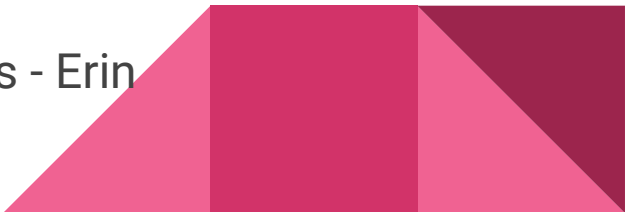


# MSBA 324 Final Project

Case study on Hulu

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Sneh Bharatbhai Lathiya

# Project Content / Agenda

- Overview - Charlene
  - Problem Statement - Erin
  - Model Selection - Erin
  - Solution Process - Erin
  - Softwares - Charlene, Sneha
  - Visualization - Charlene, Sneha
  - Research - Charlene, Sneha
  - Result Interpretation - Charlene, Alex
  - Situation Comparison - Erin, Charlene
  - Conclusion - Alex
  - Recommendations - Alex
  - References - Erin
- 

# Hulu Overview

## Background

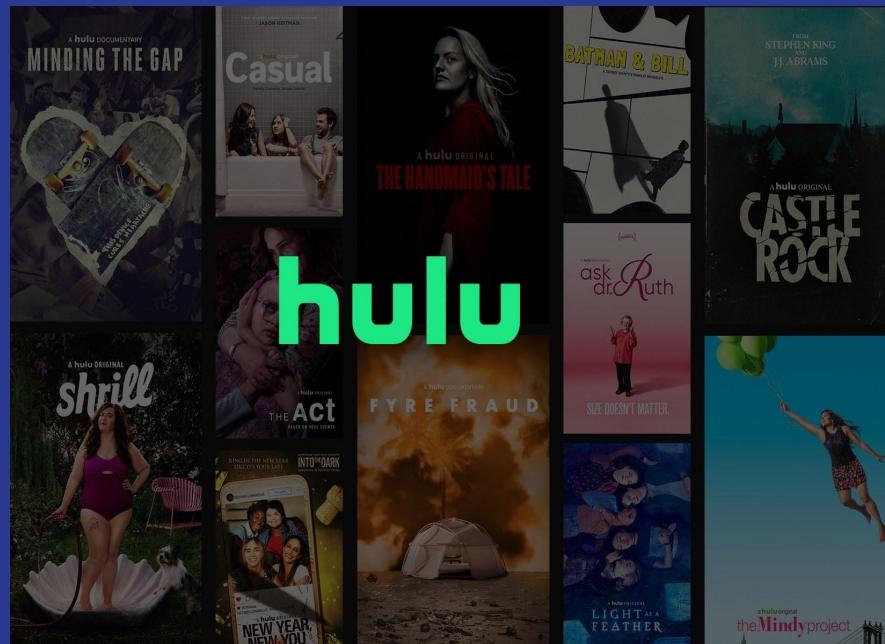
- Fourth largest streaming service

## Pricing Model

- Hulu: \$5.99/ month
- Hulu + Live TV: \$44.99/ month

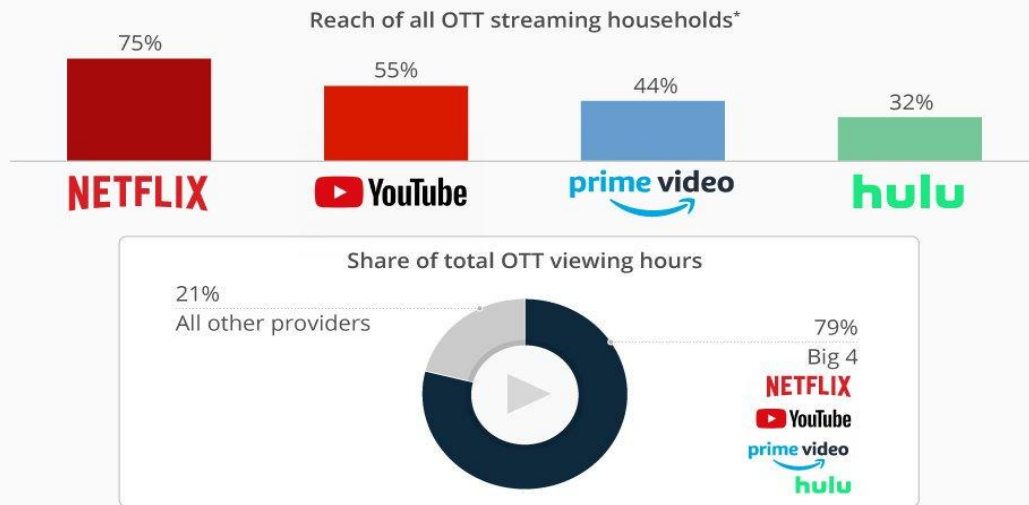
## Competitors

- Netflix
- Disney +
- Amazon Prime Video



# Video Streaming Service

## Big 4 Dominate TV-Based Video Streaming in the U.S.



\* OTT (over-the-top) is defined as any video streamed on a device that connects to a TV, or functionality within the TV itself, to facilitate the delivery of Internet-based video content; March 2019

@StatistaCharts

Source: comScore

statista

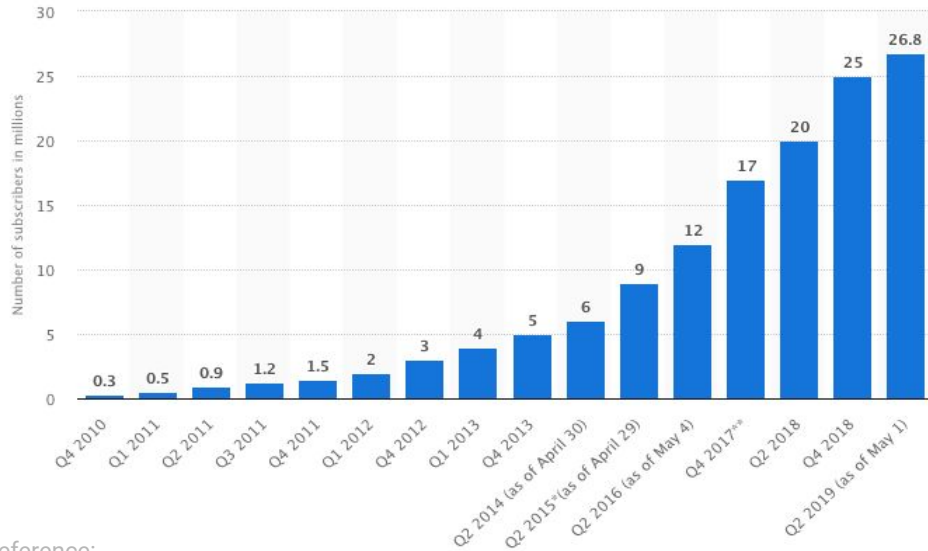
*Netflix is the most popular service of choice, reaching 75 percent of all OTT households, ahead of YouTube (55 percent), Amazon Prime Video (44 percent) and Hulu (32 percent). These four streaming services account for 79 percent of all OTT streaming in the United States.*

Reference:

Richter, F. (2019, July 9). Big 4 Dominate TV-Based Video Streaming in the U.S., Retrieved November 24, 2019, from <https://www.statista.com/chart/10585/ott-video-streaming/>.

# Subscriber Trend of Hulu

Number of Hulu's paying subscribers in the United States from 4th quarter 2010 to 2nd quarter 2019 (in millions)



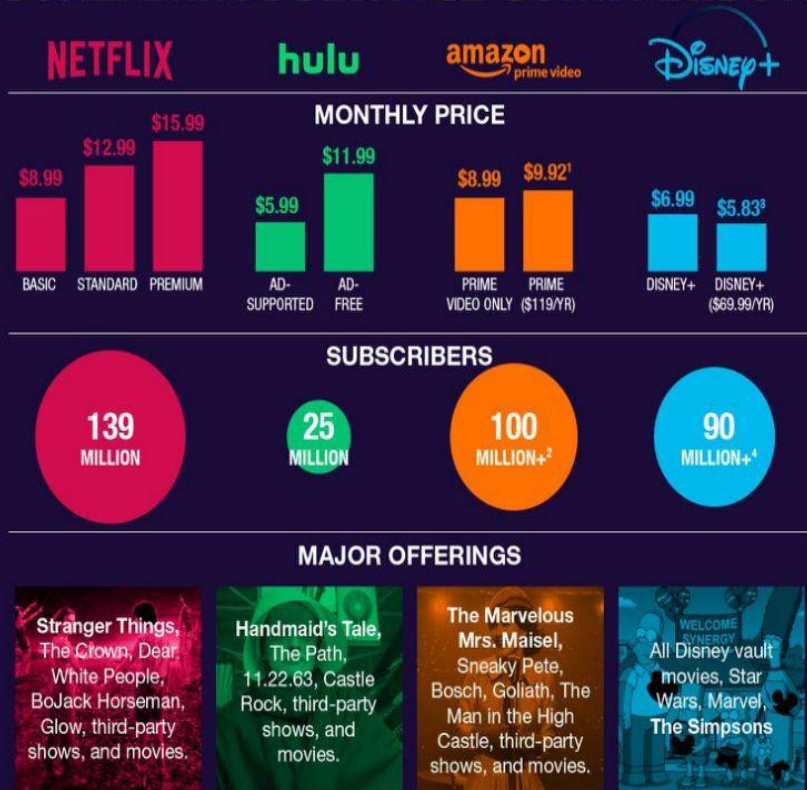
***Hulu's Subscriber Trend shows a steady growth over time based on the chart. Disney, a major stakeholder in Hulu, projects that by fiscal 2024, Hulu will have 40 to 60 million subscribers. (Jasinski, 2019.)***

Reference:

Jasinski, N. (2019, May 6). Disney's Streaming Plan Shows It's on the Right Track, Analyst Says. Retrieved November 26, 2019, from <https://www.barrons.com/articles/disney-streaming-plan-outlook-analyst-51557161298>.

Watson, A. (2019, September 12). Number of Hulu's paying subscribers in the United States from 4th quarter 2010 to 2nd quarter 2019 (in millions), Retrieved November 25, 2019, from <https://www.statista.com/statistics/258014/number-of-hulus-paying-subscribers/>.

# STREAMING SERVICE COMPARISON



1-MONTHLY BREAKDOWN OF AMAZON PRIME ANNUAL FEE

2-AMAZON DOESN'T BREAK OUT DOWN SUBSCRIBER NUMBERS FOR PRIME OR PRIME VIDEO

3-MONTHLY BREAKDOWN OF DISNEY+ ANNUAL FEE

4-SUBSCRIBERS ESTIMATED 60 MILLION TO 90 MILLION BY 2024

**YAHOO!**  
**FINANCE**

## Pricing:

- Hulu is the least expensive of the compared options

## Major shows and movies:

- Hulu's original content is not as strong as Netflix's or Amazon's

## Audience size:

- Hulu's subscriber base is far smaller than Netflix's

## Reference:

Howley, D. (2019, April 13). How Disney + compares to Netflix, Amazon Prime Video and Hulu, Retrieved November 25, 2019, from <https://finance.yahoo.com/news/disney-netflix-amazon-hulu-110653607.html>.

# Problem Statement

## Problem Identification

- **Low Number of Paid Subscribers**
  - Many top competitors like Amazon Prime, Netflix and now Disney +
- **Lack of Profit**
  - “Hulu lost as much as \$440 million during the third quarter of 2018, more than double a loss of \$207 million a year earlier and up from a loss of \$357 million in Q2.” (Spangler, 2019).

## Success Criteria

### Short Term:

- Identify Causes of Low Numbers and Potential Profit Prospects

### Long Term:

- Increase number of subscribers by another 7% by the end of 2019 Q4

#### References:

Spangler, T. (2019, January 8). Hulu Tops 25 Million Subscribers, Hits \$1.5 Billion in 2018 Ad Revenue, Retrieved November 27, 2019, from <https://variety.com/2019/digital/news/hulu-25-million-subscribers-2018-ad-revenue-1203102356/>.

# Model Selection

## Twitter Sentiment Analysis

- Dataset: Retrieved from Twitter
- Software used: R
- Reason why choosing this model: We want to analyze how Twitter users react to Hulu content and streaming services. Subsequently, we can also compare it with how Twitter users discuss and react to Netflix content and streaming services.

## Survey Analysis

- Dataset: Survey (Google Forms)
- 15 questions & 71 responses
- Reason why choosing this model: We want to know what age groups are looking for and willing to pay, and at the same time consider how much time is being spent on streaming services.



# Solution Process

Twitter Sentiment

Extract tweets tagging  
@hulu

Run Sentiment  
Analysis using R

Analyze data by  
visualizations

**Data Collection**

**Process Data**

**Analysis & Results**

Survey

Compile survey data  
on Google Forms

Run Exploratory Data  
Analysis in R

Analyze data by  
visualizations

# Software: Twitter Sentiment Analysis (R)

- Setting up API access to Twitter data
- Installing required packages in R & loading libraries
- Setting up Twitter authorization in R

```
# Load  
library(twitteR)  
library(tm)
```

```
## Loading required package: NLP
```

```
library(ggplot2)
```

```
##  
## Attaching package: 'ggplot2'
```

```
## The following object is masked from 'package:NLP':  
##  
## annotate
```

```
library(wordcloud)
```

```
## Loading required package: RColorBrewer
```

```
library(RColorBrewer)
```

```
consumer_key <- "UdPtPsKWAjtMrjTb7zp1ruaKb"  
consumer_secret <- "comRZsbKBxDZ0WJAGc4JYVgv0oUisIKEFxIcple3LSa8V4SMz0"  
access_token <- "216996229-gmeSx4aUSvFMsRgzG3LvTWbY8LmV8xGQJdp1u1DR"  
access_secret <- "jLbHBS74qZmY0B7svLDAIdp1gcGGKxL7SqcxkQatkYrMw"
```

```
setup_twitter_oauth(consumer_key, consumer_secret, access_token, access_secret)
```

# Software: Twitter Sentiment Analysis (R)

- Extracting Hulu's data from Twitter & building a corpus

```
tw = twitterR::searchTwitter('@hulu', n=1e4, lang="en", retryOnRateLimit = 1e3 )  
d = twitterR::twListToDF(tw) # Transform tweets to dataframe  
d
```

```
original_data <- twitterR::twListToDF(tw)
```

```
#Build a corpus
```

```
myCorpus<-Corpus(VectorSource(d$text))  
myCorpus
```

# Software: Twitter Sentiment Analysis (R)

- Cleaning and preprocessing text data using tm package

```
# using tm to remove unwanted data  
myCorpus1<-tm_map(myCorpus, stripWhitespace) # Removing extra white-spaces
```

```
## Warning in tm_map.SimpleCorpus(myCorpus, stripWhitespace): transformation  
## drops documents
```

```
myCorpus2<-tm_map(myCorpus1, tolower) # converting text to lower case
```

```
## Warning in tm_map.SimpleCorpus(myCorpus1, tolower): transformation drops  
## documents
```

```
myCorpus3<-tm_map(myCorpus2, removePunctuation) # Removing punctuation symbols
```

```
## Warning in tm_map.SimpleCorpus(myCorpus2, removePunctuation):  
## transformation drops documents
```

```
myCorpus4<-tm_map(myCorpus3, removeNumbers) # Removing numbers
```

```
## Warning in tm_map.SimpleCorpus(myCorpus3, removeNumbers): transformation  
## drops documents
```

```
myCorpus5<-tm_map(myCorpus4, removeWords, stopwords("english")) #Removing stopwords
```

# Software: Twitter Sentiment Analysis (R)

- Calculate the sentiment score and plot them out in bar charts

```
library(syuzhet)
encodeSentiment <- function(x) {
  if(x <= -0.5){
    "very negative"
  }else if(x > -0.5 & x < 0){
    "negative"
  }else if(x > 0 & x < 0.5){
    "positive"
  }else if(x >= 0.5){
    "very positive"
  }else {
    "neutral"
  }
}
```

```
tweetSentiments <- get_sentiment(as.vector(original_data$text),method = "syuzhet")
tweets <- cbind(original_data, tweetSentiments)
tweets$sentiment <- sapply(tweets$tweetSentiments,encodeSentiment)
```

```
ggplot(tweets, aes(sentiment)) +
  geom_bar(fill = "aquamarine4") +
  theme(legend.position="none",
        axis.title.x = element_blank()) +
  ylab("Number of tweets") +
  ggtitle("Tweets of @hulu by Sentiment")
```

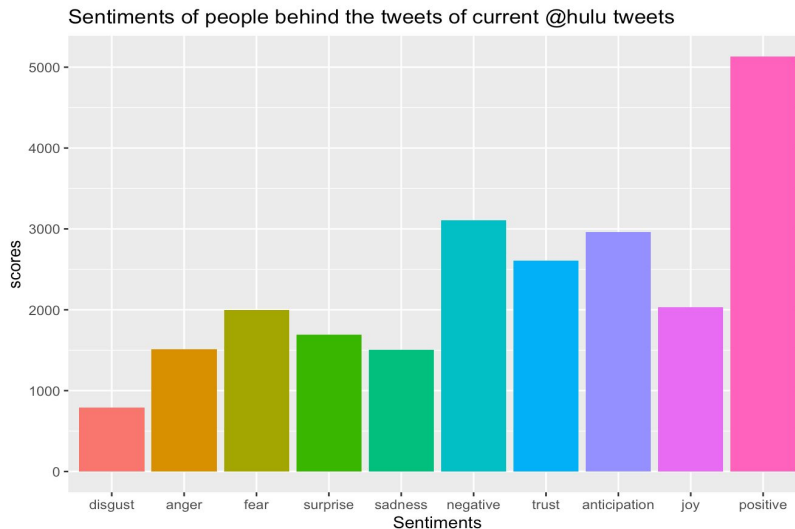
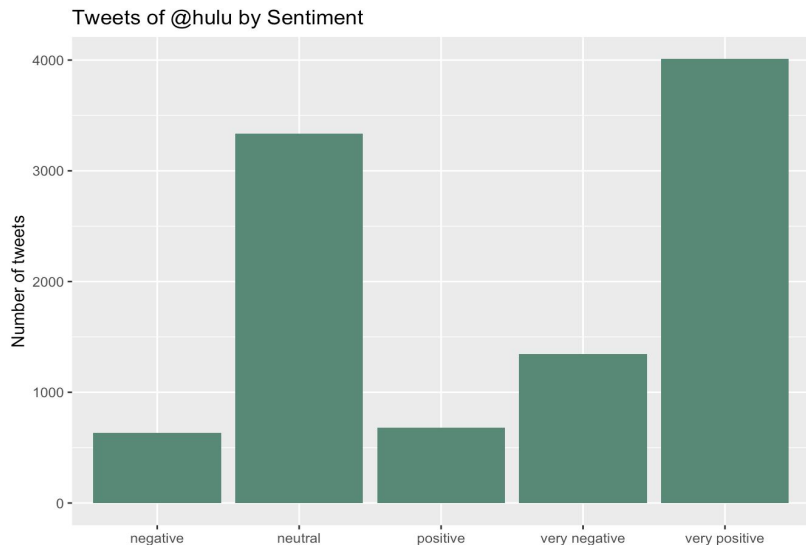
```
dw_senti<-get_nrc_sentiment(as.vector(original_data$text))
```

```
#calculating total score for each sentiment
Sentimentscoresr<-data.frame(colSums(dw_senti[,]))
```

```
names(Sentimentscoresr)<-"Score"
Sentimentscoresr<-cbind("sentiment"=rownames(Sentimentscoresr),Sentimentscoresr)
rownames(Sentimentscoresr)<-NULL
Sentimentscoresr$sentiment <- factor(Sentimentscoresr$sentiment,levels = c("disgust","anger","fear", "surprise", "sadness", "negative", "trust", "anticipation", "joy", "positive"))
```

```
ggplot(data=Sentimentscoresr,aes(x=sentiment,y=Score))+geom_bar(aes(fill=sentiment),stat = "identity")+
  theme(legend.position="none")+
  xlab("Sentiments")+ylab("scores")+ggtitle("Sentiments of people behind the tweets of current @hulu tweets")
```

# Visualization: Twitter Sentiment Analysis



## Summary

- Most of the Hulu's tweets are considered neutral and very positive
- Sentiment frequency scores show different emotions (eg. disgust, anger, fear, surprise, sadness, negative, trust, anticipation, joy, and positive)

# Result Interpretation: Twitter Sentiment Analysis

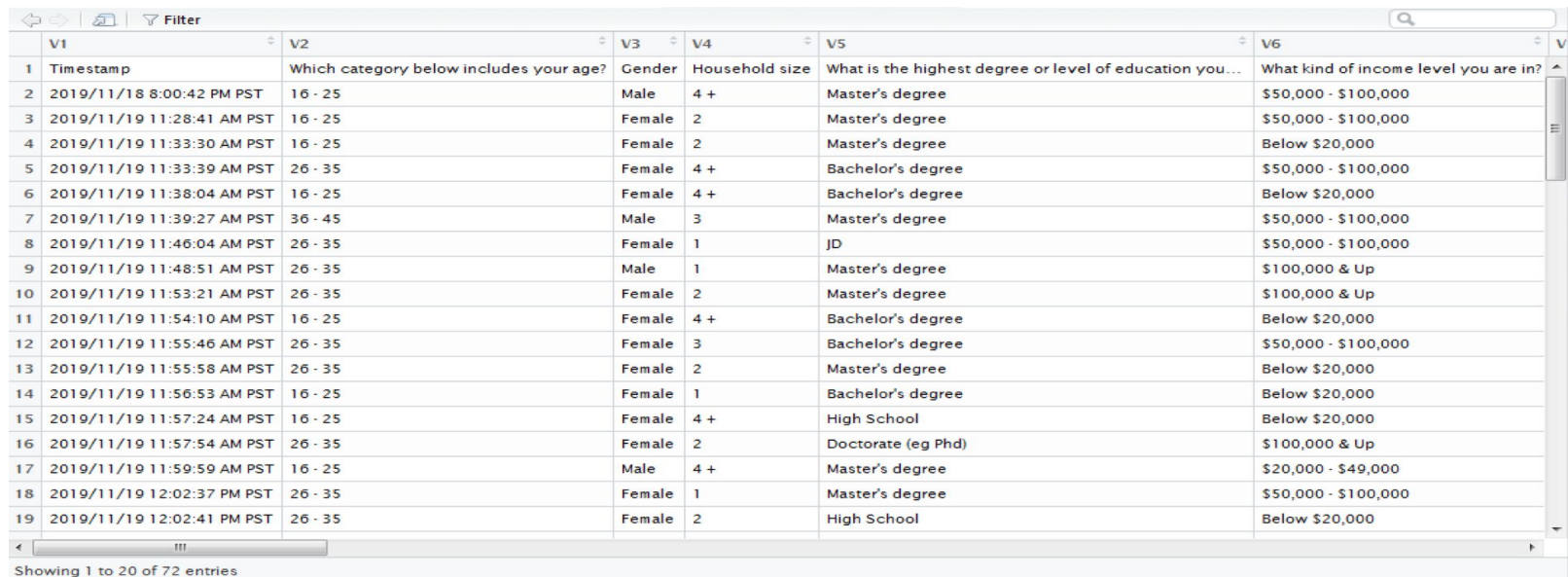
## Summary on Hulu

- The positive emotions are more significant than negative in regards to Hulu's social media presence
- The anticipation of the customers is high for new TV and movies
- Low comments about disgust

Twitter Sentiment Analysis		
Sentiments	Frequency	Comments
Disgust	800	Low
Anger	1500	
Fear	2000	
Surprise	1750	
Sadness	1600	
Negative	3100	High
Trust	2600	
Anticipation	2900	High
Joy	2000	
Positive	5100	Very High

# Research: Survey Analysis

- Conducted a survey to collect information about the behaviors, needs, and opinions about online streaming services



V1	V2	V3	V4	V5	V6
1 Timestamp	Which category below includes your age?	Gender	Household size	What is the highest degree or level of education you...	What kind of income level you are in?
2 2019/11/18 8:00:42 PM PST	16 - 25	Male	4 +	Master's degree	\$50,000 - \$100,000
3 2019/11/19 11:28:41 AM PST	16 - 25	Female	2	Master's degree	\$50,000 - \$100,000
4 2019/11/19 11:33:30 AM PST	16 - 25	Female	2	Master's degree	Below \$20,000
5 2019/11/19 11:33:39 AM PST	26 - 35	Female	4 +	Bachelor's degree	\$50,000 - \$100,000
6 2019/11/19 11:38:04 AM PST	16 - 25	Female	4 +	Bachelor's degree	Below \$20,000
7 2019/11/19 11:39:27 AM PST	36 - 45	Male	3	Master's degree	\$50,000 - \$100,000
8 2019/11/19 11:46:04 AM PST	26 - 35	Female	1	JD	\$50,000 - \$100,000
9 2019/11/19 11:48:51 AM PST	26 - 35	Male	1	Master's degree	\$100,000 & Up
10 2019/11/19 11:53:21 AM PST	26 - 35	Female	2	Master's degree	\$100,000 & Up
11 2019/11/19 11:54:10 AM PST	16 - 25	Female	4 +	Bachelor's degree	Below \$20,000
12 2019/11/19 11:55:46 AM PST	26 - 35	Female	3	Bachelor's degree	\$50,000 - \$100,000
13 2019/11/19 11:55:58 AM PST	26 - 35	Female	2	Master's degree	Below \$20,000
14 2019/11/19 11:56:53 AM PST	16 - 25	Female	1	Bachelor's degree	Below \$20,000
15 2019/11/19 11:57:24 AM PST	16 - 25	Female	4 +	High School	Below \$20,000
16 2019/11/19 11:57:54 AM PST	26 - 35	Female	2	Doctorate (eg Phd)	\$100,000 & Up
17 2019/11/19 11:59:59 AM PST	16 - 25	Male	4 +	Master's degree	\$20,000 - \$49,000
18 2019/11/19 12:02:37 PM PST	26 - 35	Female	1	Master's degree	\$50,000 - \$100,000
19 2019/11/19 12:02:41 PM PST	26 - 35	Female	2	High School	Below \$20,000

Showing 1 to 20 of 72 entries

Snapshot of Survey Dataset



# Research: Survey Analysis

- **Demographics**
  - Age/ Gender
  - Education Level/ Household Size
  - Income level
- **User Preferences**
  - Streaming Service Preference
  - User Behavior Preference
- **Competitor Analysis (such as Netflix)**
  - Sentiment Degree (10 emotions)



Google Forms

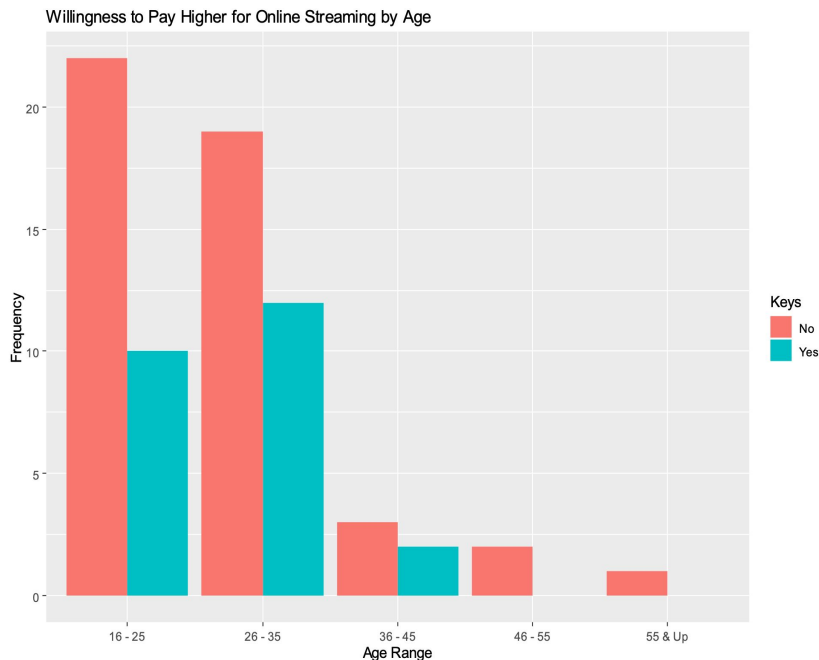
# Software: Survey Analysis (R)

- Load survey data into R
- Load visualizing libraries such as “ggplot2” and “plyr”

```
online<-read.csv("C:\\Users\\sneh\\Documents\\Course Downloadable Data\\online stream.csv",header=TRUE)
head(online)
attach(online)
library(ggplot2)
library(plyr)
```

# Visualization: Survey Analysis (R)

- Age Comparison Analysis: willingness to pay higher for streaming service



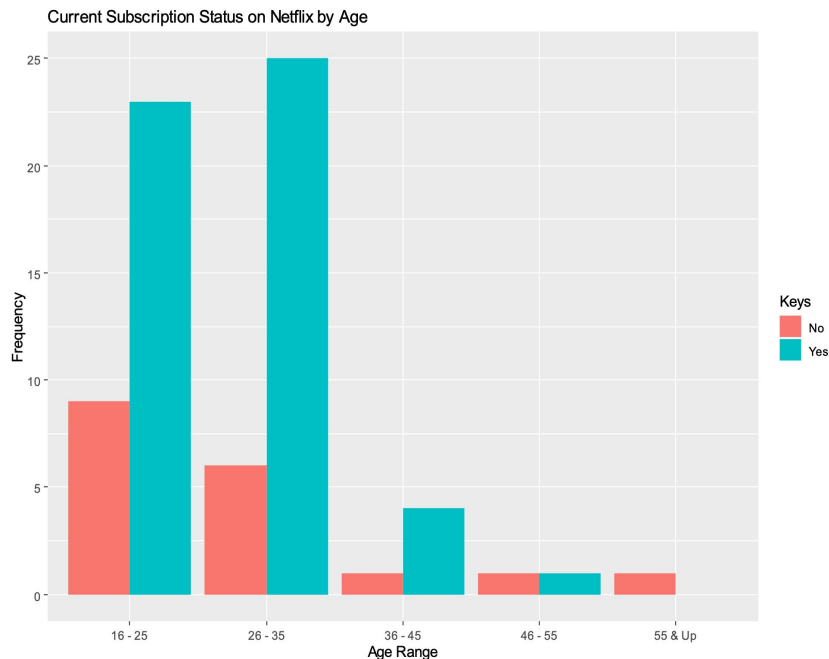
```
age.higherPay<-data.frame(table(Age,Pay.Higher))  
age.higherPay$Percentage<-(age.higherPay$Freq/sum(age.higherPay$Freq))*100  
age.higherPay  
plot4<-ggplot(age.higherPay,aes(x=Age,y=Freq,fill=Pay.Higher))+geom_bar(stat="identity",position=position_dodge())+labs(title = "Willingness to Pay Higher for Online Streaming by Age", x = "Age Range", y= "Frequency",fill="Keys" )+theme(axis.text.x  
=element_text(angle=-90, vjust=0.5))  
plot4
```

## Age Comparison Analysis

## Willingness to Pay Higher for Streaming Service

# Visualization: Survey Analysis (R)

- Age Comparison Analysis: Current Netflix Subscription Status by Age



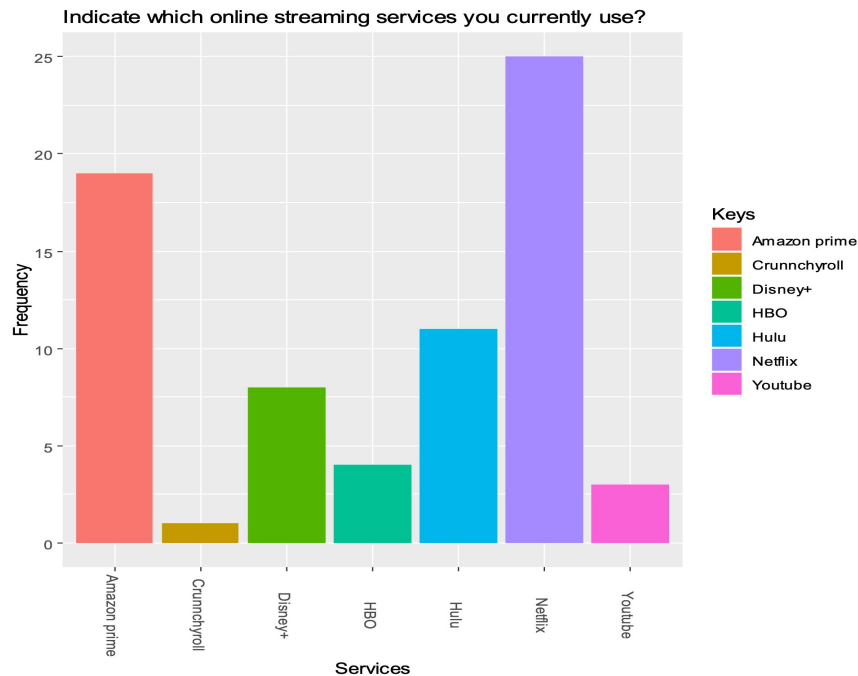
```
age.sub<-data.frame(table(Age,Subscription))
age.sub$Percentage<-(age.sub$Freq/sum(age.sub$Freq))*100
age.sub
plot3<-ggplot(age.sub,aes(x=Age,y=Freq,fill=Subscription))+geom_bar(stat="identity",position=position_dodge())+labs(title =
"Current Subscription Status on Netflix by Age", x = "Age Range", y= "Frequency",fill="Keys" )+theme(axis.text.x=element_text(
angle=-90, vjust=0.5))
plot3
```

Age Comparison Analysis

Current Netflix Subscription Status

# Visualization: Survey Analysis (R)

- Competitor Analysis: Preferred Online Streaming Service



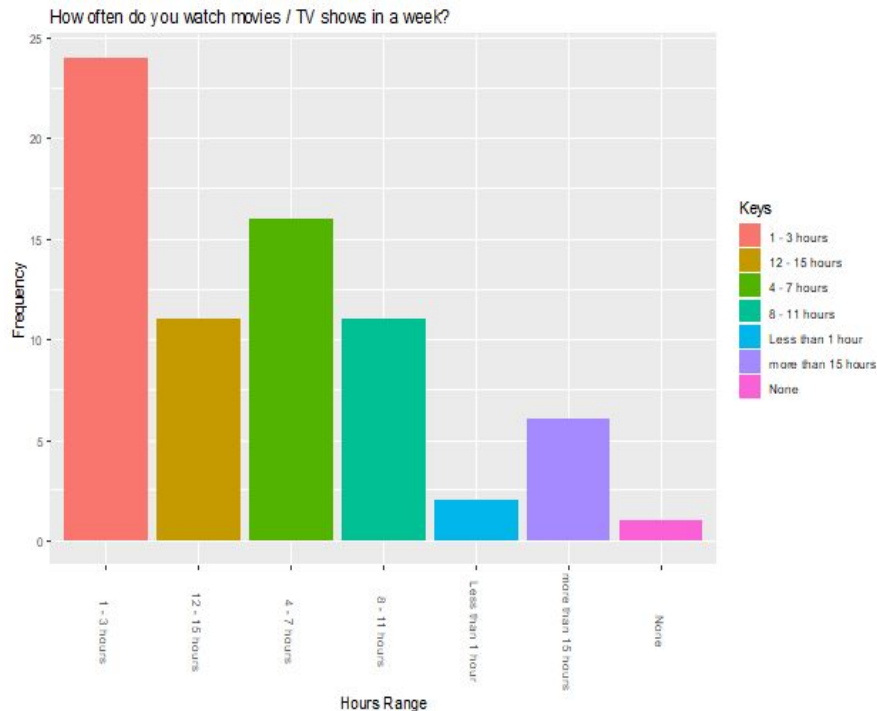
```
service<-data.frame(table(Service))
service
plot6<-ggplot(service,aes(x=Service,y=Freq,fill=Service))+geom_bar(stat="identity",position=position_dodge())+labs(title =
"Indicate which online streaming services you currently use?", x = "Services", y= "Frequency",fill="Keys" )+theme(axis.text.
x=element_text(angle=-90, vjust=0.5))
plot6
```

Competitor Analysis

Preferred Online Streaming Service

# Visualization: Survey Analysis (R)

- Time Spent Analysis: Hours spent Watching movies/ TV shows in a week



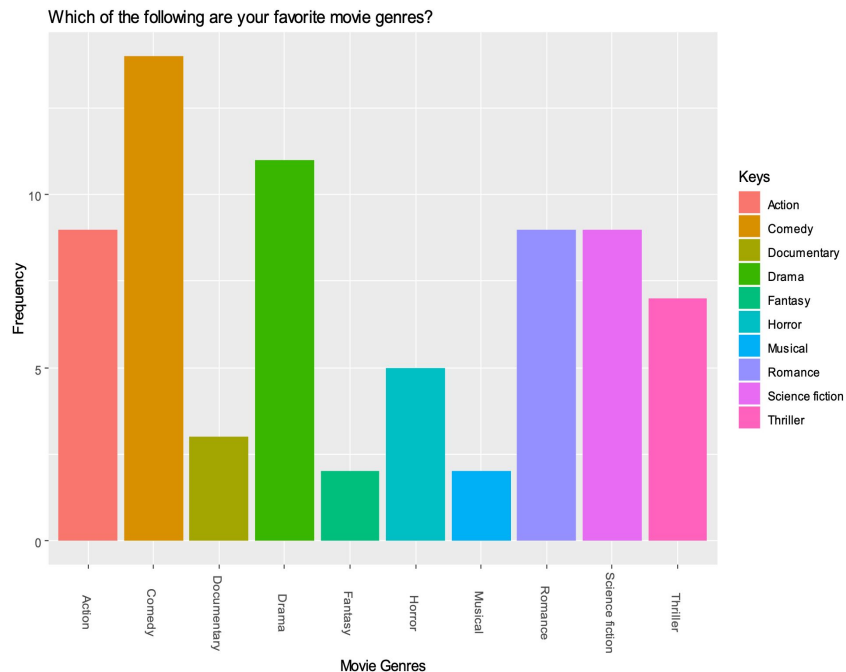
```
movies<-data.frame(table(Often.movies))
movies
plot1<-ggplot(movies,aes(x=Often.movies,y=Freq,fill=Often.movies))+geom_bar(stat="identity",position=position_dodge())+labs
(title = "How often do you watch movies / TV shows in a week?", x = "Hours Range", y= "Frequency",fill="Keys" )+theme(axis.t
ext.x=element_text(angle=-90, vjust=0.5))
plot1
```

**Time Spent Analysis**

**Hours Spent Watching TV Shows Per Week**

# Visualization: Survey Analysis (R)

- Customer Demand Analysis: Preferred Movie Genres



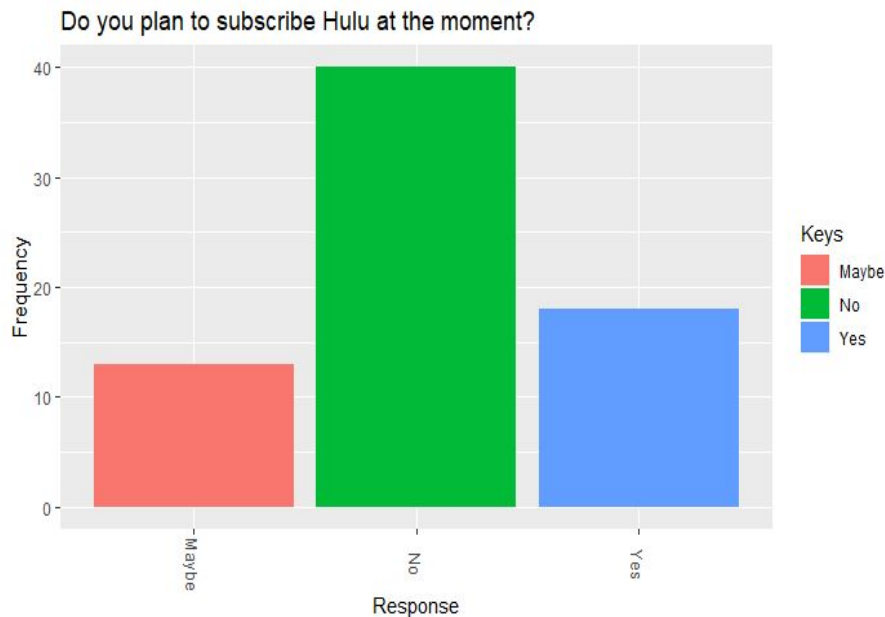
```
movies<-data.frame(table(favorite))
movies
plot7<-ggplot(movies,aes(x=favorite,y=Freq,fill=favorite))+geom_bar(stat="identity",position=position_dodge())+labs(title =
"Which of the following are your favorite movie genres?", x = "Movie Genres", y= "Frequency",fill="Keys" )+theme(axis.text.x
=element_text(angle=-90, vjust=0.5))
plot7
```

Customer Demand Analysis

Favorite Movie Genres

# Visualization: Survey Analysis (R)

- Customer Demand Analysis: Hulu's subscription status



```
HuluSub<-data.frame(table(Hulu))
HuluSub
plot8<-ggplot(HuluSub,aes(x=Hulu,y=Freq,fill=Hulu))+geom_bar(stat="identity",position=position_dodge())+labs(title = "Do you plan to subscribe Hulu at the moment?", x = "Response", y= "Frequency",fill="Keys" )+theme(axis.text.x=element_text(angle=-90, vjust=0.5))
plot8
```

**Customer Demand Analysis**

**Hulu's Subscription Status**



# Result Interpretation: Survey Analysis

- Age Comparison Analysis
  - **Most of the age groups are not willing to pay a higher price** for an online streaming service than what they are already paying for. Most notably, the younger age groups 16-25 and 26-35 who are already paid subscribers to Netflix.
- Competitor Analysis
  - Amongst the online streaming services, Netflix is the top choice and **Hulu came only at third** while Amazon Prime came in at second. The new streaming service, Disney+ came up as the fourth choice of consumers even if it is the newest among the choices.
  - Consumers has allocated **1-3 hours** of watching their favorite movies/TV shows a week.
- Customer Demand Analysis
  - Of all the movie genres that consumers follow, **comedy** is the most favorite while musical and **fantasy** are tied in last place. This is good indicator for streaming services to concentrate on movies and TV shows that are funny and gives consumers a good laugh.
  - Consumers are **not ready to subscribe to Hulu** at the moment.



# Situation Comparison:



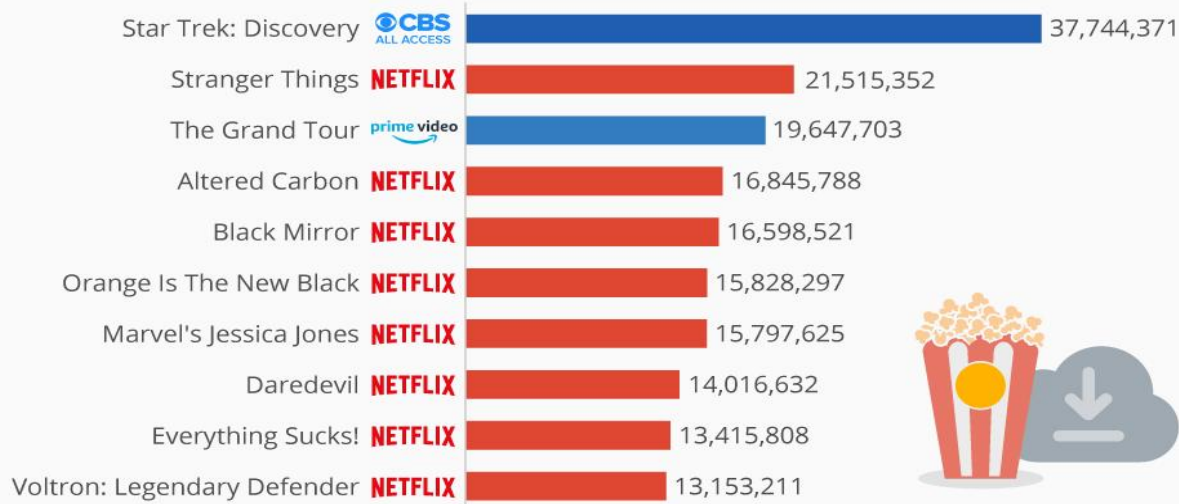
- Identifying main factors contribute to Netflix's growth
  - Applying possible strategies learned from Netflix
-

# Situation Comparison

## Whose Streaming Originals Create Most Buzz Online?

Most popular digital original TV shows in the U.S. based on audience demand (Feb 26–Mar 4)

Average Demand Expressions\*



\* Total audience demand being expressed for a title. Audience demand reflects the desire, engagement and consumption of content, weighted by importance; so a stream/download is a higher expression of demand than a 'like'/comment.



@StatistaCharts

Source: Parrot Analytics

statista

**Netflix originals dominate the charts for Top Streaming Originals, whereas Hulu does not even appear in the chart.**

Reference:

Richter, F. (2018, March 22). Whose Streaming Originals Create Most Buzz Online?, Retrieved November 24, 2019, from <https://www.statista.com/chart/9759/most-popular-streaming-series/>

## A NETFLIX ORIGINAL SERIES

Debuted in 2013;  
Added 4 million  
new subscribers  
in Q1 2014.



10.7% U.S.  
subscribers  
watching at least  
one episode in its  
first 11 days.



64 million Netflix  
household watched it  
within 4 weeks of its  
launch.

House of  
Cards

Orange is the  
New Black

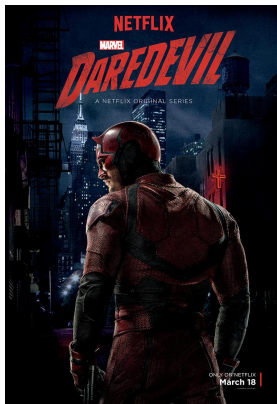
Daredevil

Bird Box

Stranger  
Things



Netflix says: "105  
million users  
watched at least  
one episode of  
OITNB".



More than 45 million  
accounts watched  
Netflix Original horror  
movie, "Bird Box".

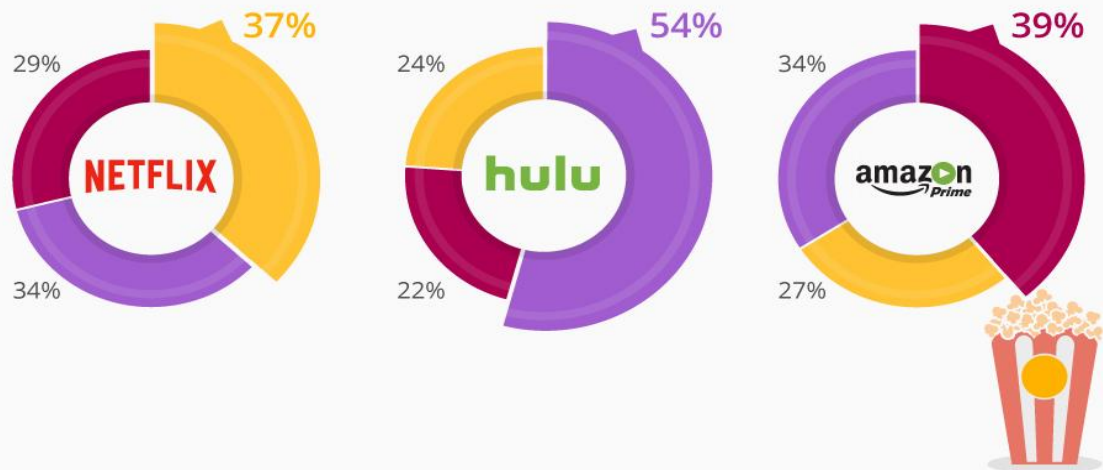


# Situation Comparison

## SVOD Services: Each to Their Own

"How is your time watching the following platforms divided across these types of content?"

● Original Shows ● Non-original shows ● Movies



@StatistaCharts

n=1,774 U.S. TV viewers aged 16–74 with home broadband

Source: Hub Entertainment Research

statista

***This chart shows how people in the U.S. use subscription video on demand (SVOD) services differently in 2017. Most of the Hulu subscribers watch non-original shows.***

Reference:

Armstrong, M. (2018, January 24). SVOD Services: Each to Their Own, Retrieved November 24, 2019, from [https://www.statista.com/chart/12660/svod-services\\_-each-to-their-own/](https://www.statista.com/chart/12660/svod-services_-each-to-their-own/).

# Situation Comparison

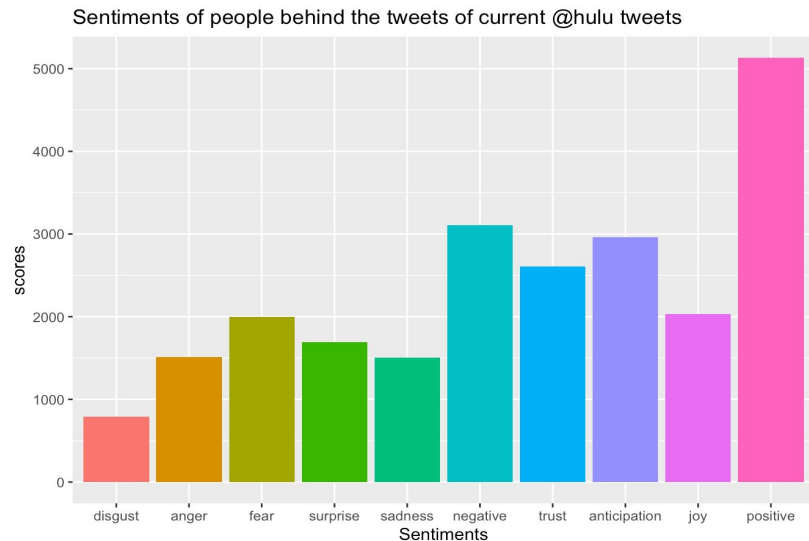
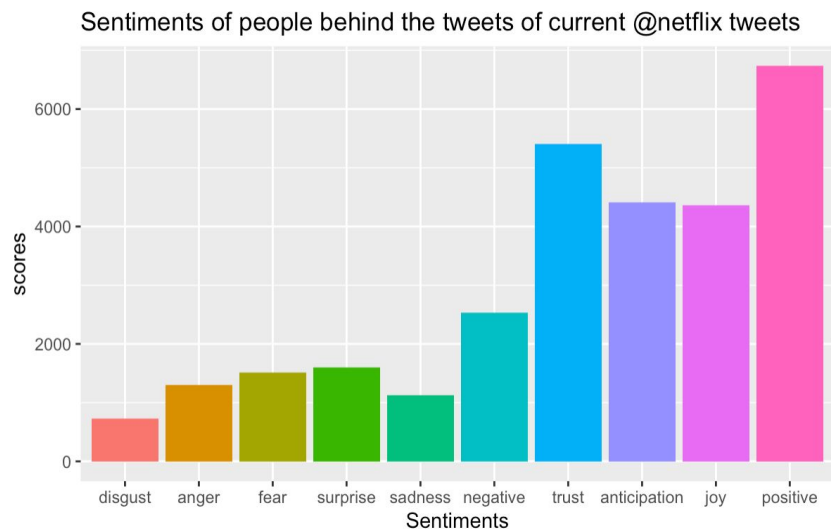
## Hulu

- In 2018, Hulu released a promotion for a year of Hulu at 99 cents per month to increase subscribers.
- In 2019, Disney+ and Hulu offered a bundle for Disney + with Hulu and ESPN for 12.99 a month.

## Netflix

- Netflix credits the recent increase of 6.8 million subscribers to “smart content decisions.” (Hein, 2019). For instance, *Stranger Things* Season 3 led to a large boost in subscribers.
  - Netflix spends a lot on marketing, but it also does primarily focus on obtaining new content they believe will spark interest such as “The Irishman” and “Marriage Story.” (Zeitchik, 2019).
-

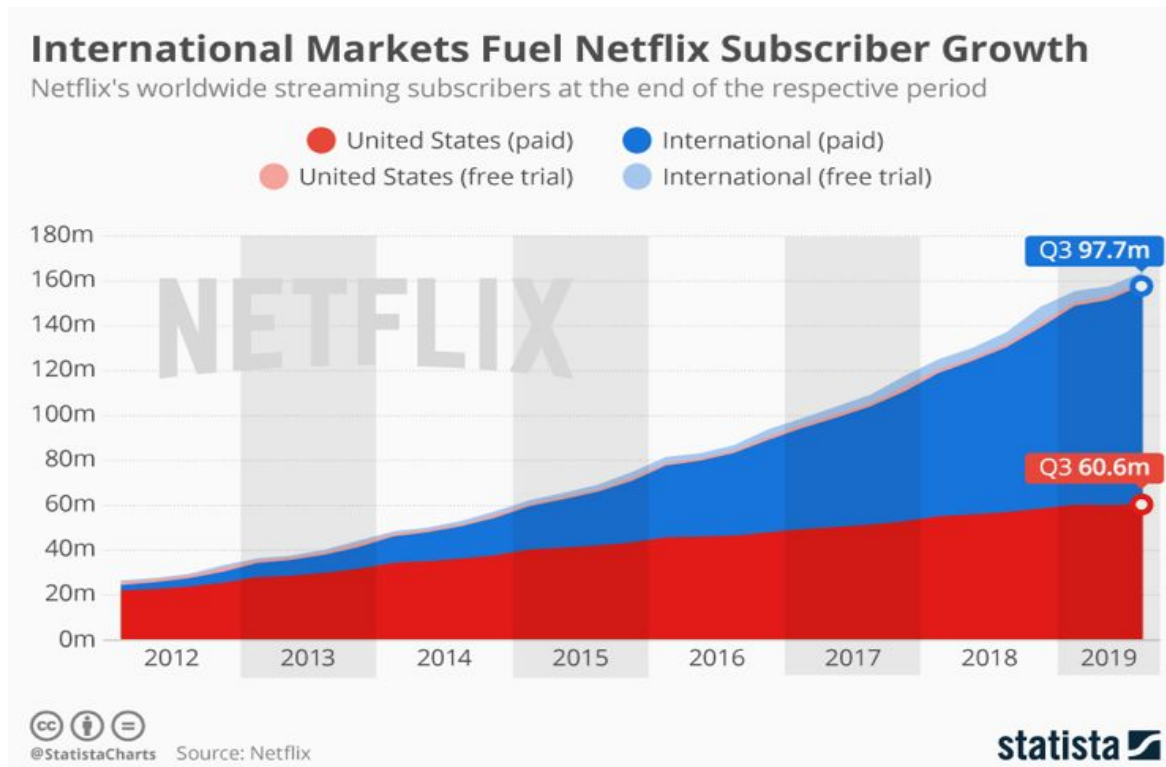
# Situation Comparison: Twitter Sentiment Analysis



**Similarities:** Overall trend of having a low numbers in disgust, anger, fear, surprise as compared to positive, joy, and anticipation.

**Differences:** Netflix has much more even spread over trust, anticipation, joy, and positive whereas positive in Hulu is much greater than trust, anticipation, and joy. Overall, we see that more of the Netflix tweets were happier than the Hulu tweets.

# Situation Comparison



***This chart shows the number of Netflix memberships by region. Netflix now has 158.3 million paying subscribers, 60.6 million of which are in the U.S. and 97.7 million overseas.***

Reference:

Richter, F. (2019, October 17). International Markets Fuel Netflix Subscriber Growth. Retrieved December 2, 2019, from <https://www.statista.com/chart/10311/netflix-subscriptions-usa-international/>



# What can we learn from Netflix

- **Globalization strategy**

- Netflix is available in the U.S. and *internationally (190 countries)* while Hulu is only available in the U.S. (Brennan, 2018).
- By reaching an international level, Netflix *acquired customers more cheaply* with 90 million international subscribers, which is just 1% of the global population. Conversely, acquiring domestic subscribers is much harder because of saturation.

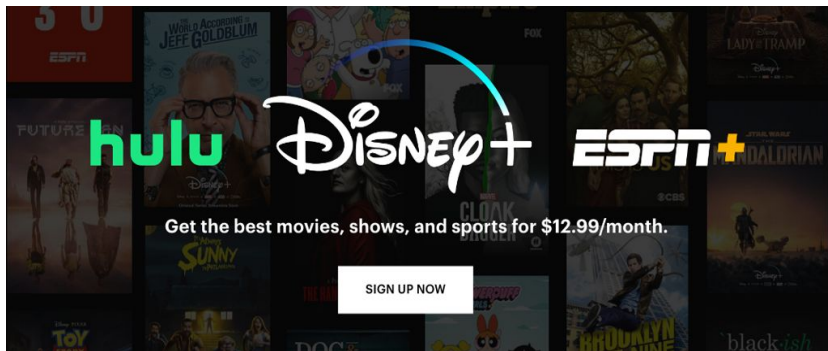
- **Content strategy**

- Netflix kicked off streaming original content with the debut of “House of Cards” in 2013. Since then, Netflix released hundreds of original movies and TV series such as “Orange is the New Black”, “Stranger Things” and etc.
- Available exclusively on this streaming service, *original content* should be a draw for subscribers who *can't view* it on Hulu, Amazon or any other streaming service. (Lovely, 2018).

- **Marketing strategy**

- Netflix promotes its original TV series through teasers and trailers on YouTube.
- Netflix presents its brand identity as casually humorous that resonates well among the millennials.

# Impact



# 8.2% increase

in number of subscribers for  
Hulu shown since last reported  
value of 26.8 million in  
May 2019

# Conclusions and Recommendations

## Conclusions:

- Twitter Sentiment showed that generally people are more happy with Netflix as compared to Hulu, agreeing with market research and situation comparison.
- Our Survey Analysis showed that most people are not interested in subscribing to Hulu at the moment and agreed with market research of large number of Netflix subscribers over Hulu.
- Based on the situation comparison with Netflix, the company used content strategy and expansion globally to attract new subscribers. We can use this information to increase Hulu's number of subscribers.

## Recommendations:

- Hulu must:
  - continue having live TV package and create more comedy shows/series.
  - create more original series that are available exclusively on this streaming service.
  - lessen the costs incurred by the customers when ads are removed.
- Hulu's recent bundle offer with Disney+ should increase number of subscribers within the next month or two.

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