretty interesting for us. But so far, I remember they gave me some prices a couple of years ago, and he was just like, not worth it. No worth for us to test. So I don't I don't see this happening. I heard about like, recently that maybe they're gonna have like kind of a paywall, and try to like sell, like the access to podcasts. That could be really interesting for us. Because at that point, we are people with like high intent of listening to like an audio content. And I see, you know, I see that is so close to our users as well. So maybe we will be able to test it. This is the fun part about acquisition that you test something like three years ago, and then it doesn't work. And then you test it again, like three years after and boom, it's amazing. And it works for us. Yeah, so we're definitely gonna try it again.

Adam Lovallo   22:32

I mean, eventually, like the natural evolution of every channel, oh, not every but most, they start by saying us as a premium vehicle, we only do brand campaigns, the cpms are really high. And they start saying, well, we have some performance media, but you know, not that's really branding. And then they get to the point where oh, we have a self service tool. We've got look alike audiences, you know, they basically recreate Facebook's ad platform, Snapchat has done that admirably TikTok has done the exact same thing, although much faster. So it seems like my sense is a lot of these audio platforms, for example, are not there yet. Like they're not at the point where a majority of their dollars are coming from self serve performance advertisers, but like, they will get there because everything gets there, because that's where most of the spend is actually, I think they're early in their curve. Okay, I got a couple more for you guys run a lot of I don't know if it's our printer tool, or other stuff, or both, or whatever.

Gessica Bicego   23:28

Both.

Adam Lovallo   23:28

But you spoken about it at MAU. And from what I've seen, it's a lot of like, this super selective startup is harder to get into than Harvard or whatever, like, which I think is great. Um, you're one of the only app centric advertisers that I've seen that's been able to really make that channel work. And a couple years ago, I can't remember when exactly it was, but when Safari introduced the additional prompt, when you clicked on a link going to the App Store from mobile web, the little confirmation prompt, I don't even know that. I'm sure you want to go to the App Store. I was like, Oh man, this is gonna, this is gonna vaporize mobile web inventory. I mean, that what a killer and it makes it sound like scary that

you click the link to go to the App Store. I don't sure there are good reasons for that. I still don't really understand what the rationale was. Despite that, you've been able to make it work. But I'm curious, like, have you had more success driving into like a mobile web kind of funnel and dealing with the app later? Or, or do you actually make the you know, prompt app store page, you know, full funnel, normal flow work? What have you seen?

Gessica Bicego 24:40

So what we've been trying we've been active like in the content for a while right now I think yeah, since the beginning, actually. So it's been probably four years, four years and a half. took us a while to get it right. We we focus on all the mobile traffic. Again, pick on is actually our main spender. So as the top spender if you look depends on them. But like it really like it's our one of the most successful channels. And so far the only flow that has been working is that we send people to the, to the magazines or to the blog posts. But then every call to action will actually lead to the App Store or the Play Store. So straight and straight to that. So you read the article, but every call to action goes. But to be honest, I say every call to action, but in reality, most of the clicks they happen in the smart banner on top. So we always have the smart banner that talks about like Blinkist, download the app. That's where people click the most. We've been trying to be honest, to keep people on the website, because of course, you know, it will be it will be pretty nice for the proceeds as well. We've been we've been doing a couple of experiment. But yeah, so far, we don't have a major winner. Let's say we're trying to do like more interactive onboarding, like more, because I think on the web, we can recover much faster, we can build more like tailor solution also, depending on the articles. So for example, recently, we did an example where we try for specific booklists, to have a specific onboarding, based on this booklet. So we can read like much more dynamic for every kind of article, do something different, but still, like, the flow that goes to the mobile side is still the best. And yes, it's it's pretty interesting that like, such a longer flow, works better than sending people directly to the to the App Store or the Play Store, I saw a lot of competitors, not competitors, like other apps doing this. So you you see the ad, but then when you click you go direct to the store. But I just think that it doesn't really work. Because the people that are, let's say that are receiving this content, they are reading something online. So they are like in a magazine, they are like in a web scene, and they want to consume content. So you need to give them this content, we also noticed that it's not that we can write whatever thing that comes to our mind, you know, we need to write something that is actually that is actually like interesting for the people. And although the titles I know that they may seem really general and like a little bit clickbait if you want. What we see is that people read this article. That's the thing. My first I think, when we were, you know, still doing the first experiments, that's the first thing that I was really surprised, like people are reading this, people are really interesting into this. And that's why actually they performed better than any other platform. Because they read an entire article about you, they know about you, they understand why they're curious, they want to figure it out. And that's why they click and they they want to know more. The only thing that I have to say that that is difficult about this channel is is the content. So on Facebook, you need to find new creatives every i dont know, two weeks, right? Especially if you have a high spend maybe even more than that. In in pay content, we have what we call the holy grails. So when you find a content is actually last almost forever, and you can kind of refresh it until like it works like forever. Now there is a problem with that, that when you start spending a lot, if you only have three or four holy grails, people start seeing the same articles over and over again. And unfortunately, both albon into blood, they are not really good at excluding customers, like existing customers existing users. So the risk in my opinion is like an overload of the same content to the same people. And that's where we are recording, especially now that we are one of the big spenders, we're working with them directly to try to solve this problem. And at the same time, on our side, we're trying to diversify the content to make sure that you know, we don't have just like the super high performance article. But maybe we have like a baseline like a lot of long tail articles. Maybe they don't work as well. But they're different. And they bring like different kinds of users as well.

Adam Lovallo 28:41

Yeah, I've seen that. You know, I actually started my agency business, just running outbrain iin Tebula. It's all spending millions of dollars a month. But everything if it worked, and my experience eventually went to zero because I was like I just we couldn't recreate the thing, whatever it was that worked, it eventually would start giving back. You know, the click through rate side was just drop and drop and drop and drop. And it seems like those networks are so focused on yield optimization for the publishers, ie, you know, click through rate CPC bid get give the most yield. They like, you know, what did what our waiver went below .21% or whatever the spend was, like gone, but like if it's about .21%

it would spend like a million dollars like Okay, well this thing is sensitive. Um, okay, really cool. Very cool. So I have a question for you is, is your category your model, subject to the like recurring billing, you know, Apple and Google fees for because it's a subscription service if people sign up through the app. That is the case, right?

Gessica Bicego 29:48

Yeah, yeah, yeah, exactly. Yeah, we have monthly and yearly subscription. We actually introduced monthly only a couple of like couple of years ago, because everyone was asking for funny enough. When we launch monthly, what happened is that we had an uplift in purchases of the yearly. Because probably, right? Yeah, exactly. It looks so cheaper. But yeah, we still have it, we still have the monthly as well.

Adam Lovallo 30:11

And so one thing about iOS 14 people are saying, well, we really, really are going to try. There's like an app store blog post about this, you know, anyone doing especially subscription billing will really try to make mobile web onboarding work for a couple reasons. Firstly, by definition, the tracking will be better, right? You could create a dedicated landing page for every single channel track who subscribes and you don't even care about UTM parameters or MMP stuff, you just know that anyone who came here is, you know, came from TikTok. And second, obviously, people wouldn't be subject to the subscription billing fees that the you know, that the play stores are taking, you know, for using their payment methods. Sounds like you're already testing that. But like, do you think, do you think that will be like an industry thing? Like, do you foresee many, many quote unquote, mobile app businesses that we think of as mobile app businesses today? Start really investing in mobile web kind of funnels and onboarding to try to do that? Or do you think that's like, based on your your initial testing, You think that's like, not good in theory, but difficult in practice?

Gessica Bicego 31:20

Yeah, I'm more on the second side, like I think it's in theories, I guess, is an amazing idea. And to be honest, if you look at our, okay, ours, making web work has been there for like one year. And yes, we make, we keep making incremental successes. But we haven't found something that is like, oh, my God, these now make web works. And we're going to move towards like web acquisition. And to be honest, I think it's actually a bit easier for us because we also have a web app. So you can actually access Blinkist on desktop, through the browser, like you don't you don't have all the content, for example, shortcuts, there is new format that we launched in January. It's actually not available yet. But still, you know, we have some people using the product on web. And still, it's so hard. Because at the end of the day, we are enough, most of our users and customers, they user, the users like in their you know, with their mobile phone, the users on the go, that's one of the main use cases. Yeah, I think it's pretty tough to make it work. What I have seen as that since six months, I so a lot of different mobile apps, doing experiments, like sending people to landing pages, instead of like the App Store and the Play Store. I also heard about like a couple of like apps, for example, one in the fitness side, that is, say that is working was working very well, because the prices were much cheaper. In our case, it's actually working, it's just again, a number a matter of scale, I can work on a smaller scale. But then as soon as you try to scale it up, it doesn't really work anymore. I think also, to be honest, the problem that I see in most of the of the apps is that there are apps, and so they have like maybe an amazing like, you know, product team that is focused on like making experiments there. And maybe they focus on automation, they have a lot of system in place. But when it comes to web, they're not used to produce tons of landing pages. My background is actually more on the let's say on the on the on the travel side, that is mainly web. And for example there. You know, it's all about it's all about web is all about landing pages. And I was working at Kayak before and we had like an amazing system in place. Like we could develop like a lot of landing pages and like automated them in like, you know, one second, we're not ready a Blinkist, we don't even have enough people in the team to do it. So I think yes, everyone wants to do it. But do they really have the system in place? The people that are needed to do that? I don't think so. So if you have an agency about web, Well, lucky. I think is a good is a good moment.

Adam Lovallo 34:04

Yeah, yeah. Okay, fair enough. Um, last question. Will you tell us about your podcast? Or if you're doing other writing, like you're on? Where people should find you? At minimum, the podcast was anything else include that too?

Gessica Bicego 34:18

Of course. So yeah, of course, my own podcast is Mobile Growth Nightmares that I do together with Andy Carvell. We are, we're not like you. Like we're not as good as you that we go out with like an episode every month. You know, we just like lunch, a couple of episodes, and then we just stay quiet for a bit. So that's our strategy. But you can always find me there. So it's like www.mgnpodcast.com Okay. And that's like what I do mainly so you can find me there. I haven't published anything for a while. I've used to publish something on medium. But yeah, you usually find me at a lot of conferences. I'm not going to be presenting this year at MAU, unfortunately, but I think I will try to be present. So at least follow and see what happen. But yeah, you usually find me in all these like conferences around the world.

Adam Lovallo 35:07

Okay. Love it. Well, Jessica this was wonderful. Thank you so much.

Gessica Bicego 35:12

Thank you. Thank you for having me, see you soon.

MAU[Talk] 35:15

Thanks for joining us. You can hear more from Jessica on our personal podcast Mobile Growth Nightmares. You can also find our LinkedIn information in this podcast description or mauvegas.com. Make sure to subscribe wherever you get your podcasts, and we'll catch you on the next episode of MAU [Talk].