**MIS 782 Seminar 4: Module 1, Week 5 (VRIO Framework)**

We aim to apply the theories, frameworks and models taught in the unit through applying it to real-life cases. Seminar activities are indicative of what will be examined in the unit through assessments and exam!

**Seminar preparation**

Please check the discussion questions below and read the case study using VRIO framework as a lens: “Netflix-Dynamic Capabilities for Global Success[[1]](#footnote-1)”

**Instructions:** Please read the allocated case study and try to have a discussion in groups of three to four about the following questions. Each group will be assigned one question to answer that has to be presented in front of the class. It will be useful for each group to have a dedicated individual who will present/discuss the answer to the question.

**Case study related questions**

1. *What were the key factors behind Netflix’s success in the first era (1997–2006); second era (2007–2012); and third era (2013–present)?*
2. *Use VRIO analysis to identify the resources and capabilities that contributed to Netflix’s sustainable competitive advantage.*
3. *In what ways does Netflix commercialize data? Do you think that its “big data” can be a source of sustainable competitive advantage in the future? Why or why not?*

**References**

Barney, JB. and Hesterly, WS (2006) Evaluating a firm's internal capabilities in Strategic management and competitive advantage: concepts and cases

Kraaijenbrink, J., Spender, J. C., & Groen, A. J. (2010). The resource-based view: A review and assessment of its critiques. *Journal of management*, *36*(1349-372.

1. Please note we will also use this case for the Seminar 8 to discuss the dynamic capabilities framework. [↑](#footnote-ref-1)