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Case Study: Netflix goes to Bollywood

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Introduction

Strategic management is defined as the overall procedures that are involved in the process of utilising the available organisation resources efficiently for the delivery of the final products and services to the customers by considering the external business environment for the improvement of performance(David, 2011). Strategic management involves the overall procedures that are involved in the establishment of organisational goals and objectives along with formulating appropriate policies and procedures for enhancing the organisation's competitive advantage(Gong, 2015). Strategic management in an organisation remains at the disposal of the organisation and leaders and management for the effective deployment and management of the organisational staff and resources for the achievement of the organisational goals(Ruthven, 2016). This report conducts a strategic analysis of the case study of "Netflix Goes to Bollywood" by Donald Sull and Stefano Turconi. Netflix operates as a subscription streaming service and production company headquartered in California, United States offering a library of film and television series to the customers through its own productions called Netflix Originals and distributions (Jenner, 2018).

The case study initiates with the history of Netflix since its foundation in 1997 as a mail-order DVD company and its journey to becoming the leading streaming video on demand (SVOD) provider across the world. Netflix achieved a market valuation of USD 157 billion in 2019 with more than 167 million paid subscribers. Strategic analysis is the procedure of investigating the business environment of an organisation in which it conducts its operations for the development of strategic planning and decision making for optimum performance and comparative advantage(Rothaermel, 2015). The strategic analysis of Netflix is conducted for enabling the organisation to accomplish its business goals and objectives while achieving a competitive advantage in the entertainment and online streaming industry. The strategic analysis evaluates the central issues faced by Netflix and the reason for its expansion into Bollywood. The theories and models of strategic management are used to evaluate the challenges and responses of the organisation for mitigating the obstructions in business. The SWOT analysis tool is used for the strategic analysis tools for evaluating the internal environment of Netflix, whereas, its

external strategic analysis has been conducted with the PESTEL analysis framework.

The case study of “Netflix Goes to Bollywood”

The case study of Netflix focuses on the way in which the organisation along with some of its competitors like Amazon prime video and Hulu contributed to the addition of power and choice to the television viewers. The case study traverses through the opportunities used by Netflix for transforming and growing its business including its transition to online streaming and licensing of popular content from DVD rentals. From the case study, it has been identified that Netflix has been able to achieve business growth through the licensing of the content of its competitor including Disney for popular movies and television series while also producing original series like the House of Cards and many more since 2013. Netflix has continued to invest in its production as a part 15 billion USD in 2019 for the production of original movies and TV series which is more than any other TV network (Lobato, 2019). Netflix engaged in aggressive Market extension beyond the US as it operated its business in 190 countries of the world by 2019 while establishing that achievement of having more than 60% of paid members outside the US and Canada. The corporate culture and innovation practised that Netflix is considered to be the reason for its expansion and market growth as it targeted the young viewers. The case study also highlights the market challenges faced by Netflix in India as it could only register just over 2 million subscribers in the 4 years from 2016 to 2020. In comparison, its market competitor Disney plus had been able to acquire 8 million subscribers in India within five months of launching its business in the country.

The case study highlights the decision made by Netflix to increase its investment in India at a faster rate in comparison to the other markets due to considering the potential of the 1.3 billion population to produce its next 100 million subscribers. Netflix had introduced its cheapest subscription plans for the Indian users to be used on the smartphones only at USD 2.85 per month. However, the price sensitivity of the Indian market despite its large size concerned Netflix as the company targeted the financially affluent consumers in large cities who were international content in English and Hindi language. However, Netflix through market research identified that the majority of the Indian television consumers resided in smaller cities and preferred

watching content in their local language leading to the consideration of the premium pricing choices of the company and pledge against advertisements.

Central issues faced by Netflix during customer acquisition

SWOT Analysis

Strengths

The organisation culture of Netflix sources as an internal strength as it encourages independent decision making by the employees along with encouraging them to share information openly for establishing transparency in the workplace (Ryan, 2013). Netflix also has the strength of having a record of achieving high performance with highly effective and talented employees having very high morale. This had enabled the organisation to benefit from group decision making and increase efficiency. The strength of the organisation also includes offering the highest compensation to the individual employees and recruits for attracting the best candidates and preventing them to join market rivals. The organisation has been able to achieve the satisfaction and loyalty of its employees due to providing them rewards based on individual and team goals while also providing the flexibility of selection regarding receiving the bonus with the salary and stock options every year(Heizer, 2016). Netflix also has the strength of having an innovative and creative workforce as it empowers its employees to take independent decisions and encourages experimentation with the creation of an environment for excellence.

Weaknesses

The weaknesses of the organisation included the requirement of the organisation's employees to take personal accountability and responsibility for solving the organisation's challenges and delivering results due to being provided with the opportunity of participating in decision making and experimentation (McCord, 2014). The freedom and responsibility combination at Netflix posed a strength as well as a weakness for the company.

Opportunities

Netflix has the opportunity to increase its number of subscribers in India and globally due to its one-sided focus on the video streaming business in comparison to its

market competitors and their diverse approaches (Amoroso, et al., 2021). The management executives of Netflix considered India to be the provider of the next 100 million subscribers for the company due to having low internet costs and white expansion of the 4G network. Netflix has the opportunity to expand its business in India for benefiting from the Jio effect as the Jio platforms launched and rapidly expanded the 4G and broadband services at 75% cheaper rates across the country providing faster data to the customers at the lowest prices (Jenner, 2018). Netflix has the opportunity to ride on the success of Reliance Jio in India by utilising its customer base having access to unlimited and fast internet. Netflix has the opportunity to capitalise on the projected USD 5 billion revenue to be generated by the video streaming industry in India. Netflix has the opportunity of using its strategy of providing a unique history and recommendations to multiple users of the same account in India for increasing its market share in the country.

Threats

Netflix faces threats regarding its market expansion in India as the number of Indian SVOD providers increased from 9 in 2010 to 32 in 2018. The major market drivers in India like Disney Hotstar and Amazon prime video have been increasing their market share and customer base with a tenfold increase every year due to their economic pricing leading to threatening situations for Netflix. The company faces the threat of revenue loss and loss of subscribers in India due to the premium pricing compared to the market rivals. Also, the motto of the company not to carry advertising is detrimental for its low price packages for the Indian audience thereby diluting its brand value.

Porter's value chain

Porter's value chain analysis model is segregated into two parts which are primary and supporting activities. The primary activities include inbound logistics, operations, outbound logistics, marketing and sales, and service (Koc & Bozdog, 2017). While the secondary activities include firm infrastructure, human resource management, technology development, and procurement.

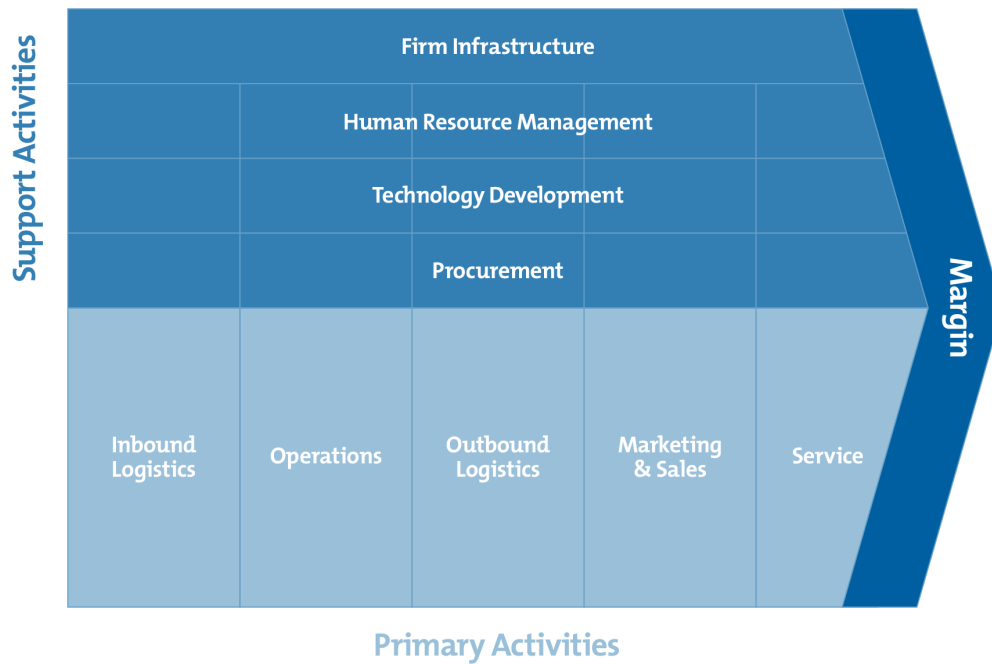


Figure 1: Porter Value Chain Source: (Koc & Bozdog, 2017)

In consideration of inbound logistics, Netflix's inbound logistics involve the process of sourcing operations. The partnership made by the company with TV series and production houses like Disney, and Warner are an example of inbound logistics (Warnerbros, 2022). The operation of Netflix is based on the operation of a platform where it streams its content. In this process, the organization uses cloud host architecture. The outbound logistics of Netflix is the process through which it delivers services to the customers. The iOS and Android applications as well as the website are the outbound logistics of Netflix (Cnet, 2015). The marketing and sales activities of Netflix are quite transparent as it maintains its commitment to the customers. Social media platforms like Facebook, Instagram, YouTube, and Twitter are the common ways of marketing in the company. The services of Netflix are paid with different charges and time periods. The services of Netflix are also available to the customers 24x7.

The first aspect of support activities is the firm infrastructure which involves quality management, financing, accounting, strategic management, and planning. The organization has the presence of an effective and efficient firm infrastructure that allows Netflix to improve its value. The human resource management of Netflix has always been positive which can be seen in the work culture. The organization allows its employees to involve in the decision-making process. The work policy of Netflix is

also quite flexible for the employees along with a good rewarding system that motivates the staff (HBR, 2014). The positive work environment of Netflix is also a positive aspect of the organization's human resource management efficiency. In terms of technology, Netflix highly prioritizes technologies as its business is highly dependent on technology. The organization also prioritizes innovation which helps in the organization's development. The procurement in the value chain model is about the steps required for acquiring the products. The procurement of Netflix is based on the obtainment of copyright licenses from production houses. The organization requires to spend any amount for acquiring a license. For example, the series named Friends has been acquired by the company with a value of \$100 million (NYTimes, 2018). Although, Netflix has started making its own content using its own production house too.

Balanced Scorecard

The balanced scorecard is a strategic management tool that facilitates the organisation managers to achieve the objectives and identify the factors that are presently starting the growth and performance of the company(Cooper, et al., 2017). The balanced scorecard is used as a strategic management tool by the organisations for the reinforcement of desirable behaviour through the separation and isolation of the four areas regarding analysis that are also called perspective considering the financial, customer, learning and growth, and internal business process(Martello, et al., 2016). The measures undertaken for establishing the balanced scorecard for Netflix are as follows:

Learning and growth:

Netflix is a very well-established infrastructure for the learning and growth of the employees as it creates an opportunity and culture of innovation and creativity. The job satisfaction levels for the employees of Netflix are very high as it only hires the best performers thereby offering receiving the best services. The training opportunities and specialised skill development and technology infrastructure in the company reduce employee turnover and increases loyalty.

Internal business processes:

The internal business processes of Netflix are given by technology and innovation as the company heavily invested in user convenience and experience. The company

maintains separate watch history and personalised recommendations for each of the users logged in from the same account across different devices. The use of Data analytics and automation has resulted in streamlining business processes and operations along with customer relationship management (Busco & Quattrone, 2015).

Customer perspectives:

Netflix delivers high-quality entertainment to the users without any advertisements across all the plans and subscriptions. The company only offers monthly packages for the customers for the convenience and protection of customer wealth. However, the company faces a massive challenge regarding customer retention after the penguin due to its crackdown on password sharing and premium pricing.

Finance perspective:

Netflix generated revenue of USD 7,867,767 in the third quarter of 2021 whereas its operating income was 1,971,626 detecting the expenses of marketing, technology and administration (Netflix, 2022). The net income of the company during the three months from January to March 2022 was 1,597,447.

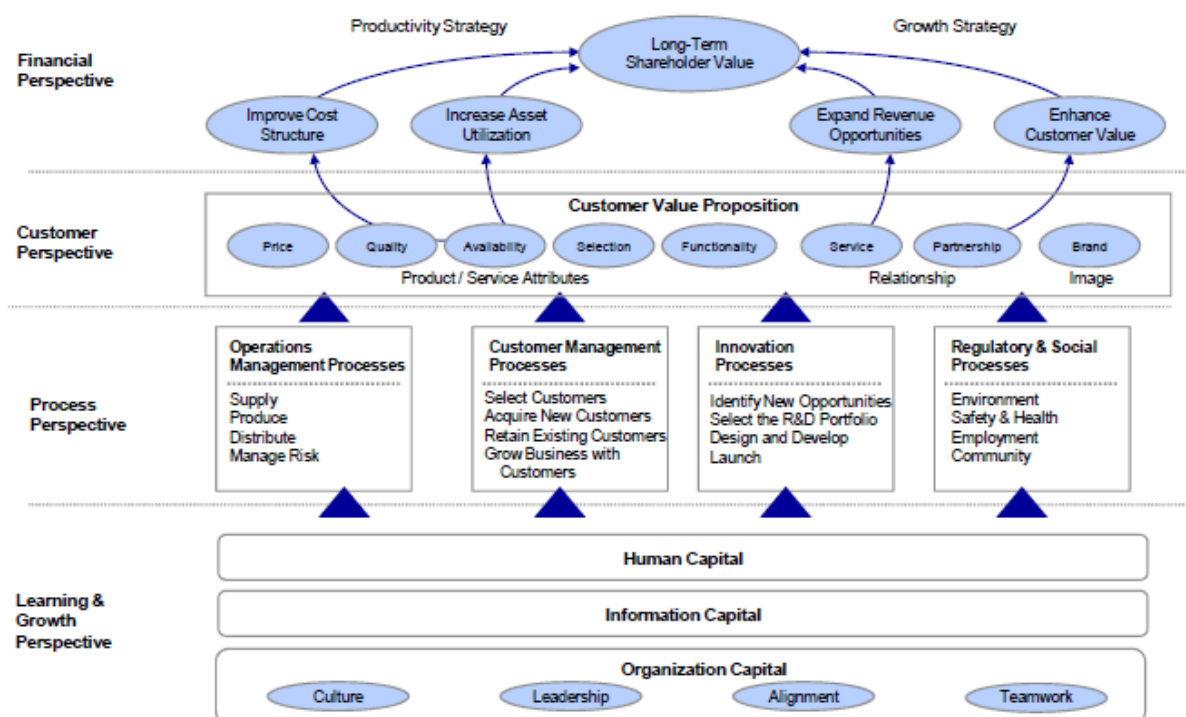


Figure 2: Balanced Scorecard. Source: (Cooper, et al., 2017).

Competitor analysis

Competitor analysis of an organization includes the analysis of market share, profit, and other business-related factors of competitors. In consideration of the Indian market, the competitors of Netflix are Amazon Prime Video, Disney+ Hotstar, Sony Liv, Zee 5, etc. The number of subscribers is a major factor in comparing the businesses on live streaming platforms. In this regard, the number of subscribers for Netflix is 5.5 million which is quite low in comparison to major competitors like Disney+ Hotstar and Amazon Prime Video (Nafees, et al., 2021). The number of subscribers for Disney+ Hotstar and Amazon Prime Video is 22 million and 46 million respectively. The paid charges for the subscription to Netflix are considered to be the major reason for such a low number of subscribers. The monthly subscription charge of Netflix in India is USD 2.61 which is around \$ 1.9 to USD 2 based on the time of subscription for Amazon Prime Video (Netflix, 2022). While the subscription charge of Disney+ Hotstar is less than USD 2 for every month. Another key factor between the streaming service platforms is the type of available content. The content of Netflix is highly based on English or Hindi which are targeted at a high class and educated segment of customers. The organization mostly represents its business strategy of the USA to occupy the market of India. On the other hand, local content targeted to all the segments of customers is the focus of Disney+ Hotstar and Amazon Prime Video. Along with this, both of these companies also live streams different types of sports which attracts a major segment of customers. Netflix's business strategy is mostly targeted at the large and metropolitan cities of India. Whereas, Disney+ Hotstar and Amazon Prime Video both target customers from large cities and small towns across the country.

Customer analysis

The Indian customers of Netflix mostly belong to the metropolitan cities and tier 2 cities of the country. The customer base of the video streaming company mainly comprises the well-educated and affluent Indians in the age group of 20 to 45 having high disposable income and having an affinity for international movies and web series (Jenner, 2018). However, a portion of the customer base of Netflix and the overall video streaming industry of India belongs to the tier 3 cities and rural areas of the country specifically obtained for content in their local languages like Tamil,

Bengali, Marathi, Telugu and Bhojpuri etc. However, the Indian market remains highly price-sensitive leading to the choice of economic pricing annual models offered by Disney+Hotstar and Amazon Prime Video. Most of the customers in India are able to receive these streaming subscriptions as packages with their smartphone data plan. Also, Disney+ Hotstar remains highly popular among Indian consumers due to its livestreaming of popular sports like cricket and football along with offering a library of movies and web series. Additionally, Amazon prime video is also associated with the diversified convenience factor by the consumers due to its association with the Amazon prime membership yielding many benefits like same day and one day free delivery of orders.

Five forces analysis

Porter's five forces are segregated into five parts which are the bargaining power of customers, bargaining power of suppliers, threats of substitutes, threats of new entrants, and competitive rivalry (Anastasiu, et al., 2020).

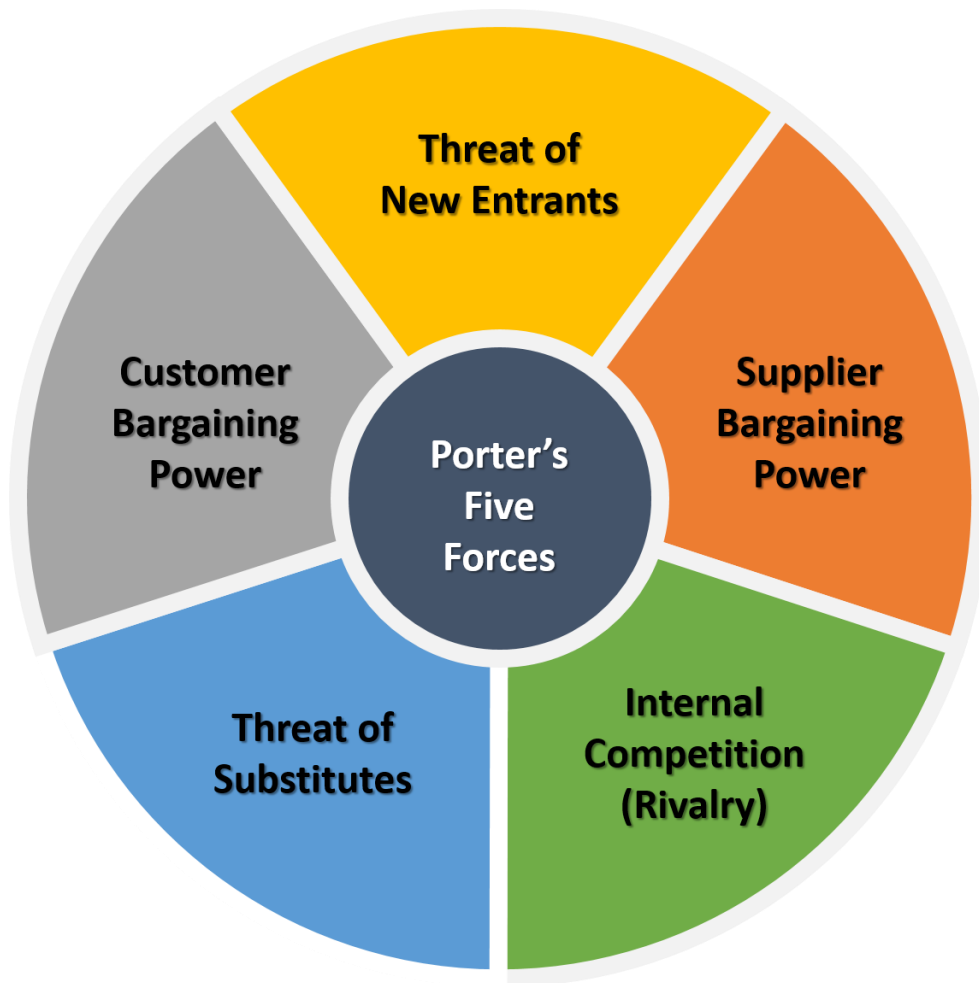


Figure 3: Porter Five Forces; Source: (Anastasiu, et al., 2020)

Bargaining power of customers

The bargaining power of customers is moderate for Netflix in the Indian market. The customers have options to purchase other platforms too for their entertainment which empowers the customers. However, the difference in the type of content reduces the power of customers.

Bargaining power of suppliers

The bargaining power of suppliers is high in the market in India. Following the expansion of Netflix in India, many production houses along with the Bollywood movies have come up with OTT-based content (HBR, 2014). However, such a major segment of suppliers has options to sell their content to the company which provides high value.

Threats of substitutes

The threat of substitutes is moderate as the concept of streaming has developed recently. Due to the latest development in technology, it is quite difficult to substitute the technology. Although, the risk of illegal privacy and the increasing market of a free platform like YouTube is a threat.

Threats of new entry

Threats of new entry are low for Netflix. The reason for low threat of new entry is due to the high amount of investment required for the platform which restricts new entrants.

Competitive rivalry

Competitive rivalry is quite high in the industry due to the presence of major businesses like Amazon Prime Video, Disney+ Hotstar, Zee 5, and Sony Liv. The competitors also hold a high percentage of market share that possess high rivalry in the market.

Degree of turbulence

The concept of turbulence in strategic management can be defined as the unpredictable uncertainty involved in the strategic management process. According to Ansoff, et al. (2018), the degree of turbulence can be divided into five levels which are repetitive, expanding, changing, discontinuous, and surprising levels. The degree of turbulence in business is decided based on certain factors like product innovation, alteration in customer preferences, and advancement of technology are the major factors that involve in identifying the degree. Based on the degree of turbulence, it can be said that product innovation and customer preferences are the major factors for Netflix. The product innovation of Netflix falls in the degree of expansion. This is because the company expanding its market with different products for regional content. TV series Money Heist, Dark, and Squid Game are examples of such product innovations that the company expanded across the world with regional content (Khanna, 2017). While customer preference is a factor that falls in the category of change. The customers have been attracted to season-based TV series where their expectations are raised. While the attraction for different regional content like Spanish, and Korean is also increasing among the customers of Netflix in India.

PESTEL Analysis

Political

The government regulations imposed on OTT platforms are a major concern for Netflix. The entertainment industry requires to seek permission from the Central Board of Film Certification for the shows and movies in theatres and TV channels. However, the OTT platforms were out of it until 2021 (Business Standard, 2021). The new policy imposes a self-regulatory architecture with a code of ethics and a three-tier self redressal mechanism.

Economic

Netflix has entered the market of India in 2016 whereas other businesses entered it at a later stage. Since the time as well as the upsurge of the market during the Covid-19 pandemic, the OTT industry has been developed massively. It is predicted that the Indian OTT market will be the 6th largest in the world by 2024 which will be equivalent to USD 2.9 billion (Sundaravel & Elangovan, 2020).

Social

Socially, the cultural factors that exist in India are the most considerable aspects of business operation. India has consisted of different religions, ethnic and cultural people. This is why the content requires to be made in consideration of the viewers' sentiments. It is important to avoid critics, backlash, and protests which have been seen in an Amazon Prime TV series named Tandav (BBC, 2021).

Technological

Technologically, India has observed massive growth in internet technology since 2016. Currently, India ranks 26th in terms of the cost required for 1 GB of 4G internet in the country. Along with this, the major companies in India like Airtel have also started a trial for 5G which is assumed to launch across the country by 2023. It is an opportunity for Netflix as the low cost of the internet with a high 5G based speed will allow a greater number of customers to use the platform.

Environmental

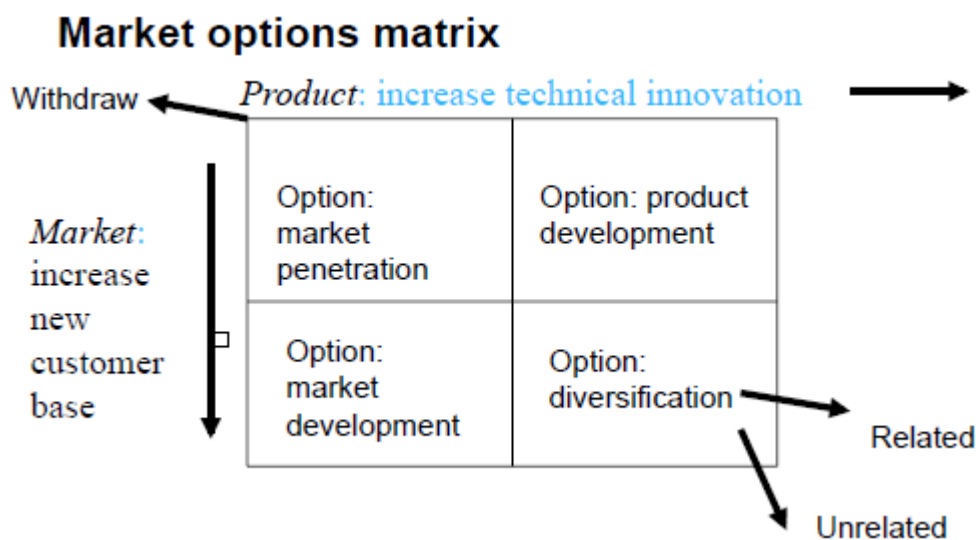
Though, the environmental factor does not have any direct relevance to the company. But the company requires to adopt an environment-friendly approach in its India headquarter to obligating to the basic environmental norms.

Legal

In 2021, Information Technology (Intermediary Guidelines and Digital Media Ethics Code) Rules 2021 has implemented by the government for regulations that were free for the OTT platforms (Business Standard, 2021). Though the regulation allows companies to self regulate their content it requires them to follow certain criteria or rules for publishing content. The contents must not be prohibited under any legal rules as per the regulations in India.

Emergent strategies used by Netflix for overcoming problems

Market options matrix



The market options Matrix underlines the market expansion strategies undertaken by businesses while expanding into new markets(Ang, et al., 2015). Netflix had undertaken the strategy of diversification in India and across many other international markets with the Netflix originals production. This had been associated with technical innovation and market expansion for the creation of a new market base for making the content relevant across consumers of all categories. Both related and unrelated options have been explored by Netflix for the enhancement in technical innovation for allowing the viewers to experience the best quality of uninterrupted entertainment while also typing into the multiple Indian languages for attracting the maximum viewership. The diversification approach had allowed the company to connect with the rural customers in India and create and spread their content across numerous regional languages like Hindi, Bengali, Tamil, Gujarati etc.

This strategy had enable the organisation to overcome the challenge of a limited number of customers in the metropolitan cities watching international content in English and Hindi only.

Expansion methods

The choice of the appropriate market extension method is important for the organisations to strategically manage their operations in a foreign country while achieving a competitive advantage (David, 2011).

Expansion method matrix

		Inside company	Outside company
Geo-graphic location	Home	Internal development	Merge, acquire, j.v., alliance, etc.
	Int'l	Export, overseas manufacture, etc.	Merge, acquire, j.v., alliance, etc.

j.v. means 'joint venture'

Netflix had undertaken the strategy of production of the Netflix originals and purchasing the production and distribution rights of numerous movies and web series in India and other markets. This had enabled the organisation to have tight control over its operations and innovation while ensuring its expansion across more than 190 countries of the world. The establishment of the connection with Bollywood had enable the company to gain higher acceptance among the Indian public leading to an increase in its consumer base (Sull & Turconi, 2021).

Porter's generic strategies

Porter's generic strategies are based on the four quadrants which are cost leadership, differentiation, cost focus, and differentiation focus. Based on the quadrant organizations develop their business strategies. According to porter's generic strategies, the business strategy followed by Netflix is cost focus. The strategy is based on the approach of becoming a low-cost producer among the target segment in a particular industry. Netflix has arrived in India in 2016. Since then the organization has not been able to occupy the market or customers in

comparison to businesses like Amazon Prime Video, and Disney+ Hotstar (Sundaravel & Elangovan, 2020). The major reason behind the lack of growth was the adoption of the standardization market and the high cost of the subscription. Netflix used to charge high monthly subscriptions in comparison to the competitors. However, Netflix has introduced a monthly mobile-only subscription for the Indian market which costs around USD 2.61. The adoption of such strategies by Netflix is a reflection of cost focus. This is because the company has introduced the plan with a similar type of content based on the target market. The organization has not differentiated its content which is directed toward the educated and metropolitan city-based customers. Unlike Disney+ Hotstar, Netflix does not differentiate its content as Disney+ Hotstar segregates its subscription pack based on regional and western content. Although, the plan has allowed Netflix to target small town and city-based customers too.

Resource-based View

The resource-based view is defined as a managerial framework that is used for the determination of strategic resources of a firm that the organization can consider to achieve sustainable competitive advantage. Based on the model, the resources of a company are segregated into two parts which are tangible and intangible resources. The resources are required to have heterogeneous and immobile characteristics as well as the ability to become VRIO attributes. Considering tangible resources, it can be said that the headquarter of Netflix, as well as the hardware, requires for managing the website and applications are the tangible resources.

With the use of hardware and networking cable as well as other equipment, Netflix manages its tangible resources to provide services to the customers. Such tangible resources are also immobile for the company as it is difficult to immobile the resources. The use of cloud-based architecture for software is also a factor that adds value to the business. Whereas, intangible resources in the business of Netflix involve patent, copyright, brand awareness, and customer experiences (Khanna, 2017). The organization normally purchases content from other production houses with proper patenting and copyright rules. This is a major factor that reflects the ability of the organization to hold its intangible resources. Netflix also produces and makes content with its own resources which allows in having a patent over the content. For example, Netflix has published several movies and series on its platform

which are entirely based on its own production. Along with this, the reputation of Netflix as an OTT brand is quite high in the market due to its presence in the international market as well as the quality of content that the organization publishes on its platform. The home-produced content by Netflix is also a factor that contributes to the VRIO resources to provide a competitive advantage for the company.

Perspective or Emergent strategy

Emergent strategy is defined as a pattern of action developed in an organization over time (Neugebauer, et al., 2016). Such strategy is mostly applicable and relevant in scenarios where mission and goals are not specified by a business. In consideration of Netflix, the organization's early years of business operation in India reflects a strategy where no mission or goals were present. Due to such circumstances, the organization has faced massive issues to develop and grow the business. However, in recent years the organization has undertaken certain business strategies are their emergent strategy reflection. For example, Netflix has introduced a mobile-only subscription service for its customers. The reason for introducing the subscription offer is to attract a massive number of mobile users in the Indian market (Khanna, 2017). Along with this, accessibility to low-cost internet with high-speed technology has also influenced the organizational adoption of the strategy. Further, the organization has also understood the importance of local markets or content in India. The country is full of different languages like Hindi, Telegu, Marathi, Malayalam, Tamil, Kannada, Bengali, Gujarati, etc. In consideration of the factor, Netflix has also introduced its content with the option of having dubbed versions in different languages. It is also a major factor that has shown the adoption of the localized strategy in the business of Netflix.

Attainment of competitive advantage by Netflix

Green Strategy value chain

The green value chain represents the development of the world's natural sustainability in the entire supply chain of organisations through the optimisation of the link among the actors and rationalizing of the natural inputs for controlling the outputs that impact the natural environment. Netflix has undertaken the strategy of

achieving 0 net greenhouse emissions by the end of 2022. The company has also undertaken policies for reducing the internal emissions by 45% below the levels of 2019 by the year 2030 through the incorporation of the validity science-based target (Netflix, 2022). The sustainability policies of the organisation are highly valued and accredited by the consumers and it increases the brand value and loyalty. This strategy had enabled the organisation to gain a competitive advantage over the market rivals as the customers appreciate and are attracted to the brand due to its carbon neutral policies.

Cost comparison against competitors

From the case study, it is evaluated that Netflix had undertaken a cost-plus strategy of pricing for the Netflix originals content. The company used its capital for purchasing TV shows and movies at the full production cost and an added 30% premium. In comparison, the TV networks only covered 60% o 70% of the production cost. From the case study, it has been identified that Netflix spent \$1.5 billion on technology in 2019 for improving product and customer experience to attract new users.

Price comparison of Netflix with some of its competitors are as follows:

Table 1: Cost comparison of Netflix against competitors.

Company	Monthly	Annual
Netflix	\$9.99for SD, \$15.99 for HD, \$19.99 for 4KUHD	
Amazon Prime	\$13	\$119
Disney+Hotstar	\$7.99	\$79.99
Hulu	\$7	\$13
HBO Max	\$9.99	\$99.99

Even considering the international scenario, the cost of a Netflix subscription for the viewers is comparatively high compared to Hulu and Disney+Hotstar (Digitaltrends, 2021). Although the monthly SD subscription charges for Netflix are at par with HBO Maxand more economical than Amazon Prime. However, the downside of the

subscription plan of Netflix lies in the lack of options regarding annual subscriptions. All the other competitors of Netflix offer economical and savings in the annual packages and hence witness the surge in consumers.

Implementation guidelines

The strategy of implementation of the guidelines for enhancing competitive advantage for Netflix in the Indian market includes the application of the KISS Principle. This includes the strategy of keeping the operations and strategies simple and stupid for continuing to optimise the business processes through innovation and personalised content duration for the customers. This also requires the implementation of common terms for strategy across the entire organisation internationally for the establishment of the milestones and definition of the resources for solving the critical issues like password sharing among the customers and decline in viewership. The organizational management of Netflix also needs to define the rules and responsibilities of the staff regarding handling the customer queries and working on solving the common business challenges with clarity of action. The implementation guidelines for the strategy of overcoming the organisation and problem also include the development of a common framework for the plan based on the environmental analysis and follow up the same with regular and well-structured meetings.

Conclusion

This report conducts a strategic analysis of the case study of "Netflix Goes to Bollywood" by Donald Sull and Stefano Turconi. From the report, it is concluded that Netflix has the strength of innovation and creativity as the firm is able to achieve high performance with limited workers due to having high performance. The open communication channels in the organisation and the encouragement of accountability at a personal level enhance the engagement of the workers and output levels for the organisation. The weaknesses of the company included its limitations regarding offering annual subscription plans at discount rates to the customers. The opportunities for Netflix in India include the potential to have the next 100 million subscribers due to the fast potential of the country having more than a billion population and a high speed 4G network at affordable rates. The company faces threats due to its market competitors like Disney + Hotstar and Amazon Prime

Video in India and internationally. Based on the report, it is also concluded that Netflix has been present in the Indian market since 2016. However, the company started to increase its market share in 2017 with its target of 100 million subscribers from India. In order to occupy the market, Netflix has also changed its business strategies. For example, Netflix has introduced content in different regional languages of India as well as low-cost subscription services for the customers. Such a strategy has been undertaken by Netflix to increase its customer base and compete with the rivals like Amazon Prime Video and Disney+ Hotstar. The strategy of Netflix to invest in original productions and diversification has benefited the organisation to acquire more subscribers and deliver better engagement to the customers. However, the company needs to change its price strategy in India for benefiting the price-sensitive customer base to acquire more subscribers.

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