

## Netflix (HBS 9-607-138)

Questions about the case: [2 points each]

- 1) What were the key elements of Blockbuster's strategy? Why did customers choose Blockbuster?
- 2) What was Netflix' initial strategy in DVDs? Did it work?
- 3) How did Netflix pivot their strategy?
- 4) Why was the recommendation engine important?
- 5) Why did Blockbuster's online response to Netflix fail?
- 6) What are Netflix' options for addressing the VoD market? Which one would you choose?

Questions about more recent developments: [2 points each]

- 7) Should Netflix enter the content business? Should they license or produce content?
- 8) How has Netflix stock performed in the last 12 months? What is impacting the stock?