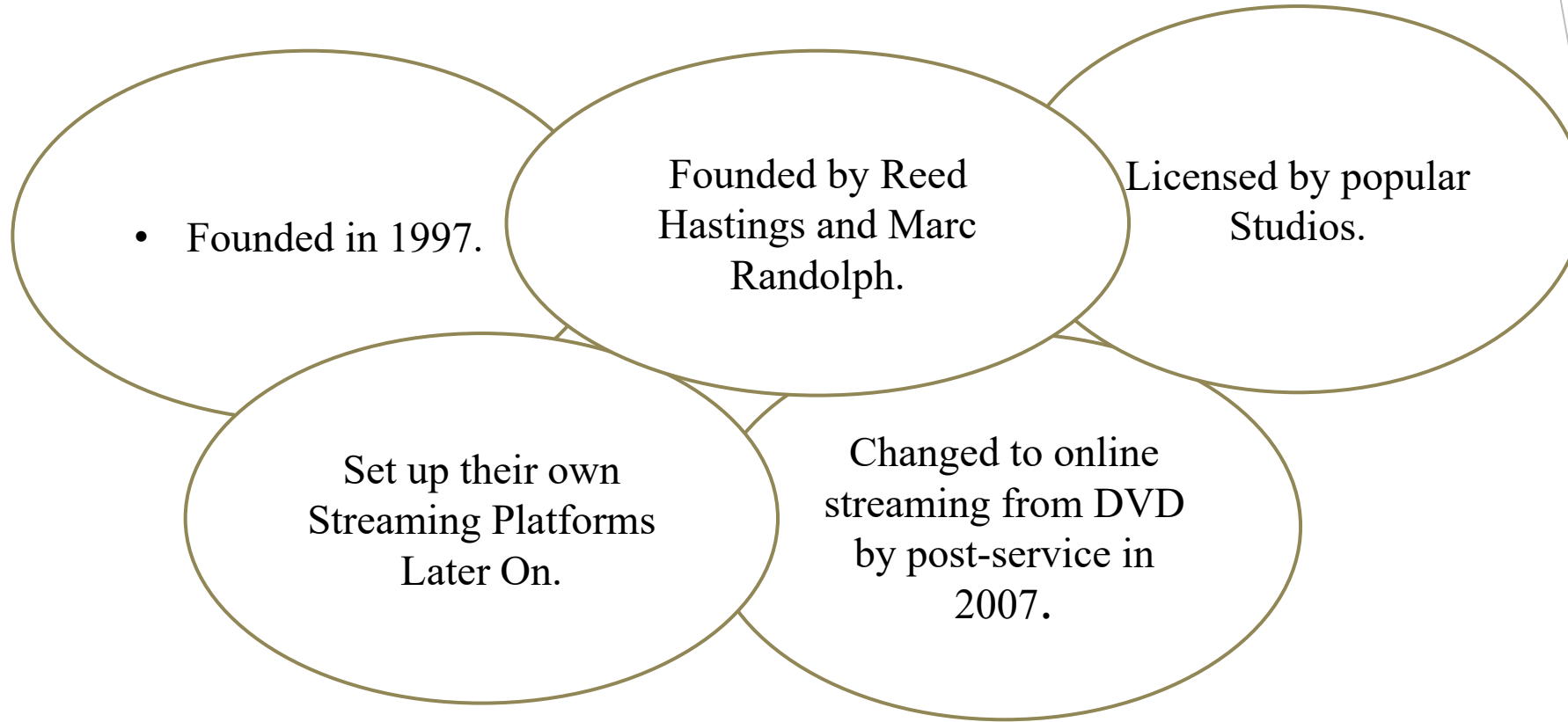


Netflix's Strategic Transformation: From Distributor to Producer Through Sun Tzu's Principles.

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Introduction



1. *Netflix's History: From Rentals to Streaming Success*, **BBC Newsbeat**, 23 January 2018 \ [Netflix's history: From DVD rentals to streaming success - BBC News](#) (accessed 23 January 2026).



Why This Case Matters

- 2017-Studios remove content.
- 2019-Disney films and others removed.
- Possible loss of Netflix's popular licensed shows.

2. Roger Palmer, *Hundreds of Titles Removed from Disney + Worldwide*, **What's on Disney Plus**, 4 December 2022, [Hundreds Of Titles Removed From Disney+ Worldwide - What's On Disney Plus](#) (accessed 23 January 2026).

3. Izzet Kilinc, Mehmet Akif Öncü, and Yunus Emre Tasgit, 'Sun Tzu's Principles of War Art and Today's Competition Strategies: A Relative Approach,' *International Journal of Research in Business and Social Science*, 1.1 (2012), pp. 12–16, <https://doi.org/10.20525/ijrbs.v1i1.53/>



Strategic Framework: Sun Tzu's Principles

- Background
- Written by Sun Tzu around the 5th century BCE.
- Warfare strategy, conflict and competition.

4. Sun, T. 'The Art of War'. *New England Review*, 23.3 (2002), 5.

5. Izzet Kilinc, Mehmet Akif Öncü, and Yunus Emre Tasgit, 'Sun Tzu's Principles of War Art and Today's Competition Strategies: A Relative Approach,' *International Journal of Research in Business and Social Science*, 1.1 (2012), pp. 10–16, <https://doi.org/10.20525/ijrbs.v1i1.53/>



Five Virtues of Leadership

- Wisdom
- Sincerity
- Benevolence
- Courage
- Strictness

6. Vlado Dimovski, Mhija Marič, Miha Uhan, Nina Durica, and Marko Ferjan, 'Sun Tzu's 'The Art of War' and Implications for Leadership: Theoretical Discussion', *Organizacija*, 45.4 (July 2012), 153–156 \

<https://doi.org/10.2478/v10051-012-0017-1>



How Netflix Responded.

- Focused on the situation.
- Reducing how much control others have.
- Created long-term control over content.
- Strengths.
- Weakness.
- Risk.

7. Sun, T. 'The Art of War'. *New England Review*, 23.3 (2002), 5.

8. Izzet Kilinc, Mehmet Akif Öncü, and Yunus Emre Tasgit, 'Sun Tzu's Principles of War Art and Today's Competition Strategies: A Relative Approach,' *International Journal of Research in Business and Social Science*, 1.1 (2012), pp. 10–16, <https://doi.org/10.20525/ijrbs.v1i1.53/>

9. Steven McIntosh, 'Netflix: How Did the Streaming Service Turn Its Fortune Around?', *BBC News*, 19 October 2022, [Netflix: How did the streaming service turn its fortunes around? - BBC News](#) (accessed 24 January 2026).



Strengths and Weaknesses.

- Studios having strengths in cinema, poor in streaming.
- Netflix moved earlier into streaming.
- Technology and followers.
- Competitors slow to catch up.

10. Sun, T. 'The Art of War'. *New England Review*, 23.3 (2002), 5.

11. Steven McIntosh , 'Netflix: How Did the Streaming Service Turn Its Fortune Around?', *BBC News*, 19 October 2022, [Netflix: How did the streaming service turn its fortunes around? - BBC News](#) (accessed 24 January 2026).

12. 'How Netflix Went From Pioneer to Powerhouse'. *BBC News*, 22 July 2018, [How Netflix went from pioneer to powerhouse - BBC News](#), (accessed 24 January 2026).

13. 'Netflix History: From DVD Rentals to Streaming Success', *BBC Newsbeat*, 23 January 2018, [Netflix's history: From DVD rentals to streaming success - BBC News](#) (accessed 24 January 2026).



Fast Transitions

- Netflix moved fast.
- Released content fast before competitors could react.
- Rapid movement created a competitive gap.
- Went worldwide before other competitors.

14. P. S. Meilinger, 'Time is War', *Joint Force Quarterly: JFQ*, 87 (2017), p.93.

15. 'Netflix History: From DVD Rentals to Streaming Success', *BBC Newsbeat*, 23 January 2018, [Netflix's history: From DVD rentals to streaming success - BBC News](#) (accessed 25 January 2026).



Terrain

Sun Tzu, breaks terrain into six types, from open and easy to move through, to narrow, steep, or strategically awkward ground. Each type requires a different approach.

16. Jason B. Macdonald and Kent E. Neupert, 'Applying Sun Tzu's Terrain and Ground to the Study of Marketing Strategy', *Journal of Strategic Marketing*, 13.4 (2005), pp. 295–297.

17. Izzet Kilinc, Mehmet Akif Öncü, and Yunus Emre Tasgit, 'Sun Tzu's Principles of War Art and Today's Competition Strategies: A Relative Approach,' *International Journal of Research in Business and Social Science*, 1.1 (2012), pp. 13–16, <https://doi.org/10.20525/ijrbs.v1i1.53/>



Why businesses benefit from Sun Tzu's ideas.

- Helps organisations to understand competition.
- Helps organisations to know where to position themselves.
- Strategic thinking.
- Encourages decision-making.

18. Izzet Kilinc, Mehmet Akif Öncü, and Yunus Emre Tasgit, 'Sun Tzu's Principles of War Art and Today's Competition Strategies: A Relative Approach,' *International Journal of Research in Business and Social Science*, 1.1 (2012), pp. 9–16, <https://doi.org/10.20525/ijrbs.v1i1.53/>



Conclusion

- Sun Tzu's ideas work for modern businesses.
- Organisations must look at certain factors before running a successful business.
- Working in collaboration is important.
- Business flaws can sometimes lead to company advantages.
- Sun Tzu's ideas help an organisation like Netflix look at the risks before going ahead with an idea.



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