



BA (Hons) Leadership and Management Skills in the Workplace

Leading and Implementing Workplace Change (BMSW6103_LON)

Change Management Plan for Netflix

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INTRODUCTION

Reed Hastings and Marc Randolph established Netflix in 1997. Their primary objective in establishing the company was to provide a DVD-by-mail service (Abbas, 2022).

Netflix is a streaming entertainment empire from all around the world that has shown exceptional changes in recent years. With tremendously increasing media and entertainment market, Netflix has established its importance and relying on more than 193 million Subscribers across the 190 plus countries .

Netflix has implemented two significant modifications since its beginnings. In 1999, a subscription option was created to facilitate the storage of DVD rentals. This feature enables customers to lease an infinite number of DVDs without incurring any additional charges for returning them late. The second significant transformation occurred in 2007, with the introduction of an online video streaming service. This development was extremely disruptive and dramatically revolutionized the concept of streaming films and TV episodes online. Consumers also embraced this change as it was a necessary adaptation to the current circumstances. Due to the increasing availability of smartphones, laptops, and computers, the popularity of going to the cinema to see films has been decreasing. Netflix utilised social media platforms to efficiently spread its content and engage with its customers (Abbas, 2022).

I will endeavour to examine Netflix's change management strategy from the perspective of a member of the management team in this report.

MAIN BODY

Current State of Netflix

It started out as an American media service and has risen to being the premier streaming company in the world, changing the nature of audiences' consumption patterns.

Internal Analysis (SWOT)

Strengths

- **Brand Recognition:** This model works very well for Netflix because it enjoys strong brand association as well as recognition around the world.
- **Original Content:** Making its own programs is another way the company protects itself from competition and subscribers want to be stuck with only cable (Gregory, 2021).
- **User Experience:** This user engagement organizes the platform based on an easy-to-use interface and the algorithms used in recommending programs to viewers.

Weaknesses

- **High Content Costs:** The nature of the business involves a tremendous amount of spending on original content and acquisition of licensing agreements which translates to operational cost which can reduce profitability.
- **Dependence on Subscriptions:** Netflix's primary-source of revenue is subscription fees therefore it enjoys little or no market way from the oversaturated market and customer churn.
- **Limited Free Options:** While some of its competitors provide a free trial or have a free alternative, Netflix does not also have this as a disadvantage, especially in regions sensitive to price.

Opportunities

- **Expanding International Markets:** This is because Netflix has opportunities to expand, to the emerging economies where internet connectivity is rising, thus getting more subscribers.
- **Diversification of Content:** Venturing into other content areas such as the gaming and interactive contents can help in reaching more customers and improve on the engagement.
- **Ad-Supported Model:** This new ad-supported subscription service will generate a new source of income and can also attract customers who would not want to pay for a subscription (Shi,2021)

Threats

- **Intense Competition:** Competitors like Disney+, Amazon Prime Video, and HBO MAX are entering the streaming services. They have aggressive strategies for original and unique content and advertisements.
- **Changing Regulations:** Possible shifts in the net neutrality laws can affect streaming quality and general experience, which is a threat to subscribers.
- **Market Saturation:** In mature markets, such as the U.S., subscriber number increases have slowed down, which affects revenue.

I have been a Netflix user for years, and my experience with this service hinges on its capacity to offer numerous and interesting choices. The ability to binge-watch shows and films without commercial interruption is an advantage of Netflix that is hard to dismiss. Further, I believe that the platform abides by the principle of creating new content, which makes me wait for the new releases of my topics of interest (Lobato and Lotz 2020). Therefore, The author's observation of the case attests to Netflix's strategic application of its competitive advantages as it contends with the risks of operational competition in business.

Analysis of the External Environment

The external environment is the area outside an organization that contains anything that could affect it in some way.

PESTLE Analysis

Political Factors

- Several of Netflix's activities around the world are influenced by political factors. The company is a small business that has issues like censorship and restrictions from various countries' regulations during its operations. For example, Netflix selected the territory of China due to its government's policy of anti-westernization, but this led to a massive loss in the company's revenues from the largest population market. In addition, shifts in the regulation of the media can entice the establishment of Netflix. For instance, how changes in the regulation of some internet streaming services in some parts of the world could help expand Netflix's dominance in the market (Henry, 2021).

Economic Factors

- It can also be noted that economic factors significantly influence Netflix's operations. It does business worldwide, hence vulnerable to foreign exchange rates, rates that change and affect the firm's income in the process since it conducts most of its operations in international territory. For that of the year ending in December 2022 netting, Netflix recorded a loss of roughly \$1.77 billion because of a change in prices as influenced by money exchange rates. Another key determinant with a direct impact on the prolificity of the generic domain is consumer purchasing power. Fluctuations in the gross domestic product or inflation to the disadvantage can limit expenditure on discretionary items such as subscription services, hence threatening churn (Gregory, A., 2021).

Social Factors

- From its programming choices, social forces and cultural factors play a crucial role in shaping the content policies of Netflix. Another valuable aspect the platform has managed to realize is the alert rise in the popularity of streaming services. Such a diverse audience also puts pressure on Netflix, forcing it to produce more localized content that suits the viewers' cultural profile, worth being the factor that allows the streaming service to gather a huge number of subscribers across the globe. Nevertheless, the major threats for the company lie at the nationality and the divided audience (Gregory, A., 2021).

Technological Factors

- It can be concluded that Technology is both a threat and a strength for Netflix. Personalized recommendations in the social media and pinning system through the incorporation of sophisticated algorithms and artificial intelligence has been another

major area that has been influential in the subscription by consumers. Another strategy that Netflix is implementing to expand the capacity of its services is 5G technology that enhances the transmission of high definition content thereby making the viewer more satisfied. Nevertheless, the same technology can be disruptive, meaning that such disruptions are possible as well. In essence, due to the dynamism that comes with the advancement of technology, Netflix has to create solutions that will make it remain relevant in the market (Gregory, A., 2021).

Legal Factors

- Technology issues are important for assessing Netflix but especially its legal relations, more specifically – copyrights and purchase of content. The company has had legal issues concerning copyright, which may act as the legal hindrance to the smooth operation of the business in various regions. Also, it is highlighted that laws and regulations concerning taxation may influence the firm's profitability (Wherry, 2021). For instance, current tax policies in the U. S. market may mean that Netflix has to pay more in taxes and consequently feel the knock-on effect on its revenues (Gregory, A., 2021).

Environmental Factors

- Environmental factors are slowly assuming a central role in companies' operational plans. Netflix has been wise to also realize that the issue of sustainability and effect on the environment is crucial since customers are increasingly aware of the environment's fragility. Organization is in a search of green technology and adopt practices to shed more light on carbon reduction, this is good for any organization because it can be used to build a company's brand image especially that of an organization hence creating more appeal among the environmentally conscious consumers.

Effect of Digital Transformation and Economic Risk

Globalization and fluctuation in stake have significantly impacted Netflix's operational and strategic policies. Emergence of the streamers' alternatives makes the competition stronger so Netflix has to adapt constantly and expand the portfolio of genres. Thus, the transition to the ad-supported tier is a reaction to the economic factors, as Netflix will be able to address more clients while retaining its competitive advantage. Consumer affordability and instability, especially after the COVID-19 pandemic outbreak, have affected the subscribers' addition rates. Due to the factors under PESTLE, Netflix's capabilities to address the complicatedities of the external environment

by unveiling suitable managerial changes will highly contribute to its future success in the cut-throat streaming market.

Competition Analysis

In the next section, Porter's Five Forces framework will be applied to organize the details of competitive forces in the strategic environment of Netflix.

Threat of New Entrants

- The new entrants in the streaming industry threat is moderate to high. Thus, barriers to entry are not very high because of the access to digital content and the development of stream technology although the competitive threat for new entrants could be relatively high because established companies like Netflix are difficult to overcome. However, competition has been raised again by entry of big players in the market such as Amazon through its Prime Video and Disney through Disney+.

Bargaining Power of Suppliers

- Threats of suppliers in the streaming industry are relatively low. It means that Netflix acquires a blend of both purchased and self-produced content; however, it looks for rights from the different content providers and studios, yet due to the streaming giant's operations volume, it has some bargaining power. The company maintains good relations with many suppliers implying that it can negotiate with the suppliers and have the best deal.

Bargaining Power of Customers

- The bargaining power of the customers is somewhat moderate. Because there are multiple streaming services to choose from, customers are unlocked by watching favorite streams using the offers in content and price. The kind of contract Netflix has with its clients meanwhile offers them the opportunity to easily terminate the service without much ado, hence enhancing the bargaining power of the consumers. The presence of menacing service such as Hulu, Amazon Prime Video, and Disney Plus strengthens this power.

Threat of Substitute Products

- The threat of the existence of substitute products is moderate. The threat of new forms of entertainment, like cable television and movie theaters are still in

existence, but are not threatened by new forms of entertainment like video games and social media. Also, YouTube and TikTok provide their audiences with free content and therefore are the main rivals.

Industry Rivalry

- Competition is stiff in the operations of the industry. Other players in the market include Amazon prime video Netflix Disney + & HBO Max all of which have established players with vast capital and customer loyalty making the competition even keener for market share. This rivalry is further fueled by the ever present requirement to constantly differentiate through exclusive content.

The stakeholders Netflix has the following strategic advantages;

This has set it up as a market leader in terms of branding within the streaming domain and it currently possesses a humongous library of content. The chatbot has a high level of recommendation which makes the viewers more engage and spend more time online. In this regard, Netflix has remained very focused on the creation of various and localized productions, which have enabled it to meet demands of the most diverse world markets hence increasing its market dominance (Mizrak, 2024).

Change Initiative at Netflix

They change often, thus the need to label the most recent/current change:

The transition from DVD rental to streaming service is possibly the most evolutionary change that Netflix has ever made. At this, Netflix was in fact a DVD rental business; with customers ordering movies through the Internet and having them delivered via mail. In 1999, the company provided another service, in which the patron can rent as many videos as they wish for a monthly fee, which removes the aspect of late charges and increases the satisfaction of the consumers. This was quite innovative and given Netflix the foundation it needed to grow more in the future. The following year, 2007, Netflix took a risk that traditional broadcast media have no sense in as they introduced their streaming service knowing that people consume what they want when they want (Hastings and Meyer 2020). This transition was not only a new service but a brand new way of envisaging the consumption of entertainment by audiences. Thus, the concept of streaming helped Netflix become pioneers in a digital shift, where people can watch movies and television programs with the simple push of a button on different devices. Such a transition

dramatically changed the landscape in entertainment, which caused the closure of such rental stores and brought the streaming era.

Drivers for Change

These has been brought by several internal as well as external factors for Netflix to make these changes.

Internal Factors

- **Customer-Centric Focus:** Thus, anymore the dedication towards the improvement of customer experience define Netflix's shift to streaming. Certainly, the subscription model was liberal because it eradicated late fees and came with extra advantages that were appealing to the consumer.
- **Technological Advancements:** The growth in the internet technology and the available smart devices allowed Netflix to stream contents efficiently.

External Factors

- **Changing Consumer Behavior:** The end of 90s and the beginning of the 00s was marked with consumers' interest in digital content consumption. Technological advancement in broadband internet coupled by the preference for streaming over the physical rentals (Avdeeva and Allegretti2021).
- **Competitive Pressures:** Another reason that stepped change was an appearance of new threats, namely, Hulu and Amazon Prime Video.
- **Market Dynamics:** The physical rental stores disappeared due to various factors, and Blockbuster lack of agility to adapt to new ideas further enabled Netflix to expand its market share by adopting the streaming service (Steck and et.al 2021).

Change Management Models and Theories

Effective organizational transformation strategies for organizations that are involved in highly dynamic fields of operation such as Netflix. Different theories gives the concept and direction of how change can be managed and done in the best way.

The models include Communication model, Lewin's Change Management Model, the Cultural Web, the Women and Mens Model, Kotter's 8 step model, the Positive Model for Change, and the Change Matrix model.

Lewin's Change Management Model

Kurt Lewin's model is simpler and consists of three stages:

- **Unfreeze:** Assessment is done to familiarize the organization with change by addressing the fact that it cannot be avoided.
- **Change:** Use change itself to put into practice, to transition from the current state to the desired state.
- **Refreeze:** Stabilization of the organization at the new state plays a critical role in locking in the change since the new changes have to become part of the organizational culture (Jaworski, 2021).

ADKAR Model

The ADKAR model, developed by Prosci, focuses on individual change and consists of five elements:

- **Awareness:** Initiation of change this is follows a realization of the existing condition or state of affairs.
- **Desire:** Creating a want to contribute and sponsor the change.
- **Knowledge:** Ensuring that there is knowledge of the change that is to be made so that the same can be put in to practice.
- **Ability:** Refining the skill of executing the change.
- **Reinforcement:** Making sure that innovations are supported and become institutionalized.

Application to Netflix

Lewin's Change Management Model

Lewin's model can also be applied, particularly at the onset of the change Netflix is striving to make. The “unfreeze” phase entailed acceptance of the fact that companies offering DVD rental business no longer made much of a sense to develop because of the emergence of streaming technology (Taherdoost, 2023). The “change” stage was characterized by the development and implementation of the physical change which was the streaming service, while the “refreeze” entailed absorbing this new business model into the organizational culture. This model also emphasizes the need to address change readiness among the employees and firm embedded change to guarantee the steady transition to the new practices.

ADKAR Model

The ADKAR model can still be relevant regarding the Netflix's continuous evolution, especially in the area of customer experience and market dynamics. For example, raising public consciousness regarding the necessity to diversify the content offering strategy (for example, to

launch the ad-supported service) is essential. Creating awareness about these changes and guaranteeing the employees' competency to enact them will be paramount for success, especially when followed up by a constant feedback and improvement culture.

Netflix's Organizational Culture

Innovation and Risk-Taking

Although Netflix keeps up with other standard practices and values that other companies have, consistent with Netflix's culture, innovation is an essential feature. Examples of innovations include the freedom given to the employees to come up with new concepts and taking appropriate risks in the organization. The employees are encouraged to take risks and bring their ideas to the table, thus improving Netflix rivals in the fluid entertainment market.

Adaptability

Another cultural value identifiable at Netflix as a major company is flexibility. This structure is suitable for responding to shifts in consumers' tastes and core technology innovations. One of the triumphs of Netflix is the company structure that is primarily flat; this makes it very easy to make decisions and also make them quickly since everybody involved in decision-making is just one level apart. This flexibility is crucial within an environment always evolving in the selected field (Game, 2021).

Independent Decision-Making

Netflix also embraces people over process, whereby the employees are allowed to make decisions on their own. Regarding freedom, the question arises when really giving freedom to employees, and Netflix does an excellent job of this, as freedom fosters a sense of ownership and thus accountability. The conservative culture fits well with the maneuver to create innovations and responsiveness in operation.

Impact on Change Management

Netflix's organizational culture supports change initiatives in several ways:

- **Encouragement of Open Communication:** The free and clear communication system is one of the major components of organizational culture that influences communication.
- **Support for Innovation:** When employees' ideas are invited, the organization stands to gain from the resulting crop of their ideas since they come from different perspectives, resulting in better solutions.

- **Facilitation of Rapid Adaptation:** Netflix has a culture of business adaptability that can enable it to counter market forces favorably. This agility is particularly useful in the entertainment industry, as the advent of the consumer's purchase preference could be quite sudden.

There are also potential hindrances to change initiatives stemming from this culture:

- **Pressure for High Performance:** Due to competitive pressures, they might experience higher levels of work intensity in the form of expectations to change and improve performance continually. Thus, if they perceive an external change initiative as yet another imposition, there would be resistance.
- **Cultural Misalignment:** New individuals who join a certain firm may not necessarily follow popular culture and hence may not support change when called for (Castro and Cascajosa 2020).

Proposed Change Management Plan for Netflix

Future Change Proposal

Netflix needs to adapt and come up with new strategies to overcome new entrants in the market. One such opportunity could be transitioning to interactive and immersive content using new possibilities of the VR, AR, and interactive narratives. It will be in harmony with the market's trends in the future that will present a trend towards compelling entertainment experiences.

Staff Training and Development

1. Comprehensive Training Programs

For this change to happen, Netflix will offer an extensive training schedule that will aim at offering the workforce density for the new change. This program will include:

- **Technical Training:** Seriously involved in developing the applications of VR, AR and interactive content generation tools. To ensure that staff enhances their capacities on these technologies, workshops, online courses, and hands-on training sessions will be conducted.
- **Creative Workshops:** As with other types of interactive content, this format demands an entirely unique way of narrating (Anindita, 2021). Thus, creative workshops for writers,

directors, and producers will enable them to learn and use new paradigms of presentation form and user interaction.

•**Continuous Learning:** It is also crucial to enforce the possibility of updating and developing continuously and to provide employees with regular access to experts, seminars, and other forms of information within the field of immersion technologies.

2. CrossFunctional Collaboration

Collaboration between departments like content, technology creative, marketing, and customer success ensures everyone knows these new technologies and how they are integrated. In later stages of the organizational structure redevelopment and establishment of corporate goals and missions, team building activities and collaborative projects will be encouraged to discourage siling.

3. Leadership Development

Managers and other leaders will be trained to effectively coordinate and facilitate this process with their subordinates. This will include change management seminars, leadership training, and the development of ways to boost innovation and creativity among their subordinates.

Communication Plan

1. Transparent and Regular Updates

Communication is a critical component in any change management strategy. Netflix will implement a multi-tiered communication strategy to ensure all stakeholders are informed and engaged:

Internal Communication:

•**Kickoff Meetings:** In this regard, the initial training can be conducted in the form of meetings with all employees to present the idea, aims, and advantages of the use of interactive content(Ashtari, et al., 2020).

• **Regular Updates:** Briefs, internal magazines, and ‘state of the company’ meetings to share the achievements and the progress made so far.

•**Feedback Channels:** Setting up two-way communication that allows employees to ask questions, share their opinions, and express their worries, including inquiries, suggestions, and complaints, using communication boxes, live question-and-answer sessions, and platforms and channels for idea sharing.

External Communication:

•**Customer Announcements:** Communicating to customers by sending email newsletters, posting on social networks, and in-app notifications to always notify them of changes and the new interactive content that may be added to the application.

•**Press Releases and Media Engagement:** Periodical releases to the media targeting the recognition of Netflix in the innovation of entertainment(Mier, and Kohli, 2021).

•**Partnership Announcements:** Making public and advertising collaborations with technology companies, content developers, and other entities to support stakeholders' beliefs in the effort.

Evaluation Plan

1. Defining Success Metrics

To evaluate the success of the transition to interactive and immersive content, Netflix will establish clear metrics and methods, including:

•**User Engagement:** Measuring the amount of time users engage in interactive content, the interaction frequency with the interactive shows, and how frequently users engage in the VR/AR environment of ents.

•**Customer Satisfaction:** Surveys and feedback forms with customers as well as social media monitoring to assess customer satisfaction and obtain data on customer's experiences.

•**Content Performance:** Spending more time with statistics of viewership, subscription, and retention particularly with special references to the interactive and immersive content.

•**Employee Performance and Satisfaction:** Evaluating the level of Adjustment of employees by asking about the organization's performance scores, training compliance levels, and doing surveys among the employees.

2. Continuous Monitoring and Improvement

Netflix will be operating in a continuous monitoring strategy, in which data analysis and feedback loops will be used amply to facilitate decision-making and fixes. This will involve:

- Regular Review Meetings:** Management implementation meetings are held monthly and/or quarterly to review the preliminary assessment results and future plans.
- Iterative Development:** Adapting the writing process to follow an agile approach with opportunities for enhancement based on the users' behaviour and interaction.
- Benchmarking and Best Practices:** Comparing this project to other similar projects in the industry and integrating recommendations of other successful interactive content projects.

3. Reporting and Accountability

The need to report results can be effectively balanced by filling out an organizational chart that would identify who should be responsible for reporting results to whom and under which circumstances. This will include:

- Progress Reports:** The latter includes consistently preparing and submitting reports on the project progress to the senior management and/or the board of directors, with a focus on the milestones accomplished, issues observed, and planned further actions.
- Public Accountability:** Case in the form of annual/ quarterly reports and press releases where possible to the public, to the shareholders, and to the media as a way of underlining Netflix's commitment to innovation and customer satisfaction (Abuimara, 2021).

Interactive and immersive content are closely related to the current market trends, which means Netflix can adapt to the users' expectations even further. With extensive staff training, a well-developed communication strategy, and a coherent program for evaluating the transition's efficacy, Netflix will be able to adapt to this change and become an undisputed giant in the entertainment sector.

CONCLUSION

Conclusion and Recommendations

Summary of Key Findings

Netflix has experienced radical changes, especially from an online DVD rental company to the world's leading video streaming company and from the addition of original content to stand out in a crowded market. This aspect has been fuelled by the company's culture of innovation, risk-taking, and flexibility on the part of the management. Explaining the reason why particular models are used when managing the change, such as Lewin's Change Management Model and ADKAR model, the value of a structured approach is supported. With regard to Netflix, Kotter's focus on urgency and creation of coalitions can be considered most congenial, and likewise, ADKAR's almost singular spotlight on the individual.

Recommendations

- **Enhance Stakeholder Engagement:** Probably, Netflix management should retain viable and cooperative communication channels during change processes. It is possible to conduct feedback on a regular basis to know that there is resistance and then manage it appropriately before it occurs.
- **Leverage Data-Driven Insights:** Since Netflix possesses a strong data analytics department, it should even more leverage this asset to predict customers' inclinations. Thus, referring to the viewer data, Netflix would be able to approach its content packaging even more appropriately to align with the viewers' expectations.
- **Adopt a Flexible Change Management Approach:** Due to the high unpredictability of the environment within which Netflix operates, the company should implement a more open change management system for fast responses to the changes in the environment. This

might consist of adopting fragments from different models of change management in order to remain relevant to certain processes in the organization.

- **Invest in Employee Training and Development:** But to encourage continually improvements, Netflix should ensure that training program that enables the employees to catch up with the new technologies and techniques. It will also increase the capacity of the employee while at the same time promoting the ethos of change and improvement.
- **Monitor Competitive Landscape:** Netflix should therefore consider it necessary to always Try to keep an eye on the competitors who may surface in the market and the trends that may prevail in the market. Creating a separate group responsible for the Analysis of market competitors and consumers' actions can prevent Netflix from falling behind other streaming platforms and adapting its portfolio to constantly changing preferences.

Thus, it can be seen that managing change proves to be crucial for organizations such as Netflix to present a successful picture. Fluency in change management and adaptation to different conditions observed in the market, as well as in consumer preferences and new technologies, is a major competitive advantage. Much dynamism is still emerging in the streaming business environment that makes Netflix's promise of innovation and its active approach to managing change its ultimate strategy. Thus, it is essential to discuss how Netflix can develop a dedicated learning culture and adapt to future changes and opportunities in the context of today's entertainment industry.

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