Netflix

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Introduction I

- When Netflix went public, financial disclosure rules forced the firm to reveal how profitable it was.
- **2** Rivals such as Blockbuster and Wal-Mart showed up.
- **3** Competitors underestimated Netflix because:
 - **1** It was an Internet pure play without a storefront.
 - **2** Its overall customer base was microscopic in comparison.
- Netflix survived big competitors, a price war, and spending on the rise.

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Netflix is transitioning from DVD-by-mail business to Internet streaming.

How Netflix works I

- Originally Netflix settled on a DVD-by-mail service model
 - It charges a flat-rate monthly subscription
 - Customers dont pay mailing expenses and late fees
- Videos arrive in Mylar envelopes containing:
 - Prepaid postage
 - Return address
- After watching the video, consumers:
 - Slip the DVD back into the envelope
 - Drop the disc in the mail
- Users make their video choices in their "request queue" at Netflix.com

- Consumers use the Web site to:
 - Rate videos
 - Specify movie preferences

How Netflix works II

- Get video recommendations
- Check out DVD details
- Share their viewing habits and review
- Netflix operates via a DVD subscription and video streaming model.

- Building a great brand online starts with offering exceptional value
- Advertising builds awareness, but brands are built through customer experience

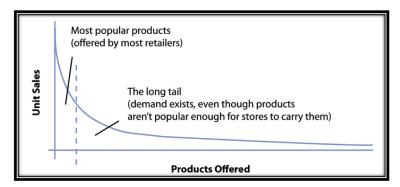
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- Subscribers expectations from Netflix:
 - Huge selection
 - Ability to find what they want
 - Timely arrival
 - Ease of use and convenience
 - Fair price
- All of the above is driven by technology

The Long Tail I

- Netflix offers its customers a selection of over 125,000 DVD titles.
- Traditional retailers cannot offer this because of shelf space constraints.
- Internet firms can have just a few highly automated warehouses
- Long tail: A phenomenon whereby firms can make money by offering a near-limitless selection.

The Long Tail II



- The long tail works because:
 - Cost of production and distribution drop.
 - It gives the firm a selection advantage that traditional stores cannot match.

The Long Tail III

• Geographic constraints go away and untapped markets open up.

- Netflix has used the long tail to create close ties with film studios.
 - Studios earn a percentage of the subscription revenue
 - Netflix gets DVDs at a very low cost
 - Studios do not spend on additional marketing

Cinematch I

- Netflix uses a proprietary recommendation system called Cinematch
- Each time a DVD is returned or streamed, Cinematch asks the customer to rate it.

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• *Collaborative filtering*: A classification of software that monitors trends among customers and uses this data to personalize an individual customers experience.

Cinematch I

- The data provided by Cinematch is a switching cost
- To see how strong switching costs are is to examine Netflixs churn rate
 - Churn rate: The rate at which customers leave a product or service

- Churn rates for Netflixs most active regions were below 4 percent
- Netflixs marketing costs benefit from satisfied customers, as referrals are a better choice than advertisements
- Netflix launched a crowdsourcing effort known as The Netflix Prize

Technology lies at the heart of Netflixs warehouse operations

- Netflix has a network of fifty-eight ultra high-tech distribution centers.
- Distribution centers are all located close to U.S.P.S. facilities
- Trucks collect DVD shipments from these U.S.P.S. hubs and return the DVDs to the nearest Netflix center.
- Scanners pick out incoming titles.
- Netflix presorts outgoing mail before dropping it off at U.S.P.S. facilities.
- All DVDs are hand-inspected for cracks and smudges.
- Warehouse processes are linked to Cinematch.

Shift from mailing to streaming I

The shift from DVD-by-mail to the streaming business poses new challenges for the firm. When the DVD dies, Netflixs high-tech shipping and handling infrastructure will be rendered worthless.

- When Netflix launched its streaming video option, only 17% of the DVD catalog was available.
- Legal issues involved in securing the digital distribution rights.
- Windowing restricts the number of titles available.
- Wal-Mart uses its bargaining power to encourage studios to:
 - Hold content from competing windows.
 - Limit offering titles at competitive pricing during the new release period.

Netflix

Shift from mailing to streaming II

- Advantages of streaming are the elimination a huge chunk of its shipping and handling costs, and that the bandwidth costs are minimal.
- Disadvantage of streaming is wrangling licensing costs is a challenge

Bandwidth caps can be a threat.