

think-cell Global Case Competition 2025

2nd edition

Stage 2 – The next growth frontier for Netflix

think-cell Global Case competition #2 - Stage 2



Case – The next growth frontier for Netflix

Context

It's late 2025. Netflix has surpassed **300 million subscribers worldwide**, maintaining momentum in revenue growth. Yet, as the global streaming landscape matures, growth in core markets is slowing, while **content costs have increased to ~\$21 billion annually**.

Netflix has built its success on on-demand entertainment, personalization, and global reach. Now, it is exploring its **next growth frontier**—new ways to expand its user base, deepen engagement, and diversify revenue streams.

One path under consideration is **(live) sports streaming**. An area being explored by Netflix and its competitors (e.g. Amazon with NFL, Apple with MLS, Disney with ESPN+) alike. Sports attract passionate communities, drive appointment viewing, and audiences are highly appealing to advertisers. However, entering this market would require significant rights investments, new technology infrastructure, and a careful balance with Netflix's established brand identity.

Your task

Your team, acting as **strategy consultants**, has been brought in ahead of Netflix's upcoming executive board meeting to deliver a decisive growth strategy. The leadership team expects a **clear, data-backed strategy** that defines Netflix's next growth frontier within the entertainment ecosystem, a plan explains where to play and how to win.

As part of this mandate, you must help answer a critical strategic question:

Should Netflix enter sports broadcasting as its next growth engine or pursue an alternative strategy to stay competitive and continue expanding its ecosystem?

- If **Yes - Netflix should enter sports**: Identify which sport(s) and markets offer the most strategic value and define a strategy to capture that value
- If **No - Netflix should not enter sports**: Propose an alternative growth path within the entertainment ecosystem that sustains Netflix's competitiveness

Your deliverable is a **10–12 slide presentation** (excluding title, agenda, and appendix) that includes a **1-slide executive summary** and addresses the following:

Key areas to cover:

- **Market opportunity**: Size, trends, and competitive landscape
- **Strategy recommendation**: Chosen path and rationale
- **Financial feasibility**: Revenue potential, investment needs, and ROI

- **Implementation roadmap:** Key steps, milestones and enablers
- **Risk assessment:** Major risks and mitigation plans

General guidance:

- **Scope:** Stay within the entertainment ecosystem — no unrelated diversification
- **Assumptions:** Ensure all assumptions are explicit, data-backed, and realistic
- **Time horizons:** Structure your roadmap into short-, mid- and long-term plans

You are encouraged to use **publicly available industry** data to substantiate your analysis, please **provide references** to all the **sources in the presentation**.

Judgement criteria

Successful teams will present well-written slides that tell a coherent story and address the challenge thoughtfully. Their submissions will excel at:

1. **Strategic thinking:** Address key challenges, evaluate multiple growth options and trade-offs, and ensure recommendations are actionable and practical for Netflix
2. **Slide-writing:** Clean, well-structured, and consistent format that is easy to read and understood, with visuals and charts that convey messages purposefully and efficiently. Brevity and concise messages are appreciated
3. **Data storytelling:** Present insights following a logical story or flow, with clear messages that build upon previous slides

Submission and support

Please submit your slides [here](#) by **Sunday, October 26th, 2025, end of day** - you can submit an excel file in addition. However, please note that only the core deck will be judged.

We will be hosting a series of workshops covering **think-cell training, slide-writing techniques, and case guidance**. We highly encourage you to attend these sessions to enhance your skills and gain a competitive edge in the competition.

You can download the case again and register for the workshops by clicking this [link](#).

Regional finals will be on **November 3rd**, **Global Finals** on **November 7th** – timing and participants will be announced.

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Disclaimer: This case study is for educational purposes only. Netflix is not affiliated with and does not endorse this competition.