

HOW NETFLIX CAN RAISE ITS BRAND AWARENESS
AND AFFECT CONSUMER BEHAVIOUR IN NEW
MARKET
CASE VIETNAM

Thanh Trung, Nguyen

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Author	Thanh Trung Nguelyn	Year	2020
Supervisor	Anne Tolvanen, Adrian Braun		
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This paper will reflect how Netflix could perform an effective business expansion in Vietnam by applying right marketing strategy and operation plan.

To answer the question, author first proposed marketing with suitable factors help raising the brand awareness of the firm, then, analysed the result from option roll which was taken on more than one thousand Vietnamese Netflix consumers to allow the firm to affect its customer behaviour.

The trivial effect from the result assisted author forming a suitable operation plan and marketing strategy for Netflix to both emulate with local opponents and attract potential customers. Result also revealed what factors are missing from operation plan of Netflix in Vietnam and which factors are posing the threat to the growth of company.

From an objective perspective, this study emphasizes the urge of remodifying operation procedure and innovating marketing tactics that allow Netflix to adapt new market with distinct economic characteristics and unfamiliar customer behaviour.

Key words movie streaming, clients, customers, Netflix, Vietnam,
marketing, piracy, contents, market expansion, brand awareness

CONTENTS

1	INTRODUCTION	10
1.1	Introduction	10
1.2	Problem indication and problem statement.....	11
1.3	Literature review and data collection	12
1.4	Thesis structure	12
2	PROCESS AND METHODOLOGY	14
2.1	Thesis process.....	14
2.2	Research methodology choice- A quantitative research approach	14
2.3	Research objectives and research questions	17
2.4	Online survey- Opinion roll.....	19
2.5	Ethicality in the thesis	23
2.5.1	Honesty	23
2.5.2	Intellectual Property.....	23
2.5.3	Confidentiality.....	24
2.5.4	Non-Discrimination	24
2.5.5	Openness.....	24
3	NETFLIX IN VIETNAM	25
3.1	Netflix background	25
3.2	Distinct attributes of Vietnam's market.....	27
3.3	Netflix in Vietnam: Game changer?	31
4	STRATEGY FOR NETFLIX TO EFFECTIVELY OPERATE IN VIETNAM....	34
4.1	To compete with local competitors.....	34
4.1.1	SEM	34
4.1.2	Social media marketing	36
4.1.3	Story-telling elements.....	38
4.2	To build a solid user base	43
5	SURVEY RESULT	44
5.1	Respondents' figure.....	44
5.2	Questionnaire results & Result Analysis	44
5.3	Demanding improvement for Netflix from the survey	57
6	CONCLUSION AND DISCUSSION	59
	BIBLIOGRAPHY	64

LIST OF FIGURES AND TABLES

Figure 1. The strengths and potential weakness of online surveys (Joel R. Evans, Anil Mathur 2005).....	20
Figure 2. The diversity of contents (Korean movies, Anime, US TV drama, Netflix Originals etc.) in Netflix	25
Figure 3. Survey results of Kantar Media Vietnam (ITV-Asia).....	27
Figure 4. Netflix subscription ad (source: Google Search).....	35
Figure 5. Illustration how Netflix can utilize Google AdWords to attract accessibility to its site.....	36
Figure 6. Crash Land On You- main characters' interview for Taiwan Netflix (Moments_ memories, 2019)	40
Figure 7. Limitless and DC' Legends of Tomorrow from Netflix is illegally streamed for free in Phimmoi	42
Figure 8. Questions and answer for age and gender of respondents	44
Figure 9. Question and figures from answers to measure time that users spend on Netflix.....	45
Figure 10. Question and figures from answers to determine what Netflix subscription plan Vietnamese users were using	47
Figure 11. Scale question to define users' opinion about Netflix's prices.....	47
Figure 12. Question and figures from answers to determine if Netflix should offer more payment methods	49
Figure 13. Survey participants to answer type of payment method that Netflix should provide if they chose Yes in question no.6	49
Figure 14. Mobile appearances of MoMo wallet (left) and Zalopay (right) (screenshots from smartphone applications of MoMo and Zalopay).....	50
Figure 15. Question and figures from answers to discover other clients that Netflix users also use to stream contents	52
Figure 16. Question and figures from answers to identify what contents respondents watch on mentioned clients	52
Figure 17. Question and figures from answers to determine whether users find Netflix's contents satisfied.....	53
Figure 18. Question and figures from answers to determine features that Netflix must improve or provide	54
Figure 19. Question and figures from answers to identify types of contents Netflix should release more	56

Table 1. Research question and question objectives from Netflix case	17
Table 2. Netflix's geographical availability (Netflix 2020)	26
Table 3. Comparison between pirate streaming sites and official streaming clients in Vietnam	28
Table 4. Netflix's prices and features in Vietnam (Tinh te, 2016).....	32
Table 5. Potential customers' characteristics that Netflix can use for advertising (AdEspresso 2019)	37
<i>Table 6. Benefits and values which Netflix can bring to Vietnam.....</i>	<i>42</i>

FOREWORD

The author desires to express the gratitude and appreciation to administrator of Facebook group Netflix Vietnam (Fandom and Review) who enthusiastically supported author in conducting collecting opinion progress, respondents that participated in the online survey and dedicated teachers that supported author in the entire thesis.

SYMBOLS AND ABBREVIATIONS

FDI	Foreign Direct Investment
USA	United states of America
UK	United Kingdom
PC(s)	Personal computer(s)
MVs	Music videos
HD	High definition
IGTV	Instagram television
N/A	Not answer
SMEs	Small and Medium-Sized Enterprise
FY	Fiscal year
OTT	Over-the-top

1 INTRODUCTION

1.1 Introduction

This chapter is an introductory part of the entire thesis that focuses in raising brand awareness and influence customer behaviour which allows Netflix to have an effective expansion in the new market- Vietnam. Expansion, for businesses, can also be regarded as “business expansion” which indicates “the business reaches the point for growth and seeks out for additional options to generate more profit” (Attract capital, LLC 2020). In this case, expansion is from Netflix that entering the new market- Vietnam.

Purpose for writing thesis with this specific topic originated from personal interest and career choice of author. The topic is intrigued and lights the sparkle of curiosity for author mindset because Netflix is service that author is using and hopes it can expand more and more at home country of author. Moreover, working in firms with digital products is a career choice of author and by conducting this thesis, author can experience a growth in skills, knowledge and horizons for future profession.

Conducting this study, with the writer, is not only for graduation but also a huge step to prepare for future working life with an improvement in knowledge and skill set. While writing the thesis, author must manage to balance between normal life and a huge work loan needed completing: reading and searching correct books, articles and journals, clarifying statistics and numbers for the thesis, target appropriate respondents to collect required result to survey, contacting right persons for assist and help and analyzing every answer. Before taking courses for the thesis and writing thesis, author only could name few type research methods: survey, interview and questionnaires but then, author’s concept about research method was significantly broadened. More explicitly, author now can clarify between quantitative and qualitative researches, their specific type of methodologies and their use for different cases

1.2 Problem indication and problem statement

With the rapid growth of internet and globalization, in various nations, entertaining contents in media are not just domestic but more and more international, trendy and multicultural. And movie streaming client as Netflix is a vital segment contributed to this growth.

Ages ago, Vietnamese often watched television, hired video tapes and then bought/rent DVDs to enjoy movies, but now, everyone spends a tremendous amount of time watching almost everything on the internet. Netflix, despite its appearances worldwide since 2011 and recent global expansion to Vietnam since 2016, this service is struggling to attract more Vietnamese to its user base. Pradon Sirakovit- Communications manager for Thailand and Vietnam of Netflix revealed that: “[The actual number] (of subscribers) is much less than 300,000,” (Helen Huynh, 2019).

Vietnam- a market with distinct characteristics that probably requires a foreign firm to slowly but surely to study and understand not only competitors but also inner consumers. As it was indicated in Forbes about Metro case in Vietnam “aligning a good strategy with good market timing is the best way to establish and expand a new FDI business in an emerging market.” (Peter Pham, 2016). Consequently, one way to overcome the problem is Netflix to find answer for these questions:

“What is an excellent strategy for Netflix to encounter the local competitors and gain more loyal customers to its client?” and/or “How Netflix can understand customer and raise its brand awareness in Vietnam’s video on demand competition?” this is the point where author will examine and propose beneficial marketing plans that raise Netflix’s brand better than other streaming clients with suitable elements and suggest adjustment in the company’s services which potentially becomes more appealing to Vietnamese consumers. About marketing plans, author would like to centralize SEO, social media, storytelling and celebrity’s collaboration factors which can keep Netflix trending on Vietnam social media. Then, adjustments which should be conducted to add the missing necessary features (more/ correct Vietnamese subtitles, required movies,

sitcoms, shows, payment methods, etc.) and eradicate the flaws of the client, will demonstrate a more friendly and accessible Netflix to Vietnamese user.

The survey result will offer more potential in exposing the flaws in Netflix service and discover the desire and demands from customers that Netflix maybe has been neglecting. Additionally, by analysing the result, conduction can be made from the theoretical issues that the slow development of Netflix in Vietnam originates from the fact that Netflix has not affected the customer behaviour and listened to their needs.

1.3 Literature review and data collection

This work is written with a database of a literature study and therefore its character contains objective description. Main sources of data for this thesis are from books, articles, posts on the internet and a survey conducted by author. While the use of data from book, online articles, posts is to assist author proposing strategy for Netflix to compete with local competitors, answers from the survey is to prove the nature of theory if it is an assumption or a presumption. In this case, the theoretical problem is stated that whether the slow growth of Netflix in Vietnam is from the lack of listening to demands of users.

The chosen topic was to assist a specific firm effectively expand in a new market. Thus, the research's objective is to name important factors for a beneficial marketing and operation strategy that supports this enterprise which strives to dominate that market. In this thesis, Netflix was not involved in the thesis process or acted as the commissioner for the author. The reason for the choice of Netflix as a study subject originates from two factors: personal preferences of the author and the official availability of Netflix in Vietnam- author home country.

1.4 Thesis structure

This bachelor thesis was divided in six chapters with distinct goals. The first chapter will briefly deliver an introduction about the topic of thesis with problem indication and data collection. The second chapter will interpret thesis process, methodology choice, research objectives, research question and choice of opinion roll. In the third chapter, the history development of the firm- Netflix will

be conveyed as well as character of Netflix's new market- Vietnam and progress of Netflix's expansion in this South East Asia country. The fourth chapter is to determine parties that Netflix must well-prepared encounter: local rivals-streaming clients that operating in Vietnam and serve: customers with meticulous marketing and operation strategies- which helps raise Netflix awareness in Vietnam. The fifth chapter is to support the plan of building a solid user base in the third chapter by analysing the opinion roll. The result of this analysis will assist author building for Netflix a marketing and operation plan that affect the customer behaviour. The final chapter is to deliver an overall conclusion, recommendation and discussion as an answer for the problem.

2 PROCESS AND METHODOLOGY

In this part, author will briefly illustrate the process of forming the thesis ideal, adjusting thesis's relevant elements, explaining methodology choice and purpose of choosing the topic about Netflix.

2.1 Thesis process

Author wrote and published this thesis for Lapland University of Applied Sciences. The intent of a thesis is to “to develop and demonstrate the student's readiness to apply his/her knowledge and skills in a practical expert task connected to vocational studies” (LAPIN AMK, 2020) or to become a bridge that transfers knowledge from studying into practical skills for working life and illustrate ability of students for working in real life not academic environment.

This study also motivates author to research more about marketing because from SMEs to large-scale companies, an excellent marketing campaign contributes to a successful FY and will keep the firm's image always innovative and refreshing with its consumers. Thus, if author would like to start own business in the future, conducting suitable marketing strategy is the good way to enter the new market.

2.2 Research methodology choice- A quantitative research approach

A research is indicated that “Research is a process, in which researchers need to make various choices. Making choices is an essential part of planning and doing research.” (Koppa, 2012). After having consulted documents and guidelines about stages of writing a thesis, author formed a research process with four steps.

First, theoretical issue is indicated. In this thesis, the plight is how Netflix can effectively expand in Vietnam. As author mentioned above, in the homeland of Pho Bo, operating strategy as well as marketing plan of Netflix must be conducted for the purpose of encountering local competitors, but it should take only 40-45 percent of entire grand plan. The rest (55-60 percent) must be for a tactic with market driven factors. Hence, listening to Vietnamese (potential) consumers is an ideal move because unlike USA or other markets, there are still obstacles

deter tremendous Vietnamese to approaching Netflix .After conducting various study, author' ideal subject for researching is a group of persons: from 16-25 of age, high school to college students, studying or (part-time) working, possess a certain knowledge about internet and smart devices (phone, tablets, laptops etc.), rapidly adapt new trend of technology and movies, spend a certain of amount for entertainment and share or recommend new services/ products/ contents to their acquaintances. Not every mentioned criteria is necessary to commence a research but persons with these characteristics tend to use Netflix more others and as well experience positive/negative facets from this platform.

Second, righteous researching method will be utilized. At this point, thanks to consulting of devoted teachers, author was able to reach the final decision of appealing quantitative researching method. And Leedy & Ormrod (2001, p.102) used to define quantitative research is to “seek explanations and predictions that will generate to other persons and places. The intent is to establish, confirm, or validate relationships and to develop generalizations that contribute to theory” or it can as well be interpreted to collect numerical data and extrapolate that data among a certain group of individuals or to seek explanation for a distinct phenom. Moreover, as the formal and objective properties of a quantitative research, author can set a specific goal, choose certain survey participants, design questionnaire, set a timeline for collecting answer and estimate number of answers. Due to the Netflix's characteristics as a business, conducting a quantitative research will grant abundant advantages: Vietnamese customer appetite of a potential service or product to be measured, Rising consumer awareness and brand exposure at Vietnam market, An affordable scale of a market size for a service/ product can be taken, Trending in market and changing in patterns to be targeted and A specific or model Vietnamese customer's behavior can be determined.

There are both pros and cons when a quantitative research or more specifically an opinion roll is conducted. While pros are a vast amount of reliable answers with similar questions can be aggregated, participants can choose to remain anonymous, forms of research are diverse: interview with face-to-face meeting, online call, direct call, email with questionnaire, online/ paper form survey etc. cons are misunderstanding of questions from participants, all answers cannot be

remoted or followed meticulously, answer cannot be determined as true or false and there must be a suitable channel to communicate and conduct the research.

Next, analyzing from the collected data will be conducted. Last, the theoretical issue will whether be supported or challenged and author will propose feasible solutions. And author will meticulously describe these two sections in Survey result.

The characteristics of a quantitative research is to provide proof for a particular theory by using questions to quantify things such as: how much/many (you will to pay for a new laptop?), how often (you bring your laptop to tech center to clean inner of it?), how long (you consider when buying a new laptop?) etc.(Library British, 2020) Asking these questions in the chosen group will gather data and results (as opinions) which will later be analyzed to prove if the theoretical issue exists or is just an assumption. This research is to ascertain the cause of low growth in Vietnam of Netflix, one of the main reasons is that Netflix is not meeting the demand of consumers. Thus, author would like to gather a large sample of opinions from Netflix's users to determine the missing features/ services/ contents from Netflix and their habit in using video-on-demand services. Moreover, due to the geographical distance and different time zone between author and target group, the suitable choice of methodology is a quantitative research mean- online survey. In short, quantitative research benefits author in abundant ways: collecting a large sample of opinions, conducting researching in a large group of individuals, moderating the scale, question portion, topic, time to commence/finish the research, diverse forms to utilize etc. Result of the research also proves the nature the theoretical issue that author suggest, if the issue exists, author can analyze further the result to propose feasible solution. Additionally, with Netflix, quantitative research helps this firm to gain more insight data about the market and (potential) customers. With the market segment, Netflix can determine which type of contents is demanded, what devices are used to watch contents, consumers' purchase behavior etc. And with the customer segment, Netflix will collect more data such as what its users think about provided contents/ features, what factors are unavailable, if the latest updated feature is stable, if Netflix should provide Netflix code in Vietnam territory, etc.

2.3 Research objectives and research questions

In this part, author will introduce the suitable research questions with specific objectives:

Table 1. Research question and question objectives from Netflix case

Research Question	Question objectives
What plan will benefit a foreign company when it comes to operate in the new market as Vietnam?	Identifying marketing methods such as SEM and social media to better raise the brand awareness
What value should be raised/delivered to local community?	Highlighting values that Netflix could bring to Vietnam economy and community with the support of users
What is a beneficial collaboration should be proceeded to promote the brand?	Choosing trending celebrities to work with them as preventatives/actors/actresses in advertising campaign and producing Vietnam Original
What elements are demanded by consumers but not available in the company's service?	<p>Understanding the demanded contents which are still insufficient in the clients.</p> <p>Netflix plans to produce/ purchase these to meet consumer's desire</p> <p>In each market or country, customers tend to access the services of Netflix in different ways which results in demands for distinct/new services/features. Provide needed</p>

	ones to satisfy the customers is obligatory to Netflix
	Determining unsatisfied factors present in the client so that Netflix would adjust for better experience of customers

Above questions and objectives are the smaller part to seek the answer for main research questions: “How Netflix can effectively expand business in Vietnam?”/ “What action Netflix must conduct to resolve the slow growth issue in Vietnam?”/ “What marketing strategies and operation plan Netflix must run to take a grind on Vietnam’s market ?”

Then, author split the research into two parts:

- Part 1: Proposing feasible marketing plan for Netflix to raise its brand (which is completed in the chapter 4)
- Part 2: Collecting opinion about Netflix from users as well as their personal information. After that, author will analyze the data and illustrate the figures to suggest necessary moves that Netflix should conduct to meet customer demand and marketing purpose. (which is interpreted in chapter 4 and 5)

At this point, the formed hypothesis is that the slow growth of Netflix in Vietnam caused by the lack of ideal marketing campaign and adapting user's demands. By effectively encountering these existing issues, Netflix will probably raise its brand awareness and affect customer behavior in this new market.

2.4 Online survey- Opinion roll

Margaret Rouse (Margaret Rouse, 2017) stated the definition of survey research as "collection of data attained by asking individuals questions either in person, on paper, by phone or online." or survey was indicated to "... enables you to collect data via questionnaires or interviews, from a large number of respondents (who answer questionnaires) or interviewees (who you interview). The informants are selected through random sampling." (Koppa, 2012) In addition, online survey research is research which is conducted on designed form by utilizing devices (laptop, PC, smartphone, tablet etc.) connected to internet to interact with the survey.

For this study, author will analyze data combined from the online survey that was first crafted and named "Netflix's Vietnamese users feedback" on 11 March 2020, administrator from the Facebook page *Netflix Vietnam (Fandom & Review)* was informed for permission to post survey on the page and estimated date that survey will be posted, English and Vietnamese were both used in this survey to not only interact with teachers from Finland but also respondents from Vietnam, advice was taken from teachers Adrian Braun and Anne Tolvanen on 12 March 2020 to admen some answers, the final form of online survey contains 13 questions with five of them are one selection, five are multiselecting and two are slider and the last one is text filed for respondents to fill out their emails and lucky number for a prize and the survey was edited and tested constantly from 12-14 March 2020. Then, on 15 March 2020, online survey was posted and opened in 6 hours which later reached up to 1027 respondents.

In the article *The Value of Online Surveys*, Joel R. Evans and Anil Mathur, listed all the strengths and weakness of online surveys:

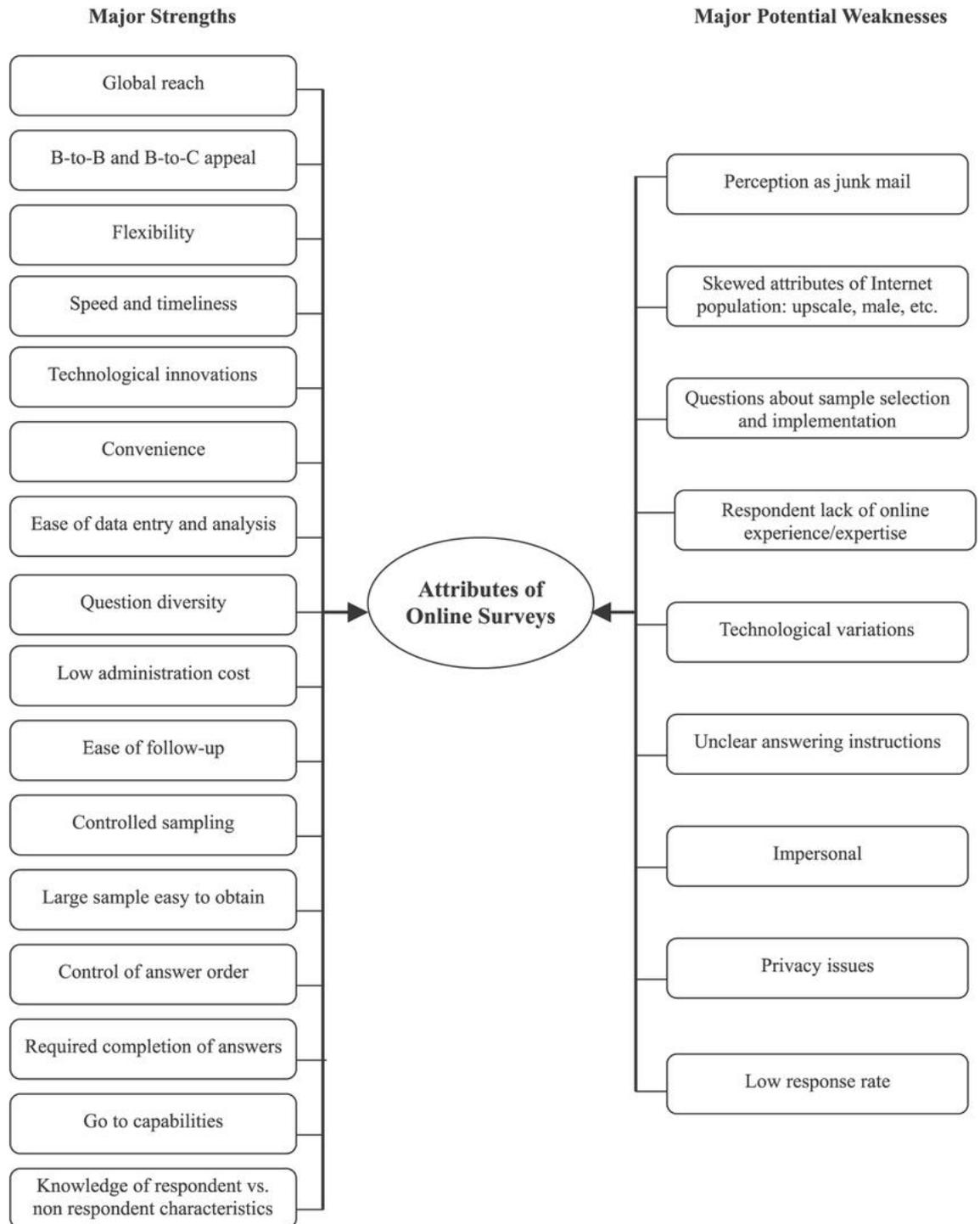


Figure 1. The strengths and potential weakness of online surveys (Joel R. Evans, Anil Mathur 2005)

As mentioning above, author's duty is to maintain the disadvantage at low level and exploit entire benefit of a quantitative research method- more specifically an online survey. Consequently, the opinion roll was designed with attributes:

- “The security of transmissions and how data will be used. Standard e-mail surveys do not have a high level of security. Messages can be intercepted. In addition, many respondents wonder if their answers will be treated confidentially, and whether their contact information will be sold to other firms.” (*Joel R. Evans, Anil Mathur 2005*) Participants can choose to remain anonymous by not mentioning their ages, email and genders to solve this problem, moreover, the results of survey will never mention any email- which was collected from participants for random prize.
- The questions were designed to meet concise and informative standard which reduces confusion level for survey participants because “online surveys are self-administered, answering instructions must be extremely clear” (*Joel R. Evans, Anil Mathur 2005*). Words in the survey was not academic and informal (slang words), they were chosen cautiously as to convey efficiently goals of author in every question to respondents. Hence, the level of Unclear answering instructions will be lessened
- Personal pronouns that used in survey were gender-neutral and friendly
- Answers often cover possible choice of respondents. There are available textbox answers in some questions for respondents to use if they have other opinion. There is N/A answer in case respondents did not understand questions or did not wish to answer. Scale questions and multiple choice questions are also available in the survey thanks to the Question diversity standard of an online survey
- To avoid issue about Respondents lack of online experience/expertise which was indicated ” Although the internet population is becoming more representative, there may still be survey difficulties due to the lack of familiarity of possible respondents with internet protocols” (*Joel R. Evans, Anil Mathur*

2005), I purposefully aimed the group of young individuals from 16-35 of ages. These people at least have access to the smartphones (or laptops/PCs) with internet connection and they can as well adapt to new trend rapidly.

- To ensure Low response rate would not happen, author chose participants that use Netflix, discuss about Netflix and be passionate in Netflix's contents and individuals with these qualities were found in Netflix Fandom & Review group. Moreover, author did award a prize with Netflix credits to a lucky person who participated in the survey to encourage more and more survey attendants
- The survey was posted on Netflix Vietnam Fandom & Review as a web link with a status to attract respondents then the Perception as junk mail would no longer happen
- Few questions are multiselecting, which means respondents can choose more than one answer in a question
- To meet the Global Reach standard- I used the Webropol which is provided by Lapland UAS as a tool to design and distribute survey for students/staff. The survey designed in this platform from Finland is available to access from Vietnam.
- With Flexibility and Convenience features of an online survey- the participants with smart devices (smartphones, tablets, laptops etc.) and internet connection can easily access the provided link to finish the survey anytime and anywhere
- The only funds that I had to pay to prepare, manage and distribute the survey is no more than ten euros (the prize for one lucky participants) which is thanks to the free tool Webropol and the Facebook group where gathers various potential Netflix users. This also proves the feature- Low administration cost of a survey

2.5 Ethicality in the thesis

While I am writing the essay, I must ensure that rights and interest of any individual that “impacted by my work are safeguarded and follow these standards “(Resnick, D. B. ,2015):

2.5.1 Honesty

I must strive for honesty in “...report data, results, methods and procedures, and publication status” (Resnick, D. B. ,2015) which means I could not falsify or fabricate or mispresent any bit of data. The survey I made was totally designed by me with the consult of teachers in RDI course and the data I reported was 100% by participants from the Facebook group I mentioned. The day of that data collection, virtual location where data is collected and the same characteristics of survey participants (in the same Facebook group) were all specified correctly. Moreover, I never deceive my teachers- who review my thesis and survey result nor my survey participants. The purpose of survey was stated clearly in Vietnamese in the post I made to ask members answering my survey -which is to assist me in my thesis. The number of total 1027 respondents were correct and noted in the report that I received from Webpropol. My thesis was not shared to other students or anyone else but my teachers who give me advice and credits for my work.

2.5.2 Intellectual Property

I show my honor and respect in “...patents, copyrights, and other forms of intellectual property” (Resnick, D. B. ,2015) and never use any bit of “...unpublished data, methods, or results without permission” (Resnick, D. B. ,2015). Every time the data is quoted from any source, I always note the references, did not falsify the information and even translate in full any quote from Vietnamese to English. Next, every bit of data from other sources I use was published for scientific study purpose or provision of news and knowledge, the authors or organizations that published the data were given the entire credit and none of these work was prohibited from being quoted in another study.

2.5.3 Confidentiality

All these participants' identity was revealed to only me and I have no plan or intention to use their data for other purpose than analyzing their answer for my thesis. All the conversation related to the progress of the thesis was exclusive to me and the persons that I communicate.

2.5.4 Non-Discrimination

In the thesis progress, I never discriminate "against colleagues or students on the basis of sex, race, ethnicity, or other factors not related to scientific competence and integrity." (Resnick, D. B. ,2015). Moreover, I also respect race, ethnicity, gender, religion, etc. not also my teachers but also the individuals that I work with in the survey (Facebook group administrator and respondents). Additionally, anyone else that I have ever worked with in the thesis never experience any discrimination from me by my gesture, verbal and writings.

2.5.5 Openness

I am willing to share my survey report and my thesis after it has been approved, graded and published by my professors and my institution- Lapin AMK. In addition, I am open to any criticism, contribution and ideas that help me to improve myself and my work

3 NETFLIX IN VIETNAM

3.1 Netflix background

Netflix was conceived at the end of 90s - in August 1997 by Reed Hastings and Marc Randolph in Scotts Valley, California, USA. In the beginning, Netflix only offered the DVD rental service in the sale sites which users would hire, receive and return movies by post, gradually, this entertainment platform has transformed into monthly subscription model with the magnified progressive features: movie recommendation function with personalized system, streaming in which users are able to watch at home, office, café, etc. in abundant means : television, mobile phone, tablet, laptop/PC, Xbox, PlayStation, Wii, profile creation and management, Children mode, download contents. After that, to enhance the users' experience, Netflix introduced international movies/programs in diverse genres (anime, cartoon, TV drama, fantasy, TV thrillers, series, stand-up comedy, comedian show, etc.) from not only studio from Hollywood: Japan, Korea, Spain, Germany, Russia and even has been offering Netflix Originals (movies or series that are funded, produced and distributed exclusively by Netflix) since 2013. (Netflix, 2020)

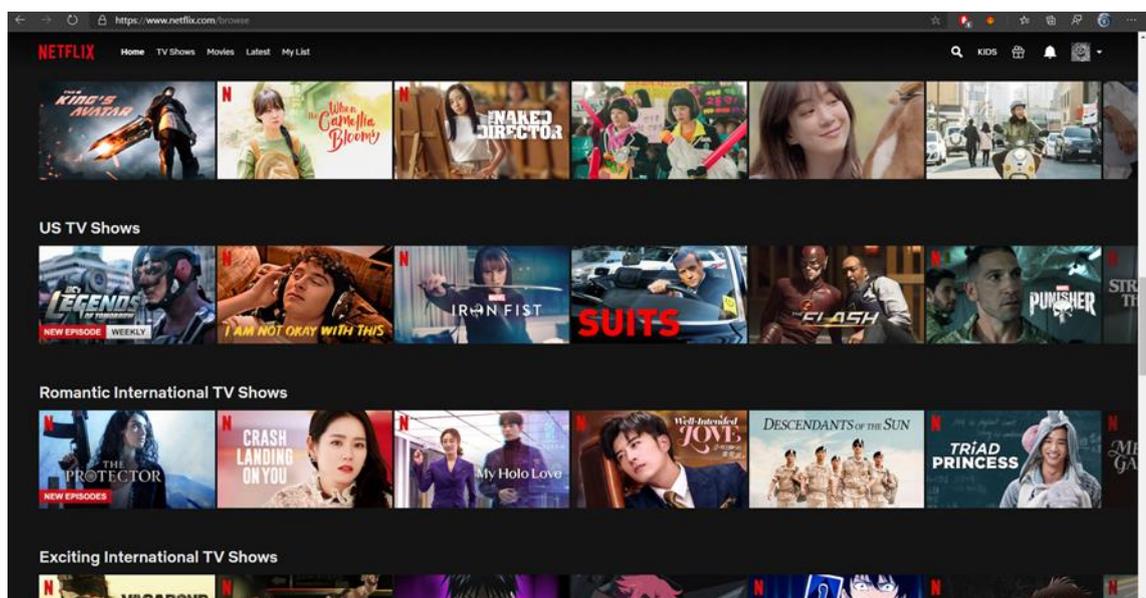


Figure 2. The diversity of contents (Korean movies, Anime, US TV drama, Netflix Originals etc.) in Netflix

With the rapid growth of globalization, Netflix monthly subscription members exceeded from 1 million to more than 150 million (Statista 2020) in 16 years (2003-2019) with global availability, according to the below table:

Table 2. Netflix's geographical availability (Netflix 2020)

Time	Locations
1997	USA
2011	Latin America and the Caribbean
2012	Europe, UK, Ireland and Nordic nations
2013	Holland
2014	Switzerland, France, Belgium, Germany, Luxembourg and Austria
2015	New Zealand, Australia, Japan, Portugal, Spain and Italy
2016~ present	More than 130 nations, including Vietnam

As the recognition for commitment of ensuring the highest quality in services and contents, Netflix and its works have been nominated and awarded (source: Netflix media center):

- “2014, nominated for a Primetime Emmy award with 31 nominations. “House of Cards” won 3 Emmys
- 2017, Netflix won first Academy Award as Best Documentary Short Subject as “The White Helmets”

- 2018, Netflix was awarded Best Documentary Feature for “Icarus” from Academy Award. Then with 112 nominations in Primetime and Creative Arts Emmy, Netflix became the most nominated service
- 2019, with “Roma”, Netflix won Best Director, Best Foreign Language Film and Best Cinematography and with: “Period. End of Sentence”, Netflix won Best Documentary in Academy Award
- Likewise, in 2019, the series “Ozark”, “When they see us”, “Black Mirror: Bandersnatch” and “Queen Eye”, brought Netflix nearly 30 Primetime and Creative Arts Emmy Award”. (Netflix, 2020)

3.2 Distinct attributes of Vietnam’s market

Before and after the arrival of Netflix, Vietnam’s contents streaming market was probably the share of a few streaming clients such as FPT play, iFlix, Pops and hundreds of pirate sites.

In Vietnam, mainly individuals prefer watching TV for live show, game show, TV drama, news or YouTube for the latest MVs, web drama, vlog from favourite singles, comedians, actors/actresses and celebrities. If Vietnamese don’t access TV channel or YouTube, normally they will prefer accessing pirate websites to watch movies, cartoons, amines, TV series, even latest blockbusters free of charge. This occurrence was reflected in the survey of Kantar Media Vietnam- a local market research company, about changes in television watching habit of Vietnamese:

- 84% of people that are 15 ~ 54 years of age use the internet every day
- In Hanoi, people spend 3 hours and 49 minutes each day on the internet, while only watching television for 2 hours and 24 minutes each day
- 45% of respondents in Hanoi, Ho Chi Minh City, Can Tho and Da Nang watch videos on demand (VOD)
- 87.3% of respondents watch videos frequently on YouTube ~ the largest OTT service in Vietnam
- 28.9% of respondents watch content on the PhimMoi.net (New Movie) website, and 26.4% watch content on Zing TV, making them the second and third ranked websites for television and video content.

Other media and market research sources validate Kantar’s findings. According to Nielsen, 90% of respondents to one its surveys said they watch online videos every week.

Figure 3. Survey results of Kantar Media Vietnam (ITV-Asia)

84% of people from 15-54 years old accesses internet daily reflects that internet has become an indispensable part of majority of the Vietnamese. Thanks to the internet, a lot of individuals don't have to rely on old-fashion means (TVs, radio, printed newspaper) for latest news, songs/MVs and movies. Additionally, online interaction is now fast, convenient and mostly free of charge offers a huge advantage in combination for working, studying and entertaining. Which can also explain for an occurrence that less and less time citizens in Hanoi spend watching TV (2h24m/ day) but more time for the internet (3h49m/ day). Next, 45% of respondents watch video on demand are from Ho Chi Minh, Can Tho, Da Nang and Ha Noi indicates a possible theory that the majority of users of video on demand services are from modern and developed places not rural area in Vietnam.

One of the largest video on demand services in the world -YouTube is probably favoured in Vietnam from six years students to retired pensioners with 87,3% of respondents frequently stream contents in this client . With advanced and appealing features: Vietnamese language supported, fair share with video uploaders and content owners, trending category, YouTube Music, YouTube Originals, interacting with other users, smart video recommendation and specially the users are not required to pay subscriptions to enjoy contents. (source ITV-Asia)

In other words, the Vietnamese often favour service that is affordable or even almost free of charge and this situation consequently has resulted as Vietnam considered to be one of the top countries that violate the Copyright infringement from ownership of movies to music, books, images, software, patents, etc. For example, if we notice the result of Kantar Media Vietnam's survey in image 2, it indicated that 28.9% of respondents accessed Phimmoi.net- a notorious piracy site in Vietnam.

Table 3. Comparison between pirate streaming sites and official streaming clients in Vietnam

Pirate movie streaming sites	(Legal) Streaming platforms
------------------------------	-----------------------------

Prices	Free of charge with ads and unlimited access to contents	Free of charge with ads but limited access to contents. Required paying monthly subscription to access all contents, no ads
Ads disabling function	Use virtual currency exchanged from real currency to disable ads	Use virtual currency or monthly subscription to disable ads and access premium contents
Contents feature	No live contents: football match, comedy show, concert, etc.	Available live contents
Quality of contents	Latest movies but unstable movie quality	Updated contents but not the latest. Stable (high) streaming quality
Sponsors	(Illegal) domestic/ foreign gambling ads as sponsors	(Legal) domestic ads as sponsors
Legal/illegal operation	Unofficial registered firms/ organizations operating the sites	Official registered company operating the sites. Platforms presents as a TV channel.
Contents' origins	Contents are from the sites that share the pirate movies, application, music, images	Contents purchased from official partners or self-produced contents

Even in any platform, pirate sites or authentic streaming clients, Vietnamese customers still possess some distinct consumer behaviours : three most used streaming devices are Smart TV (42%), smartphones (41%) and laptops (7%),

majority of them spend average 120 minutes/day to stream contents, three most favourite contents are TV series/feature film (60%), music (50%) and entertainment program/ Game show/ Reality show (48%), 99% of consumers prefer watching contents at home, 45% enjoys watching contents with their life partner while 42% loves doing it alone, although 16% of consumers confessed that they are not keen on signing up for a new streaming services 84% of the remaining would like to register for new services (while using the existing ones or after cancelling it), more than a half of consumers (54%) accept to watch ads and less than a half (45%) accept that they cannot download contents in order to pay less, accessing to favourite shows/movies (63%), exclusive contents featuring beloved celebrities (42%) and original contents are exclusive in some clients (40%) are most named motivation for a consumer to pay for streaming service. (Q&Me Vietnam Market Research, 2020)

To compete with other sites, every official streaming platform can consider innovating themselves to keep the clients updated with demanded contents and features. And FPT- is a large-scale company with FPT play- a movie streaming client could become a potential opponent to both pirate sites and Netflix. Author names this company due to its strength in covering various aspects:

- Users can enjoy FPT as FPT TV cable or FPT play online (website or application)
- Services are both for individual and family with specific contents: sport, lifestyle, movies, education, gaming, high speed internet service, family channel combo which offers every well-liked channel in Vietnam: VTV6 HD, HTV, Fox HD, KBS world etc.
- Collaboration with HBO to offer affordable HBO GO+ subscription and with K+ to live broadcast English Premier League, Champions League, Europa league and other popular European competition. And these contents are attractive to Vietnamese gentlemen.
- FPT Shop where customers can purchase smartphones, laptops, tablets, FPT playbox, smartwatches, watches etc.

In 15 June 2020, VieOn- a new competitor in video-on-demand service just announced its participant in streaming game by organizing a live show- Song VieOn with top celebrities of Vietnam. In this show, famous singers/ music band as Jack, Da Lab, Nguyen Hung, Ngoc Son, Toc Tien, Huong Giang Vu Cat Tuong, DatG, HuyR etc. well-known actors/actresses/ comedians as Truong Giang, Kha Han, Ninh Duong Lan Ngoc, Lam Vi Da, Duong Lam etc performed or conducted interview about working with VieOn. During the show, VieOn also announced the exclusive contents which are products from collaboration with these named celebrities above. These contents will vary from movies, sitcom, web drama, music videos, reality show etc. and any trending and demanded foreign contents: Korean movies/shows, Hong Kong movies, Chinese movies/shows etc. Until 2020, VieOn is a new face in the video-on-demand service in Vietnam, but this client can dominate the market by establishing partnership with trendy celebrities and offer diverse contents in many genres. The new show about rap competition- "Rap Viet", for instance, was produced and released on the beginning of August 2020 is now trending on You Tube, the show has been viewed more nearly 15 million views/ episode.

To summarize, Vietnamese often favour accessing sites or streaming platforms that are free of charge which contributes to mass growth of pirate movie sites and YouTube. Domestic streaming clients may pose a threat to Netflix due to their understanding about the market and consumers as well as willingness to collaborate with promising partners for future growth. Moreover, the trendier Vietnamese celebrities, exceptional contents and non-stop marketing campaign can guarantee for a success of a client. To effectively expand and conquer the market as complex as Vietnam's ones, Netflix will have to invest in suitable strategies.

3.3 Netflix in Vietnam: Game changer?

2015, Netflix planned to significantly expand its operation in various countries of Asia and Vietnam was targeted. Then in January 2016, Netflix officially appeared in Vietnam.

26th August 2019, the meeting between Kuek Yu-Chuang – Netflix Asia-Pacific Managing Director and Nguyen Manh Hung- Vietnam Minister of Information and Communications took place when Mr. Kuek proposed Netflix' plan to operate in Vietnam with providing Vietnam movies, training human resources and cooperating with local firms to produce and export Vietnam movies. Mr. Hung approved and appreciated operation of Netflix in Vietnam, but the Minister at the same time reminded Netflix that its content must not only meet the demand of Vietnamese but also not against the Vietnam Constitutional Law. (BizHub, 2017)

After five years of operation in Vietnam, Netflix gained a tremendous and unstable user base despite its competitive prices and features:

Table 4. Netflix's prices and features in Vietnam (Tinh te, 2016)

	Basic	Standard	Premium
Prices	180,000 VND~ 7.2 Euros/ month	220,000 VND~ 8.81 Euros/ month	260,000 VND~ 10.41 Euros/ month
HD resolution	NO	YES	YES
4K resolution	NO	NO	YES
Watching in multi devices	YES	YES	YES
Number of devices watching at the same time	1	2	4

...and other distinct aspects: Movies and Originals (films and series) in Vietnamese CC and audio, available Vietnamese movies (Hai Phuong, Ao lua Ha Dong, Dong mau anh hung, etc.) and 5.1 Digital Plus surround sound.

Nevertheless, limits still presents and it deters Netflix from reaching Vietnamese users at every social class:

- Customers can only pay with Visa, Mastercard, American Express and PayPal while Vietnamese prefer cash or bank transfer
- There contents with Vietnamese CC and Audio but still limited, some can only be watched in English
- Contents that match the references of Vietnamese users are still insufficient in the platform (Korean romance/ drama, Chinese romance/ martial arts, Vietnam comedy shows, etc. or even Vietnam Originals)
- Some famous movies or TV series are not available in Vietnam (House of cards, The walking dead, The Flash etc.)

In a study conducted by Q&Me Vietnam Market research, 49% of respondents answered that they are aware of Netflix's operation in Vietnam, but there is only 26% of them intended to pay for the service, 23% of them was accessing to the service and only about 9% was paying for monthly subscription. In comparison to FPT play service, 70% of respondents revealed that they know about FPT play, while only 21% of them were about to purchase for the service, 21% of them were currently using it and 39% of them were accessing it.

4 STRATEGY FOR NETFLIX TO EFFECTIVELY OPERATE IN VIETNAM

The strategy is formed from two theoretical issues:

- I. Netflix is not launching a good strategy to compete with domestic opponents: authenticated streaming clients and piracy sites
- II. Netflix is not listening to demand of customers to provide required services/change which allows the platform to reach more users

... and these theoretical problems may contribute to the struggling in having a grip on Vietnam of Netflix.

4.1 To compete with local competitors

Operation of streaming platforms in Vietnam has been negatively impacted as the rapid growth of illegal streaming sites and this situation is predicted to maintain for a long time. In other terms, Netflix must consider both streaming clients and illegal streaming websites as its opponents in the market. Thus, this firm can execute beneficial strategies to entirely dominate Vietnam' streaming game.

4.1.1 SEM

SEM stands for Search Engine Marketing- the process to optimize website and attract users' accessibility to site by conducting Paid search advertising/ PPC (pay-per-click) /CPC (cost-per-click) /CPM (cost per thousand impressions) (Search Engine Land 2020).

With the high traffic to Google search tool for information in Vietnam-91.79% (Statcounter GlobalStats 2020), Google AdWords- the advertising system where Netflix can bid on a specific keyword, thus, its ads would present at the top search in Google search results. In this case, keywords Netflix must exert are " Xem phim", " Xem phim online" and "Xem phim HD" ("Watch movie", "Watch movie online" and "Watch movie HD") so that the return results appear at the top search result but these pirate streaming sites or other streaming clients. Moreover, Netflix should target audiences who access Google search for contents that

available on the platform. To give an idea, when a person searches for title “Designated survivors”- a Netflix’s Original, keyword will be “Watch Designated survivors” or if that person only remembers the title in Vietnamese, keyword then becomes “Xem/Coi Tổng thống bất đắc dĩ”. The ads from Netflix for this content will be displayed and that person may not access Netflix to view the series, but Google will gather this data which potentially is transferred to social media sites later to display ads. Thus, Netflix must can conduct brief study and observation to understand what contents their potential customers are mainly searching for in the meantime and produce a suitable marketing plan.

With SEM, Netflix could improve function of PPC- Pay per click- a form of advertisement that the advertiser must pay ad publishers when its ads are clicked by internet user. When an internet user in Vietnam searches for a Netflix’ contents – How I met your mother, for instance, in Google, one of the results is the round-corner-rectangle ad which specifies the name of contents/ its availability as Netflix subscription (Search Engine Land, 2020):

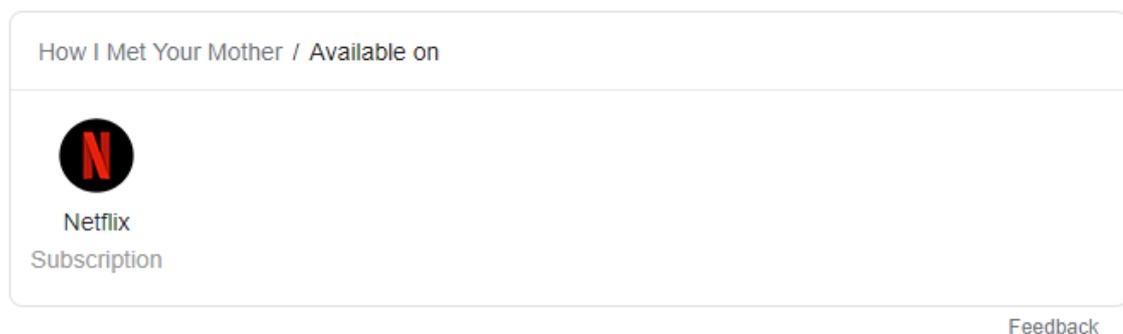


Figure 4. Netflix subscription ad (source: Google Search)

...this ad is blank, not attractive and informative enough to attract potential customers to click despite its unique being. The empty space on the right side of Netflix logo must be filled with more information: stars, genres, awards won etc. or functions: any season/ episode can be chosen to watch immediately or links to the interview of the cast, producers, introduction of new season, bloopers, fun fact, untold truth etc. Adjusting this feature will attract more individuals to click on the Netflix ads.



Figure 5. Illustration how Netflix can utilize Google AdWords to attract accessibility to its site

4.1.2 Social media marketing

Vietnamese prefer Facebook, Instagram and YouTube as their main sites to update with latest news, posts and videos (Statista, 2019). Consequently, Netflix must consider promoting the brand with high frequency in these three networking sites by advertising its new contents and features (in Vietnamese). In addition, in the past, streaming platforms or even illegal streaming sites rarely advertise themselves on Facebook, Instagram or YouTube due to the fact that these platforms apply no plan or ineffective plan to market on social media and pirate-movie-streaming sites rarely need any marketing campaign when it streams contents at no cost and these sites are not run by registered companies. But since the outbreak of Facebook in Vietnam, more and more pages from these sites have been founded as a part of their marketing plan. Thus, Google in this case is an ideal partner for Netflix to market on Facebook, Instagram and YouTube. Because with advanced algorithm, Google is able to target individuals who search with keywords “ Xem phim”, “ Xem phim online“ and “Xem phim HD” then transfer data to Facebook, Instagram and YouTube to display Netflix ads as various forms: video, slideshow, carousel, dynamic product ads, photo, sponsored ads, mapped-guided ads, story ads and IGTV ads. These ads are the

forms of CPC- Cost per click- “A paid advertising term where an advertiser pays a cost to a publisher for every click on an ad” (Sproutscoial 2020).

To effectively advertise, Netflix can target potential customers by clarifying these factors:

Table 5. Potential customers’ characteristics that Netflix can use for advertising (AdEspresso 2019)

Location	Vietnam
Age	17- 35 (people from this age range pays more attention to entertainment, are open-minded to new and trendy services and often recommend good services to others)
Interest	all male and female
Gender	movie, entertainment
Languages	Vietnamese and English

Furthermore, collaborating with Vietnamese celebrities is a marvelous option for Netflix to potentially raise its brand awareness. With this cooperation, Netflix will get more and more recognition notice due to its appearances in multi platforms and multi digital products with trending celebrities:

- Music videos of trending singers as sponsors: Bich Phuong, Min, Duc Phuc, Erik, Jack, Son Tung MTP (these singles have their YouTube Channel with more than one million subscribers and there MVs variate from one to 100 million views) etc.
- Web drama, sitcom of trending or well-known comedians as sponsors: Tran Thanh, Truong Giang, etc. (Tran Thanh and Truong Giang are two well-known and trending host shows, comedians and actors who have

been on YouTube trending with hot programs since 2015 such as: Rap Viet, Giong ai going ai, Thien Duong Am Thuc, On gioi cau day roi etc.)

- Social media posts in Instagram and Facebook of these celebrities about Netflix's contents and features
- Advertising by cooperating with Vietnam well-known YouTube technology reviewers (from thousand to million subscribers): Vat vo studio, Tinh Te, ThinkView etc.

4.1.3 Story-telling elements

One of the theories that author formed is that Netflix has not been raising its brand awareness well enough in Vietnam streaming business and adding story-telling element will potentially help them. Netflix can appraise delivering stories about itself to Vietnamese consumers which will promote the brand. There are abundant options that Netflix can utilize: online blog, post, article, physical newspaper and video which should be posted and shared in sites with high number of followers and readers. In addition, Netflix can properly invest for a "Story deliver" campaign with specific sections:

A. Background of the firm

Story about Netflix with two devoted founders Reed Hastings and Marc Randolph should be shared to Vietnamese users with every detail: how/why company was established, mission and vision of Netflix (in Vietnam), vision of two founders, achievement after years of operation, nomination and award, expansion plan etc. In addition, an interview with an equivalent as Kuek Yu-Chuang – Netflix Asia-Pacific Managing Director should be arranged to deliver a clear context which comprises Vietnam market, how Netflix operates in Vietnam, future plan for Vietnam, why Netflix is a great choice for Netflix to expand, commitment to deliver services with highest quality etc. to help Vietnam consumers comprehending more about Netflix and acknowledging more about its appearances in this South East Asian country.

B. Contents in client

The diversity of contents, especially Originals, on Netflix is the key for Netflix gaining the upper hand in competition with other platforms. Thus, Netflix's duty is to bring the awareness to customers about existence of its Original contents:

1. Backstage story how an Original is produced, introduction of the cast, how a script is planned and executed
2. Reason for the birth of Originals in Netflix
3. Meanings and values from an Original movie or series
4. Interview of a team behind a successful Original

For example, "Crash landing on you"- a famous Korean drama in 2020 produced by Netflix got their main actors- Hyun Bin and Son Ye Jin interviewed with Taiwan Netflix to advertise the movie for Taiwan market. In this interview, the couples share stories around the movie, the location, the set, the script, bloopers, etc. "Crash Landing on You" is available in Vietnam and warmly welcomed by Vietnamese users but there was no interview or marketing campaign to attract more viewers.



#hyunbin #sonyejin #crashlandingonyou

[EngSub] Hyun Bin and Son Ye Jin Interview with Taiwan Netflix Crash Landing On You 현빈 손예진 玄彬 孫藝真

360,071 views · Dec 26, 2019

👍 4.6K 🗨️ 81 ➦ SHARE 📌 SAVE ...

Figure 6. Crash Land On You- main characters' interview for Taiwan Netflix (Moments_ memories, 2019)

C. Copy infringement

An occurrence is determined as copy infringement “when a copyrighted work is reproduced, distributed, performed, publicly displayed, or made into a derivative work without the permission of the copyright owner” (Copyright.gov 2020). In this case, a movie which is stored, shared and streamed without the consent of the rightful owner (movie retailers, cinemas, studios, streaming clients etc.) is deemed as violation of copyright.

It is vital for Netflix to comprehend that this occurrence may impact its operation in Vietnam. Since in the most mindset of Vietnamese, they should not pay top dollars for Netflix subscription when encountering ideal offer from video piracy sites: no login, no account, no payment and every Original is always available. Launching a propaganda campaign on the internet, hiring billboard and publishing articles on physical/ online newspaper to raise awareness of public about this issue is a practical action for Netflix because social media is a powerful tool not only to advertise but as well to deliver message. Short-term and long-term impact of copy infringement (data theft, economical loss, sites with malwares/ illegal contents, law violation, potential loss/bankruptcy for firms etc.) on each party: users, studios, video streaming clients and firms that sell/lease movies must be meticulously demonstrated.

The loss caused by copyright violation is so tremendous that it has been potentially preventing various streaming clients to grow in Vietnam, to effectually expand, Netflix must prohibit its contents to be stolen and profited for criminals. In *Dau Tu Online- Online Investment*, Tu An explained the profits of a pirate website as *Phimmoi*: “Phimmoi, một trong những trang web có lượng truy cập lớn nhất Việt Nam, với 5,2 triệu lượt/tháng, doanh thu hàng tỷ đồng/tháng, vừa bị chặn truy cập vào cuối tháng 6/2020. Trang web này chuyên đăng chiếu các bộ phim điện ảnh chưa hoặc không có bản quyền, thu mỗi ô quảng cáo 25 triệu đồng/tuần”- translation: “Phimmoi – one of the websites with the highest traffic in Vietnam, got accessed 5,2 million times/ month, its income is about several billion Vietnam Dong/ month (1 billion Vietnam Dong~ 36,720 Euros), just got denied its

access by internet provider at the end of June 2020. This website which illegally provides video on demand service with pirated movies, collects 25 million Vietnam Dong (~906.80 Euros)/ week for every ads banner on the site". Normally, Phimmoi got 5,2 million access times/ month but it even reaches 60 million access times in May 2020 (Ictnews ,2020), the period that Covid-19 allows everyone to spend more time to entertain at home. On the other side of the hand, Netflix is serving no more than 300,000 active subscribers (Helen Huynh, 2020) in Vietnam, which means if every user watches Netflix 30 days/month, Netflix will have 9 million access times/ month. In a press conference called " OTT - Tương lai của truyền hình (OTT- future video on demand service)" on 2018, Mrs. Ngo Thi Bich Hanh, co-founder and vice president of BHD Ltd company was pressing that "Netflix không thành công ở Việt Nam, thị phần thậm chí còn giảm nhiều so với năm trước. Trong khi đó, phimmoi.net (trang phim lậu lớn nhất hiện nay) lại tăng mạnh. Có những trang web OTT lậu không có bản quyền nhưng lượng người xem rất cao"- translation: "Netflix is not having a grind in Vietnam, even its share plummets in the market in the comparison with last year. However, Phimmoi's share in video on demand service significantly rocketed. The unregistered OTT websites violate the copyright but possess the most traffic on the internet." She then explained that TV channels or registered streaming sites must wait for 3 months after the release of a movie to rent it. But it takes Phimmoi only 2 weeks to stream the movie's record version- ones that illegally recorded at movie theater and 1 month to stream a HD version without paying any content fees.

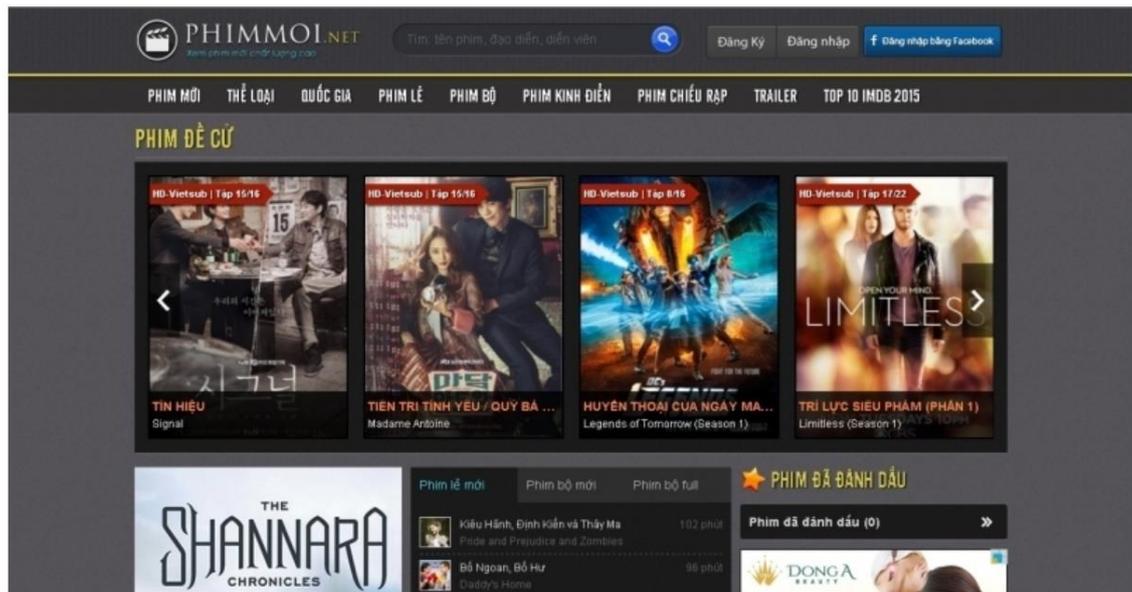


Figure 7. Limitless and DC' Legends of Tomorrow from Netflix is illegally streamed for free in Phimmoi

A great news for Netflix that since June 2020, the internet service providers in Vietnam such as Viettel, VNPT and FPT just silently forbid their internet users to access Phimmoi – a Vietnamese notorious piracy site. In the upcoming time, more and more sites as Phimmoi are targeted by not only internet provider but also C50- The Vietnamese Police department against the high-tech crimes.

D. Beneficial aspect

Vietnamese should be acknowledged about benefits they and community will gain if Netflix is supported and delivering these values is also a significant part of delivering story campaign. Below are aspects that author considered Netflix should consult:

Table 6. Benefits and values which Netflix can bring to Vietnam

Benefits	Values
Customers	New and updated contents, customer protection (data, payment information, location), Vietnamese language support

Movie industry	Vietnamese Originals, Vietnamese movies export, opportunities for Vietnamese actors/actresses/film producer/ studio to work for Netflix and other well-known firms in Hollywood.
Economy momentum	Collaboration with local businesses, job creation, introduce Vietnam image worldwide with movies filmed in Vietnam (tourism boost).

With these factors, Netflix could present them in its marketing strategy with articles, Facebook/ Instagram posts, interview, YouTube review which will build Netflix a good image in Vietnamese's mindset.

4.2 To build a solid user base

Although Netflix is a new face in streaming game of Vietnam market, it still obtains a certain but not stable user base. "Not stable" in this case states a loop that users often use, stop using then start using Netflix again for various reasons. For this study, author analyzed the data collected from an online survey conducting on 15th March 2020 to identify these "reasons". Solving theses "reasons" might form a suitable marketing strategy- a market driven ones that Seth Godin interpreted "to hear the market, to listen to it, and even more important, to influence it, to bend it, to make it better" (Seth Godin 2018, 23).

5 SURVEY RESULT

5.1 Respondents' figure

There were total 1027 individuals participated in the survey and all of them are members of a Facebook group name: Netflix Vietnam (Fandom & Review). The online survey was designed with 13 questions with available selection for answer which take any participant five to ten minutes to finish.

5.2 Questionnaire results & Result Analysis

1. Age?/ Tuổi của bạn?

<18

18-24

25-30

31-39

>40

Not to mention/ Không muốn đề cập

2. Gender?/ Giới tính của bạn?

Male/ Nam

Female/ Nữ

Not to mention/ Không muốn đề cập

Figure 8. Questions and answer for age and gender of respondents

The no.1 and no.2 questions were about age and gender of survey participants.

Author's survey report shows that, in 1027 respondents, there were 240 (23,37%) of them are under 18 of age, 659 (64,17%) of them are from 18-24 of age, 103 of them are from 25-30 of age and beyond the age of 30s persons are only 17 (1,67%). There were 8 respondents would prefer their age to remain hidden in this survey. Thus, the collected data supports the premise about target from 16-25 of age (p.22) because 899 of 1027 respondents are under 25 years old which can result in assumptions that users of Vietnam Netflix are mainly the youth. Furthermore, when it comes to the question about gender, there were 692

(67,38%) female respondents, 322 (31,35%) male respondents and only 13 (1,27%) individuals would not like to reveal their gender. The result suggests another assumption that Vietnamese above 30 years of age are not interested in using video on demand service in subscription model. In addition, Netflix can study these numbers to produce contents and marketing plan that help remain more female customers at user base or attract more potential male customers to the service. Then, a further research must be conducted in order to investigate the reason that users above 30 year-old not likely to favor Netflix: contents, limit in accessing new technologies, advertising, etc. which can allow Netflix to draw a strategy that help conquering these potential customers.

In order to measure how frequently a Vietnamese user spends on Netflix; author presented the no.3 question:

3. How often do you spend time on Netflix?/ Bạn dành bao nhiêu thời gian trên Netflix?

Number of respondents: 1027

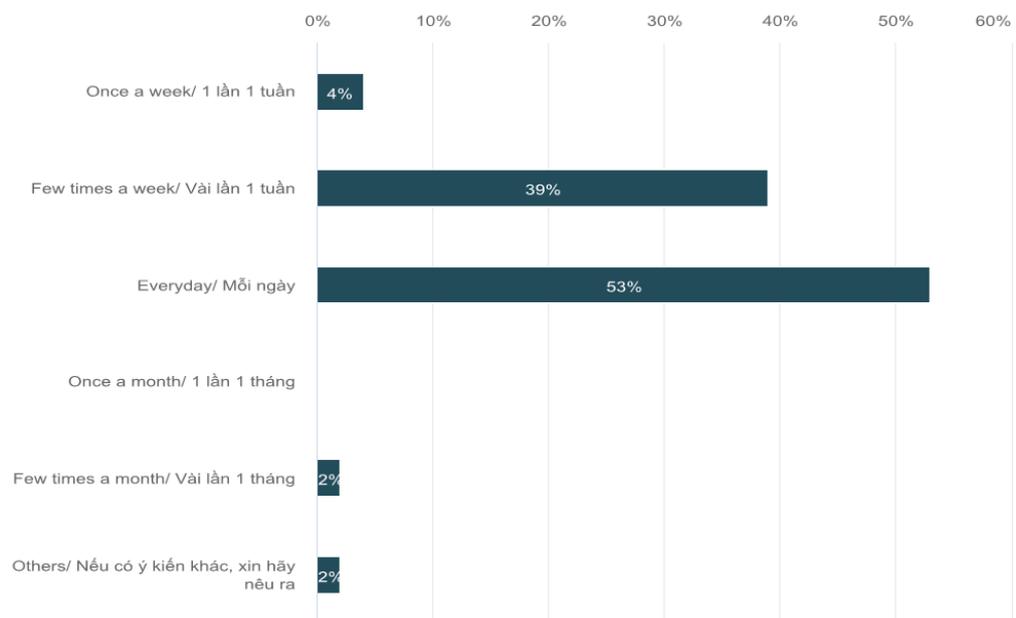


Figure 9. Question and figures from answers to measure time that users spend on Netflix

In 1027 survey participants, 39 (3.8%) of them answered to often spend once a week for Netflix, 4 (0.39%) of them revealed that they only use Netflix once a

month and 24 (2.34%) of them could only watch Netflix few times a month. But when it came to few times a week for Netflix, there were 397 (38.66%) respondents selected this answer and 542 respondents confessed that they use Netflix daily. However, there are 21 (2.04%) survey participants answered differently about their schedule of using Netflix, some of them might not read question and answers carefully and provided the repeated answers but the rest apparently accommodated various interesting responses: some said that they used Netflix more and more since the breakout of Covid-19 pandemic, some individuals revealed that if there was a matching content, they would spend more time on Netflix and ones stated that he/she could only use Netflix when there was free time.

With the impact of Covid-19 pandemic, John Poelking- Senior Gaming Analyst revealed in a video called “The impact of COVID-19 on Leisure and Entertainment” that “Out-of-home shutdowns led to in-home explorations, as consumers dove more deeply into their music, TV, movie and gaming interest” (Intel Group Ltd, 2020). In addition, it was also stated about OTT service in Canada that “Secular rise in OTT consumption in duration, and across demographics and devices, Content pipeline may be dried up. OTT players with a large, legacy library have an advantage and OTT players offering extended free periods to drive subscription pick-up through habit formation” (KPMG, 2020). All this information can lead to a theory that Netflix have been witnessing a rise of access times in the client and this can open an opportunity for a more suitable strategy to expand the user base. Ideal prices for family/ students, a propaganda campaign that encourages people to stay at home for entertainment because of their safety, display COVID-19 safety message in the client, offer a free one-month extension for inactive accounts, allow free users to watch first episode of a specific show/TV series, etc. are examples for Netflix to study.

In question no.4, author utilized next data about Netflix monthly subscription that survey participants were purchasing. The result reflected that 65.26% (667/1022) of respondent were choosing Premium Ultra HD (~10.35 Euros/month), 18.49% (189/1022) of them were using Standard HD (~8.65 Euros/month), 9.79% (100/1022) of them were subscribing for Basic HD (~7.08 Euros/month) and only 6.46% (66/1022) of them were paying for Mobile HD (-5 Euros/month) which is

now unavailable anymore.. Based on this assumption, hypotheses were developed: Vietnamese users are ready to choose the most expensive plan of Netflix if its movies meet their demand. Consequently, if Netflix is experiencing a slow growth in Vietnam, the problem is not at the prices but other elements.

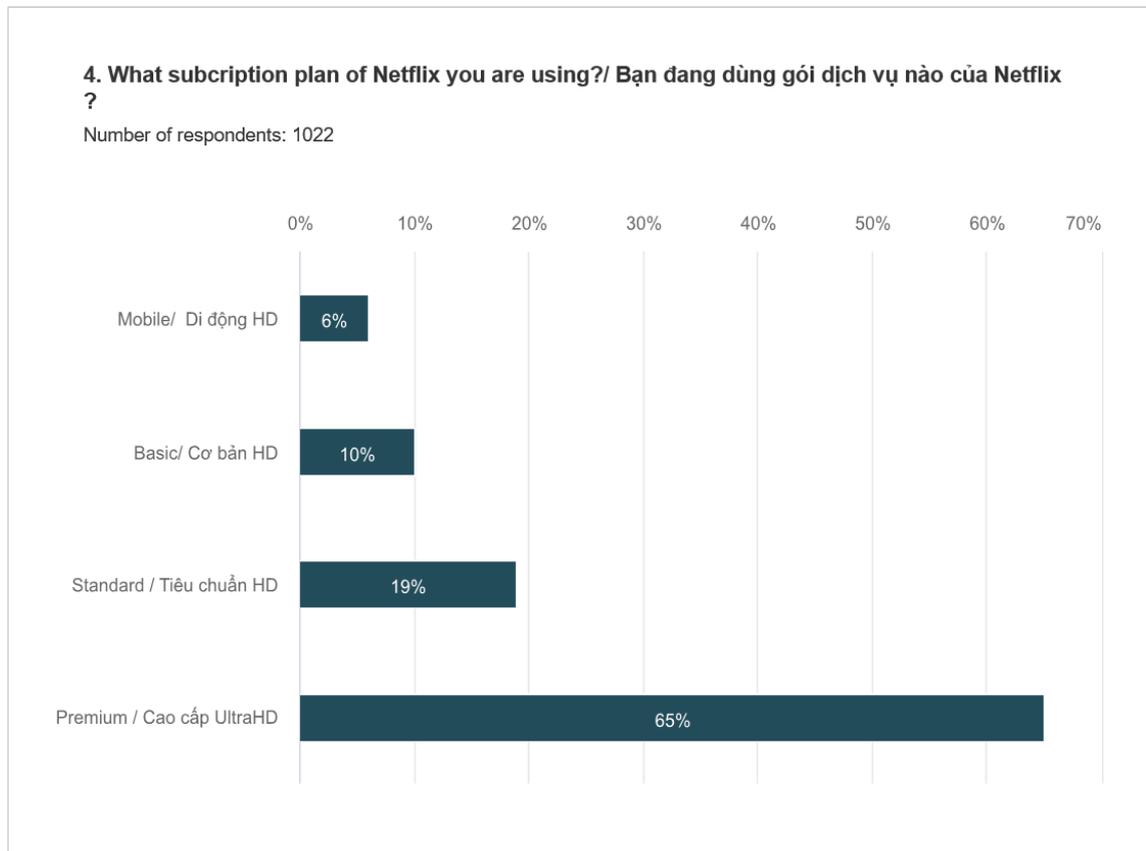


Figure 10. Question and figures from answers to determine what Netflix subscription plan Vietnamese users were using

In the next question, author would like to aggregate opinion of Netflix users about its subscription prices.

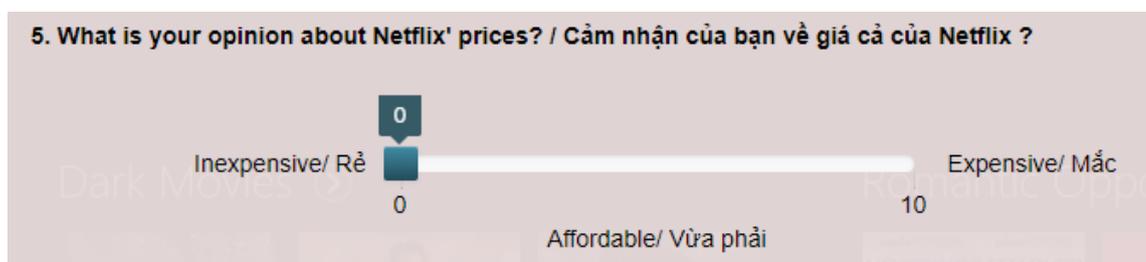


Figure 11. Scale question to define users' opinion about Netflix's prices

With the rating scale from 0 to 10, respondents can choose a suitable number to measure how they feel about Netflix's prices in three given descriptions: Inexpensive- Affordable- Expensive. In the total 1013 answers, 49.76% of them were from 0-5 scale and 50.24% of them were from 6-10 scale. In addition, the average score in 1013 answers was 5.71. More explicitly, these numbers revealed an obvious context that half of respondents are still struggling to pay the entire monthly subscription for Netflix despite its prices are much lower when compared to other countries (Premium Ultra HD plan, for instance, is 10.35 Euros/month in Vietnam- sometimes it reduces ~9.7 Euros/month but costs 15.99 Euros/month in Finland). Furthermore, mass growth of pirate streaming sites can impact viewpoints of various Vietnamese users about Netflix's prices. Because when a person is used to accessing these sites to watch every content that even not available in Netflix, paying for Netflix- even just one euro/month, is a waste of money.

If users can prevail over the pricing obstacles, they still have to deal with payment methods available on Netflix. This potentially is one of the reasons that Netflix is not experiencing their high growth in Vietnam. In question no.6, respondents were asked if Netflix should support more payment method and if they answered Yes, they could name their desired methods in question no.7. Below are the results:

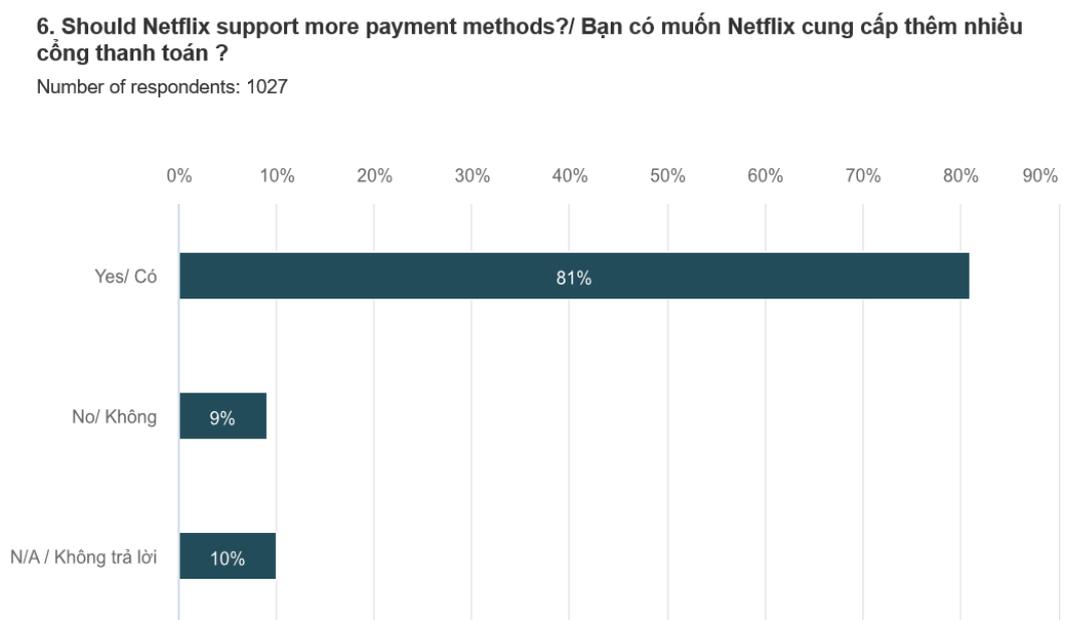


Figure 12. Question and figures from answers to determine if Netflix should offer more payment methods

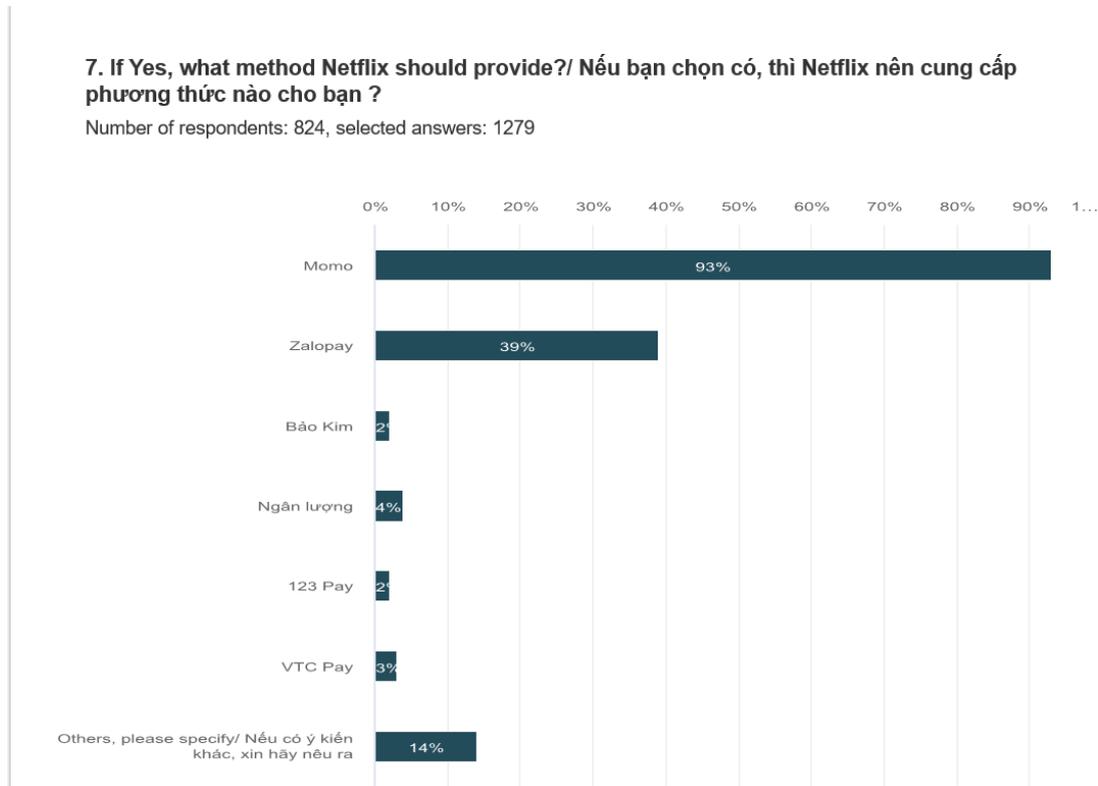


Figure 13. Survey participants to answer type of payment method that Netflix should provide if they chose Yes in question no.6

With 831/1027 respondents (81.01%) agreed that Netflix should provide more payment method, this mission should become high priority with the firm. Because as mentioned above, Netflix only allows purchase method with Visa/Master cards, PayPal and Netflix code but in a survey for online shoppers in 2018, 88% prefers Cash on delivery option, 42% would like to Transfer by bank while only 31% favors Payment card (Statista, 2020). This indicates that bank transfer and cash are two most favorite payment methods that Vietnamese prefer in their purchase habit. Although the card payment is not a choice for majority of consumers, E-wallet is an alternative for sellers that does not accept cash in Vietnam. At first, Netflix must collaborate with MoMo Online mobile joint service company and Zalo Group because the former company is owner of Momo (Wallet) and the latter company is owner of ZaloPay. Momo payment method which was proposed by 93% of survey participants is an online virtue wallet/ payment gate (with familiar functions as PayPal): fast, reliable, connected with

various domestic banks and secure. In addition, ZaloPay is mostly as same as MoMo but this service is originated from Zalo- a well-known social network in Vietnam. Due to the lack of need for Credit/Debit card in Vietnam (cash or bank transfer is preferred), MoMo wallet and ZaloPay is apparently suitable payment method that Netflix needs to integrate. Additionally, Netflix can begin releasing Netflix code which can be purchased online/ as physical print via third party sale retailers for Vietnamese users. These prints could be available in well-known online shopping sites as Lazada, Tiki as well as convenient stores: Circle K, Family mart, Mini Stop, GS25 and Shop & Go. Providing features that customer desperately need will likely bring to them a positive user experience and make them to commit more with the service.

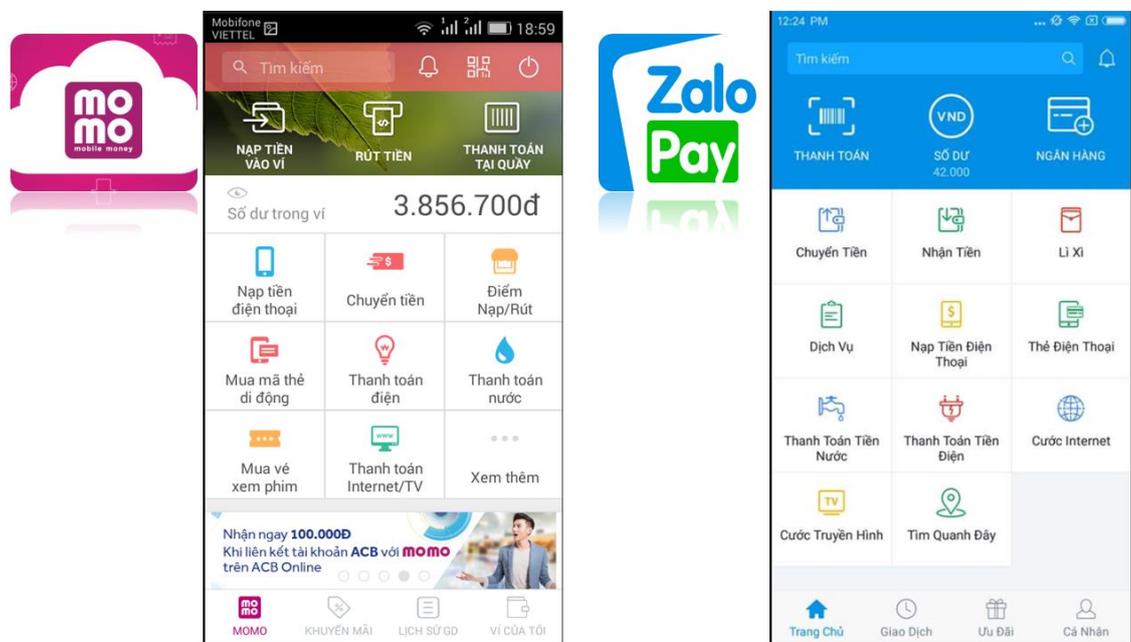


Figure 14. Mobile appearances of MoMo wallet (left) and Zalopay (right) (screenshots from smartphone applications of MoMo and Zalopay)

On the other side of the hand, Spotify- a music streaming service which expanded to Vietnam has been integrating MoMo and various domestic banks (Sacombank, Vietcombank, TP bank, ACB bank etc.) as payment methods despite the appearance of this service in Vietnam which is much later than Netflix -2018. Soon, if any movie streaming service (Hulu, Amazon Prime Video, Apple TV, Disney+, for example) plans to expand in Vietnam market and it cooperates with domestic payment method providers as rapid as Spotify, it will pose a threat to

Netflix. Some respondents revealed as Netflix only accepts Credit/Debit card or PayPal as method payment, they have to manage in three typical ways to use Netflix or watch its contents: access pirate movie streaming sites, share Netflix with others who can purchase Netflix subscription and buy a Netflix profile/account from a middleman or online unverified shops. These occurrences often lead to customers being scammed or the service discontinued when the shops/middleman announced that they no longer operate. Author asked a middleman who author bought a Netflix account from about the service that he offers and got various interesting answers. The middleman said that the account he sells to customers are from the regions with cheaper prices (Turkey or Russia, for example), or bought with stolen credit card (in Vietnam, it is called “CC chùa”) which decrease the prices must lower (the lowest prices now is ~2 Euros/month/profile). He also revealed that it depends on the market that he could stop selling Netflix account/profile anytime.

To observe Netflix’s users’ habits, author sets to find out what means they use to stream online contents when Netflix is not in use. And below is the result from question no.8:

8. After Netflix, which means you often use to watch online contents?/ Bên cạnh Netflix, bạn còn dùng các phương tiện nào để xem các nội dung online ?

Number of respondents: 1022, selected answers: 1825

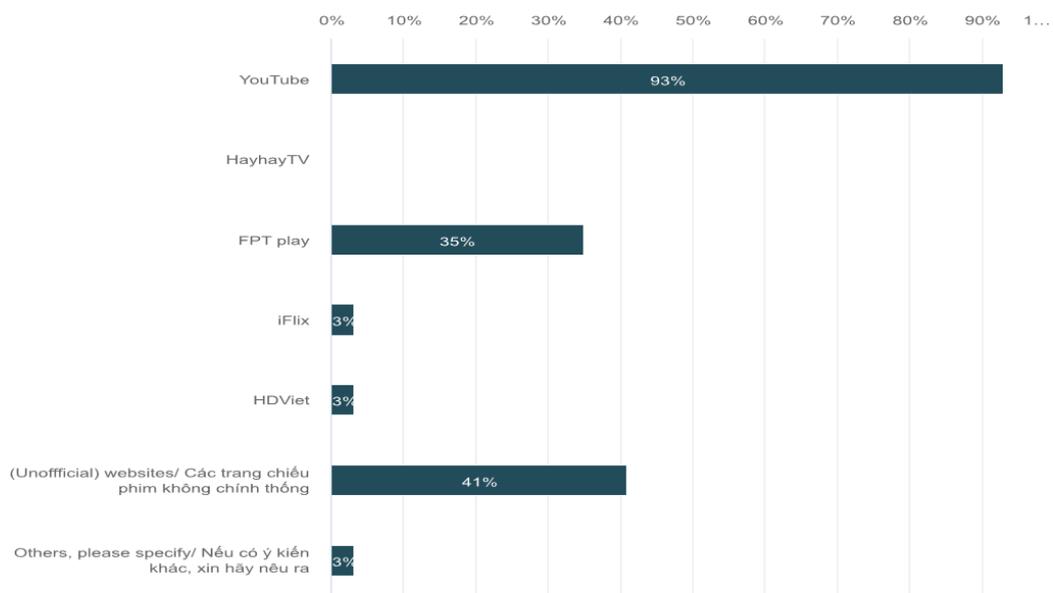


Figure 15. Question and figures from answers to discover other clients that Netflix users also use to stream contents

93% (955/1022) and 41% (421/1022) of respondents express their favor towards YouTube and unofficial websites (illegal movie streaming sites) because mostly they are free of charge and everyone could stream contents after skipping ads. Then, FPT play which is a branch in FPT's services, earns a fair number of supporters: 360 (35.23% of respondents). HayhayTV, iFlix, HDViet and some other options (Film +, Danet, IQYi, torrents download, Zing TV, Hulu, Amazon, Viki, Disney + etc.) was measured with below 10% choice of respondents.

To compete with any named clients above, Netflix should not mimic their features or appearances, but studying these clients' customers choices of contents is a better approach. As a result, author set question no.10 to gather most voted contents from respondents that Netflix may want to produce in the future. And below is the result:

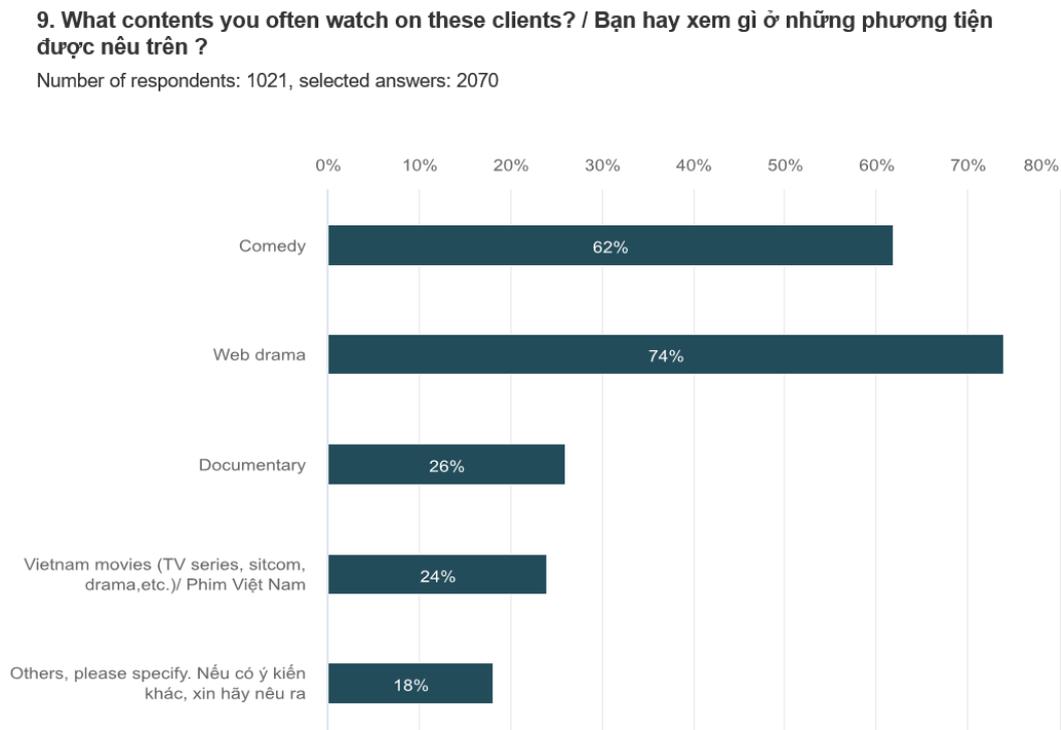


Figure 16. Question and figures from answers to identify what contents respondents watch on mentioned clients

Vietnamese spends a lot of time for comedy and web drama on YouTube, 1021 respondents' answers with 62% for comedy and 74% for web drama proved that point. Documentaries which are often uploaded in YouTube by various famous TV channel and other channels: YouTube Originals, National Geographic, BBC, DW Documentary etc. Then, 24% (240/1021) of survey participants divulged that they watch Vietnamese movie in other clients (due to Vietnamese contents in Netflix is tremendously limited) Author also noticed few answers as Korean drama, Chinese movie, Anime, cartoon etc. which are experienced by 179 individuals on other clients but Netflix.

Thereafter, to measure how satisfied Netflix customers are with its contents and determine their desire for Netflix to supplement more contents, survey participants was asked question no.10...

10. Have the Netflix contents matched your demand ?/ Bạn có cảm thấy nội dung trên Netflix có đáp ứng được nhu cầu của mình ?

Number of respondents: 1026

Min value	Max value	Average	Median	Sum	Standard Deviation
1	10	7.42	8	7609	1.9

Slider value quantity	n	Percent
0	0	0%
1	7	0.68%
2	6	0.58%
3	17	1.66%
4	33	3.22%
5	127	12.38%
6	96	9.36%
7	195	19%
8	246	23.98%
9	127	12.38%
10	172	16.76%

Figure 17. Question and figures from answers to determine whether users find Netflix's contents satisfied

...and question no.11:

11. What features Netflix should provide/ improve ?/ Netflix nên cung cấp hay cải thiện thêm tính năng nào cho bạn ?

Number of respondents: 1021, selected answers: 2353

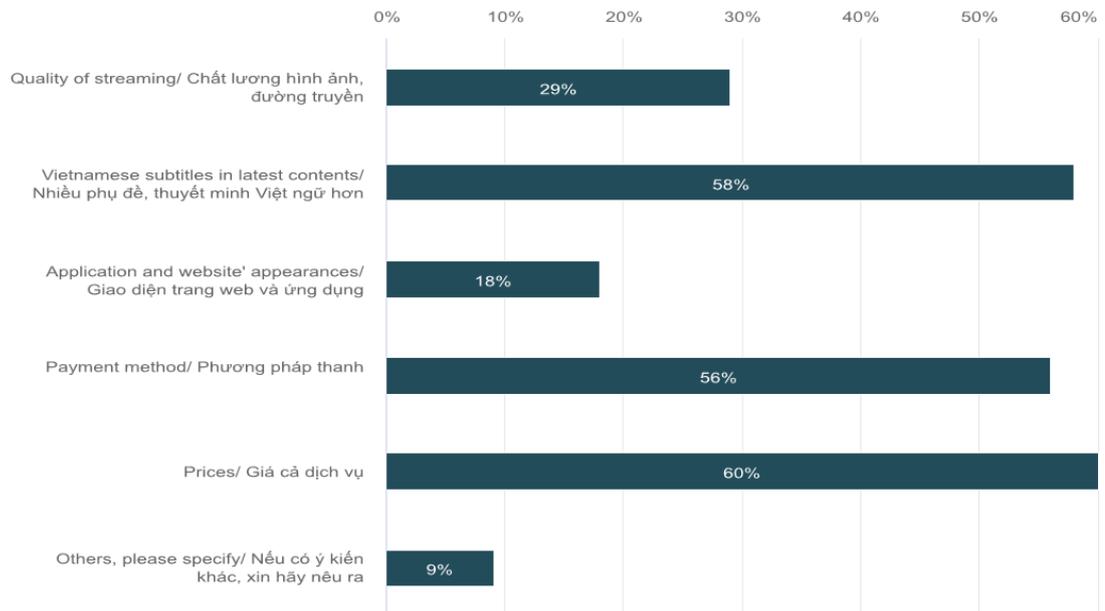


Figure 18. Question and figures from answers to determine features that Netflix must improve or provide

The question no.10 applies the same scale from 0-10 as question no.5 but descriptions: Doesn't match- Normal- Totally match. While there were 190/1026 respondents presents in the scale 0-5, 836/1026 of them presents in the scale from 6-10. Additionally, with the average score of 7.42 from the scale 0-10, result indicates that majority of respondents finds Netflix's contents attractive but with huge potential in finance for production of new contents, conquering the remaining minority of respondents is not burdensome to Netflix. Author will name these contents in question no.12.

In question no.11, author would like to determine obstacles that prevents Vietnamese users from feeling entirely satisfied with Netflix. The result indicates three most essential features that Netflix needs to improve: Prices (with 60.04% equal to 613 respondents), Vietnamese subtitle in latest contents (with 58.47% equal to 597 respondents) and Payment method (with 56.22% equal to 574 respondents). With the pricing dilemma, author suggests Netflix should collaborate with local businesses (in the same way that FPT works with HBO) to redistribute streaming service with lower cost but this solution is not obligatory

and essential. Because regional pricing for Vietnam from Netflix is ideal enough to attract more users and they can share Netflix profiles which significantly reduces costs only ~3-4 Euros/month/person. Remaining the same price but improving the service is how Netflix can confirm its quality. Thus, Netflix should boost their staff to include more Vietnamese subtitles from “ancient” to latest movies on site and integrate more domestic payment methods for Vietnam market. Then, this client can move to the next step of enhancing Quality of streaming and Application website’s appearances. The survey has shown that it is not so essential for Netflix to focus on these two factors. Due to the fact that Vietnam’s internet infrastructure is still in developing and modernizing progress, streaming quality from Netflix may not meet some users’ expectation. And with minority of respondents (17.92%) desired Netflix to improve Appearances on application and website, the decision depends on Netflix. More updated/ unavailable-in-Vietnam/ classic movies, streaming quality and video speed can be adjusted, more English audio in none-English-speaking movies, more suitable movie suggestion for users, double subtitles, more decent Vietnamese subtitles, notification to user when a content is delisted, enhanced movie searching engines (search movies with years, type, name of actors/actresses/ directors etc.) are changes what 94 respondents demands Netflix to implement.

In the final question, author’s goal is to clarify what contents Vietnamese users desire Netflix to update. Below image is the result:

12. What contents should Netflix provide more to you?/ Netflix nên đem đến nội dung nào cho bạn?

Number of respondents: 998, selected answers: 2117

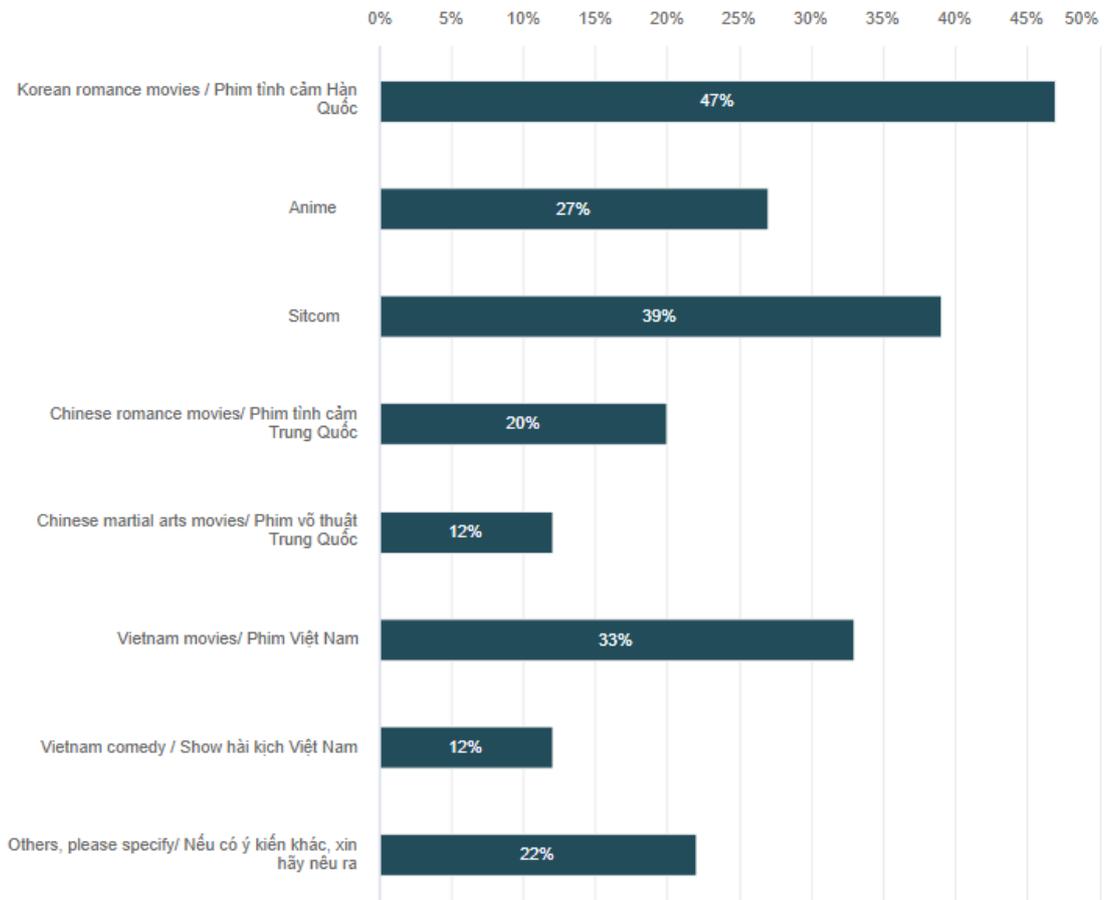


Figure 19. Question and figures from answers to identify types of contents Netflix should release more

After the huge success of Full House (Korean version) in 2004, Korean romance movies have been an irreplaceable mean of entertainment for majority of ladies in Vietnam. And with 68% survey participants are female, it is predictable to author when demand for Korean romance movies takes up to 47.29% (472/998 respondents). Then, Sitcom, Vietnamese movies and Anime with 39.38%, 32.57% and 26.55% also takes a considerable proportion of vote to present more on Netflix. Author highly recommends these four types of contents to be produced and distributed more to Netflix consumers in Vietnam. On the other side of the hand, the release of (Original) Korean movies and Anime on Netflix is gradually rocketing while Vietnamese movie and Sitcom is still in a slow process of production. Thus, author's ideal solution is Netflix to commence with Vietnamese movies, Sitcom and even Vietnamese comedian show but choosing the right comedians and actors/actresses before executing this project is vital. Here are

names of appropriate faces for this maneuver: Tran Thanh, Truong Giang, BB Tran, Nam Thu, Hai Trieu, Le Giang, Lam Vi Da, Hari Won, Ninh Duong Lan Ngoc, etc. these celebrities are now trending and continuously appearing in any trendy comedy show, game show and web drama. With the suitable type of contents and trending celebrities, every Vietnamese is willing to pay top subscription plan to for Netflix Then, Netflix can direct it route to production or release of Chinese (romantic and martial arts) movies, cooking show, Thai movies, classic US-UK movies, Oscar winning/ nominating movies, reality show, Japanese live action, chick flick movies, Norse mythology vivisect. as they are choices of remaining respondents.

5.3 Demanding improvement for Netflix from the survey

In short, based on the survey with over thousand participants, expanding effectively in Vietnam requires Netflix a meticulous strategy not only to compete with local rivals but also attract and affect the consumer behavior in the client. And this strategy includes:

- Collaborating with domestic businesses to reach every social class in Vietnam which means Netflix could provide more: payment methods (MoMo wallet and ZaloPay are priorities), ideal prices or combos (for families, students, pensioners etc.) and potentially integration with local TV channel cable providers (as same as FPT and HBO collaboration). The more the customers' demand are met, the more it is likely that these users will become loyal users of Netflix.
- Establishing a long-term and solid partnership with Vietnamese celebrities to produce Vietnamese Originals. This is an effective way to compete with rival platforms with existing of trending Vietnamese movies, TV shows, dramas, etc. Moreover, the contents with trending celebrities in Vietnam can help raise Netflix's brand awareness when it is widely advertised in social media
- Keeping Netflix updated with required contents: comedy, web drama, Korean/Chinese romance, Chinese martial arts, Vietnamese movies, sitcom, Anime etc.

- Including more accurate Vietnamese subtitles for more demanding movies.
- (Low priority) Delivering new features: adjusting video speed, more suitable movie suggestion for users, double subtitles, notification to user when a content is delisted and enhanced movie searching engines

6 CONCLUSION AND DISCUSSION

The only goal of this research is to strategize an effectual plan for marketing and operating procedure that supports Netflix in expanding to Vietnam. And to complete the expanding mission, Netflix must let every potential customer be aware of its presence in Vietnam and affect these customers' behavior. Based on the conclusion from chapter 5.3 Demanding improvement for Netflix from the survey and proposed marketing plans in chapter 4. Strategy for Netflix to effectively operate in Vietnam, author recommends Netflix to::

- I. Exploiting more the power of Google (Google Adwords)- the most used search tool in Vietnam with SEM elements to reach more and more consumers
- II. Designing ads in social media for specific target customer group. For example, Vietnamese female with the age of 16-30 often prefer watching romance/drama Korean (or Chinese) movies and drama. Netflix should advertise this segment with movies such as Crash landing on you, Kingdom, The King: Eternal Monarch, 13 reasons why, Dynasty etc. Male from 16-22 of age in Vietnam often enjoys Anime, action movie, sci-fi, thus, Netflix may introduce them the titles such as Lucifer, The seven deadly sins, Kegan Ashura etc. And male from 30-50 of age loves contents with action, martial arts, violence factors, then, suitable titles that should be available are: Ip Man (1,2,3), Crouching Tiger Hidden Dragon, Polar, Jack Reacher, The Matrix, Taken, Hitman etc.
- III. Keeping the client updated with contents that match Vietnamese viewers' preferences
- IV. Delivering more stories about Netflix and its contents by interviews, blogs, Facebook posts, YouTube Ads etc.
- V. Fighting against Copy violation's impacts by creating and sharing blogs, videos, interviews, posts etc. which will be more effective with the appearances of trending celebrities.

- VI. Generating a slogan to impress consumers. “ Xem Netflix, xem phim vô tận- Watch Netflix- watch movies endlessly”, “Nốt tập này thôi- Just one more episode”, “ Tay trái đi đường quyền, tay phải bật Netflix- Left hand fight, right hand turns Netflix on” (this slogan refers to one trending occurrence in Vietnam social media, which is both hilarious and attractive to the youth), etc. These slogans must somehow “instruct” Vietnamese that Netflix is a great/excellent/best streaming client in Vietnam.
Displaying the slogan in every ads of Netflix is necessary
- VII. Working trending celebrities as presentative- for advertising the brand and actors/actresses in Vietnamese Originals
- VIII. Launching advertising campaign in trending Facebook pages and groups where the young individuals are often active
- IX. Sponsoring trending shows in television and YouTube (Low priority)
- X. Organizing movie premiere in Vietnam with the famous cast/ or from a famous film /series (The Witcher S2- Henry Cavil) to draw attention of media and consumers (Low priority)
- XI. Adding MoMo and ZaloPay as extra payment methods
- XII. Providing accurate closed captions in Vietnamese in demanding and latest contents

In order to lessens flaws and capitalize advantages of a quantitative research, author carefully chose the target group, appointed the type of quantitative research to meet available resources, time scale, type of essential data, conducted gradually both designing and checking every question which will not confuse participants to gather the correct information. The reliability of the quantitative research in this thesis is based on “A participant completing an instrument meant to measure motivation should have approximately the same responses each time the test is completed.” (Heale R, Twycross A, 2015)- in this case, the question No.4 in the survey was deemed to determine whether the participants is/ was an active user of Netflix by asking them what type of Netflix subscription they were using. With the majority of participants was able to answer

(1022/1027) the question, the reliability of the research will be guaranteed because the survey's aim is to find elements that deter Netflix's development in the new market. Then, gathering opinions from users of Netflix who pay for Netflix and experience its service is the most reliable way. The validity of the quantitative research in this survey can be confirmed if "a test or instrument is accurately measuring what it's supposed to." (Stephanie Glen, 2016). In this survey, the aim is to prove a theory that if the low growth of Netflix in Vietnam results from the fact that Netflix has not taken care of its users well enough. By asking question related to (demanded) contents and features that available/missing in clients, author will understand the satisfaction level of these users and reason why they do not want/ being deterred (from) access the Netflix service. And the validity of the research will not be jeopardized. With a survey was conducted in a very positive and beneficial to Netflix, the thesis can help prove the theory that the lack of investment in raising brand awareness and affecting customer behavior of Netflix is the main reason why this company has not yet taken a grind in Vietnam.

The research also reflected signals for Netflix: flaws still present in operation policy of this firm in new market (lack of partnership with domestic companies, domestic payment method and attractive, demanding contents). However, users still demanded various adjustment to Netflix which means they still favor this client. If Netflix would like to satisfy these customers and dominate entire movie streaming market of Vietnam, changes must be made. And employing staff who possess tremendous insight knowledge about economy, market and customer in Vietnam to execute the project is strongly recommended by author. Then, these staff may conduct further research from this study to improve or adapt to the changes of the market. Additionally, this survey results also confirm a theory that the tardy growth of Netflix in Vietnam is the product of not understanding enough opponents and consumers in the market.

With the proposal of marketing plan includes SEM, social media and story-telling factors, not only Netflix will promote the brand more efficiently but also gain advantage in fighting against piracy in Vietnam. By choosing trending celebrities to promote for the video-on-demand service, Netflix may establish an image of friendly and multicultural firm which helps introduce Vietnamese movie industry internationally and benefits this nation's economy. Then, collecting more and

more valuable information about characteristics of Vietnamese consumers can be beneficial to Netflix when this firm acknowledges what contents should be added, what features/services must be provided, what improvements should be made etc. Because by uninterruptedly improving user's experience from feedback, Netflix is also communicating with customer and bringing the feeling that they are honored, respected and listened.

Theoretically, after having solved the matters that existing, Netflix can commence a plan with long-term vision to develop more in Vietnam: produce the first Originals contents, opening a headquarter or a branch in this country, begin searching for talented Vietnamese that working for Netflix in Vietnam, purchasing the latest Vietnamese blockbusters after they are not exclusive in cine theaters, collaborating with domestics enterprises to produce and release Netflix gift code in VND, working with electronic companies to introduce smart TV with Netflix features and button on remotes and organizing a Netflix Academy Award to honor the contribution of Vietnamese actors/actresses/ directors/ movies on Netflix.

The survey was beneficial for the author as well as the thesis because it was conducted online and in a Facebook group where it can be assumed with various Netflix users exchange information and discuss about contents. This will help to validate the result of survey because the participants mostly used to or have been using Netflix service and even acknowledge about the flaws of it. There is a chance that author did not contact with Netflix users who do not join a Facebook group about Netflix, but author can not ask individually if a person uses Netflix or not (which will be a waste of time) or run a campaign to attract Netflix users for the survey (which requires detailed plans, budget and geographical availability in Vietnam). Which means that author has to accept to miss this group of Netflix users and continue with users from Facebook group Vietnam Netflix Fandom and Review.

Vietnam is an active, rapidly developing country which is open to global digitalization. This means Netflix will have to share the market with clients that enters Vietnam in the future- Hulu, Amazon Prime Video, Disney+, etc. but due to the extreme competition in video-on-demand service, dominating the market

is an option not sharing it. Thus, executing a better operation plan in Vietnam is urgent to Netflix.

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APPENDICES