

CASE STUDY

NETFLIX

India Resurgence

Handcrafted by Product Space, for IIT Kanpur

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All characters, contexts and situational storytelling is purely for academic purposes. This has nothing to do with the real organization Netflix and has been created purely as a tool for learning.

NETFLIX

Context

22 August, 2025 (Case is set 1 year in future)

This afternoon's Monthly Review with Ted & Greg was awful for *Nikhil Yash*, the President of the Netflix India business. Revenue for the last 8 months has flat-lined & Renewals are dropping. The meeting ended abruptly when Ari Gold, his counterpart for the Canada business was asked to start with his presentation, while the India team was politely requested to email their Slides to Ted's Executive Assistant. Even Greg Peters (who admires Nikhil's obsession with the Indian movie audience) had NOT spoken up in support or encouragement. Their Independence Day release on a nationalistic theme with a ₹900 Crore budget and Aradhyay Kumar as the Khiladi Lead has just totally misfired and their campaigns failed to excite the Indian mainstream. On-page traffic had gone up only 20% despite huge Marketing spends and Payment Page conversions increased marginally by 3% for only the first 2 days of the release. It was a grim Friday. Nikhil decides to take on the situation and immediately asks his 2 key persons *Prithvi Anand* (Chief of Product) & *Sakshi Yadav* (Head of Content & Marketing) to bring along their best Product Managers and Problem solvers for a Whiteboarding meet.



Nikhil Yash

President , Netflix India



Prithvi Anand

Chief of Product



Sakshi Yadav

Head of Content & Marketing

India Team, 23rd August Internal Brainstorming

Adi - a 23 yr old Growth PM, *Nitin* - a 25 yr old Core PM and *Sidd* 27 yr old Marketing Lead, usually hate doing late evening meetings on Fridays, especially when not pre-scheduled. (They both love their Netflix product though and they also admire Nikhil. The reason they had left their jobs at JIO, Hotstar and Amazon respectively, was to work along with Nik. So when they came in for the 6pm brainstorm, they didn't hold a grudge.)

The meeting - despite the intensity and pressure - was quite productive. As always Nik, very clearly defined for them, the 3 problems to solve

- Daily Avg Traffic (Unique Users) has to be improved from *100K per day to 125K per day*. Assigned to Sidd.
- First Time Subscription needs to improve from *₹57.8 Lacs / Day to ₹72.3 Lacs / Day*. Assigned to Adi & needs to be solved independent of Sidd's work.
- Repeat Subscription needs to move from *₹17.3 Lacs / Day to ₹20.8 Lacs / Day*. Assigned to Nitin & needs to be solved independent of Adi & Sidd's work

Operating Constraints

- Cricket broadcast rights have gone to **JIO**
- **Netflix** has chosen not to drain capital in such high-budget properties
- The production budget for the year is capped out
- Content Library and new releases can't be changed for the next 6 months. It has a minimum 6 month TAT cycle to refresh with new content

Appendix

1A. Choose Plan Page for India

STEP 1 OF 4

Choose the plan that's right for you

Mobile
480p

Monthly price
₹149

Video and sound quality
Fair

Resolution
480p

Supported devices
Mobile phone, tablet

Devices your household can watch at the same time
1

Download devices
1

Most Popular
Basic
720p

Monthly price
₹199

Video and sound quality
Good

Resolution
720p (HD)

Supported devices
TV, computer, mobile phone, tablet

Devices your household can watch at the same time
1

Download devices
1

Standard
1080p

Monthly price
₹499

Video and sound quality
Great

Resolution
1080p (Full HD)

Supported devices
TV, computer, mobile phone, tablet

Devices your household can watch at the same time
2

Download devices
2

Premium
4K + HDR

Monthly price
₹649

Video and sound quality
Best

Resolution
4K (Ultra HD) + HDR

Spatial audio (immersive sound)
Included

Supported devices
TV, computer, mobile phone, tablet

Devices your household can watch at the same time
4

Download devices
6

HD (720p), Full HD (1080p), Ultra HD (4K) and HDR availability subject to your internet service and device capabilities. Not all content is available in all resolutions. See our [Terms of Use](#) for more details. Only people who live with you may use your account. Watch on 4 different devices at the same time with Premium, 2 with Standard, and 1 with Basic and Mobile.

1B. Plan Distribution of First & Repeat Buyers

Market	Mobile	Basic	Standard	Premium
India	40%	30%	20%	10%
Pakistan	45%	35%	15%	5%
USA	NA	60%	30%	10%
Canada	NA	50%	35%	15%
UK	NA	60%	25%	15%
Australia	NA	55%	30%	15%

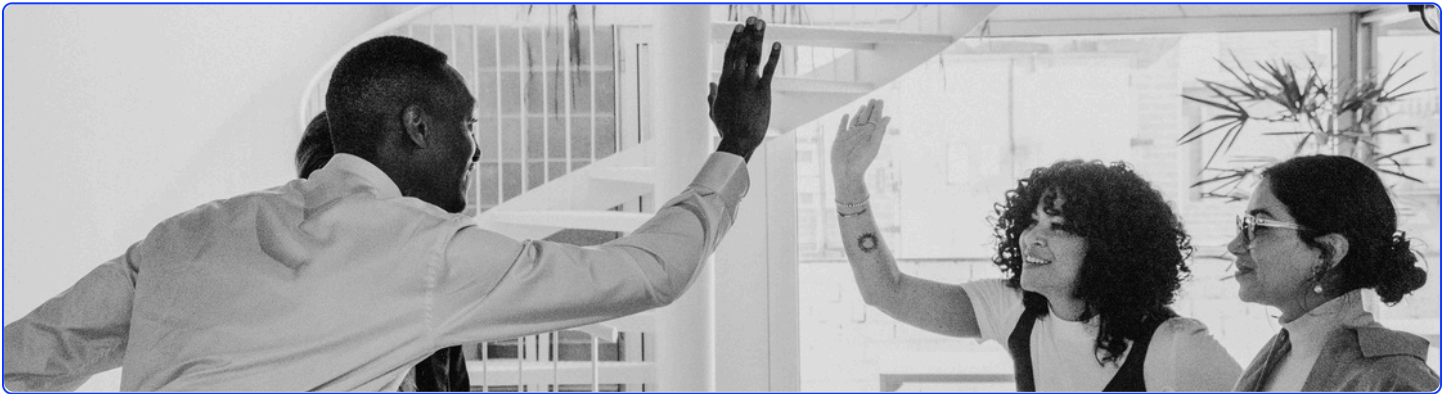
2A. India Business

Units (India Only)	Current Baseline
New Traffic Per Day	100,000
First Conv %	20%
First Time Subscriptions	20,000
Repeat Conv %	30%
Repeat Subscriptions per day	6,000
Total Subs per day	26,000
Avg Subscription Value	₹ 289.0
Daily Bookings (Lacs)	₹ 75
Monthly Bookings (INR Crore)	₹ 22.54

3. Definitions

- Subscription: Purchase of any plan
- Bookings: This is revenue that is booked, but not realized. For simplicity don't worry about Accounting issues.
- Conversion: $(\text{Purchase of Subscription}) / (\text{Unique Visitors to the Choose Plan Page})$
- Traffic = Unique Visitors
- Average Subscription Value is $(\text{Bookings Revenue}) / (\text{Subscriptions})$
- Subs = Subscriptions

“Innovation meets impact when we understand and solve for our users need.”



Case Work By: Academic Team of Product Space

Product Space