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1. Organisational Context and Industry Overview

1.1 Introduction to Netflix Inc.

Netflix Inc. is a global subscription-based streaming service that was founded in California, USA in 1997. It was originally a DVD rental company but is now one of the largest digital entertainment companies in the world, with a presence in over 190 countries and offering movies, TV shows, documentaries, games, and original content (Netflix, Inc., 2025a). This report focuses on Netflix India, a strategically important market characterised by rapid digital growth, intense competition, and increasing demand for localised content (Biswas, 2025; Pendse et al., 2026).

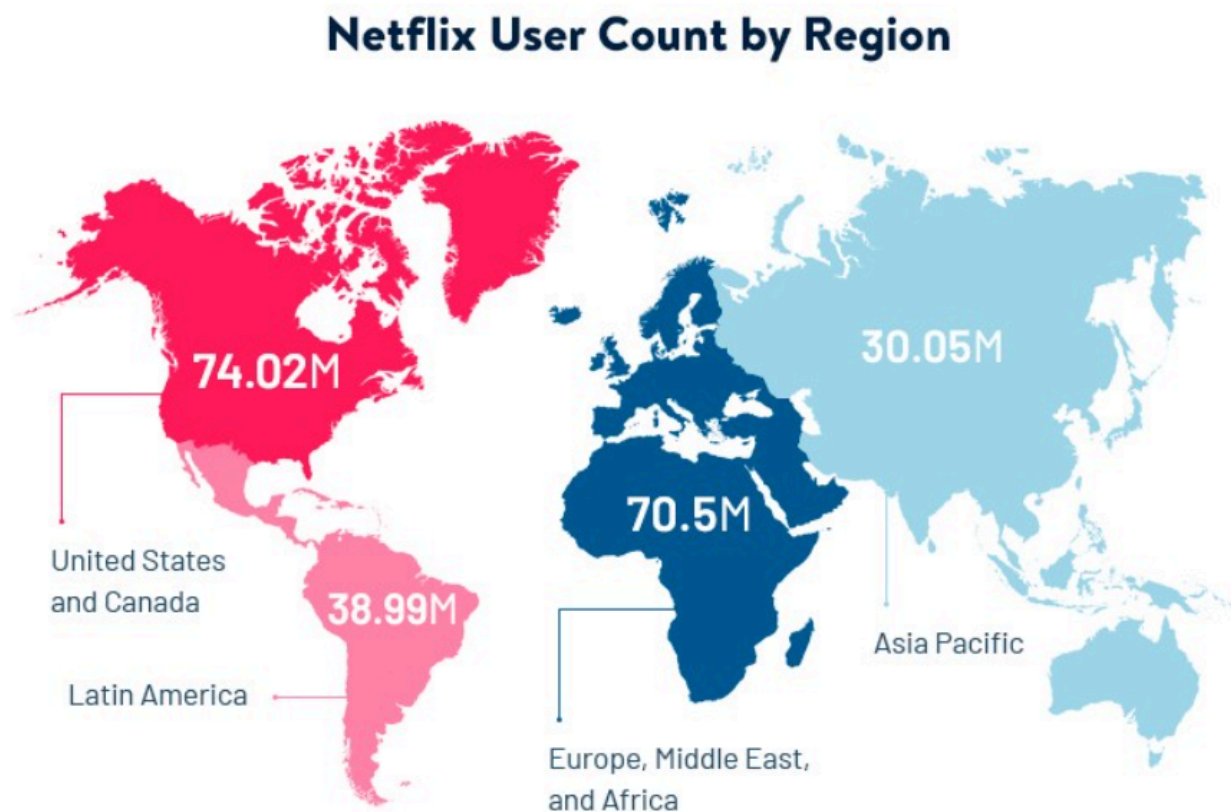


Figure 1: Netflix User Distribution by Global Region

Source: Gary Fox (2025).

1.2 Mission, Vision and Business Model

Netflix's vision is "to entertain the world" by providing a variety of high-quality content through innovative digital experiences (Netflix, Inc., 2025a). It has subscription-based business models with multiple tiers, such as advertising supported, to facilitate recurring revenue and enhance customer accessibility. The company's value proposition involves not only its exclusive original programming but also its vast library of content, both globally and regionally, as well as the use of AI-driven recommendation engines that tailor viewing experiences, boost customer satisfaction, and improve subscriber retention (Zielnicki et al., 2025; Etlioglu, 2025).

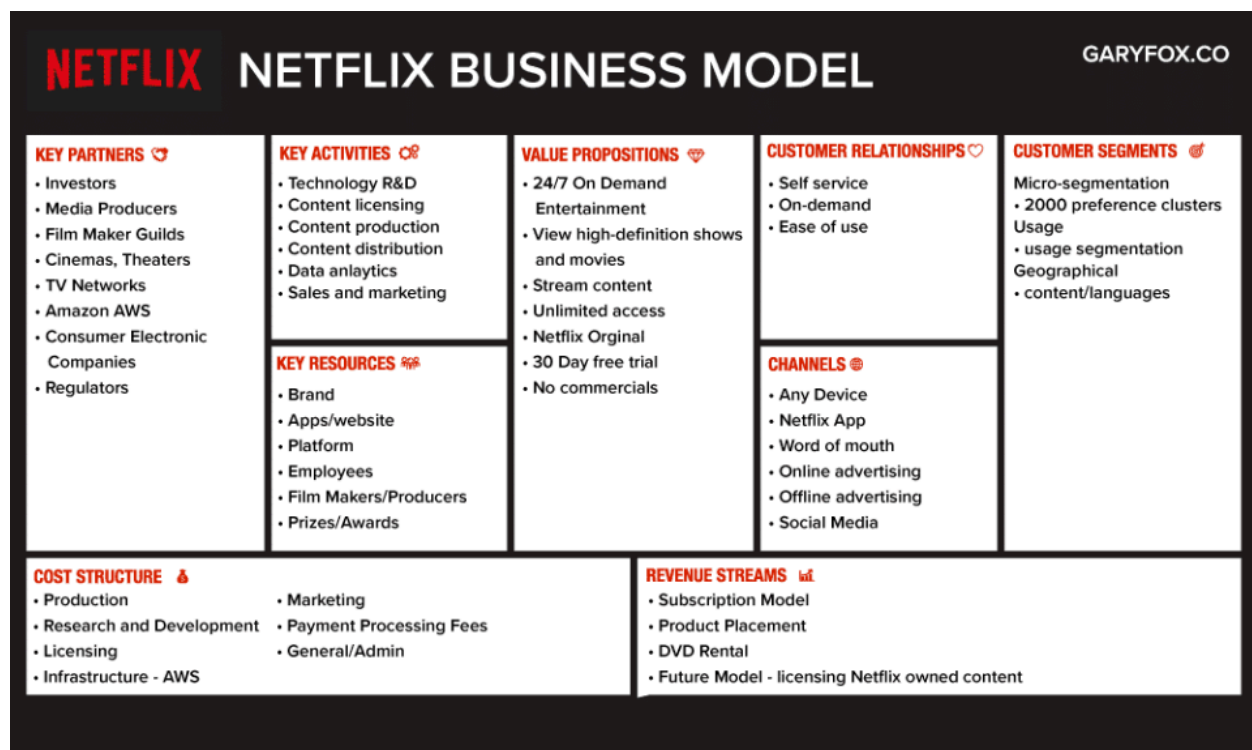


Figure 2: Netflix Business Model Canvas

Source: Adapted from Gary Fox (2024).

1.3 Industry Overview and Competitive Position

The over-the-top (OTT) streaming industry in India has been growing considerably in the past few years as a result of the widespread use of smartphones, lower internet

subscription costs, and the rising demand for digital entertainment (IMARC Group, 2026; Statista, 2026). Some of the major players are Amazon Prime Video, JioHotstar, Sony LIV, and ZEE5, which are vying on price, regional-language content and exclusive sports broadcasting (Biswas, 2025; Khan, 2024). Despite its comparatively smaller subscriber base compared to some of its domestic competitors, Netflix holds a premium position in the market with high average revenue per user (ARPU), brand recognition, and ongoing investment in Indian original programming like Delhi Crime and Heeramandi (Netflix, Inc., 2025a; Xi, 2024).

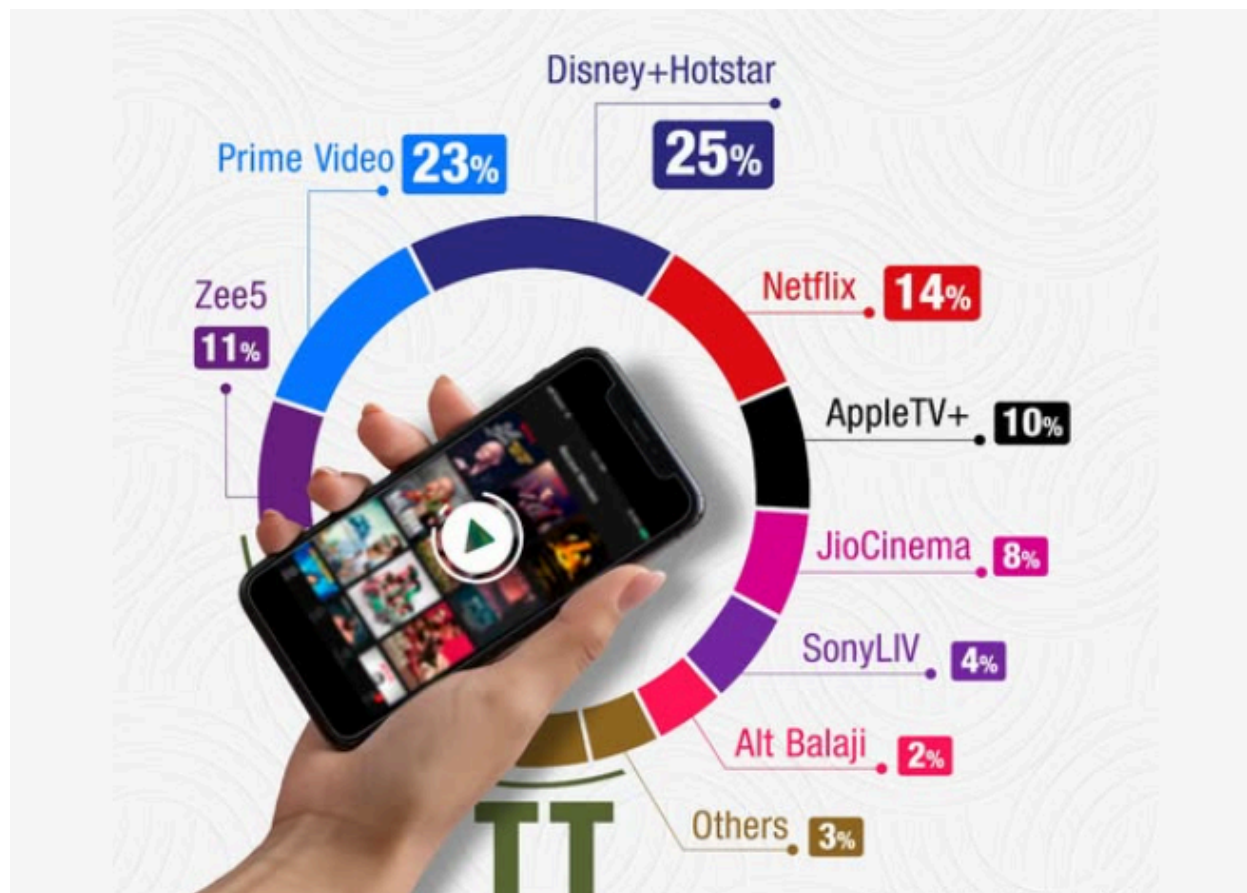


Figure 3: Competitive Landscape of India's OTT Streaming Market

Source: Adapted from Anand Rathi Group (2024).

As paid OTT subscription growth continues, it could bring significant opportunity on competitive front, as well as strategically differentiating is critical to Netflix's future success in India's streaming market.

2. Strategic Analysis of Netflix's Business Environment

2.1 External Environment Analysis (PESTEL)

2.1.1 Political Factors

The Indian political landscape presents challenging opportunities and threats to Netflix.

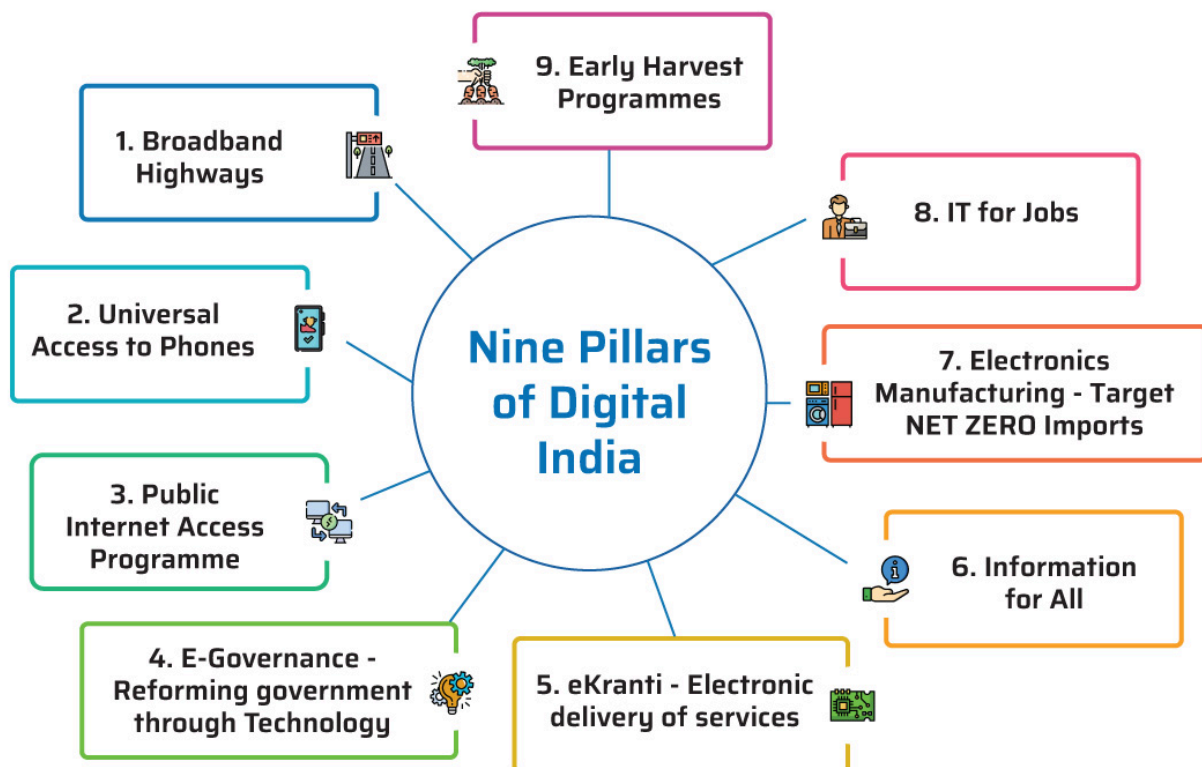


Figure 4: Nine Pillars of the Digital India Initiative

Source: Adapted from Vision IAS (2024).

The government's Digital India initiative, along with its efforts to expand broadband connectivity, has facilitated better access to the internet, driving the rise of streaming services (IMARC Group, 2026). However, increasing government scrutiny over OTT content, censorship, and cultural sensitivity may influence Netflix's content strategy. The

regulatory uncertainty necessitates the company to strike a balance between creative freedom and compliance to ensure its business and reputation in India.

2.1.2 Economic Factors

India Smart TV and OTT Market
Market Size in USD Billion

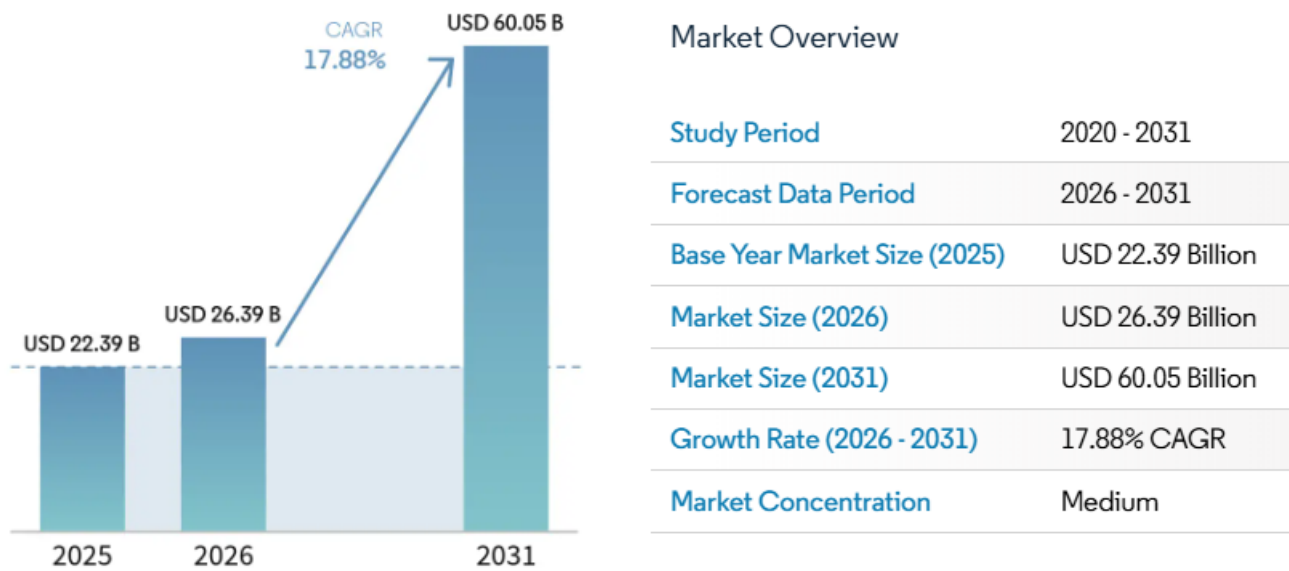


Figure 5: Growth Forecast of the India Smart TV and OTT Market (2025–2031)

Source: Mordor Intelligence (2026).

Netflix's future growth is expected to be solid, as the digital economy and the middle class are growing in India (Statista, 2026). Yet, a significant challenge is the high price sensitivity, as consumers may opt for more affordable options like Amazon Prime Video and JioHotstar (Biswas, 2025). In response, Netflix has launched mobile-only and ad-supported subscription tiers, enhancing affordability and access while bringing in more viewers and boosting its subscriber numbers (Netflix, Inc., 2025a). However, inflation and shifting household spending patterns still affect their propensity to pay for several streaming subscriptions (Zhou et al., 2025).

2.1.3 Social Factors

The evolution of the consumer lifestyle has given a push to the streaming services in India. The growth of mobile internet access, the low cost of mobile internet and the rising mobile phone usage combined with the demand for on-demand entertainment have further widened Netflix's customer base.

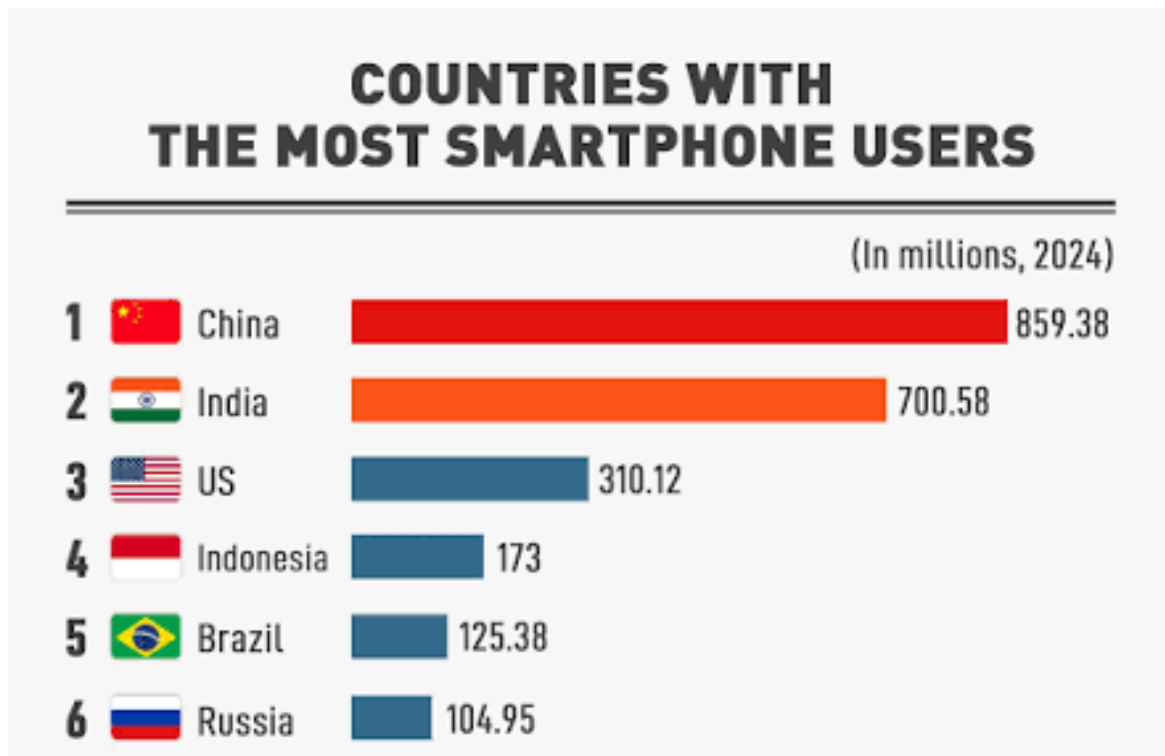


Figure 6: Countries with the Highest Number of Smartphone Users (2024)

Source: Adapted from Statista (2024).

More and more local language content and local stories are becoming popular amongst the consumers. Netflix, in response, has made significant investments in Indian productions like Delhi Crime, Heeramandi, and Khakee: The Bihar Chapter, ensuring that their content resonates with customers within the local market and fosters a deeper engagement (Netflix, Inc., 2025b). However, the need for continuous localisation is equally vital to cater to India's culturally diverse audience (Pendse et al., 2026).

2.1.4 Technological Factors

One of Netflix's greatest competitive enablers is technology. The company leverages artificial intelligence, machine learning, cloud computing, and data analytics to offer personalised recommendations and enhance customer experiences (Etlioglu, 2025; Zielnicki et al., 2025). Through personalisation in content, AI-driven recommendations boost viewers' engagement and retention of subscribers (Etlioglu, 2025).

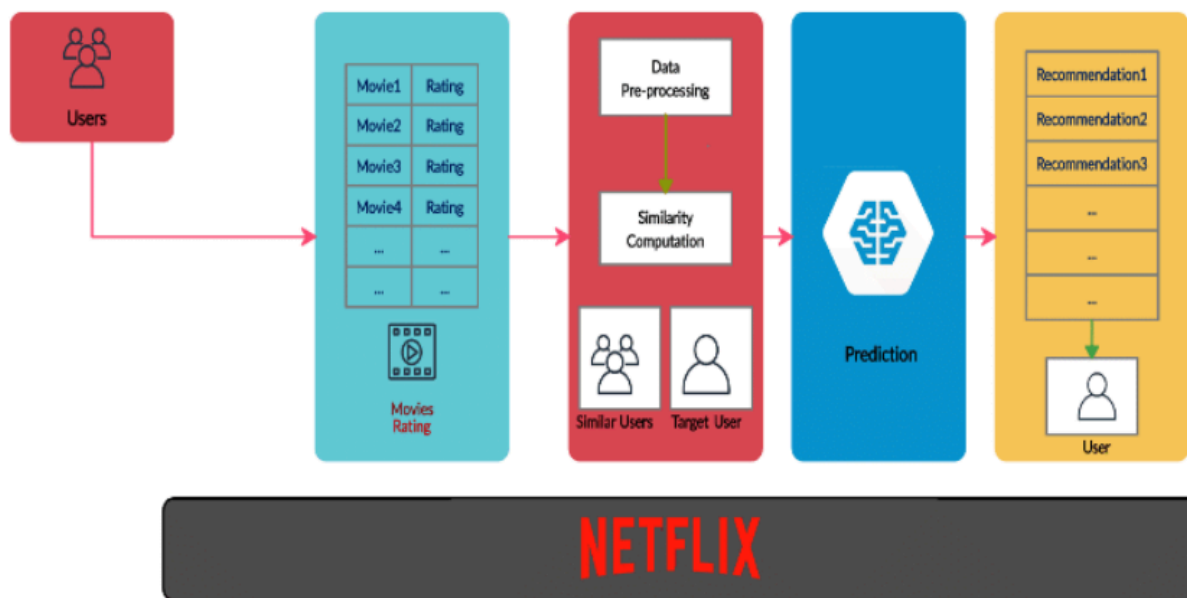


Figure 7: Netflix AI-Powered Recommendation System Architecture

Source: Adapted from ResearchGate (Steck et al., 2021).

Furthermore, India's continuous investments in 4G and 5G networks enable high-quality streaming and increased consumption of digital content (IMARC Group, 2026). Rapid technological advancements, however, also allow for similar technologies to be used by competitors, thus Netflix must continually evolve their platform and customer experience (Tsiavos et al., 2025).

2.1.5 Environmental Factors

Digital businesses are placing a greater importance on environmental sustainability. Netflix has pledged to cut its greenhouse gas emissions, encourage sustainable production and enhance its environmental, social and governance (ESG) reporting (Netflix, Inc., 2025b; Netflix, 2026).

Netflix, Inc.

Industry Group: Media

Country: United States

Identifier: NAS:NFLX

ESG Risk Rating

16.8 Low Risk



Last Update: Jul 9, 2021

Ranking

INDUSTRY GROUP

Media

137 out of 261

UNIVERSE

Global Universe

1664 out of 13581

Figure 8: Netflix ESG Risk Rating and Industry Ranking

Source: Adapted from Morningstar (2021).

However, the growing adoption of cloud services and data centres indirectly drives energy use. By maintaining sustainable operations and comprehensive environmental disclosures, companies can enhance investor trust and corporate image (Vilchez Olivares et al., 2026).

2.1.6 Legal Factors

Netflix functions in an ever-changing legal landscape that is influenced by issues of copyright, consumer rights, data privacy, and digital content regulations (Hussain et al., 2026). The evolving regulatory landscape in India could lead to more stringent regulations on content moderation and provider responsibility, raising compliance

standards. Additionally, digital piracy is a big issue, given its negative impact on subscription revenue and IP.

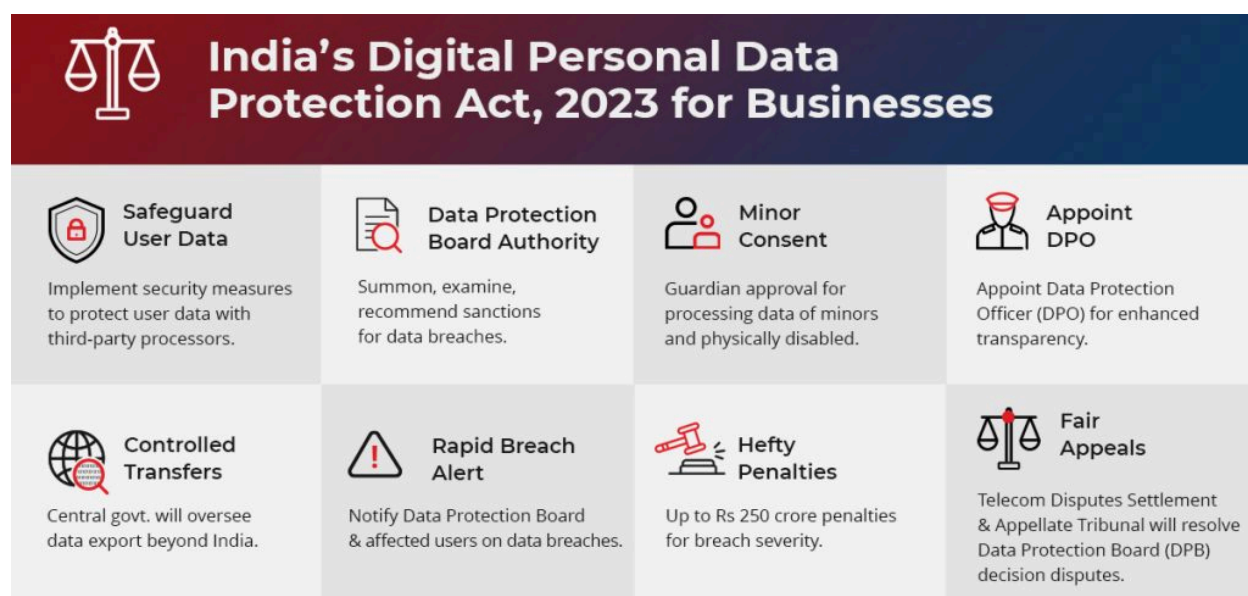


Figure 9: Key Provisions of India's Digital Personal Data Protection Act, 2023

Source: Adapted from BitRaser (2023).

Thus, good legal compliance and enhanced anti-piracy measures are crucial to ensure the sustainability of Netflix's business performance (Khan, 2024; Henderson et al., 2025).

2.1.7 Critical Evaluation of External Opportunities and Threats

The analysis of the PESTEL framework shows that the biggest opportunities for Netflix are the growing number of internet users in India, the rising demand for regional-language content, and the ongoing technological developments, which will drive subscriber growth in the future (Statista, 2026; IMRC Group, 2026). Nevertheless, competition, price-sensitive consumers, regulatory uncertainty, and the increase of content investments pose major risks (Pelmin et al., 2026; Karahan et al., 2025). Netflix's success in the future will largely need to be a blend of premium differentiation, increased localisation, flexible pricing and ongoing technological innovation.

2.2 Internal Environment Analysis (VRIO Framework)

2.2.1 Key Strategic Resources and Capabilities

Netflix has several strategic resources that enhance its competitive advantage in the Indian streaming market by fostering innovation, engagement, and global scalability (Henderson et al., 2025; Xi, 2024).

Strategic Resource/Capability	V	R	I	O	Competitive Implication
Global brand reputation	✓	✓	✓	✓	Sustained competitive advantage
AI-powered recommendation algorithm	✓	✓	✓	✓	Sustained competitive advantage
Original content production capability	✓	✓	●	✓	Temporary to sustained advantage
Strong financial resources	✓	✗	✗	✓	Competitive parity
Advanced technology platform	✓	●	●	✓	Temporary competitive advantage
Data analytics capability	✓	✓	✓	✓	Sustained competitive advantage
Global partnerships and content licensing	✓	✗	✗	✓	Competitive parity

Table 1:VRIO Analysis of Netflix's Strategic Resources

Source: Author (2026).

Netflix's global reputation bolsters customer trust and helps subscriber expansion in international markets, such as India (Netflix, Inc., 2025a). Through its AI capabilities, the recommendation system and advanced data analysis further enhance personalisation, customer engagement, and retention by offering customised viewing experiences (Etlioglu, 2025; Zielnicki et al., 2025). Additionally, Netflix's commitment to producing award-winning original content and Indian-language productions helps to differentiate itself and foster customer loyalty (Ko et al., 2026; Pendse et al., 2026). However, financial resources, technology infrastructure and strategic partnerships are still important but are also increasingly available to other companies like Amazon and Disney, thus making it harder to achieve ongoing competitive advantage (Pelmin et al., 2026).

2.2.2 Critical Evaluation of Competitive Advantage

According to the VRIO analysis, it can be seen that Netflix' greatest sustainable competitive advantage is its internationally known brand, its AI-driven recommendation system, and its extensive capabilities in data analysis. Owning these resources is hard for competitors to replicate and helps create superior customer experiences by continuously innovating and personalising (Etlioglu, 2025; Henderson et al., 2025). While content creation is still a key factor of differentiation, investments by competing platforms in local content have blurred the uniqueness of that content in the long run (Xi, 2024). Moreover, Netflix's premium pricing model and content investment is an organisational constraint in an India market which is price sensitive. Thus, maintaining competitive edge will need persistent innovation, more localization, as well as making it more affordable to ensure long-term subscriber growth (Biswas, 2025; Pelmin et al., 2026).

2.3 SWOT Analysis

2.3.1 SWOT Matrix

Strengths		Weaknesses	
Globally recognised brand with a strong reputation for premium entertainment		Premium pricing compared with major competitors in India	
AI-powered recommendation system and advanced data analytics		Smaller subscriber base than leading competitors such as JioHotstar and Amazon Prime Video	
Extensive portfolio of original and award-winning content		High dependence on continuous investment in original content	
Strong financial capability to invest in technology and content innovation		Limited live sports and entertainment offerings compared with competitors	
Opportunities		Threats	
Rapid growth of India's OTT and digital entertainment market		Intense competition from Amazon Prime Video, JioHotstar, Sony LIV and ZEE5	
Rising demand for regional-language and locally produced content		Increasing price sensitivity among Indian consumers	

Expansion of affordable internet access and 5G connectivity	Evolving government regulations and content governance
Growing adoption of AI and personalised digital experiences	Digital piracy and escalating content acquisition costs

Table 2: SWOT Analysis of Netflix in the Indian OTT Market

Source: Developed by the author based on Netflix, Inc. (2025a; 2025b), Statista (2026), IMARC Group (2026), Biswas (2025), Henderson et al. (2025), and Pelmin et al. (2026).

2.3.2 Strategic Implications

Based on the SWOT analysis, it is suggested that Netflix should capitalize on its global brand, AI-driven recommendation system, and original content production to tap into the burgeoning OTT market in India and the demand for regional-language entertainment (Etlioglu, 2025; Zielnicki et al., 2025).

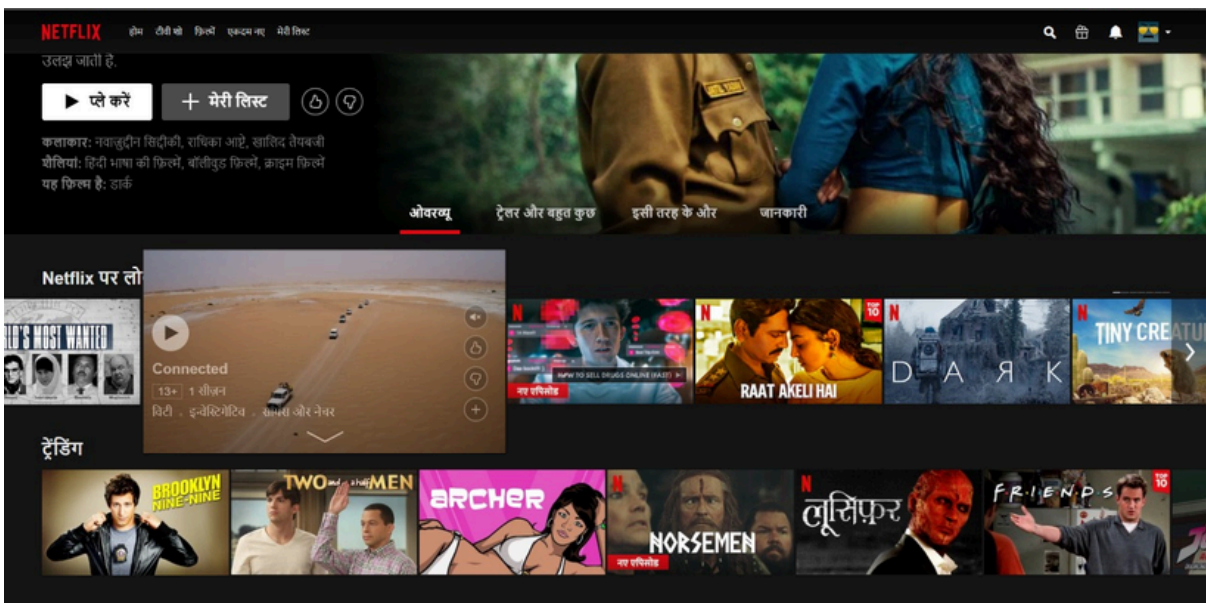


Figure 10: Netflix’s Regional-Language Content Interface for the Indian Market

Source: Adapted from Livemint (2019).

These advantages allow the company to offer extremely customised viewership experiences and boost customer engagement with locally-relevant content.

However, Netflix's premium pricing strategy and smaller subscriber base increase its exposure to competitors offering lower-priced subscriptions and bundled digital services (Biswas, 2025). Meanwhile, the need for ongoing investments in original productions, changing regulations, and digital piracy add to the burden of sustaining profits and growth (Hussain et al., 2026).

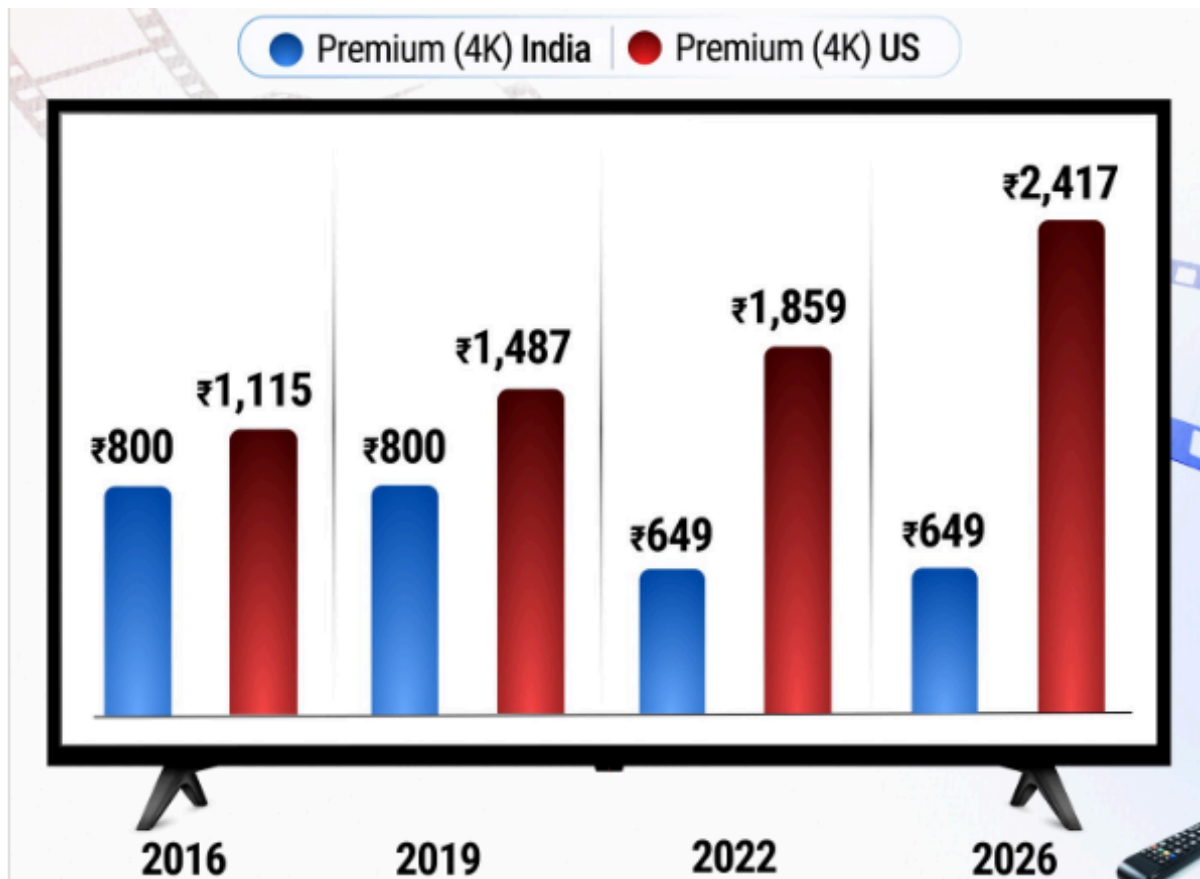


Figure 11: Netflix Premium (4K) Subscription Price Comparison

Source: Tech Threads (2026)

Three strategic priorities come to light from the analysis. First, Netflix needs to keep investing in content in regional languages to enhance localisation and customer loyalty. Second, it should be more affordable, offering flexible subscription options without compromising on the premium brand. Lastly, the ongoing investment in artificial intelligence, data analytics, and platform innovation will continue to be crucial for

maintaining competitive advantage in the evolving landscape of streaming in India (Pelmin et al., 2026; Xi, 2024).

3. Comprehensive Strategic Evaluation

3.1 Evaluation of Netflix's CSR Strategy



Figure 12: Netflix's Environmental, Social and Governance (ESG) Strategy

Source: Adapted from Netflix, Inc. (2025b).

Netflix's Corporate Social Responsibility (CSR) strategy integrates environmental, social, and governance (ESG) principles into its business strategy rather than treating CSR as a separate activity. This approach aligns responsible business practices with long-term value creation for shareholders, employees, creators, and communities (Netflix, Inc., 2025b).

Social 					
DATA POINT ⁵¹	2021	2022	2023	2024	2025
Representation Data: All Job Levels					
Global Gender Identity, % Women	51.7	49.6	51.5	50.9	50.7
Global Gender Identity, % Men	45.7	45.0	46.0	46.6	47.0
Global Gender Identity, % Additional Gender Identities	1.3	1.3	1.4	1.3	1.2
Global Gender Identity, Undeclared	—	—	—	1.7	1.6
US Race Ethnicity, % Asian	25.8	27.2	28.7	29.8	32.0
US Race Ethnicity, % Black	11.7	10.8	10.6	10.2	9.5
US Race Ethnicity, % Hispanic/Latino/A/X	11.2	11.9	12.2	12.1	11.5
US Race Ethnicity, % Middle Eastern/North African	2.2	2.6	2.8	2.6	2.8
US Race Ethnicity, % Native American/Alaskan Native	0.6	0.7	0.7	0.6	0.6
US Race Ethnicity, % Native Hawaiian/Other Pacific Islander	0.8	0.9	0.9	0.8	0.8
US Race Ethnicity, % White	46.6	48.2	47.7	47.5	46.8
US Race Ethnicity, % 2 or more races/ethnicities	Did not report. Starting in 2021, data collection methods were implemented to allow employees to share multiple self-identities (e.g., Black and Asian compared to "2 or more races/ethnicities")				

Figure 13: Netflix's Workforce Diversity and Inclusion Performance

Source: Adapted from Netflix, Inc. (2025b).

One of Netflix's biggest strengths in the CSR arena is its dedication to diversity, equity, and inclusion (DEI). The company advocates for inclusive hiring and has been investing in culturally diverse storytelling. The platform's investments in productions like Delhi Crime, Heeramandi, Kohrra, and The Railway Men underscore its dedication to supporting local creators and showcasing regional culture, fostering stronger

stakeholder relationships and enhancing brand legitimacy (Netflix, Inc., 2025a; Biswas, 2025).

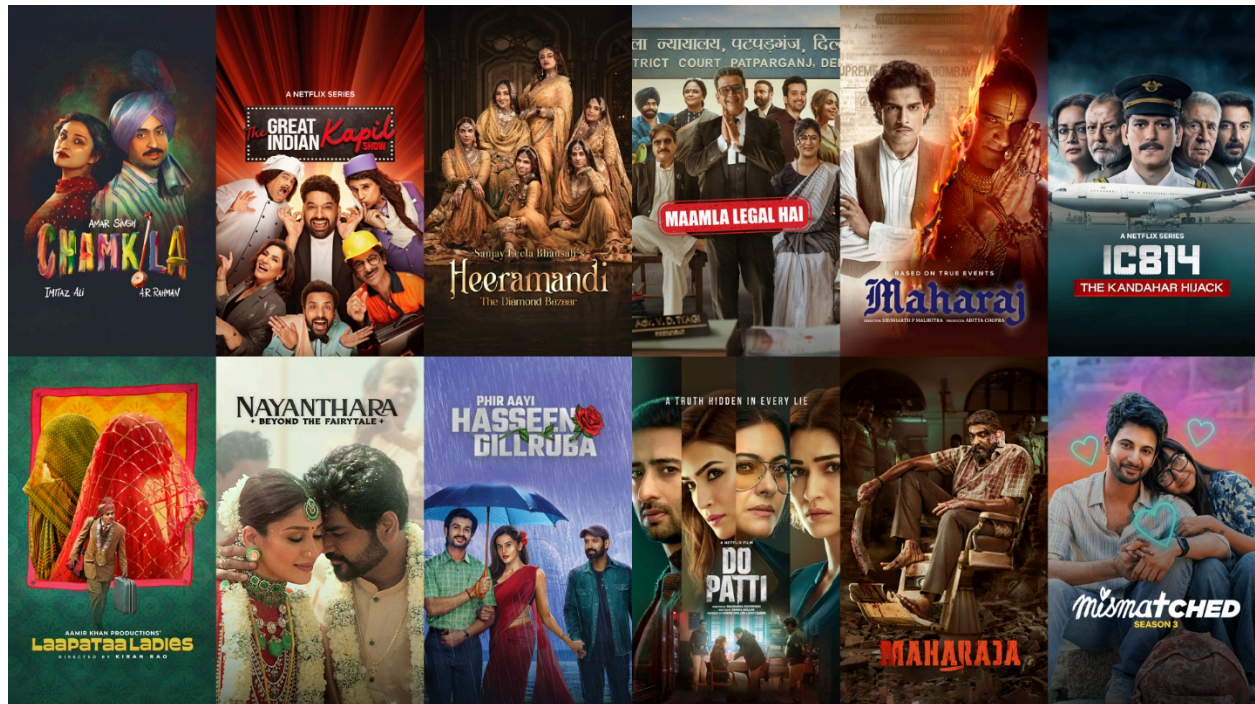


Figure 14: Netflix India Original Productions Supporting Local Storytelling

Source: Adapted from Netflix, Inc. (2024).

Digital accessibility is also a key focus for Netflix, with features such as multilingual subtitles, dubbing and accessibility features to enhance content accessibility for all viewers (Netflix, 2026). These programs promote customer inclusion, and they also help to grow the market. As for the environment, Netflix has enhanced environmental, social and governance (ESG) reporting, tracks Green House Gases, and promotes sustainable production (Netflix, Inc., 2025b). More and more reliance on cloud infrastructure and digital streaming, however, leads to indirect environmental impacts that must be constantly improved with regard to sustainability performance (Vilchez Olivares et al., 2026).

3.2 Balanced Scorecard Analysis



Figure 16: The Four Perspectives of the Balanced Scorecard Framework

Source: The Strategy Institute (2024).

The Balanced Scorecard enables Netflix to translate strategic objectives into measurable financial and non-financial performance indicators that support effective execution and long-term competitive advantage (Kaplan and Norton, 1992).

Perspective	Strategic Objective	KPIs	Strategic Target	Key Initiatives
Financial	Increase sustainable revenue and profitability	Subscription revenue, ARPU, operating margin, subscriber growth	Improve subscribers and profitability	Advertising-supported plans, pricing optimisation, investment in Indian original content
Customer	Improve customer acquisition and retention	Subscriber growth, churn rate, customer satisfaction, viewing hours	Reduce churn and increase engagement	Regional-language content, AI personalisation, improved user experience

Internal Business Processes	Enhance operational efficiency and innovation	Platform uptime, recommendation accuracy, content success rate, production cycle	Improve platform reliability and content performance	AI analytics, cloud optimisation, local production partnerships
Learning and Growth	Strengthen organisational capability and innovation	Employee engagement, diversity, training, AI innovation	Develop workforce capability and digital innovation	Employee development, AI investment, diversity programmes

Table 3: Proposed Balanced Scorecard for Netflix India

Source: Developed by the author based on Kaplan and Norton (1992), Netflix, Inc. (2025a; 2025b), Fabac (2022), and Netflix (2026).

3.2.1 Financial Perspective

Netflix's financial goal is to sustain its revenue growth in India's competitive streaming market while ensuring profitability. Subscription revenue, subscriber growth, operating margin and average revenue per user (ARPU) are some of the key performance indicators. The investment in successful Indian original productions, along with advertising-supported subscription and flexible pricing, supports subscriber growth and financial performance. Such steps can help Netflix boost profitability and be sensitive to rising price sensitivity of Indian consumers (Netflix, Inc., 2025a; Pelmin et al., 2026).

3.2.2 Customer Perspective

Netflix's customer strategy is to boost customer acquisition and cement customers' loyalty with personalised viewing experiences. Subscribers, churn, customer satisfaction, and viewing hours are among the important KPIs. By investing in regional-language films, accessibility in multiple languages, and AI-driven recommendations, they are further improving customer engagement and catering to changing preferences in India. Such efforts further highlight Netflix's approach of differentiation and enhance its long-term customer retention (Netflix, Inc., 2025a; Nagaraj et al., 2021).

3.2.3 Internal Business Process Perspective

Running the company efficiently is crucial to Netflix's competitive edge. The strategic goals encompass the enhancement of content creation, the precision of AI recommendations, platform reliability, and data-driven decision making. Performance can be monitored through KPI's like platform availability, recommendation correctness, production cycle time, and success rates of the content. Collaborations with Indian production companies and ongoing investments in cloud infrastructure enable smooth delivery of content and ensure platform reliability, which contributes to a better customer experience (Etliloglu, 2025; Tsiavos et al., 2025).

3.2.4 Learning and Growth Perspective

For Netflix to remain competitive, it will need to continually learn, build employee capability and innovate technology. Key goals are to enhance the capabilities of its workforce, foster diversity and inclusion, and boost AI research. Key performance measures (KPM) include employee engagement, training participation, diversity measures, and innovation projects (Netflix, Inc., 2025b). Netflix fosters a culture of learning and development for digital talent, fortifying its capacity to adapt to evolving technologies and customer preferences, as a key enabler for sustainable competitive advantage in the Indian OTT landscape (Fabac, 2022; Henderson et al., 2025).

4. Strategic Choices and Implementation

4.1 Evaluation of Strategic Options

Netflix has several strategic alternatives to strengthen its competitive position in the Indian OTT market. Market penetration targets higher market share with the existing market by increasing customer acquisition and retention. Netflix already does that with its advertising-supported and mobile-only subscription offerings, as well as campaigns to target consumers who want a lower-cost service (Netflix, Inc., 2025a). While it can be

an effective means of boosting subscribers, it is limited by urban streaming market maturity and tough competition (Straubhaar et al., 2025).

Market development is the process of introducing a new geographical area or market segment for a product. Considering the fact that India is home to Netflix, there are still opportunities in the rural and semi-urban areas with nascent development in Internet connectivity (IMARC Group, 2026). But in the short-term, less purchasing power and infrastructure differences may prove to constrain profitability.

Cost leadership is less applicable as it requires significant spending on proprietary content, technology and customer experience which is essential for Netflix's high-end offering. Directly pitting itself against other platforms like JioHotstar or Amazon Prime Video will affect its brand positioning and cut into its profits (Biswas, 2025). Relationship-building is a value of focus strategy based on regional-language content. However, too much focus on niche markets could lead to a loss of global brand value for Netflix.

Product development with differential is the most suitable alternative. This approach focuses on ongoing growth in the quality of local content, personalisation using AI, interactive entertainment and innovative viewing experience. This strategy matches Netflix's strengths and fulfills Indian viewers' appetite for culturally relevant digital content (Pendse et al., 2026; Ko et al., 2026). Netflix does not need to compete on price, but can use innovation and customer experience to differentiate its premium offering.

4.2 Validation of Strategic Choice Using Ansoff Matrix

The Ansoff Matrix is suitable for analysing Netflix's strategic direction as it considers growth opportunities based on product and market. Netflix is already operating widely in India's streaming market so it is better to pursue growth by developing its product than by expanding the market (Nelsa et al., 2025).

Ansoff Strategy

Applicability to Netflix India

**Strategic
Suitability**

Market Penetration	Expand subscriptions through pricing and promotions	Moderate
Market Development	Target underserved geographical and demographic segments	Moderate
Product Development	Develop regional-language originals, AI-driven experiences, interactive content, and premium entertainment offerings	High
Diversification	Expand into unrelated businesses	Low

Figure 17: Application of the Ansoff Matrix to Netflix India

Source: Author (2026).

Netflix uses product development as a means of exploiting existing customers and adding value, as it is continually innovating its products. The company's capacity to produce distinct local content that resonates with viewers in India as well as around the world is reflected in its investments in successful Indian originals such as Delhi Crime, Heeramandi, The Railway Men, and Khakee: The Bihar Chapter (Netflix, Inc., 2025a). At the same time, AI recommendation systems can help them improve content discovery and customer engagement further boosting their high-value status (Etlioglu, 2025).

Product development offers long term competitive advantages over market penetration as it is difficult for the competitors to duplicate Netflix's integrated offerings of original content development, advanced analytics, and personalised customer experiences (Henderson et al., 2025). Thus, the Ansoff Matrix suggests that product development is the most suitable strategy for Netflix based on their market position, resources and future plans.

4.3 Recommended Business Strategy

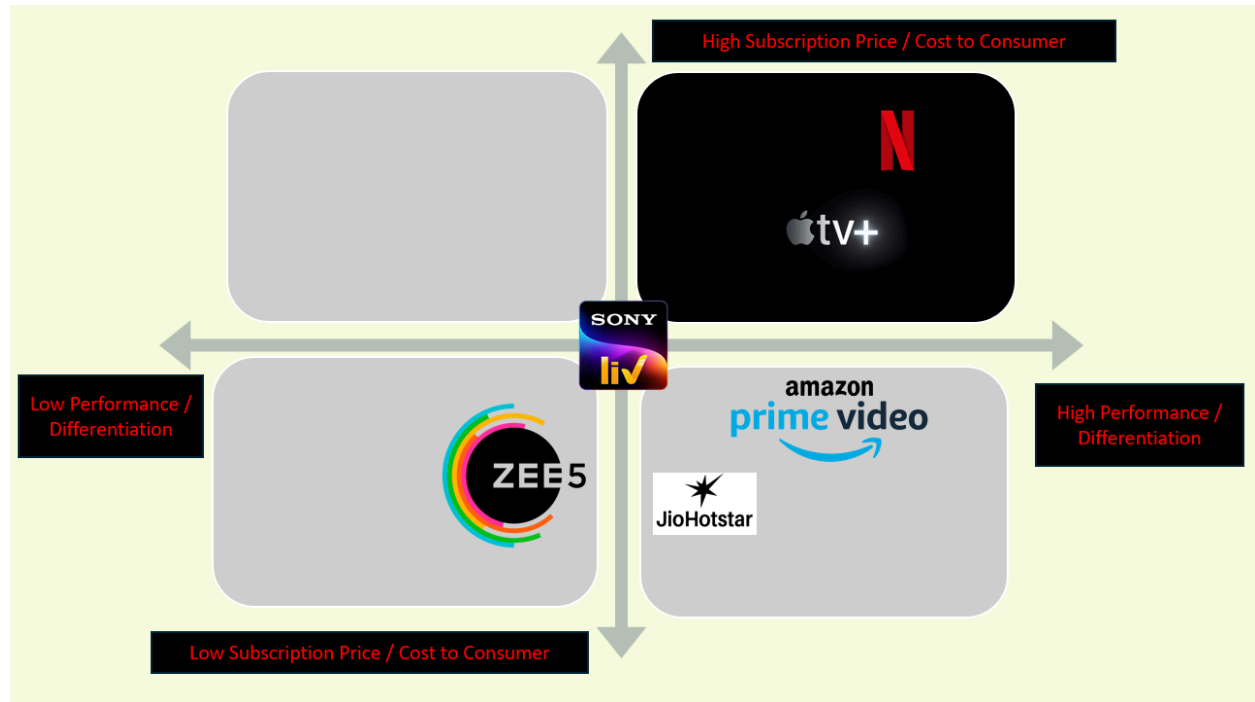


Figure 18: Strategic Positioning Map of Major OTT Platforms in India

Source: Author (2026).

OTT Platform	Price / Cost	Differentiation / Performance	Justification
Netflix	High	Very High	Premium pricing, award-winning originals, AI-driven personalisation, strong global brand.
Apple TV+	High	High	Premium platform with high-quality originals but smaller content library.
Amazon Prime Video	Medium-Low	High	Strong content library plus bundled Prime membership increases value.
JioHotstar	Low	Medium-High	Low pricing, sports rights, extensive regional content, very large subscriber base.
Sony LIV	Medium	Medium	Moderate pricing with sports and regional content but smaller library.
ZEE5	Low	Medium	Regional-language focus and affordable subscriptions.

Table 4: Strategic Positioning Map of Major OTT Platforms in India

Source: Author (2026).

From the strategic analysis, Netflix should go with the differentiation strategy with continuous product development in the Indian market. This approach is better, as it leverages the company's strengths, such as its global brand, sophisticated recommendation algorithms, advanced data analytical capabilities, and successful delivery of high-quality original content. Instead of pricing its service competitively in terms of its subscription, Netflix should further cement its competitive edge by accelerating investments in regional-language productions, refining its personalisation capabilities with the support of AI, developing interactive entertainment, and offering flexible subscription plans for access to premium content (Netflix, Inc., 2025a; Ko et al., 2026).

The proposed strategy is strategically fit, as it is in line with the opportunities identified in the PESTEL analysis and sustainable resources identified in the VRIO assessment. Investing in new local content, as well as customised digital experiences, would help to cultivate loyalty and lower customer attrition, while boosting Netflix's premium brand as it faces growing competition. In the long run, this approach is likely to boost retention, build brand loyalty, cultivate customer lifetime value, and maintain competitive advantage in India's fast-changing streaming landscape (Pelmin et al., 2026; Xi, 2024).

4.4 Implementation Challenges and Risk Mitigation

Implementation Challenge	Risk Mitigation Strategy
Intense market competition	Differentiate through premium local content and AI-driven personalisation.
Rising content production costs	Strengthen partnerships with Indian studios and use data analytics for investment decisions.
Digital piracy	Enhance anti-piracy technologies and content protection measures.
Regulatory uncertainty	Maintain proactive engagement with regulators and ensure compliance.
Consumer price sensitivity	Expand affordable mobile and advertising-supported subscription plans.

Table 5: Implementation Challenges and Risk Mitigation

Source: Author (2026).

There are a number of problems in putting into practice a differentiation and product development strategy. Competition could lead to higher customer acquisition costs, and investments in original content could lead to lower returns if productions don't draw in the audience (Pelmin et al., 2026). Subscription revenues are also at risk due to ongoing challenges of digital piracy, while changing regulations can impact how content is distributed or how easy or difficult it is to comply with them (Hussain et al., 2026). In addition, steady consumer price sensitivity can also constrain the uptake of higher cost subscription offerings.

Netflix needs to work on improving partnerships with Indian production studios to keep the content costs optimised, utilise data analytics to make better investment calls on its original productions, launch new ad-supported and mobile subscription offerings at cheaper rates, strengthen anti-pirating technologies, and continue its proactive approach with regulators. These would strengthen the operational resilience and help in making the Indian OTT market sustainable in the long run (Manan Mohan et al., 2026).

5. Conclusion

Netflix has a solid hold on the Indian OTT market owing to its globally recognised brand, cutting-edge technological prowess, and unique range of content. However, the competition, price sensitivity and changing regulatory expectations put pressure on the business to continually fine-tune its approach. Therefore, a differentiation strategy based on product development seems to be the most appropriate strategy, as Netflix's core competencies are in the area of original local content, AI-based personalisation, and digital innovation. If successfully executed, this move is poised to boost customer retention, ensure a more competitive position, drive sustainable subscriber growth, and solidify Netflix's standing in India's booming streaming market.

6. Reflection on the Consultancy Process (Gibbs' Reflective Cycle)

6.1 Description

This consultancy engagement included a strategic assessment of Netflix's position in the Indian OTT streaming market, and strategy recommendations based on evidence. This research process included the use of secondary data from Netflix's 2025 Annual Report, ESG Report, and industry reports obtained from Statista and IMRC Group, as well as recent academic papers on strategic management, digital transformation, OTT platforms, and competitive strategy. The information was analysed systematically based on strategic management frameworks such as PESTEL, VRIO, SWOT, Balanced Scorecard and Ansoff Matrix. These frameworks facilitated the incorporation of theoretical concepts and Netflix real-world strategic practices, resulting in recommendations that were both practical and relevant with credible evidence.

6.2 Feelings

In the initial stages of the assignment, I thought the process of studying a company like Netflix, which is well known throughout the world, would be quite easy, as there would be a wealth of information contained within reports made by the company and peer reviewed articles. Soon, however, I came to understand that describing organisational activity is not enough to evaluate strategy. The most difficult part was having to critically analyze data from multiple sources and focusing on Netflix's activities in the Indian market. Though faced with all these difficulties, I did get more and more confident as I used strategic frameworks to structure evidence and draw strategic conclusions.

6.3 Evaluation

There were a number of aspects of the consultancy process that were successful. This was possible because of the availability of comprehensive company reports and recent scholarly publications which allowed me to make evidence-based arguments supported by the latest company information. The study was also confined to the Indian market of

Netflix as it brought greater focus to the strategic evaluation in relation to the external environment, the competitive landscape, and consumer behaviour. In addition, the use of multiple strategic frameworks resulted in the development of a logical structure linking environmental analysis with strategic recommendations.

However, there were some challenges encountered in conducting the study. Occasionally, various industry sources reported different market figures, making it essential to compare them to discern the most reliable data. Furthermore, it was difficult to reconcile the theoretical aspects of the subject matter with the organising analysis of practical problems, as it was necessary to extend the framework discussions into a critical evaluation and strategic sense in line with a consultancy report.

6.4 Analysis

The use of strategic management concepts gave me a great insight into the challenges faced by organisations to gain and maintain their competitive advantage. The PESTEL framework showed the strategic opportunities and risks are influenced by a combination of political, economic, technological, legal, environmental and social influencing factors, rather than being independent of each other. This gave me a wider outlook than just what was happening within the organisation.

VRIO framework revealed that competitive advantage is not just about having valuable resources, it is also about having rare resources, resources that competitors cannot easily duplicate, and being organized to support your resource utilisation. Applying this model enabled them to separate out what Netflix had that was sustainable, such as artificial intelligence and data analytics, from resources that could easily be reproduced by competitors.

The SWOT analysis also brought together internal and external findings, allowing strategic priorities to emerge and not merely strengths and weaknesses being raised as isolated observations. Likewise, building a Balanced Scorecard highlighted the need to turn strategy into measurable financial and non-financial performance targets, and that

implementation also needs to be supported by performance management, and not just strategy formulation.

The application of the Ansoff Matrix (chosen for this report) helped to illustrate a systematic approach to assessing strategic growth alternatives that also supported Netflix's resources and market conditions to determine that product development was the best option. As a whole, these frameworks helped to enhance my ability to make decisions strategically, and to think and evaluate evidence-based and the link between the organisation's capacity, environment and the strategic goals.

6.5 Conclusion

This consultancy project helped me to appreciate even more how much strategic management can be an integrated process of decision making, and not just a set of independent analytical tools. I was taught the importance of strategic recommendations combining theory with evidence within an organisation, and internal and external market factors. Most significantly, I was aware of the value of critical evaluation, with credible data, to develop realistic consultancy recommendations that can assist to attain sustainable competitive advantage.

6.6 Action Plan

Development Area	Action Plan	Expected Outcome
Strategic Analysis	Integrate PESTEL, VRIO, SWOT, Balanced Scorecard, and Ansoff Matrix to develop a more comprehensive strategic evaluation. Strengthen links between analysis and recommendations.	Produce coherent, evidence-based strategic evaluations. Improve the quality and consistency of strategic recommendations.
Research Skills	Use more peer-reviewed journals, company reports, and industry databases. Compare multiple sources to improve data reliability and credibility.	Develop stronger evidence-based arguments. Enhance the accuracy and credibility of consultancy reports.

Critical Evaluation	Focus on analysing strategic implications rather than describing theories. Critically compare alternative strategic options before making recommendations.	Improve analytical depth. Produce consultancy-level insights supported by critical reasoning.
Consultancy Practice	Practise writing professional consultancy reports and presenting recommendations. Apply strategic frameworks to real organisational case studies.	Strengthen consultancy, communication, and decision-making skills. Improve readiness for professional strategic management roles.

Table 6: Personal Action Plan for Future Consultancy Practice

Source: Author (2026)

Implementing these actions will improve both my academic performance and my professional capability to undertake strategic consultancy assignments that require rigorous analysis, evidence-based judgement, and practical recommendations for organisational decision-makers.

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