CASE STUDY

NETFLIX

India resurgence

Handcrafted by Product Space, for IIT Roorkee

24-Aug-2024

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.

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. Onpage 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.

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 ₹57.8 Lacs / Day to ₹72.3 Lacs / Day. Assigned to Nithin & 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
- Production budget for the year is capped out
- Content Library and new releases can't be changed for next 6 months. It has a minimum 6 month TAT cycle to refresh with new content

What you need to do

- Choose a Problem statement. You can do all 3 for the submission too, but final presentations would be only on the "Primary" problem chosen by you as an IIT student/group (max group of 5)

- Identify a sharp User Persona in relation to your problem statement. Identify current Power Users, Explorers and untapped users
- Conduct basic research and develop a hypothesis. Refer to the Appendix Data for directional inputs, though you needn't get pedantic about data and bake some reasonable estimates / assumptions too
- Build your solution and a reason why you believe it's a winner

What you need to Present

- Problem Statement Chosen i.e. Sidd's problem. Adi's problem or Nithin's problem.
- Why you chose this (OR these) problem(s) to solve
- Research & Analysis done, if any (preferably Primary Research)
- The User Persona pertinent to each
- Sub-problems and hypotheses
- Your solution(s)
- Your prioritization and plan

Tips & Notes

- Break down the problem, into sub-problems and Hypotheses
- Have fun doing this. Its meant to make you think and express the most creative solutions for an entertainment OTT App which is operating at the scale of Netflix
- Understand the operating constraints and levers well before solving. Think big, but not expensive
- Data provided is purely fictional and for academic purposes. That said, make assumptions based on real-world understanding of the concerned players

Product Space

in the market and dynamics of the Indian Audience

Appendix

1A. Chose Plan Page for India

https://www.netflix.com/signup/planform
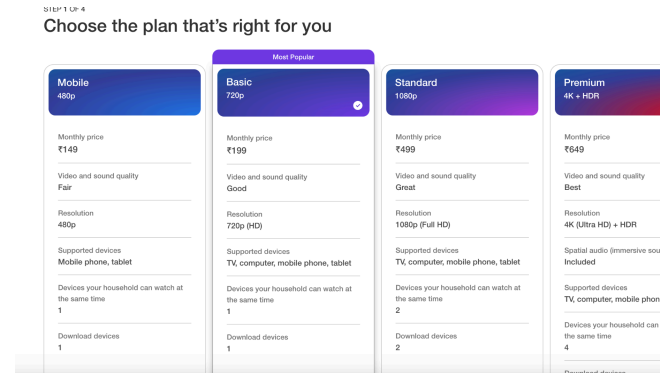
1B..

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: (Purchase of Subscription)/(Unique Visitors to the Choose Plan Page)
- Traffic = Unique Visitors
- Average Subscrption Value is (Bookings Revenue) / (Subscriptions)
- Subs = Subscriptions