

**Title: A Strategic Review of Netflix: Growth, Innovation,
and Market Position**

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Section 1: Strategic Analysis

1. Organisational Context and Overview

Marc Randolph and Reed Hastings started Netflix in California as a DVD by mail service in 1997. The organisation has threatened the existence of traditional video rental businesses because of its subscription model that has no late fee and convenient delivery to their homes. In 2007, Netflix launched internet streaming which enabled clients to obtain content immediately through the internet (Clark, Weiss and Chandonnet, 2025). This has been a strategic change, making the company a digital entertainment platform. Another breakthrough was made in 2013 when Netflix started producing its own material, which established it as a distributor and a producer of content in the global media industry.



Figure 1: Netflix Logo

Source: (Netflix, 2026)

The mission of Netflix is to entertain the world as it is dedicated to delivering content of various and high quality to its worldwide audience. Its vision is to be the most popular internet entertainment service through constant improvement of user experience and diversification of its content. The company has a subscription model of doing business with its users paying a monthly fee to watch movies, television shows, documentaries and original productions. By 2024, Netflix has more than 260 million subscribers in over 190 countries and yearly revenues in the billions of dollars, which shows its size and financial capabilities on a global level (Cui, 2024).

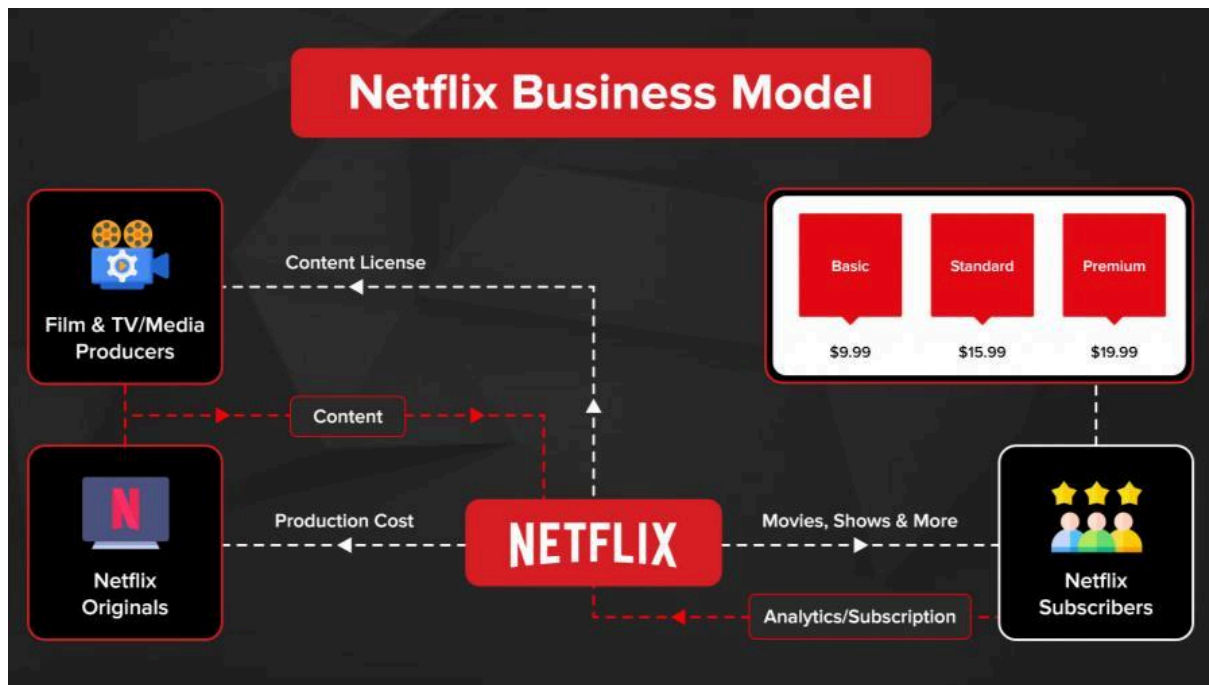


Figure 2: Netflix Business Model Diagram

Source: (Gupta, 2025)

The organisation is involved in the digital streaming and media industry which has been growing fast with the development of internet technology and evolving consumer behaviour. On-demand streaming has led to a major change in the viewing habits with a higher demand of more flexible and customised entertainment as opposed to traditional broadcast television. This changing landscape has led to stiff competition among streaming platforms and necessitates constant innovation and investment.

The major competitors are Amazon Prime Video, Disney+ and Apple TV+. The competition among these organisations is based on the quality of the content, price policies, technological solutions, and exclusive programs (Badr, Sharaf and Mahrous, 2024). The industry has a lot of players with vast amounts of financial power and content libraries, which raises competition in the industry.

Despite this competitive situation, Netflix is at a strong position in the market. It has a competitive edge due to its large library of content, a well-established brand, and a sophisticated recommendation engine based on data. The firm spends over 17 billion dollars each year in production of content which has helped it to provide exclusive programming that makes it stand out among the competitors. Nevertheless, issues like increased production costs, saturation in developed

markets and increasing competition demand continuous strategic realignment to maintain its competitive edge.

2. External and Internal Environment Analysis

2.1 External Environment Analysis: PESTEL Framework

Macro-environmental forces have a crucial role in the strategic position of Netflix. PESTEL framework allows evaluating these external factors and their effects on strategic decision-making in a structured way.

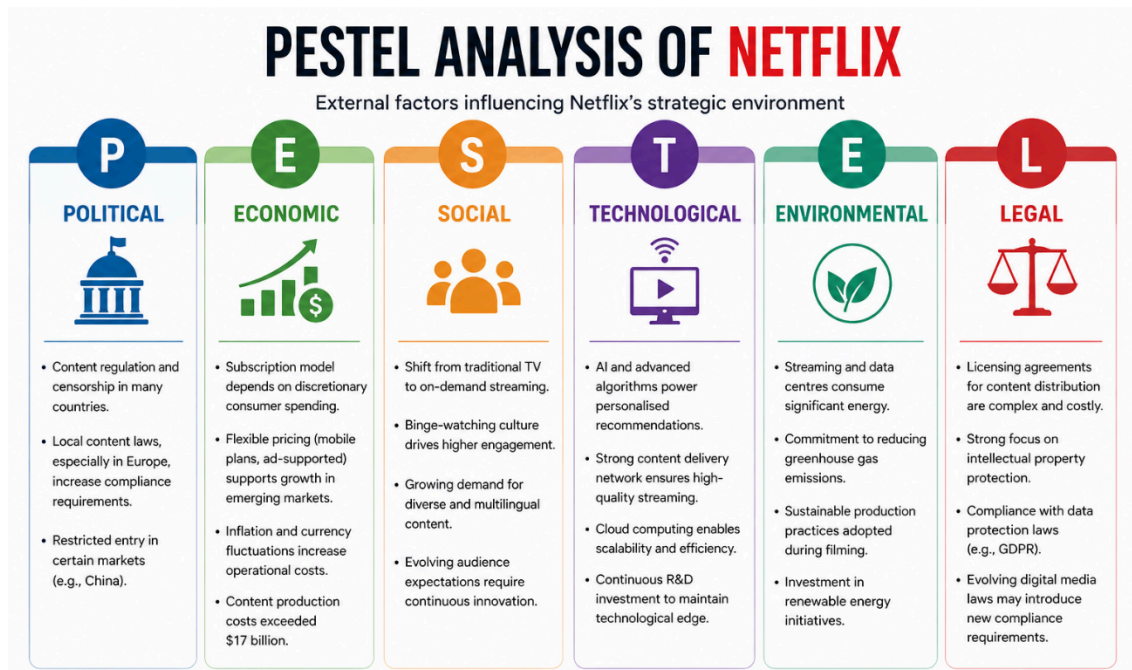


Figure 3: PESTEL Analysis of Netflix

Source: Adapted from Yusop (2018)

2.1.1 Political Factors

The political environments determine the operation of Netflix based on regulation, censorship and taxation. Some governments have controls over the content, especially in some countries like India and Saudi Arabia where the cultural sensitivities determine what to be relayed. This necessitates Netflix to change its content approach by making investments in region-specific content that meets local policies (Yuan, 2024). Also, the European policies require streaming platforms to invest in the production of domestic contents that will raise operational costs but will also promote localisation strategies.

The expansion plans of Netflix can also be affected by the trade policies and geopolitical tension. As an illustration, some markets like China are still closed to entry, thus reducing the growth potential.

2.1.2 Economic Factors

The economic situation has a direct impact on consumer spending trends and demand on subscriptions. Netflix is based on discretionary spending model that is, when there is a decline in the economy, households will cut back on expenditure on entertainment services. Nonetheless, Netflix has proven to be harder to bring down as it has more than 260 million subscribers around the world (Wan, 2025).

To address differences in income levels within different markets, Netflix has engaged in flexible pricing which includes mobile-only and ad-based-subscriptions. Such pricing models can help the company enter new markets and sustain the revenue streams. Nevertheless, the cost of operation may go up due to the increase in inflation and currency variations especially in the production of content which has surpassed 17 billion dollars over the last few years.

2.1.3 Social Factors

The social trends have contributed significantly to the success of Netflix. The transition of the old broadcast TV to streaming on demand is an indication of the changing tastes of consumers who appreciate convenience, flexibility, and customised content. Binge-watching has created a major surge in the amount of user engagement as fans have been known to watch multiple series in a very brief time.

Another aspect that affects the Netflix strategy is the demographic diversity. The organisation has made a significant investment in multicultural and multilingual content to attract global customers. As an illustration, the South Korean, Spanish, and Indian regional productions have become popular in the world, which shows the success of this strategy (Kim, 2025).

Nonetheless, social factors are also a challenge. Expectations of the audience are ever-changing, and audiences may feel fed up with the same content when they feel that there is no innovation. To ensure high rates of engagement, the constant investment in new and differentiated content is necessary, putting a strain on resources.

2.1.4 Technological Factors

The use of technology has been at the core of the Netflix competitive strength and strategic decision-making. The organisation offers the most recent algorithms and

artificial intelligence in order to personalize content recommendations, using big amounts of user data to enhance viewing experiences. This not only results in the increased level of customer satisfaction but also customer retention.

The content delivery network of Netflix guarantees the high-quality streaming in various areas, including those where the internet speed can be low. Cloud computing is also utilised by the company to operate the global infrastructure, so that it can scale and operate efficiently.

Nevertheless, competition is also heightened by the swift technological innovations. Companies like Amazon and Apple boast of considerable levels of technological capabilities and can therefore compete efficiently in terms of innovation and platform evolution. Due to this, Netflix must keep on investing in research and development to sustain its technological advantage.

2.1.5 Environmental Factors

The issues of environmental sustainability are gaining significance in the digital entertainment sector. Streaming services consume a lot of energy because of operations in data centres and creation of content. Netflix has already recognised that it has an environmental impact and is determined to cut down greenhouse gas emission.

The organisation has also engaged in greener production methods such as cutting down on wastage of resources and enhancing energy efficiency in the process of filming. It has also made investments in renewable energy projects to counter its carbon footprint (Haleem et al., 2023). Nevertheless, global streaming has a substantial environmental impact that is still significant, and companies are being increasingly pressurised by stakeholders to engage in practices that are more sustainable.

The inability to address such issues might harm the image of Netflix and influence its sustainability plan in the long term.

2.1.6 Legal Factors

Legal aspects are of paramount importance to Netflix, especially on the intellectual property rights and data security. The organisation will need to enter licensing agreements on content distribution which will prove to be tricky and expensive. The

transition into production of original content decreases the need in external licensing but raises the financial risk as the costs of production are high.

Netflix does not have the option but to protect the information of users regarding their privacy and security as data protection laws especially in places like Europe demand. Failure to do so may lead to some very expensive fines and loss of reputation. Moreover, changing legislation concerning digital media can also bring in the new compliance guidelines.

Generally, Netflix is in a highly dynamic and complex external environment. Strategic decisions are affected by political regulations, economic pressures, social trends, technological developments, environmental, and legal requirements. These aspects provide not only a chance to develop, but also serious challenges that need constant adjustment. The success in response to these external forces by the organisation is critical to maintaining the competitive position.

2.2 Internal Environment Analysis: VRIO Framework

INTERNAL ENVIRONMENT ANALYSIS: VRIO FRAMEWORK – NETFLIX					
Evaluating Netflix's Key Resources and Capabilities					
RESOURCE / CAPABILITY	V VALUABLE	R RARE	I IMITABLE	O ORGANISED	COMPETITIVE IMPLICATION
 Content Library & Original Productions (Licensed + Originals)	- Attracts and retains subscribers. - Drives engagement and revenue.	- Large-scale original content investment (>\$17B annually). - Extensive and diverse content portfolio.	- High cost and time required to build similar library. - Increasing imitation by major competitors.	- Strong content production processes. - Global distribution enables simultaneous releases.	 SUSTAINED COMPETITIVE ADVANTAGE
 Data Analytics & Personalisation (User Data & Recommendation Engine)	- Delivers personalised recommendations. - Improves user experience and retention.	- Advanced data collection and analytics at scale. - Unique algorithms for prediction and insights.	- Technology and data infrastructure are difficult to replicate. - Requires big data and significant expertise.	- Data-driven culture and decision making. - Integrated systems across platform and content.	 SUSTAINED COMPETITIVE ADVANTAGE
 Global Brand & Subscriber Base (260M+ Subscribers)	- Strong brand trust and loyalty. - Large base ensures stable revenue streams.	- Hard to build global brand and scale quickly. - Network effects strengthen position.	- Competitors can attract users but replicating scale takes time. - High marketing investment needed.	- Global infrastructure for seamless service. - Customer-centric strategies and support.	 SUSTAINED COMPETITIVE ADVANTAGE
 Technology & Streaming Infrastructure (CDN, Cloud, Platform)	- Ensures high-quality streaming. - Scalable and reliable platform.	- Advanced CDN and cloud infrastructure. - Supports global operations.	- Requires high investment and technical expertise. - Large firms can replicate over time.	- Robust infrastructure and operational excellence. - Continuous innovation and improvement.	 TEMPORARY TO SUSTAINED ADVANTAGE

Figure 4: VRIO Framework Analysis of Netflix

Source: Adapted from Bresser, and Powalla (2012)

2.2.1 Valuable Resources

Netflix has a rich set of valuable resources that can directly contribute to its strategic goals and positioning. It has a large content library that contains both licensed content and a swiftly expanding body of original productions, which is one of its greatest assets. The organisation spends more than 17 billion dollars yearly on content-development and this has guaranteed the organisation produces and offers a steady stream of new and exclusive programming that appeals and keeps subscribers going.

The other important asset is the sophisticated data analytics that Netflix has. The company gathers and processes tremendous user data such as viewing patterns, preferences, and areas of engagement. This allows the platform to provide highly personalised content recommendations, increasing user experience, and retaining more customers. Moreover, Netflix has a robust international brand and a large base of subscribers with more than 260 million users; this also adds to the value creation (Ye, 2024). All these resources enable it to create more revenue and retain its customers in the competitive market.

2.2.2 Rarity

The uncommonness of Netflix in terms of strategic capabilities is in the fact that it is the only company which combines technology, data analytics and content production. Although there are a lot of competitors offering streaming services, comparatively few of them are as big in producing large amounts of original content and offering data-driven insights. The fact that Netflix can utilise audience data to make content choices (e.g., what is trending and what will gain popularity) is a unique strength.

In addition, it has a global distribution network which enables simultaneous release of its content to various parts of the globe, and this cannot be easily copied by smaller competitors. Such mix of scale, data and creative production makes the capabilities of Netflix comparatively uncommon in the industry, which also contributes to its highly competitive position.

2.2.3 Imitability

Though aspects of the Netflix business model can be copied, it is difficult to replicate its overall strategic ability. The size of operation, technological infrastructure, and

experience in content production put up great entry barriers in the organisation. It would take competitors a lot of financial resources, technology and time to come up with similar capabilities.

Nevertheless, imitation is becoming more viable because giant organisations like Disney and Amazon are spending a lot of money on their respective streaming services. The companies have significant financial capabilities and built content portfolios, which makes them more competitive (Xu, 2024). Consequently, Netflix has a hard-to-imitate capabilities, although the extent of rival imitation is growing in the industry.

2.2.4 Organisation

Netflix is designed in such a manner that it can tap in all its resources and capabilities. The organisation encourages culture of innovation, independence and responsibility which enable quick decision making and adaptation to market changes by the employees. This agile organisation structure helps in continuous improvement and strategic agility.

Moreover, the international network allows Netflix to provide content to customers and stream the content with ease in various markets. Its strategic objectives can be achieved effectively due to the fit between its technological resources and content production processes (Arshad et al., 2025). This strength in the organisation makes sure that the resources that are valuable and are rare are put into good use.

The VRIO analysis suggests that Netflix has resources and capabilities that satisfy the requirements of sustainable competitive advantage. It has valuable and rare assets and a well-organised structure that enables the organisation to take a strong position in the market. Nevertheless, the rising costs and competition imply that new innovations and investments are necessary to maintain this benefit.

3. CSR and Sustainability Objectives

Corporate Social Responsibility (CSR) has emerged as a relatively vital part of the strategic positioning of Netflix. The organisation has incorporated the social, environmental and governance factors in their operations and these are all aligned with the larger business goals of the organisation, such as global expansion and brand building.

Environmentally, Netflix has realised the effects of its business activities, especially energy usage in the process of streaming and creating content. The company has been determined to cut down the emission of greenhouse gases and enhance sustainability in its production processes. As an example, Netflix has also launched sustainable approaches to filming and has also invested in renewable energy sources to minimise its carbon footprint (Ioanid and Iliescu, 2024). Nevertheless, despite these efforts, the scale of global streaming suggests that its environmental impacts are still significant, and additional efforts should be undertaken so that its impacts can be in line with the ever-increasing demands of the stakeholders.

Social responsibility is one of the key aspects of the Netflix strategy. The organisation is a champion of diversity and inclusion of the staff and the content. By investing in productions which represent different cultures, languages, and social perceptions, Netflix will be more appealing on an international level and gain more audience. This is not only in line with its social equity but also its commercial objective of opening up to the international markets.

Netflix is concerned with transparency, ethical behaviour and accountability in governance. The company provides detailed reporting of its activities and policies to attain equitable practices and data security (Tayan et al., 2018). However, the broader ethical concern of content distribution and social influence of the digital world has been doubted.

In sum, the CSR policy contributes to better brand image and increases the competitiveness of Netflix, as it provides a competitive advantage and leads to long-term sustainability. However, the success of such efforts relies on their ongoing enhancement, especially on the level of coping with environmental issues and making sure that the CSR pledges are being incorporated completely in strategic decision making.

4. Comprehensive and Holistic View: Balanced Scorecard

Balanced Scorecard is a performance appraisal tool created by Kaplan and Norton as a holistic approach to measuring organisational performance, which is not based on financial results alone. In the case of Netflix, this model allows aligning the strategic goals with the operational implementation in four perspectives namely: financial, customer, internal business processes, and learning and growth.

THE BALANCED SCORECARD:

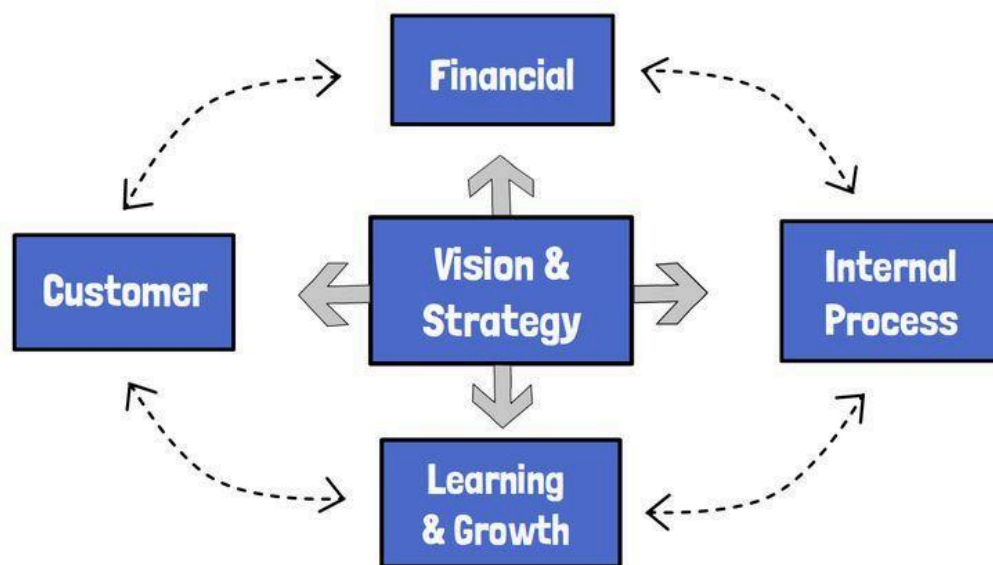


Figure 5: Balanced Scorecard Framework

Source: Adapted from Nikolaou and Tsalis (2013)

4.1 Financial Perspective

The financial angle is concerned with growth in revenues, profitability and the control of costs. The main aim of Netflix is to maintain a steady revenue growth via its subscriptions business model and deal with high content production expenses. The key performance indicators are total annual revenue which is over 33 billion dollars, operating income and cash flow. Content expenditure is another key metric, which is presently more than 17 billion dollars in a year (Szalkowski and Johansen, 2025).

The goals are to grow revenue by growing the number of subscribers and enhance cost efficiency. The support of such a point of view can be done through strategic initiatives such as the introduction of ad-supported subscription plans and entering

new markets. These initiatives will assist in diversification of revenue streams and enhance financial stability without compromising the investment on quality content.

4.2 Customer Perspective

The customer perspective is an evaluation of how Netflix is generating value to its customers. The organisation is customer centred with emphasis on customer satisfaction, customer engagement and retention.

The most significant measures are the number of subscribers, which now exceeds 260 million throughout the globe, and the number of viewing hours, which is several billion annually. Customer retention is particularly important, and subscription model assumes a prolonged engagement.

Netflix has been improving customer experience by offering personalised recommendations with the help of sophisticated algorithms. Such data-driven approach will make sure that users only see relevant material, which has a higher chance of satisfaction and decreased churn (Barwal et al., 2023). Moreover, the original content of high quality and variety is being invested in and enhances customer loyalty.

The strategic goal is to have a high value proposition through provision of exclusive content and smooth cross-gadget usability.

4.3 Internal Business Processes Perspective

This is because this view is about the efficiency and effectiveness of the internal operations of Netflix especially the creation and distribution of content. The aim of the organisation is to streamline the production processes and provide content reliably in its international platform.

The most important KPI are the count of original productions, production efficiency, and the platform performance indicators (streaming quality and uptime). The targets include the enhancement of the content production schedules and the high level of service reliability (Mansour and Kamaal, 2024).

The strategic measures involve utilising data analytics to make content investment decisions and improving the content delivery network to smooth the streaming. These initiatives mitigate operational risks and enhance overall efficiency.

4.4 Learning and Growth Perspective

Learning and growth perspective focuses on innovation, development of employees and organisational culture. The goal of Netflix is to achieve sustainable growth by promoting innovation and being a constant improvement organisation.

Investment in research and development, performance by the employees and output of innovation are key performance indicators. Targets are concerned with technological improvement and retention of a highly skilled workforce.

Netflix has been promoting this by initiating activities such as investing in artificial intelligence, developing sophisticated recommendation systems, and promoting a culture of independence and innovation (Etlioglu, 2025). This kind of setting fosters trial and error and adaptation to industrial changes in a short time.

The Balanced Scorecard demonstrates the way in which Netflix balances its strategic objectives and operational performance in several ways. The organisation balances its strategic management by incorporating the financial performance with the customer satisfaction, internal efficiency and innovation. This kind of integrated model assists Netflix to sustain some competitive advantage amid a rapid streaming business climate across the globe.

5. Strategic Choices and Implementation

The long-term success of Netflix depends upon the business and corporate-level strategic decisions. The decisions made determine how the organisation will compete in its industry and how it will develop its operations in the world. A competitive analysis of these strategies can provide insight as to the competitive positioning and future of the organisation.

5.1 Business-Level Strategy

At the business level, Netflix mostly employs differentiation strategy as established under generic strategies of Porter. Competition is not only based on the price, but the company offers its own value in the form of quality content, personalised user experience and global accessibility.

The original productions made by Netflix are one of the primary areas of this differentiation. Its content is also exclusive in the form of films and series that are not available in other competitive platforms since its annual expenditure on content is already more than 17 billion dollars. This generates a distinctive value creation that assists in creating customer loyalty and reducing the comparability with competitors at the direct level (Shelley, 2024).

In addition, Netflix does not rely on a basic level of data analytics in its content suggestions. The site will enable users to be customised through the analysis of their behaviour to provide them with content that they like leading to higher user satisfaction and interaction.

However, the firm has also been cost sensitive since it has introduced the cheaper subscription packages including the ad-supported packages. This new approach as a hybrid model will enable Netflix to gain more customers without compromising the premium position.

5.2 Corporate-Level Strategy

On the corporate level, Netflix has strategies of global expansion and diversification of content. The organisation has been in operation in more than 190 countries, which is a testimony of its expansionism plans all over the world.

One of the key features of this plan is localisation of content. Netflix also ventures in region-based productions to meet the various cultural tastes and preferences. As an illustration, domestically created series in Asia, Europe, and Latin America have helped in the growth of subscribers in these areas (Tang and Wei, 2023). This strategy is like that of Ansoff in his market development strategy whereby the current services are penetrated in the new markets.

Another important strategic decision is the content diversification. Netflix has a large selection of genres it offers such as documentaries and films, series, and children shows. This wide portfolio will decrease reliance upon a single type of content and improve its attractiveness to various groups of viewers.

Moreover, Netflix has also ventured into new products like interactive content and gaming which signifies that Netflix is also strategising towards innovation and diversification on other grounds besides streaming.

5.3 Strategy Implementation and Change Management

Netflix has exhibited great strategic change implementation abilities. Its reengineering of a DVD rental into an international streaming platform is a massive change that will demand lots of investment in technology and infrastructure.

The culture of an organisation is crucial in assisting implementation. Netflix encourages flexibility, innovation and accountability which allows quick decision making and adaptation (SAIF, 2024).

These strategies are however not executed without any difficulties. Raising the price of content production puts the monetary performance under duress, and the risk of being substituted by alternative firms such as Disney and Amazon causes the need to continue innovation.

Moreover, cross-border operations generate issues, which are linked to regulation, culture and market forces. To overcome these challenges, Netflix needs to constantly change its strategies (Meyer et al., 2023).

Overall, Netflix has strategic decisions that indicate a good fit between its internal strengths and external opportunities. The combination of differentiation strategy and global expansion and diversification have helped it to sustain leadership in the streaming industry.

6. Strategic Evaluation and Recommendations

Strategic frameworks like SWOT analysis and the Matrix of Ansoff can be successfully used to provide a critical analysis of Netflix. These instruments give an understanding of the present status of the organisation and the future strategic orientation.

6.1 Strategic Evaluation (SWOT Analysis)

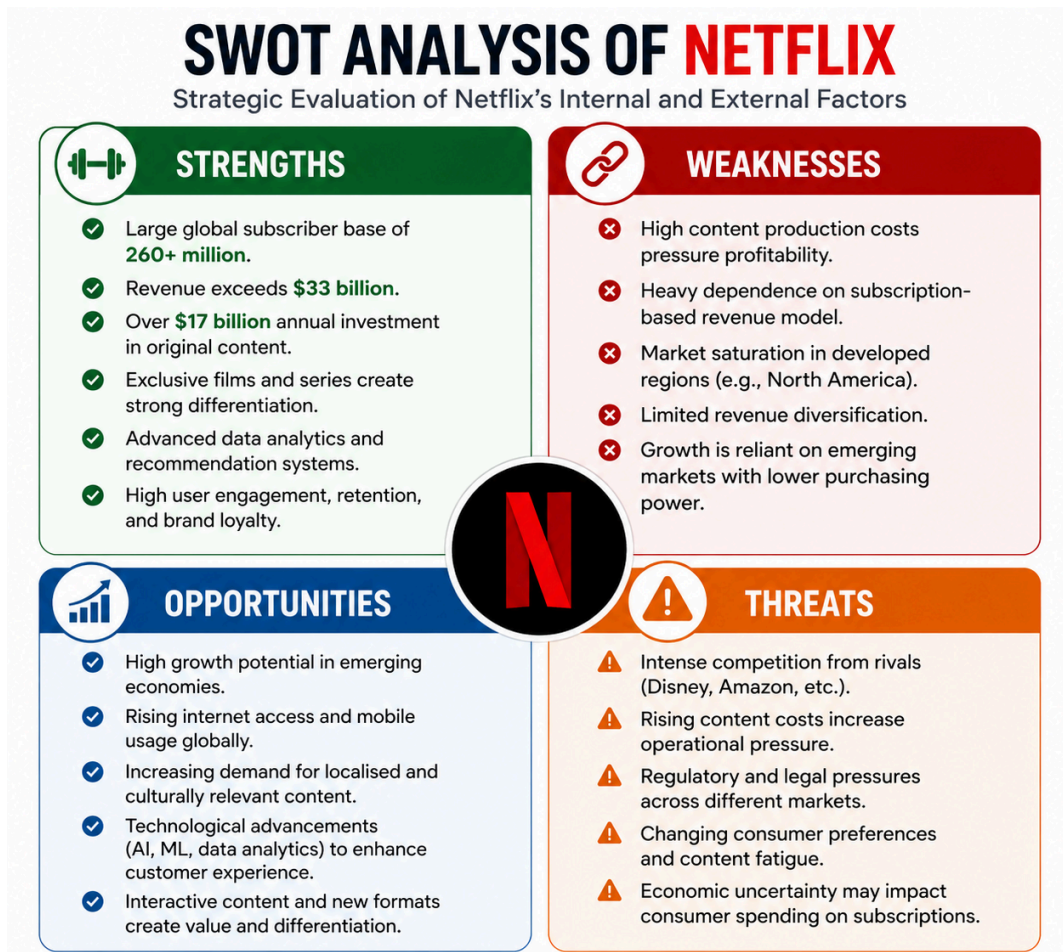


Figure 6: SWOT Analysis of Netflix

Source: Adapted from Leigh, (2009)

6.1.1 Strengths

Netflix has good internal capabilities on which it can rely to create its competitive advantage. The organisation has more than 260 million subscribers all over the world with a revenue of more than 33 billion dollars. Its original content of over 17 billion dollars annually, allows producing exclusive movies and series, and enhances differentiation (Khalis, 2025). Moreover, Netflix has superior data analytics and

personalised recommendation systems that personalise user experience, engage, retain, and make them loyal to the brand in the global market.

6.1.2 Weaknesses

Netflix has internal limitations although it has these strengths. The production costs are high and sustained profitability and cash flow are under pressure. The organisation is still too reliant on a subscription-based model of revenue generation, and it is not diversified. Also, the saturation of the developed markets, especially North America limits the growth opportunities and dependence on the emerging markets that have low purchasing powers.

6.1.3 Opportunities

The emerging economies such as the ones in Asia, Africa, and South America are seeing tremendous growth in internet penetration and use of mobile devices and thus Netflix has a great scope of growth in these areas. Differentiation can also have additional opportunities with the increased demand on localised and culturally relevant content (Ma, 2025). New opportunities are provided by technological progress, such as artificial intelligence, engaging content, which can be used to improve the user experience and develop new value propositions.

6.1.4 Threats

Netflix is in the highly competitive industry, with tough competitors like Disney and Amazon. The growing content expenses, regulatory forces, and evolving consumer preferences add to the strategic uncertainty and competitive risk (Chen, 2024).

6.2 Strategic Position Using Ansoff's Matrix

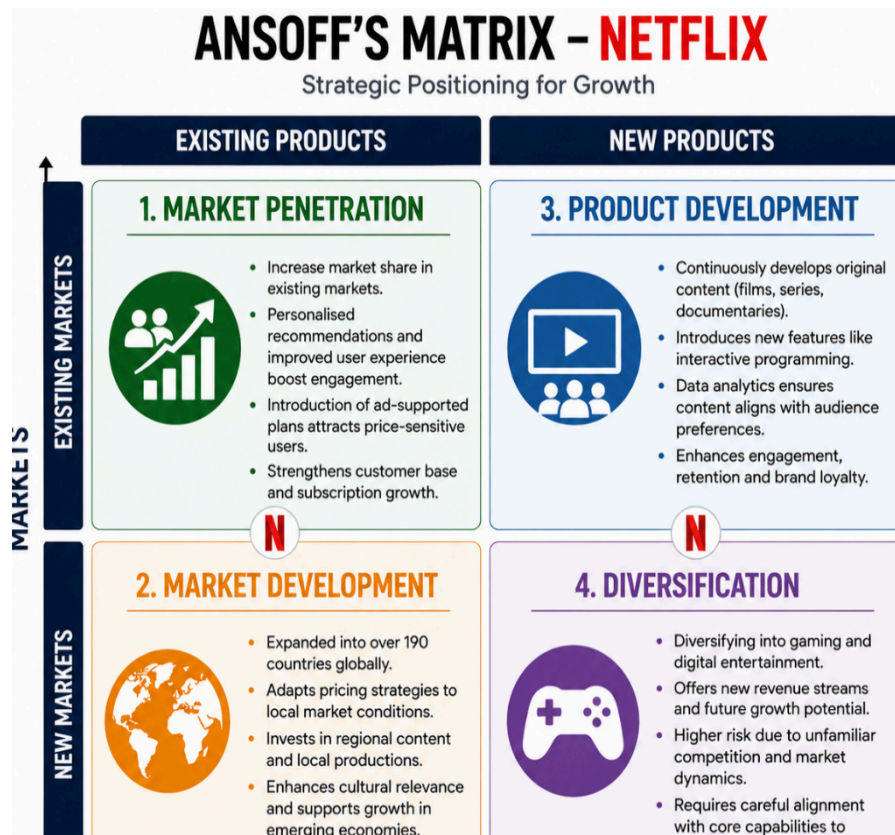


Figure 7: Ansoff's Matrix for Netflix

Source: Adapted from Zugay and Zakaria, (2023)

6.2.1 Market Penetration

Personalised recommendations and enhanced user experience help Netflix to gain market share in existing markets. Price sensitive users are attracted by the introduction of ad supported plans which enhances penetration.

6.2.2 Market Development

Netflix has gone global to more than 190 countries where pricing and content are adjusted to suit the local markets. The regional productions are more culturally relevant and promote the development of emerging economies through investment (Intan, Vincensia and Umar, 2024).

6.2.3 Product Development

The organisation constantly comes up with original content and implements features like interactive programming. Data analytics makes sure that it is in line with the audience preferences to increase engagement and retention.

6.2.4 Diversification

Netflix is starting to enter the digital entertainment and game sectors. Although this brings new revenue prospects, it is riskier and needs close coordination with the core capabilities to prevent strategic loss of focus.

6.3 Recommendations

Based on the analysis, it is possible to make several strategic recommendations to help Netflix to improve its competitive position.

To begin with, Netflix needs to focus on the growth of localised content following the market development strategy proposed by Ansoff. Creating culturally relevant content, like in the case of successful regional series, contributes to increased engagement and overall global expansion.

Second, Netflix ought to enhance the cost-effectiveness in content creation. The resource-based theory argues that it is valuable resources that are optimised which heightens long-term performance. Investment decisions can be made with data analytics to help minimise financial risk and preserve quality.

Third, the organisation is to diversify revenue, enhancing on its ad-based model. This is in line with strategic risk management since there would be less reliance on subscription revenue. Revenue streams can be further boosted through partnerships and licensing.

Lastly, the organisation should keep on investing in technological innovation to maintain differentiation as proposed by Porters competitive strategy. By increasing the capabilities of artificial intelligence, personalisation and user experience will be improved, which will facilitate the retention in a very competitive environment.

Finally, Netflix has a solid strategic stance that is backed up by a brand, content and technological strength. Nevertheless, these issues concerning expenses, rivalry and market saturation necessitate continued strategic adjustment. With the strategies suggested, Netflix can maintain and even improve its competitive edge in the streaming business across the world.

Section 2: Reflective Account (Gibbs Reflective Cycle)

This reflective treatise assesses the process of researching, analysing, and developing the strategic management report, through Gibbs Reflective Cycle evaluating critically the learning, challenges, and future improvement of Gibbs, 1988.



Figure 8: Gibbs Reflective Cycle

Source: Adapted from Gibbs, (1988)

1. Description

The task undertaken in this assignment was to provide a thorough strategic analysis of Netflix based on various strategic management models, such as PESTEL, VRIO, the Balanced Scorecard, SWOT, and Matrix of Ansoff. The objective was to critically assess both the internal and external environments of the organisation, its competitive position and come up with strategic recommendations. It involved a lot of research, systematic examination and adaptation of the theoretical concepts in a real-world organisation.

The first stage was the selection of Netflix as it has global relevance and possibly has trustworthy data. A combination of academic journal articles, company reports and industry publications were used to conduct research. This data was then tabulated in the necessary parts of the report. A particular interpretation of strategic model had to be used in each of the sections, and it could not be merely described. It

also entailed incorporation of numerical data, the academic style of writing, and the work had to have a clear and logical order.

2. Feelings

When I started the assignment, I was sure of my knowledge of the theories of strategic management. As I went on though, I realised that these frameworks needed a greater depth of analysis to be applied to a real organisation than would have been assumed. First, I could not leave the descriptive writing and to work out critical arguments.

Another feeling of uncertainty that I had was in choosing the appropriate data in the vast amount of information at my disposal. In some cases, it was not easy to find out which of the sources were the most credible and how to combine them into the analysis effectively. Nevertheless, with these obstacles, my confidence grew, and I was getting more acquainted with the research process and had a better concept of how to implement theoretical models into practice.

3. Evaluation

There were several strengths of the assignment process. The possibility to implement various strategic frameworks to one organisation was one of the most positive factors. This has given an overall appreciation of strategic position of Netflix and how various models can be complemented.

The other strength was building up of research skills. The quality of the analysis and the possibility to make arguments based on more information were enhanced through working with academic literature and industry data. The formality needed by the assignment also contributed towards better organisation and clarity of my writing.

But I had my weak points in the approach as well. One of the challenges was time, especially when attempting to make the analysis of various sections profound. In other instances, I wasted too much time explaining on models instead of critiquing the application of these models. Also, incorporation of numerical data in the analysis had to be done with a lot of thought to make the discussion not too complicated.

4. Analysis

The experience emphasises how critical thinking is at the postgraduate level of study. PESTEL and VRIO are some of the strategic frameworks that can be helpful, but it is up to their application. Describing external factors or internal resources is not enough, but it is needed to analyse the impact of these factors on strategic decisions.

To illustrate this, the first consideration that I applied in using PESTEL analysis was the determination of external factors like the economic conditions and the technological advances. I later understood, however, that the most important factor would be to describe how these factors influence the strategic decisions of Netflix, like investing in content and expanding into new markets. Likewise, VRIO framework demanded a review of the sustainability of the competitive advantage of the Netflix resources, as opposed to a mere description of them (Larbi, Asare-Danquah and Ackah, 2024).

The assignment also showed the significance of having theory and practice interconnected. Academic models offer an organised way, which has its relevance in application to the real-world organisations. This necessitated the integration of information in various sources and coming up with consistent arguments with evidence.

Moreover, the procedure provided insight into the significance of good academic writing. Communication of complex ideas needs to be clear, logical and well-referenced (Julius, Ariyo and Nancy, 2026). The necessity to follow Harvard referencing helped to underline the need to be academically honest and properly reference.

5. Conclusion

In sum, my experience on this assignment has greatly improved my knowledge both on strategic management and its application. It has shown how essential it is to combine the theoretical knowledge and practical analysis to analyse the effectiveness of organisational strategies.

It has also been an eye opener to areas of improvement especially in critical thinking, time management and information synthesis. Although I managed to create

a systematic and thorough analysis, there are still areas of improvement to enhance the degree of criticism and balance the description and assessment.

All in all, the assignment has given good information on how organisations like Netflix gain and maintain a competitive advantage in the dynamic and competitive world.

6. Action Plan

I am going to take several actions to perform better in the future assignments. To start with, I will improve my time management by developing a comprehensive plan when starting the assignments. This will involve the establishment of deadlines to be followed on each part and time to revise.

Second, I will pay more attention to enhancing my critical thinking, referring more to academic literature. This entails evaluation of competing opinions, doubting, and making more complex arguments.

Third, I shall keep on working on my academic writing skills especially in being coherent and clear. This involves the enhancement of paragraph structure, the use of the relevant academic language and each argument should be well justified with evidence.

Lastly, I will enhance my research competencies as I will rely on an increased variety of reliable and contemporary sources. This will enhance the thoroughness and validity of my analysis and enable me to come up with more solid conclusions.

Through these measures, I will be able to improve the quality of my academic work as well as my general knowledge of strategic management that will enable me to face future academic and professional challenges.

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