



Guidelines

- All the information you need, and more, is included here
- Please review and ask questions before you start
- We're looking for structure, cohesion, and strategic thinking
- There's not necessarily one single answer that solves the case



Overview

Company X is a major player in streaming in Brazil. The company is based in New York but has been operating in Brazil for 5 years with strong growth. It offers a mix of films and series from all over the world, including local productions. Growth has been slow in recent years and you are tasked to decide what the company should do next in order to increase both membership and revenue growth.

What do you think is the total addressable market for the business in Brazil next year?

What are your top 3 business priorities to reignite growth?





Market Overview

Population: ~215M (forecast: 2% annual growth)

Number of households: 70M

Households with Broadband (internet or cell phone): 55M (forecast: 5% annual growth)

Households with SmartTV: 40M (forecast: 12% annual growth)

Pay TV Households: 25M (forecast: -4% annual growth)

Competitors:

- Local:
 - Lobo+: 10M members
 - STB+: 2M members
- Global:
 - Minnie+: 8M members
 - WarnerSisters: 4M members



Company Overview

- Largest producer of content in the world
- Produces content across all major markets in the world
- The company has not yet launched a very successful Brazilian title
- The company has financial flexibility to make additional investments in other businesses as needed
- The company has 2 plans that consumers can choose from:
 - Plan A: R\$15/month - 1 screen, no HD
 - Plan B: R\$35/month - 4 screens can be watched all at once, with Ultra HD

Number of members since launching in Brazil:

- Year 1: 500K members
- Year 2: 1.5M members
- Year 3: 2.7M members
- Year 4: 4.1M members
- Year 5: 4.5M members



Market Pricing

Player	Basic Plan (R\$/month)	Premium Plan (R\$/month)
Lobo+	8.50 1 screen, UHD	22.50 2 screens, UHD
STB+	6.00 1 screen, UHD	20.00 4 screens, UHD
WarnerSisters	16.99 2 screens, UHD	40.50 4 screens, UHD
Minnie+	9.99 1 screen, UHD	22.50 4 screens, UHD



Competitive Positioning

Player	Basic Plan (R\$/month)
Company X	<ul style="list-style-type: none">• Offers content from all over the world, mix of original and licensed titles• Known of great American, Spanish, Korean Content• Local content is still nascent
Lobo+	<ul style="list-style-type: none">• Very strong local content with some international content• Offers sports and news
STB+	<ul style="list-style-type: none">• Mostly licensed local and international content• Has some sports• Very strong in reality shows
WarnerSisters	<ul style="list-style-type: none">• Strong global content, particularly dramas and sci-fi, with some local productions• Has started to offer sports
Minnie+	<ul style="list-style-type: none">• Best known for Kids & Family and Drama content• Does not offer local connect• Strong offering of sports and has since expanded into games



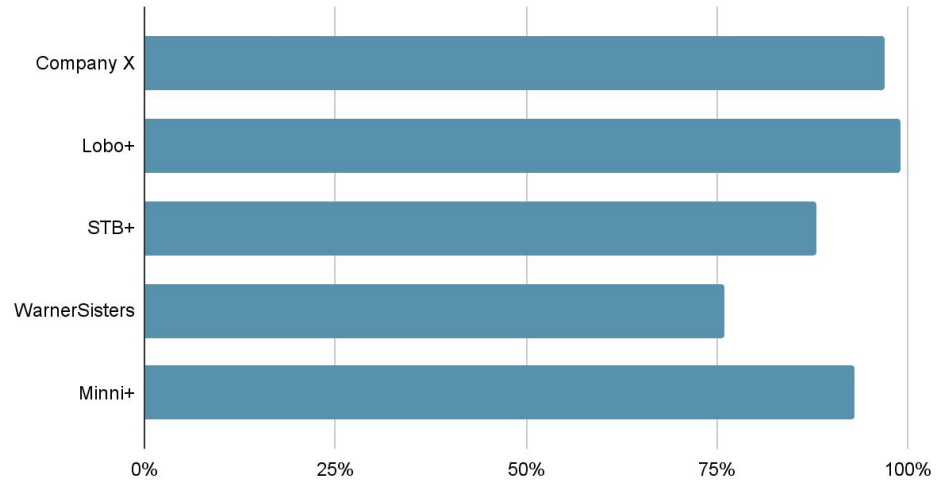
Consumer Research

- Consumers value Lobo+ because it's a very familiar brand that consumers are accustomed to. They believe Lobo+ offers a great balance of content and sports
- Early adopters of streaming services prefer American content while late adopters prefer local content
- Consumers find it consuming that there are too many streaming services
- 76% of consumers share their streaming account with a family member or friend
- On average, a Brazilian consumer subscribes to 2 streaming services
- Company X is viewed as an upscale and cool brand
- User-Generated Content viewing has grown by 34% in the last year
- Brazil is one of the largest gaming markets in the world, with 12% growth in each of the past 3 years



Consumer Research - Awareness

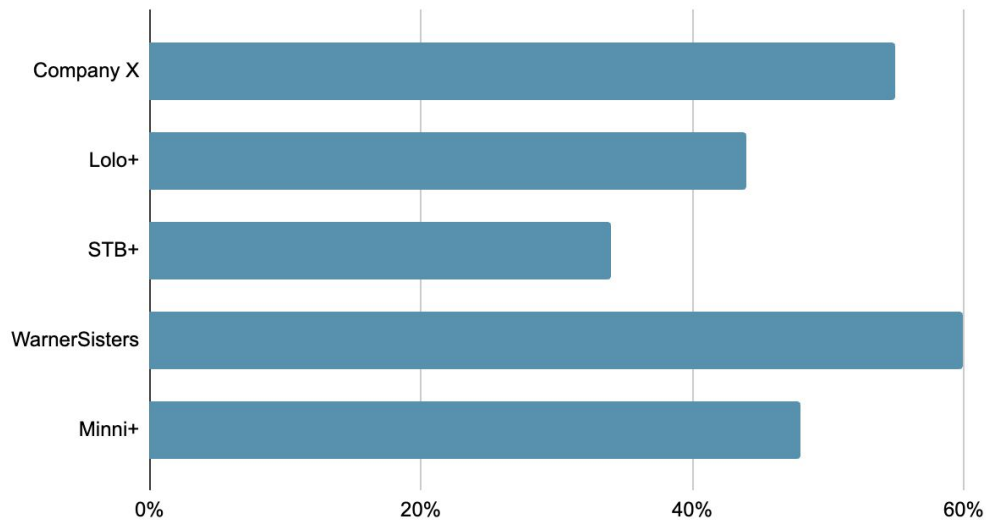
Awareness





Consumer Research - Intent to Purchase

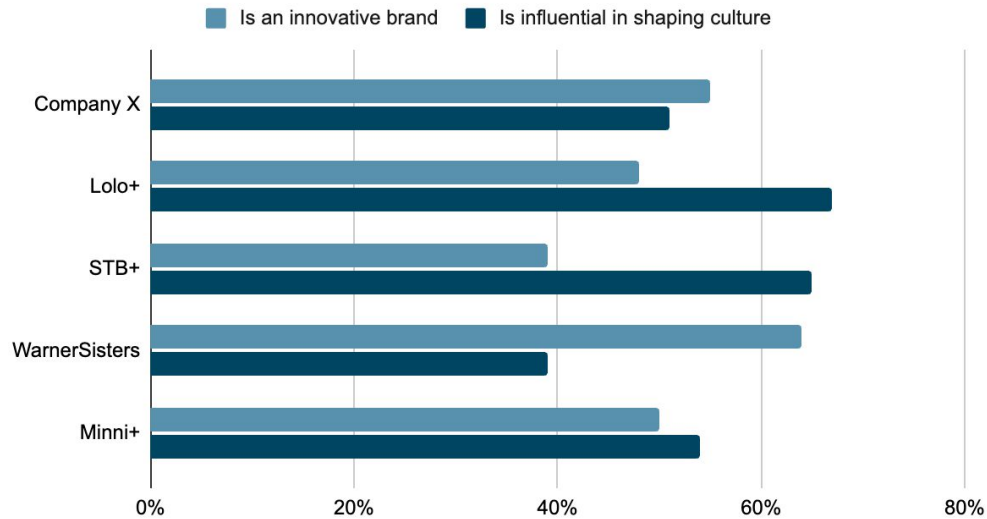
Future Intent to Purchase





Consumer Research - Brand Attributes

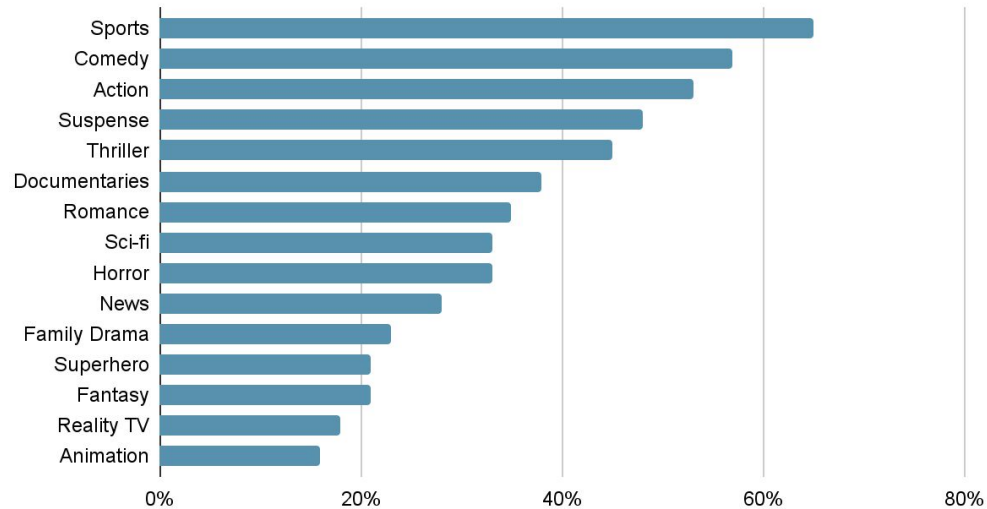
Brand Attributes





Consumer Research - Content Type

Preferred Content By Consumers





Consumer Research - Content of Origin

Preferred Content by Origin

