

STRATEGIC MANAGEMENT

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Executive summary

This report has focused on the case study of Netflix Going Bollywood in India along with discussion of the market has faced by the company after entering India since 2016. Since it entering the huge market competition has left Netflix a problematic situation India for growth with their Western and English language content. however, after facings several marketing issue along with poor performance, less number subscription and huge market competition with other international and local OTT brands, Netflix has changed its strategy. After evaluating the issues, the strategies taken by the company in order to improve their performance in India has bene discussed with proper critic as well as with approximate use of models and theories. Different business analytical tools such as SWOT, Porter's Five Forces and Porter's Generic Model has been discussed in this report. The wide variety of data regarding subscription number and revenue all have been presented in this report.

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Introduction

In the current times, the craze and increased popularity behind the uses of OTT platform along with online video streaming are excessively high among the movie and series lovers especially among the young generation. In recent times, the major companies are using such online broadcasting and streaming in order to increase the sales as well as the overall popularity among the young generation for better performance of the company (Parihar and Kant, 2021). Netflix, one of the dominating names in the era of digitalization and online streaming demand. Since 1997, the company has been providing enormous services all across the world along with different movie, series and documentary broadcasting services. In current times, Netflix has become the most dominating streaming video on demand (SVOD) provider in the year of 2019 with subscriber number 167 million paid subscribers all across the world along with enterprise value of 157 billion USD (Sull and Turconi, 2021). Despite being a large provider in the OTT platform in contemporary times, Netflix has faced some challenges while going to Bollywood, India due to some strategic management approaches which were not significant for India. Therefore, in the Indian market the company has faced several issues which have also been taken care of with proper marketing approaches and new strategies. This report will focus on discussing these challenges faced by the company in India while going Bollywood along with using several theoretical and business analysts' frameworks.

Central issues faced by Netflix

Netflix has faced several issues due to their strategic management approaches which are initially designed in order to keep up with modern society or modern collaborations. Therefore, in the general strategic management department, the overall company has suffered from challenges in their initial years.

Employee issues

One of the key issues which has been found to be associated with Netflix was employee satisfaction and higher employee turnover. The decision of Netflix regarding hiring only effective people along with keeping only the effective employees has caused a huge dissatisfaction among the workforce (Sull and Turconi, 2021). On the other hand, lack of yearly bonus offered from the

company was another key reason for the higher employee rate, which has found 12% average employees leaving the company every year, which was very high at that time. Now as per the principle of “*Maslow Motivation Theory*”, the monetary rewards along with yearly businesses are some basic needs of humans while working in an organization in order to increase dedication as well as engagement in the work (Navy, 2020). Therefore, the absence of such employee-centric business model has cost a real problem for Netflix while expanding their business in early years now this issue was one of the huge problems for Netflix while expanding business in India as the culture of India is completely different from the USA as well as the Western countries, therefore it was absolutely necessary for keeping employees satisfied while expanding the business in highly populated market like India.

Scaling of company

Another significant issue which has been found from the given case study of Netflix while entering into the Bollywood market of India was the high cost of subscription. Due to higher cost subscriptions, still the majority of the people in India are not able to join Netflix. Therefore, initially the company has decided to enter into the India market with gaining a new 100 million subscriber, however the estimated figure of subscription by the end of 2017 was only 500,000, which was an extreme disappointment for the firm (Nafees *et al.* 2021). As per the founder of Netflix, Hastings, the cost of Netflix in India only ranged from \$7.16 to \$11.46 per month. Despite such a cost model, Netflix has a problematic business in India due to several issues, one of the key issues is Poverty rate which is definitely high in India. As per the current report of World Poverty Check in the year of 2021, it has been found the poverty prevalence of India is 6% which is near to the value of 86,799,498 or 86.8 million people in India (The Global Statistics, 2021). Therefore, with such a high-cost model, it was difficult for Netflix to enter into a market like India especially in Bollywood which was definitely a key issue for the business market expansion in the country.

However, on the other hand, the scaling up of the company in India was another problem as the youth generation of India is mainly associated with the OTT content. As per the current statistics, 67.27% of population in India belong to the age group of 15 to 64 years of age group (Statista, 2022). Not only that, it has been found that only 22% of the Indian population belong to the age group of 18 to 29 years of age which is associated with a value of nearly 261 million people.

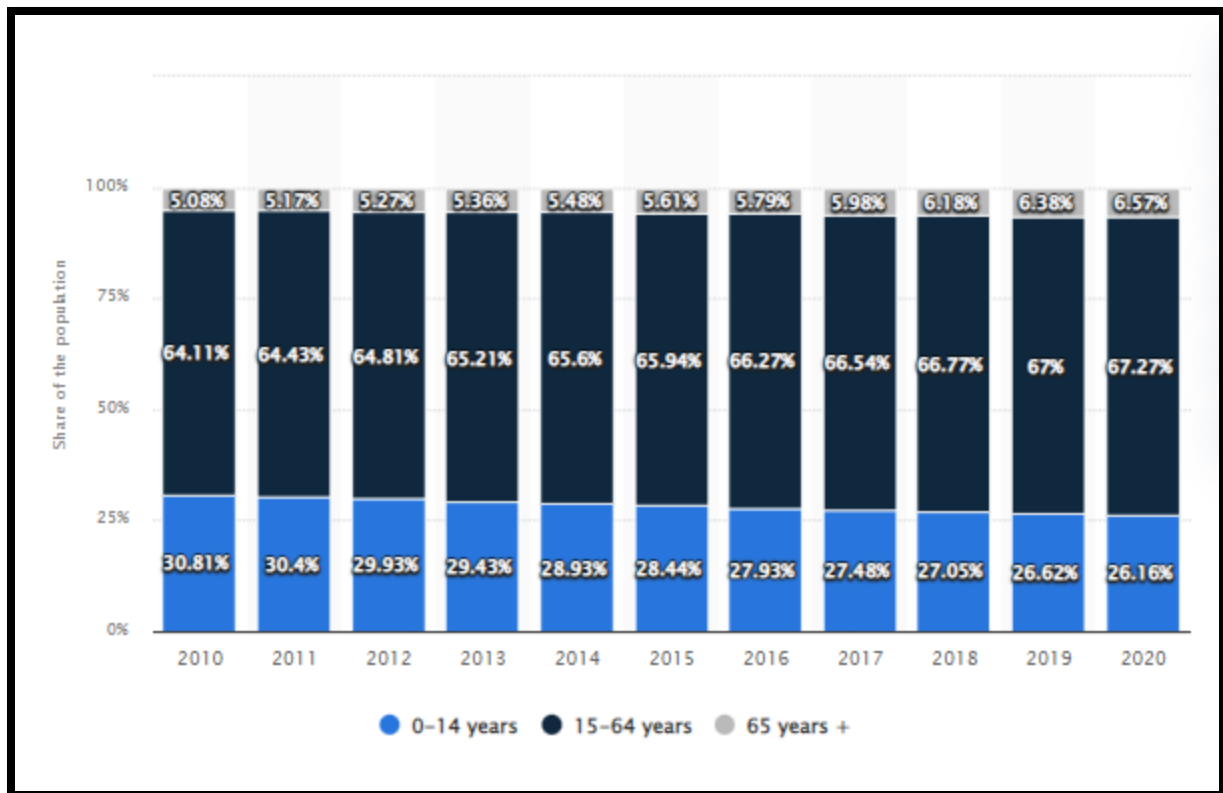


Figure 1: Age wise population of India

(source: influenced by Statista, 2022)

Content issues and market competition

Another problem for which Netflix was struggling in India after its entry in 2016, was higher market competition with other traditional Indian OTT platforms as well as other global OTT platforms. The leading streaming players of India are Hotstar, Amazon Prime Video and YouTube, which are not only international OTT platforms but also have the highest market in India in current times. As per the findings of Sundaravel and Elangovan (2020), the use of these platforms in India are extremely high due to the lesser price strategy as well as variety of contents which are applicable to any age group. Majority of these platforms are associated with local or regional contents including Television shows such as in Hotstar which increases the popularity among Indian audience. Therefore, the first priority of Netflix while entering the Indian market should have been focusing on Indian and local content rather than the Western content which has reduced

the subscription number in the beginning. Therefore, in order to only the competition of Netflix in India has been evaluated in the below section with Porter's Five Forces Analysis model

Porter's Five Forces Analysis

- Competitive Rivalry:** The competition for Netflix in India was extremely high since its entry in 2016 along with especially in the area of Bollywood content and regional content. The major competitor of Netflix in India includes Amazon Prime, Disney Hotstar and ErosNow, which are international platforms. However, in India there are more regional content OTT platforms which are also gaining popularity in current times with more competition and market share which can be a high threat to Netflix including Voot, ALT Balaji, Zee5, Sony LIV and Hungama Play (Sundaravel and Elangovan, 2020)

OTT Platforms	Usage Share (in %)
Hotstar	20
Amazon Prime Video	20
Netflix	15
SonyLIV	5
Zee5	5
ALTBalaji	5
Viu	5
Hungama Play	5
Eros Now	5
Others	15

Source: Counterpoint Technology Market Research.

Figure 2: Higher Competition for Netflix in Indian Market

(source: influenced by Sundaravel and Elangovan, 2020)

- Threats of new entrants:** The threats of new entrants in the Indian Bollywood market is extremely high. Currently, a number of OTT platforms which have been introduced in India

such as ALT balaji and Sony LIV which have more regional content than Netflix, which is one of the greatest threats for the company. On the other hand, as per the opinion of Blair *et al.* (2020), the price of subscriptions of these competitive companies are also lesser than Netflix, which is posing a higher threat for the company in the Indian market.

- **Threats of Substitute:** Threats of substitutes for Netflix are also very high in current times due to less regional content and more western content which are not widely accepted in India. For example, Netflix's strategy of international expansion has worked in almost every country such as Japan or Canada with better wealthy customers who have keen interest in watching Narcos or Stranger Things. However, in India, the young generations are only associated with watching such Western concepts in Netflix rather than the normal television target audience. Therefore, even after 6 years of entering India, Netflix still possesses only 5.5 million customers due to such content issues (NDTV, 2022). However, on the contrary, Netflix also provides some Indian filmmakers to bring up some bold and fearful content, which has attracted a huge number of young generations in India including ***Sacred Games***, which was one of the popular series in Netflix in India. With such content Netflix had a little competitive edge in India especially in Bollywood, however, in current times due to huge competitive companies, the company was afraid to substitute. However, on the contrary, recently Netflix has signed two large productions in Bollywood named, "***Dharma Productions***" as well as "***Chilies Entertainment***", which will help the company to survive and provide a medium chance of substitute (CNN Business, 2021).



Figure 3: Scared games in Netflix

(source: influenced by CNN Business, 2021)

- ***Bargaining power of suppliers:*** Now in the case of Netflix, the bargaining power of suppliers or distributors are extremely high due to such high competition in the Indian OTT platforms, which is definitely a huge issue for the company in recent years.
- ***Bargaining power of customers:*** The bargaining power of customers are also very high as the competitive prices of other companies are lesser than Netflix. Therefore, the people with only keen interest in the western content more than Indian content only went for the subscription of Netflix in India, which is also a higher threat for the company in this country.

Factors	Analysis	Impact
“Threat of new entrants”	High	Red
“Threats of substitute”	Medium	Yellow
“Competitive rivalry”	High	Red
“Bargaining power of suppliers”	High	Red
“Bargaining power of customers”	High	Red

Table 1: Porter’s Five Forces analysis of Netflix in India

Legal issues of Netflix

On the other hand, despite the huge success of the regional content of Sacred Games in India, due to bold content and concepts, the company has faced different legal issues in the country. According to the opinion of Kumar *et al.* (2020), it was said that Sacred Games is based on late former prime minister of India Rajiv Gandhi, which was against the Indian laws has carte problem in the OTT platform of Netflix. Therefore, with such huge controversy with regional content, it has been found that the company is still facing the subscription issues while comparing with other companies in current times.

Dealing with the issues by Netflix

Now after facing those issues, the company has taken some marketing's strategic options as well as management changes which has improved the chances of growth in the Indian market especially in the case of Bollywood in recent years. The all-strategic decisions taken by Netflix for resolving the marketing barriers in India has been evaluated in the below section

Cost-plus" model

In order to break the normal industrial norms, Netflix has adopted a cost-plus model especially for the original content of the company. However, the overall cost of the OTT platform is higher than the regional OTT platform in India due to its premium production cost as well as it relies on the outside studios rather than television networks. Now although this cost model has helped the company to impact the country in order to target middle income to higher income groups of India, the few acquisitions of the company are creating issues regarding improvement in the financial situation of the firm (Sull and Turconi, 2021). Now while discussing the cost and pricing strategy of Netflix, *Porter's Generic Model* has been applied here which is presented in the below section

After entering into India and facing too high competition, the company has reduced its overall pricing, which was definitely one of the great decisions of Netflix. Now on the other hand, the content provided by Netflix is absolutely original than other OTT platforms of India which provides television content, which while comparing with Netflix, the company has much more strong content. Therefore, the product differential strategy of Netflix is definitely one of the strong marketing strategies which has helped the company to grow in India marketing in the past few years. On the other hand, the company has also focused on cost leadership strategy in order to focus on the niche market in India along with maintaining high quality products within low price strategy (IBS, 2020). Thus, it can be argued that the competitive pricing strategy of Netflix after entering the Indian market as well as entering Bollywood has helped the company to attract more customers than the previous strategy. Hence this strategic management was definitely one of the strong decisions of the firm.

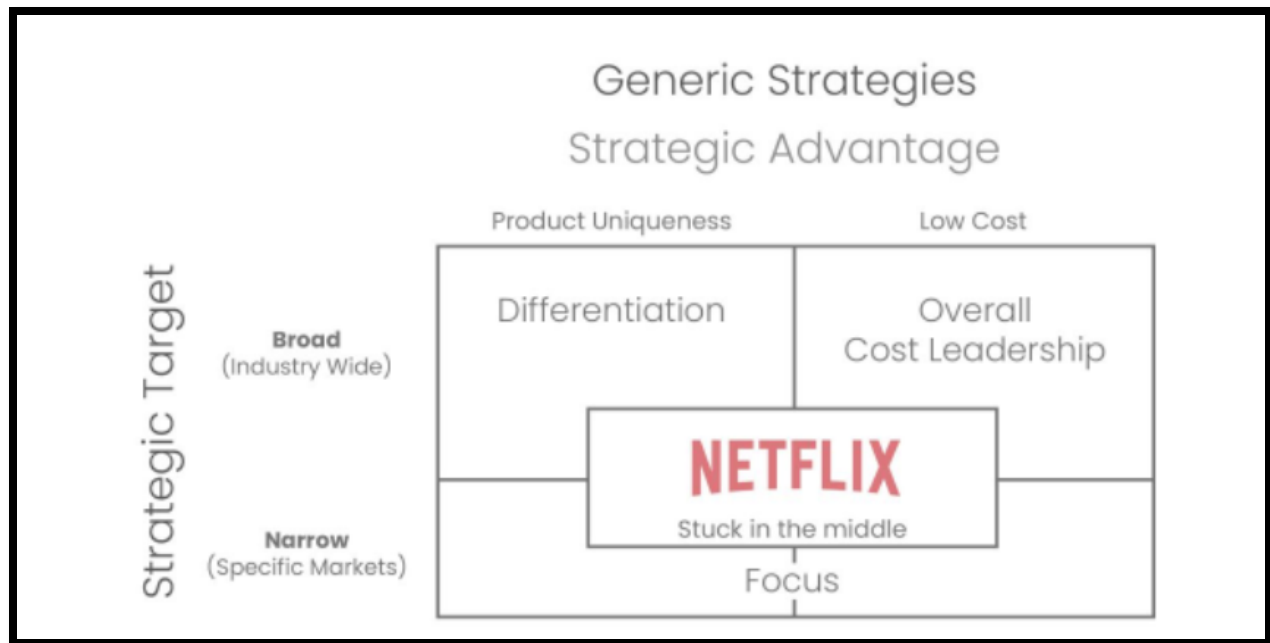


Figure 4: Netflix's strategy by Porter's Generic Model

(source: influenced by IBS, 2020)

Content strategy change by Netflix

Another key strategic change which has been adopted by Netflix in order to improve its market performance in India was changing original content to local and regional content. As per the opinion of Wu and Zhou (2021), one of the main strategies which has been adopted by Netflix in current times is recruiting the local productions in order to improve the local and regional contents especially in native languages or attracting higher numbers of subscriptions especially in countries like India. Therefore, the globalisation strategy of Netflix has directly influenced cultural traditions such as has helped to increase the overall audiences of India, not only that of English-speaking audiences. One of the wrong decisions for Netflix while expanding in India was to target an English-speaking audience, which cannot be possible in a country like India, as due to higher illiteracy rate as well as a higher poverty rate in the country. According to the findings of Sull and Turconi (2021), only 6% of the Indian audience prefer English content videos and more than 30% of the audiences prefer videos and content in regional languages. Therefore, the new strategy of Netflix in India to focus on Bollywood content and making content in regional languages including

Hindi, Marathi, Tamil as well as Punjabi. With the help of such content the market of Netflix has been found to remove some of the marketing obstacles in India. For example, the original content movies like *Lust Stories*, *Ghoul*, *Little Things*, *Kota Factory*, *Betaal* and so on, have been found extremely popular in current times, which has strengthened the Bollywood content of the company. Therefore, it can be said, this original content and the idea of systematic changes in content development has directly influenced Netflix in current times with better marketing performance.

Technology acceptance model of Netflix

Another strategic management option which has not only improved the overall marketing performance of Netflix all across the world but also has improved the content provided in Netflix better than other OTT platforms available in the market. The technological adoption of Netflix is definitely stronger than its competitors such as Eros Now, Amazon Prime or Disney+ Hotstar. The company is not only using technological advancement to improve the internal performance of the firm but also is improving the external market performance in order to attract the clients as well as consumers during the time of market expansion. In the year of 2019, while the company is struggling through Indian market with its huge competition with other OTT platforms and poor marketing performance, Netflix has spent nearly **1.5 billion USD on technology** such as software and hardware development, employee and staff training as well as improving user experiences (Sull and Turconi, 2021). One of the specific technological improvements which was definitely better than other companies and OTT platforms in Netflix was **video-compression algorithms** with latest technological adoption which has not only improved video quality and online streaming, but also has provided the user several new options which may be unavailable in the competitive platforms.

Now the adoption of technology by Netflix can be justified with the theoretical understanding of **“Technology Acceptance Model (TAM)”**. According to the opinion of Cebeci *et al.* (2019), it is possible with the implementation of this model to determine some internal and external variables which will directly influence the technological adoption by the organisation for increasing its operational efficiency along with expanding easy technological adoption by almost every stakeholder. Therefore, the application of this model has not only improved the knowledge sharing process among the staff of Netflix but also has increased the senior management capability to take

strong marketing decisions for Indian consumers. For example, with the help of such latest technological option, Netflix has introduced some latest features in during OTT streaming which has been extremely adoptable by Indian customers including skipping trailers, auto resume, downloading and later to watch options. On the other hand, it has also been determined that self-efficacy among consumers has also improved with the help of the TAM model, which has helped the Netflix users which can easily perceive the new technology without any barriers or obstacles. Thus, it can be argued that the use of higher technology along with spending billions of dollars on technological growth was definitely one of the significant decisions taken by the company for their growth in the Indian market.

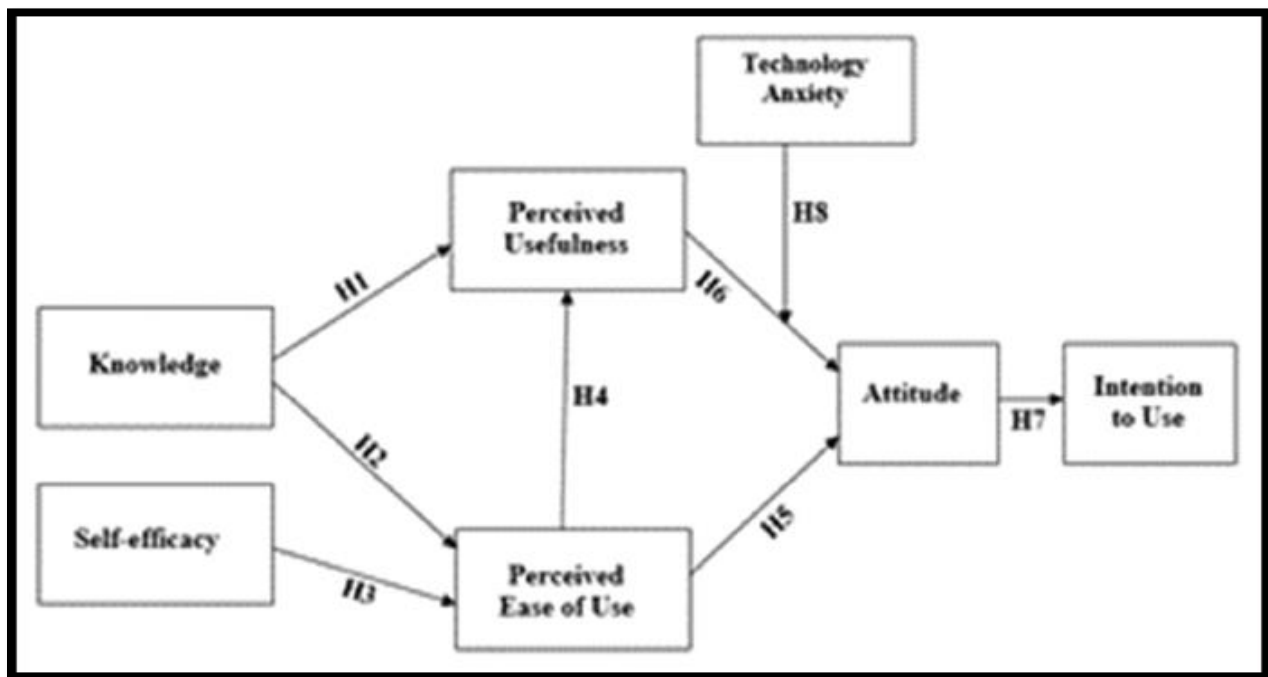


Figure 5: Technology Acceptance Model and Its impact

(source: influenced by Cebeci *et al.* 2019)

The emergent strategies taken by Netflix

Partnership with Indian telecommunication companies

This strategy was one of the best strategies for Netflix in current times in India for achieving competitive edge especially due to higher competition in the OTT platforms than any other country in the world. It has been found that Netflix has made partnerships with the leading telecommunication companies in India including ***DTH (Direct-to-Home), Videocon D2H, Airtel Digital TV as well as Vodafone***. Now this strategy with the partnership of local telecommunication companies for Netflix in India was one the best strategy till date in order to improve the consumer efficiency and increasing the streaming market where the super will be able to watch Netflix content without mobile or laptop, in their home Television set (Mashable, 2017). The partnership with Vodafone which has more than 200 million subscribers in India has made Netflix content available to a large base of customers with prepaid programs along with maintaining the monthly bills given, which has helped to achieve in Indian customers. Now the reason begins making this offer due to higher competition with Amazon Prime which has offered a yearly plan of 499 INR while its introduction which was just the monthly plan for Netflix. Therefore, generally a huge number of OTT lovers have turned into Prime.

On the other hand, the local and regional contents of India are much higher in Amazon Prime than Netflix, which was definitely another problem for the company. However, with the adoption of telecommunication networks has directly provided a competitive edge to Netflix. According to the view of Floris *et al.* (2018), with the help of “***quality of experience (QoE) model***”, it is possible by OTT platform to establish communication network with the telecommunication companies, which directly increase video streaming effectively and helps to reach to a higher number of audiences in recent times. Therefore, such innovative collaboration in recent years has directly influenced Netflix for better market performance in India with the successful compliance with Airtel TV, Vodafone as well as D2H providers. Thus, it can be definitely argued that this was the strongest strategic management option of Netflix recent years which was the reason of penetrating Indian online streaming platforms more depth than the past years.

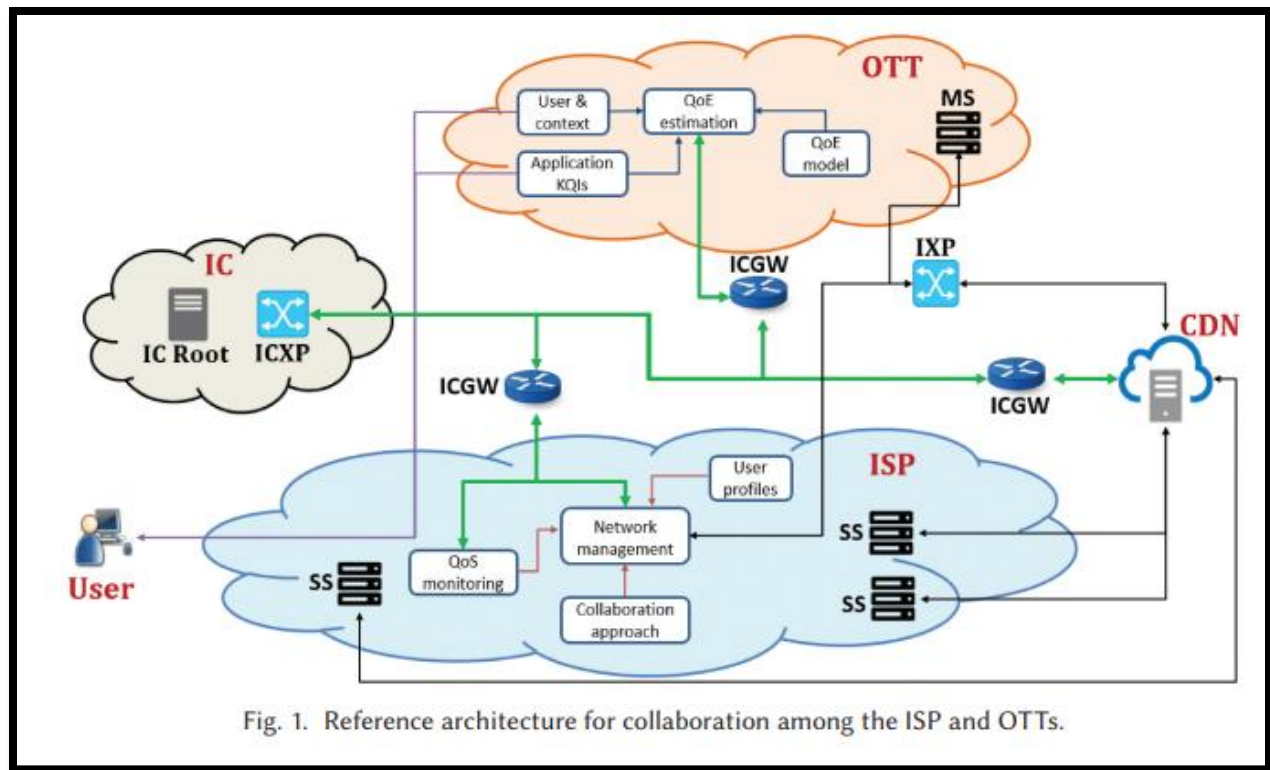


Figure 6: the collaboration of OTT and Telecommunication networks

(source: influenced by Floris *et al.* 2018)

Regional content improvement

On the contrary, the regional content is much higher in Amazon Prime or other Indian OTT platforms such as the most popular platform in India, Zee5, which is still possessing huge threat to Netflix increasing its depth in Bollywood contenting. However, in recent years some of the changes in content has improved the market performance of the firm in India with some original regional content such as ***Delhi Crimes, Sacred Games or AK vs AK***. Now these contents are the main success stories of Netflix in India especially in Bollywood content in recent years. For example, Delhi Crime which has focused on the Delhi Gang Rape case along with focusing on women police characterises for the whole investigation distributed by Netflix in the year of 2019 has won ***“the International Emmy for Best Drama Series”*** (Fortune India, 2021). With such success, the consumer base of Netflix has increased in India with a market growth as well as higher competitive success in recent years than any other OTT platform. Therefore, it can be said, the

originality of content was the strongest strategic point of Netflix which is still posing a threat to other competitive OTT networks in India. Another example of original content, is *AK vs AK* which was directed by famous Bollywood director Vikramaditya Motwane, not only has been dubbed in more than 30 languages but also has been watched in 40 countries across the world. Therefore, it can be argued from this example, that the success of these Indian Bollywood stories largely depends on the networking of Netflix which is widely distributed in more than 190 countries in this world with **221.64 million paid subscribers** as per the current news of 2022 (Netflix, 2022). Thus, it can be said from the other perspective that the reason for the higher success of Indian content is also the Netflix and its large network, for which Netflix can be said the most important OTT platform for the growth of Indian original content in contemporary times.

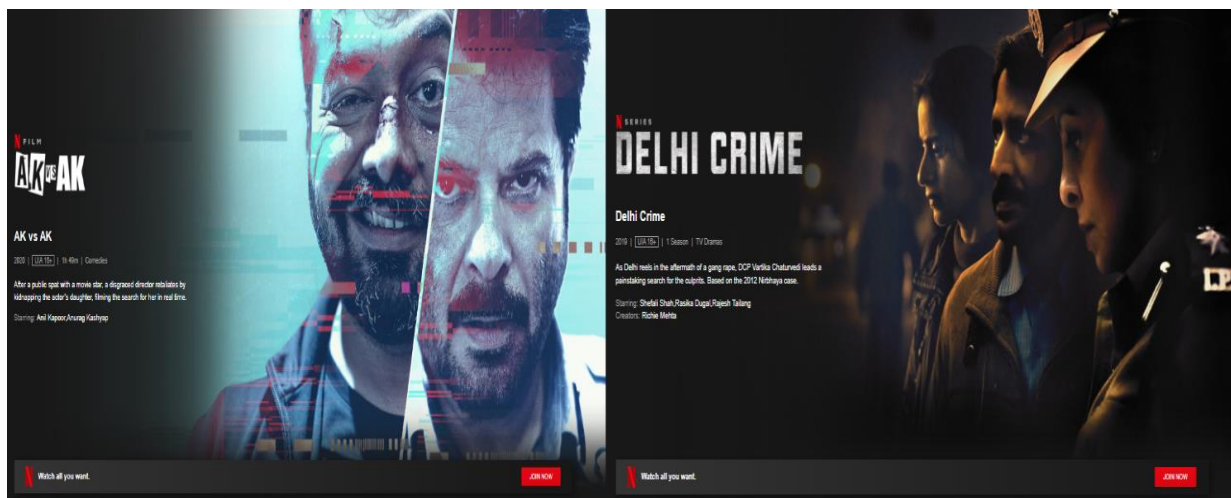


Figure 6: The famous Bollywood contents of Netflix

(source: influenced by Netflix, 2022)

Women leadership

One of the great strategic management approaches which has been specifically designed by Netflix in current times for improving the market in India was female leadership introduction which not only has improved the reputation of the brand, but also has improved the overall internal efficiency of the firm. As per the view of Chaudhuri *et al.* (2019), the women's leadership landscape is changing in India along with increasing cultural growth which are helping to improve the societal aspects even within the male dominating society. Therefore, the strategic approach of introducing

women leadership in Indian operation, Netflix has successfully improved the brand awareness as well as the overall market reputation in the country, which is another reason for overcoming the above mentioned issues faced by the company. Now this explanation is discussed here due to the fact that the current **Vice President of Netflix India Content** is **Monika Shergill**, (left side of the below picture) who has been found one of the strongest female leadership women in India along with higher capability of content management and business expansion than any other OTT companies ever have (Fortune India, 2021). Her innovative storytelling power along with developing new Indian Bollywood content in Netflix has led her to the rank of 47 in **“Fortune India Most Powerful Women In Business List, 2020”**. Not only her, another top position of Netflix India, such as director of the original firm has also found to be handled by **Srishiti Behl Arya** (extreme right of the below picture) along with collaboration leadership of **Mr Abhisek Nag**, the director business development of Netflix India. Therefore, women leadership strategy adoption has directly influenced the company in India along with diversification of content, which has contributed in the competition in the Indian or more specially the Bollywood market.



Figure 7: The Leadership team of Netflix India

(source: influenced by Fortune India, 2021)

On the contrary it can be said, as Netflix is a large company across the world, not only women leadership theory will be enough for the company, collaboration approach would have been needed for better market performance and higher competitive edge in current times. Thus, the implementation of “*Transformational Leadership Theory*” would have been more appropriate for the company while expanding marketing in India along with strategic content management. With the help of this kind of Leadership it will be possible for managing the overall internal approaches of the firm with implementation of technological advancement, creativity and advanced decision-making power (Siangchokyoo *et al.* 2020). Hence, it can be said, the approach of transformational leadership would have directly influence strategic management system of Netflix in India in the area of content management as well as taking powerful decisions based on the requirement and customer demand of the audiences.

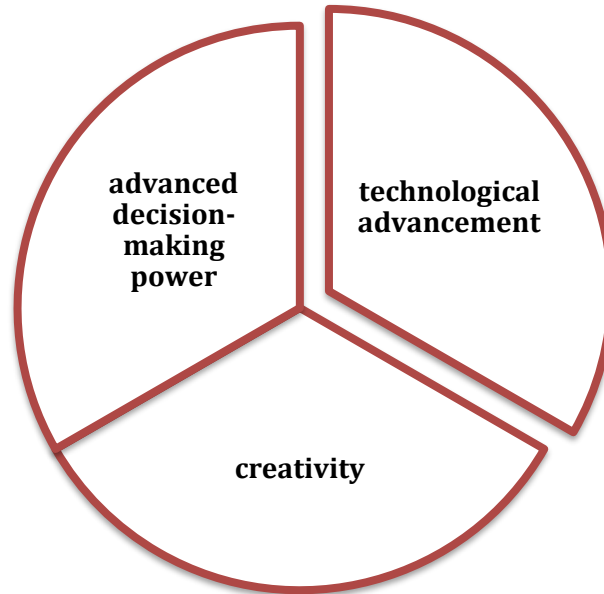


Figure 7: attributes of Transformational Leadership theory

(source: influenced by Siangchokyoo *et al.* 2020)

Netflix premium price comparison with other companies

Now as per the above analysis, one of the most powerful changes in the strategic management which has been taken by Netflix to influence the Indian audiences and subscribers was changing in premium price range for increasing the number of subscribers. However, still the higher price of Netflix is creating issues among subscriptions while comparing it with other OTT companies. For example, the yearly subscription of Amazon Prime is 999 INR and the yearly premium value of Disney + Hot star is 1499 INR. On the contrary, the monthly subscription of Netflix starts from 499 INR and goes up to 799 INR, which in comparison to the other OTT platform is huge especially for the Indian audience (Fortune India, 2021). Therefore, the choice of OTT platforms is increasing among people rather than choosing Netflix due to such high prices, which is definitely one of the key problems for the company in current years facing in the Indian market.

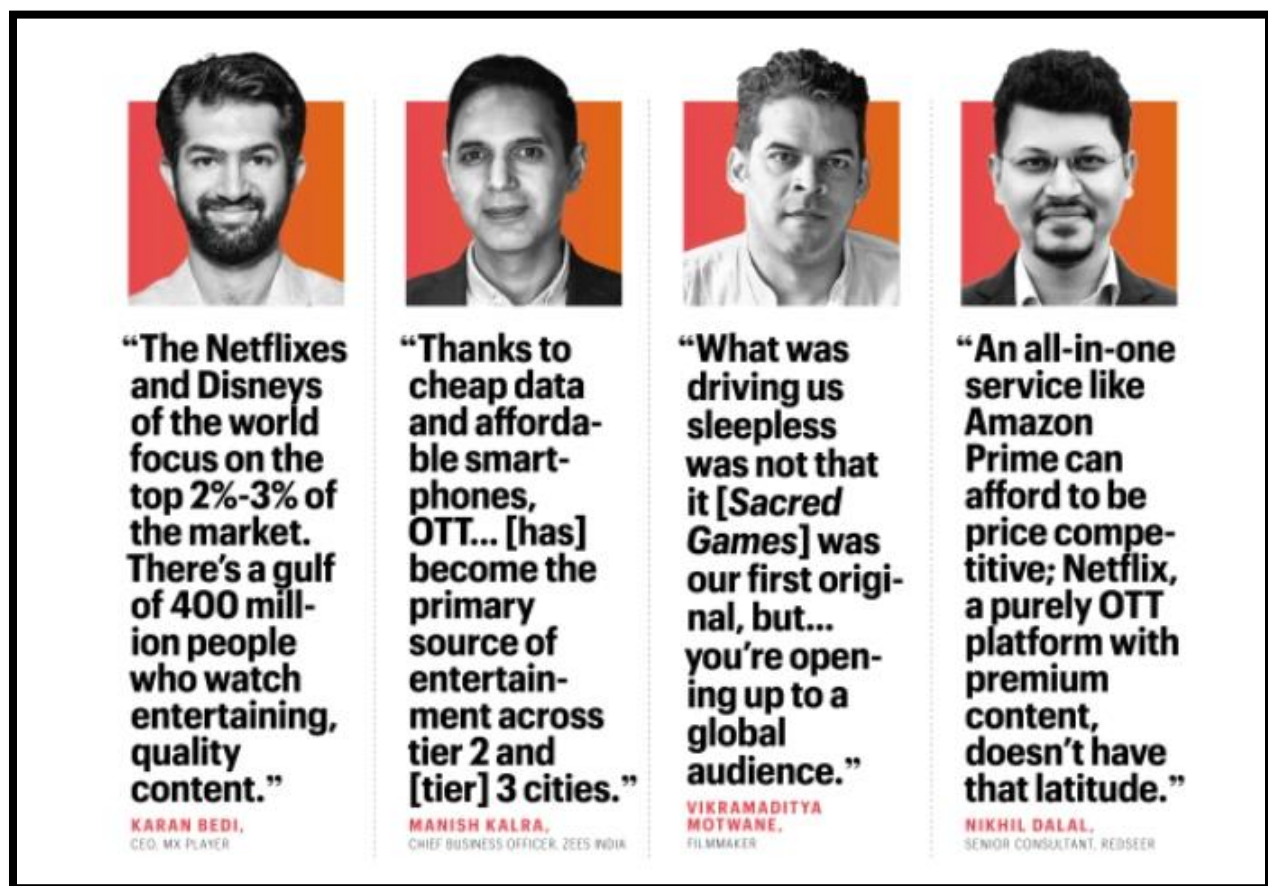


Figure 8: Opinion of famous personalities regarding Indian OTT platforms

(source: influenced by Fortune India, 2021)

Now in order to avoid such issues in the Indian market, Netflix should have used a lesser price strategy at least before building up the original content as well as brand reputation in the Bollywood market. According to the view of Palomba (2022), building brand loyalty is much more important which should be first targeted by any OTT Company rather than focusing on high or premium pricing strategy. Therefore, if Netflix would have applied original content strategy along with regional content force in order to build their firm in India before including their high range price strategy which would have provided the competitive edge.

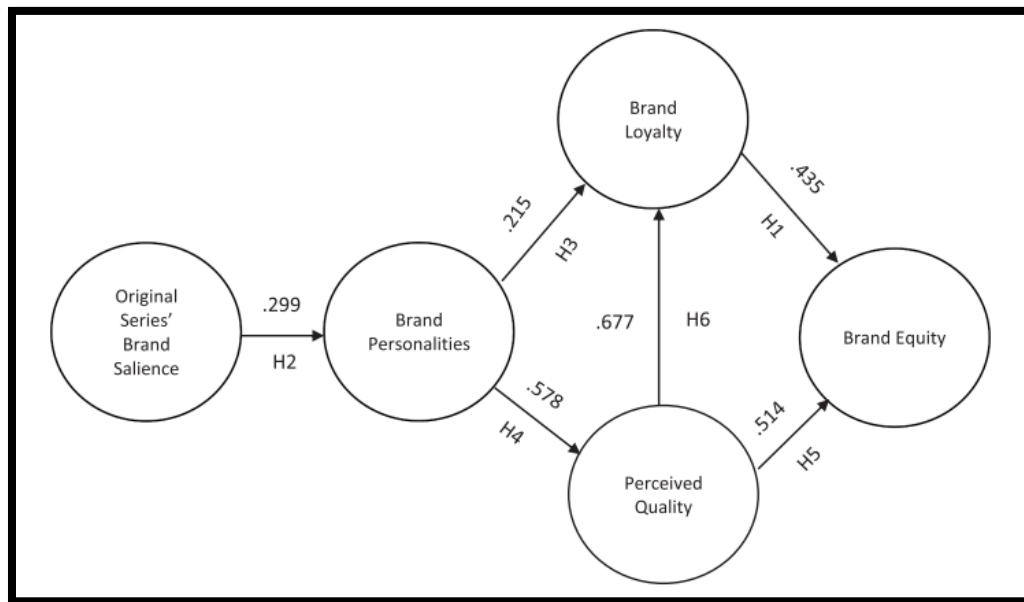


Figure 9: OTT and Brand loyalty

(source: influenced by Palomba, 2022)

Covid-19 and the growth of Netflix in India

In contemporary times, one of the emergent situations faced by the world is Covid-19 pandemic and the nationwide lockdown which has nearly destroyed the economy of almost every country along with increasing poverty and negative consequences in business sectors. India is one of the countries across this world which has faced a huge poverty and unemployment rate due to the impact of Covid-19 pandemic since the year of 2020. As per the findings of Ram and Yadav

(2021), due to the Covid-19 crisis, additional approximately 150 million people of India has faced poverty and hunger which is the 5 to 10% of the new poverty rate increasing in the country. Therefore, it can be said, the overall impact of Covid-19 in India was absolutely diminished. In such cases, almost every industrial business sector has faced issues except for one business sector which has been determined to have incredible growth and development, which was the OTT platforms.

	Rural	Urban	All India
Pre COVID-19: 2018–2019			
Headcount ratio	35.52	28.12	33.27
Millions	265.9	91.8	357.7
Forecasts taking COVID-19-induced crisis into account			
Headcount	50.9–55.87	39.08–42.4	47.31–51.78
Millions	381–418	128–138	508–556
Changes relative to pre COVID-19			
In headcount	15.38–20.35	10.96–14.28	14.04–18.51
In millions	115–152	36–47	150–199
Shock assumed	5–10%	5–10%	5–10%
Source: Calculated by authors using PLFS 2018–2019 dataset.			

Figure 10: Poverty rate in India after Covid-19 crisis

(source: influenced by Ram and Yadav, 2021)

The overall growth of OTT platforms in India after the hit of Covid-19 pandemic has faced a huge growth since the last few years. At the end of 12021, it has been calculated that the overall OTT value of the country was 1.8 to 2.2 billion USD growth, which has been at its peak since the middle of 2020 (Business Today India, 2021). Now the reason behind such growth and increasing popularity towards the digital platform was due to higher restriction in other entertainment opportunities. In order to reduce the risks of infection of Coronavirus, the Indian government has restricted all kinds of transportation, educational institutions, entertainment options such as Movie halls, pub and restaurants, parks or shopping malls. Hence the spending on OTT platforms has increased by 6 to 70% in 2021, which has a value of 2400 to 2600 hours. Therefore, the only entertainment sector for the not only the young generation but also the content lover was the online platform, which was the key reason for increasing popularity of OTT in India including Netflix.

Therefore with such increasing popularity it can be projected the growth of OTT platforms and market in India will increase by 70% within the year of 2030.

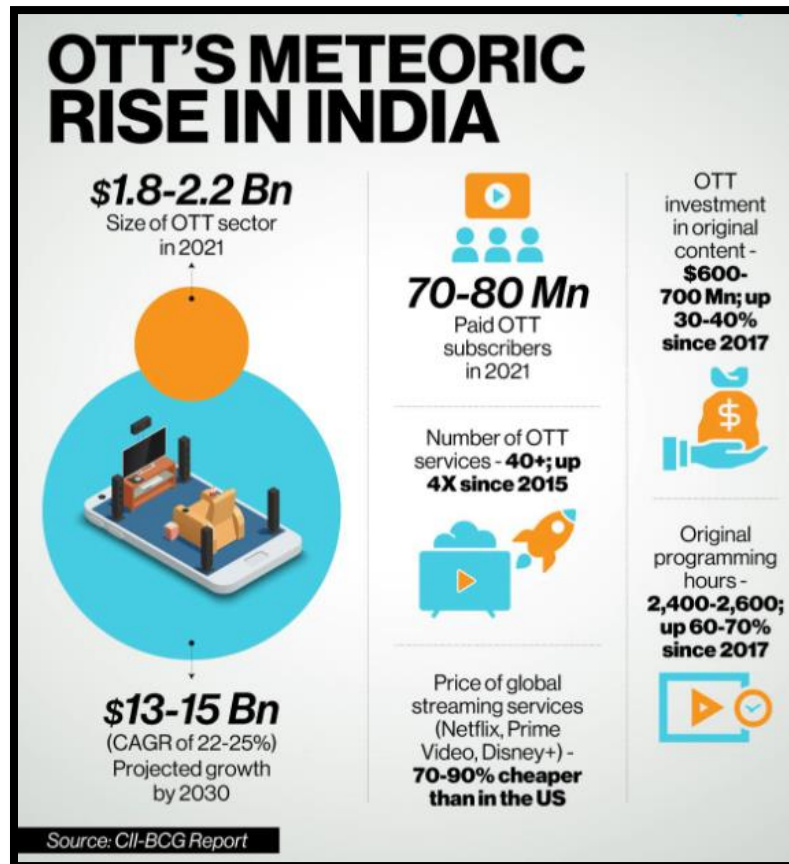


Figure 11: Market of OTT platforms in India after Covid-19 pandemic

(source: influenced by Business Today India, 2021)

The original content of Netflix is highly popular in India including even the international content and English contents. The demand for such contents during the time of Covid-19 has been extremely increased along with subscription rate among Indian audience. Not only some audiences even started binge-watching the old show on Netflix which is also increasing the overall subscription. According to the view of Rahman and Arif (2021), with some original content the rising on Netflix subscriptions is happening in Indians even for the craze of old shows such as Strangers Things. This is definitely one of the popular shows even in India which has helped the company to increase its subscription number among Indian Youth. For example, for watching the

Strangers Things Season 3, over 40 million Indians have taken subscriptions in India, which was one of the huge crazes among Indian audiences (India Today, 2019). Thus, it can be argued besides Bollywood the Indian youth are also associated with original English content, which is the strongest part of Netflix for maintaining its originality while comparing with other international and local OTT platforms.

Therefore, it can be argued from the above analysis, that Covid-19 pandemic has definitely increased the number of subscriptions along with market value for Netflix not only all over the world but also across India. Ravi (2021), also argued that the use as well as branding of Netflix as well as other OTT platforms such as amazon Prime has also been found to be increased due to the Covid-19 pandemic. Therefore, the only area of business where this pandemic has supported via economical and market growth is the digital marketing and OTT platform, which was definitely one of the most influential times for Netflix in India after its journey starting since 2016. As per the current statistics it has been seen the overall market revenue for Netflix has increased in India, which is definitely the results of above mentioned huge strategic marketing and management decisions including pricing, business model, technological model as well as leadership and partnership strategies. While coping with before pandemic situation in 2019, the revenue of Netflix in India was 4.71 billion INR. in contrast, the revenue of the company in 2021 was much higher and had **a value of 15.29 billion INR** (Statista India, 2022). Therefore, from this comparison it is absolutely clear that the Covid-19 has directly influenced positively in their market growth as well as overall subscription increment in India.

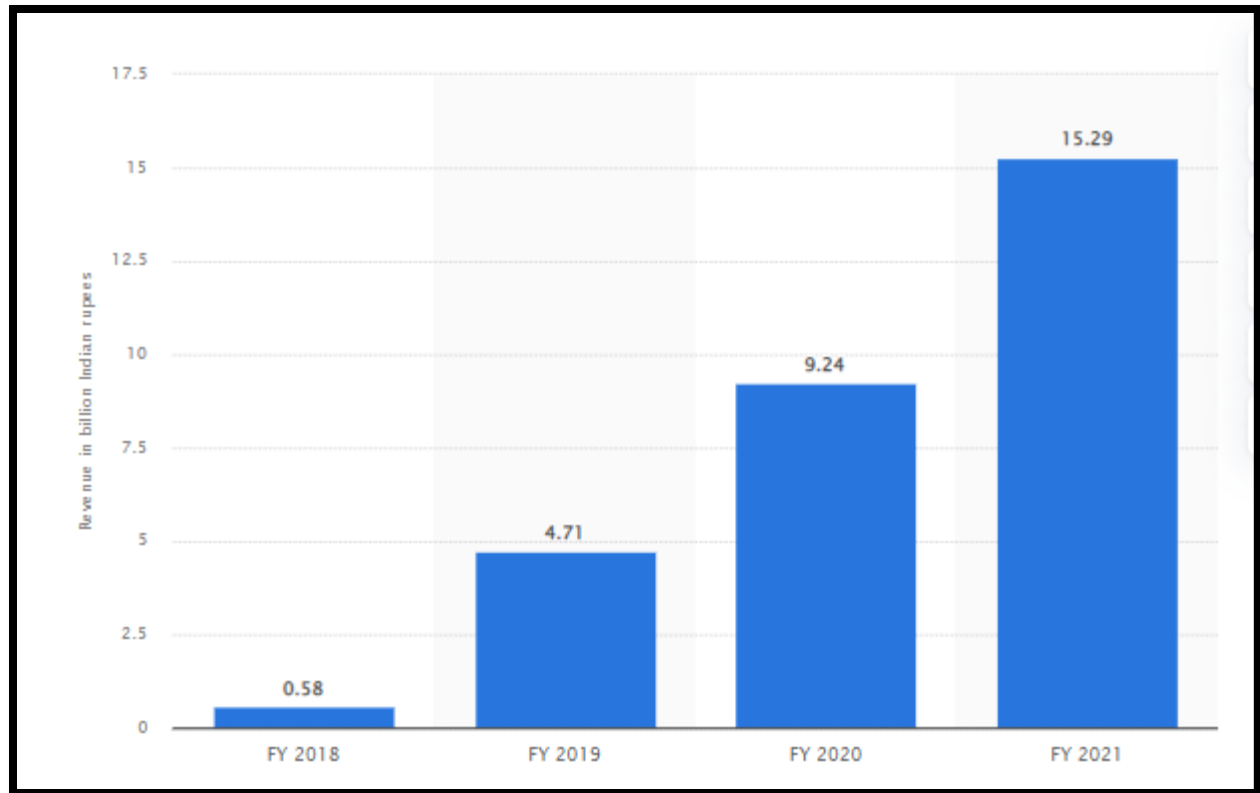


Figure 12: Revenue of Netflix in India

(source: influenced by Statista India, 2022)

SWOT analysis of Netflix India

Not only the external strategic management, the internal factors of the company which are also directly impact for taking strong decisions which must be required for better marketing strategy development for Netflix in Indian market or more specifically Bollywood market. Thus, a SWOT analysis tool has been used for evaluating all the internal capability of the firm in the below section (Benzaghta *et al.* 2021).

Strengths	Weaknesses
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• The leadership of Netflix India is very strong with prioritising women leadership • The content in India are original as well as increasing diversification under the leadership of Monika Shergil (Fortune India, 2021) • The current organisational culture of Netflix including their core philosophy of “people over process” are inspiring young generation in India which improving the marketing performance and giving the company a competitive edge (Netflix Culture, 2022) • The partnership strategy of Netflix with large Bollywood directors and products such as Karan Johar’s Dharma Productions, and tying up with versatile directors like Anurag Kasyap and Zoya Akhtar are increasing popular and content diversity	• One of the biggest problems of this company is India is their competitive OTT subscription pricing • Lack of proper regional content and clarity of market is causing the failure of the company in India OTT platform while comparing with other companies like Amazon Prime Video or Hotstar (The Economic Times, 2022). For example, as per the view of Hestings, the CEO and founder of Netflix, in Bollywood market due to the charm of Television as well as Movie Hall, the clarity of the market is less, thus, for a recent Bollywood movie Sooryavanshi started by Akshay Kumar and Katrina Kaif, it was not reasonable to pay 85 crores INR. • The mobile playing strategy of Netflix was little late than other companies, which has created issues among users in current times.
Opportunities • Partnership with local telecommunication companies in India is providing increasing opportunities of higher subscription, user increment as	Threats • The market competition is extremely high

well as development of regional content favourable to Indian culture. The upcoming Bollywood projects by large directors like Karan Johar in Netflix is another reason for exciting the new subscription of Indian audiences with new original movies which will help the engagement of Indian Audiences to the Netflix platform (GQ India, 2021).	Lower prices of other OTT platforms increasing subscription number than Netflix
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Table 2: SWOT analysis of Netflix India

Recommended 4Ps Marketing Mix for Netflix India

Some recommendation has been provided to Netflix with the application of 4Ps Marketing mix for improving their strategic management in India along with marketing performance

- **Product:** The regional products will be more required to Netflix while competing with other OTT platforms, which will be a must for attracting a large number of customers while penetrating the core market (Fagerjord and Kueng, 2019).
- **Price:** The Pricing strategy would be low to attract all classes including middle and upper and lower classes audiences in India, otherwise it will be problematic for Netflix to improve their strategy in marketing growth (Financial times, 2022).
- **Place:** For improving the SVoD channel Netflix must require partnership with other lack prosecution in India along with taking the online emergence E-channel such as retailing sectors. Therefore, the E-service will increase the brand of the company (Kurniati *et al.* 2021).

- Promotion: In order to improve the marketing as well as brand awareness in India, the company must include a Relationship marketing strategy which would be absolutely necessary for communicating with audiences which are definitely not strong for Netflix in India. As per the opinion of González *et al.* (2020), with the help of relationship marketing strategy internal as well as external factors often firm also found to be improved for developing a proper culture to the customers. Therefore, such a strong culture would be required for promoting the brand among Indian audiences especially Bollywood lovers (Lozic, 2020).

Conclusion

Hence it can be concluded from the overall report that Netflix has faced several issues in India especially while going on Bollywood due to lack of peer strategic marketing as well as market operations strategy while comparing with other competitive companies such as other OTT platforms. In this report first of all different issues which have been faced by the company while entering India including higher price, lack of culture, lack of content as well as lack of regional sources has been sides along with their impact on the growth and development of the firm. On the other hand, the competitive advantages strategies used by the company in India along with maintaining positive subscription numbers even within the time of Covid-19 pandemic has also been discussed in this report including the analysis of different business analytical models and theories. It has been found that the number of subscriptions as well as revenue of Netflix has increased after Covid-19 pandemic and the increase of Bollywood original content in regional languages in India. Hence, ultimately it can be concluded that the company has achieved better performed in recent years however they need to adopt more strategic management approaches for surviving in India in near future.

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