

Choose Texas Power Take Home

Time Expectation: 2-3hrs

Format: Written document, 2 pages max

This is a hypothetical case for the purpose of evaluation

Scenario

Choose Texas Power is a leading deregulated energy marketplace serving millions of customers annually. Customers compare electricity plans on our website or through our call center, place an order, and then have service fulfilled by a Retail Electricity Provider (REP). We operate a B2C2B model: customers choose plans, REPs fulfill service, and REPs pay us per completed order and an incentive based on the longevity of the customer.

Deregulated energy is confusing by nature. Advertised rates often do not match what customers ultimately pay due to usage tiers, bill credits, base charges, and other plan mechanics. This has historically led to low trust across the category.

To address this, Choose Texas Power has invested in a more intelligent plan selection experience:

- Customers answer questions about their home, usage patterns, and preferences
 - AI/ML models estimate usage and rank plans based on factors such as expected cost, service quality, and convenience
 - Results are contextualized and personalized rather than presented as a standard product grid
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Emerging Tensions

As this experience has evolved, several tensions have surfaced:

1. REP incentives vs customer fit - REPs make more money when customers pay higher effective rates. Some plans that are better fits for customers (e.g., those with monthly bill credits that threshold will be satisfied) are less profitable for REPs. As matching becomes more customer-centric, REPs may push to pay less for these customers or apply pressure to influence ranking visibility.

2. Partner mix shifts - The new ranking approach is changing which REPs receive orders. Some partners are gaining volume, others are losing it. This creates both opportunity and increased partner scrutiny and negotiation pressure.

3. Explainability vs breakage - Additional data collection and education improve understanding but increase drop-off. Reducing explanation improves speed but leads to mismatched customer expectations (gave data, limited personalization) and downstream dissatisfaction. Order completion is healthy, but the experience is only slightly contribution-margin positive.

Constraints & Considerations

- The marketplace will continue investing in intelligent, personalized decisioning
 - The core concept of the new buy flow will not be reversed
 - REPs frequently introduce new plans and pricing structures
 - There are no minimum order guarantees, but order volume impacts partner negotiations
 - Regulatory scrutiny around how estimated rates are presented is increasing
 - Internal stakeholders disagree on whether to optimize first for growth, customer trust, or partner stability
 - Leadership expects measurable progress within the next 1–2 quarters
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Your Task

You are the product lead on this marketplace experience. **Recommend ONE focused change you would make in the next quarter** to improve the long-term health of the marketplace.

Please cover (2 pages max):

- 1. Problem framing**
 - What is the most important problem to solve right now?
 - Why does this problem matter more than others given the current context?
- 2. Your recommendation**
 - What single change would you make?
 - What behavior are you trying to change (customer, partner, internal)?
- 3. Trade-offs & constraints**
 - What are you optimizing for?
 - What downsides are you explicitly accepting?
 - Which constraints most shaped your decision?
- 4. How you'd evaluate success**
 - 2–3 metrics you'd track

- What outcome would cause you to revisit or reverse this decision?
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Guardrails

- One recommendation only
- Assumptions are fine - state them clearly
- No mockups or detailed execution plans
- Quality of reasoning > completeness
- 2 pages max