

Report On  
“ANALYTICS OF BINGE AND THEIR MARKETING  
STRATEGIES”

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An internship Report submitted to the BRAC Business School in partial  
Fulfillment of the requirement for the degree of Bachelor of Business Administration

BRAC BUSINESS SCHOOL

BRAC UNIVERSITY

3<sup>rd</sup> October, 2021

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## Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material, which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

**Student's Full Name & Signature:**

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**Sakib Anjum Khan**

ID: 17104121

**Supervisor's Full Name & Signature:**

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**Ms. Tanzin Khan**

Lecturer, BRAC Business School

BRAC University

## Letter of Transmittal

3<sup>rd</sup> October, 2021

Ms. Tanzin Khan

Lecturer,

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Letter of transmittal for my internship report.

Dear Ma'am,

With due respect and humble appreciation, I'd like to inform you that I completed my internship from **Robi Axiata Limited** and my internship topic is **“ANALYTICS OF BINGE AND THEIR MARKETING STRATEGIES”**.

I joined Robi Axiata Limited as an intern for the Market Operations team of Binge on June 1<sup>st</sup>, 2021 and worked with the team until the end of September, 2021. During my time there, I have learnt a lot about the regular operations of Binge and how they operate. Moreover, I learned how they carry on their marketing endeavors. I have even taken part in device related work and collaborated with my supervisor to make the regular operations of the team an easier one.

Moreover, I'd like to express my gratitude towards you for your guidance and feedbacks that helped me put together the whole report and sincerely hope that my submission of the report is a successful one.

Sincerely yours,

Sakib Anjum Khan

ID- 17104121

BRAC Business School

BRAC University

# Non-Disclosure Agreement

This agreement is made and entered into by and between Robi Axiata Limited and the undersigned student of BRAC University, Sakib Anjum Khan for the insurance of avoiding any exposure to sensitive information of the organization.

.....

Robi Axiata Limited

.....

Sakib Anjum Khan

## Acknowledgment

I want to start by expressing my gratitude to the Almighty Allah for making me capable of finishing the internship report. I am very grateful towards Ms. Tanzin Khan ma'am for being there for me every step of the way. Without her guidance and valuable feedbacks, I would not be able to complete the report. Moreover, I'd like to thank my on-site supervisor, Mr. Zafar Sadiq, Manager, Market Operations, Binge, Robi Axiata Limited for taking the time to showing me the ropes and helping me through my internship. He taught me all the tasks I have completed there and helped me to go through all the tough assignments. Finally, I'd like to thank all my coworkers and colleagues for being helpful and cooperative. They all created a helpful and friendly environment that helped me to get along with them easily. I'd also like to express my gratitude to my friends and family for supporting me during my internship. Lastly, BRAC University and Robi Axiata Limited deserves appreciation from my side for creating an opportunity for me to take part in an internship program.

03/10/2021

# ANALYTICS OF BINGE AND THEIR MARKETING STRATEGIES

The logo for Binge, featuring the word "Binge" in a bold, red, sans-serif font. The letter "i" has a small black triangle above it, resembling a play button. The logo is enclosed in a thin black rectangular border.

Entertainment made endless

*Report Paper by:  
Sakib Anjum Khan*

## Abstract

The paper discusses the ins and outs of the OTT industry in Bangladesh. The OTT industry is one of the fastest growing sectors all over the world. In Bangladesh, the concept of OTT was introduced a bit later than some other countries. However, the platforms have seen comparatively low growth compared to the other countries and so a thorough research on it was very much necessary to understand the dynamics of OTT platforms and their slow growth. To that end, an in-depth survey was done on a set of participants which helped in closing in on understanding the problems that are responsible for the slow growth and some recommendations as to how the OTT platforms in Bangladesh can overcome them.

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## Chapter 1

### 1.1 Overview of the Internship

The company where I finished my internship is at **Robi Axiata Limited**. Robi is one of the leading companies in the Telecom industry in Bangladesh making huge strides as they go. Along with their service in the Telecom industry, they are progressing with other new businesses as well. The company I was assigned to for internship was '**Binge**', a company heavily affiliated with Robi. Binge is an OTT content platform. OTT stands for 'Over-the-top', which is basically a platform for multiple purposes including Live TV, original content, different other content from home and abroad etc. Binge works alongside Robi and leverage capabilities of Robi to bolster its position and get advantages related to users.

As explained before, my work will mostly be focused with one of Robi's strategically initiated companies in the form of 'Binge'. The work I performed in Robi Axiata Limited involved projects under VAS & NB and Binge is a part of VAS & NB. I worked for the Market Operations department which dealt with Data Analysis, daily updates regarding binge app and devices, contents of Binge and many more. The address of Binge office is the same as Robi's which is: Robi Corporate Office, 53 Gulshan Avenue, Ground floor, Dhaka 1212.

#### 1.1.1 Company Supervisor Details

In the Market Operations division, I had a certain Line Manager under whom I worked. My line manager's name is: Mr. Zafar Sadiq. He is currently a General Manager at Binge in the Market Operations division.

## 1.1.2 Job Scope

### **First Month**

1. One of my main responsibilities during the first month was to analyze daily reports generated from different sources. Furthermore, I had to regularly observe trends and generate insight from these data to understand subscriber behavior and find out app performance issues.
2. The second responsibility I had was to analyze the OTT apps market of Bangladesh. To that end, I observed some pros and cons, people's demand for different apps and did a gap analysis of the market.
3. Final responsibility for my first month was to observe what kind of Marketing activities are done at Binge to attract and retain viewers.

These were the main three points to focus on during my first month at Robi.

### **Second Month**

1. In the second month, my first priority was to understand the Client/Customer Life Cycle (CLM), which is the whole process of a customer using our app. Moreover, I will do analysis of both subscribers and revenue of Binge.
2. Firebase, Google Analytics etc. are very powerful tools and learning to properly use these tools and applying the knowledge on Binge was very important for me in the second month.
3. In the third month, I also looked for ways to see how this data from google analytics/firebase etc. can be used in Marketing executions.
4. In this month, I also started working with Binge devices, which included joining meetings related to new devices, taking follow ups with concerned people, keeping track of when new devices are expected to arrive etc.

These are the main things that I focused on in the second month.

## **Third Month**

1. In the last and final month, my work was leaned towards more of a global trend, finding out some good practices of the top OTT apps out there and creating a benchmark which we can use to compare Binge with and improve from there.
2. Moreover, my responsibility was to analyze previously failed OTT platforms (both local and global) and understand key points that Binge must take precaution against.
3. Furthermore, I looked towards the global OTT apps and observed how they go about their marketing endeavors to attract and retain customers.
4. Lastly, I worked with the content team for the last 3 weeks of August to understand better about how to upload contents, how they edit contents, what are the procedures of it and do these things first hand with the help of the Content team.

The third month Concluded with these three points. It is to be mentioned that these set targets are only for myself and that I continued many of these works for more than the assigned month. For example, I worked with the Daily Dashboard for the span of 3 months even though it was included in my target for just the first month. Hopefully, by the end of the third month, I will have a report paper ready which will be of benefit to both me and the people at Binge & Robi Axiata Limited.

## **1.2 Internship Outcomes**

### **1.2.1 Contributions to the Company**

Since I was assigned to the market operations division, I was involved in day-to-day operations of Binge. That included keeping track of Binge devices; different numbers like revenue, number of sold devices, number of people who downloaded the app; collaborating with teammates; analyzing data for presentations; keeping track of when Binge devices are to arrive etc. I had to record the day-to-day activities of Binge every day. At the start of the day, I had to send a consolidated report to the required people which contained everything related to Binge that happened the previous day, including numbers like how many devices sold, how many apps downloaded, total MTD revenue etc. Other than that, getting regular follow ups from concerned people, device sellers, line

manager etc. was a regular part of the process. I acted somewhat as a middle ground, like a bridge to the company which made me understand even better about how the company ticks. All in all, however much I contributed, the learning was even more important.

### 1.2.2 Benefits to the Student

As mentioned before, working as a bridge to different parts of the company was a bit of work but it turned out very well for me. Firstly, the data analysis part was really beneficial for me. I learned many things related to data analysis in addition to what I learned in university. My skills in Microsoft Excel have increased greatly as well as PowerPoint skills. Moreover, talking to so many people has given me the idea of working in the corporate sector and has made me more confident. And of course, working with my line manager and my team members have taught me about how to approach different situations and how to work with team members more efficiently. To sum it up, it was very beneficial for me to understand the corporate world and how everything works, how every branch works, who they have to report to etc. Learning these things from a giant of the Telecom industry was even more influential for me.

### 1.2.3 Problems/Difficulties

In my case, the number of difficulties I faced was very minimal. Since my team members and my line managers were very helpful, I got off easy and finished my internship quite smoothly. However, there were some difficulties I faced which probably everyone around the world is facing which is caused by this virtual interaction we are restricted to. Because of virtual interactions, sometimes some miscommunications occur which might become a problem. Lack of communication is another such problem. Lastly, sitting down in front of the laptop for long hours caused some physical difficulties. But other than these problems caused by the pandemic, everything went very smoothly and I am blessed to have worked in Robi with such great team members.

### 1.2.4 Recommendations for the company

Working in Robi as a whole was a great experience. Simply working alongside these brilliant people can be of great knowledge. In spite of how great the company is, there is always scope to improve. For example, we worked at Robi for 3 months. It was totally a virtual experience. However, even during this pandemic, if some sort of office tour could be arranged, we could know more about the corporate world and get an idea of the office environment since interns have very little idea about it. I'm suggesting this simply because sitting down working in front of the laptop for 3 months can get very tiresome and boring. Maybe an event like an office tour would be something exciting that interns will look forward to. Other than this, I thought Robi has set up a very good internship program, even during this pandemic.

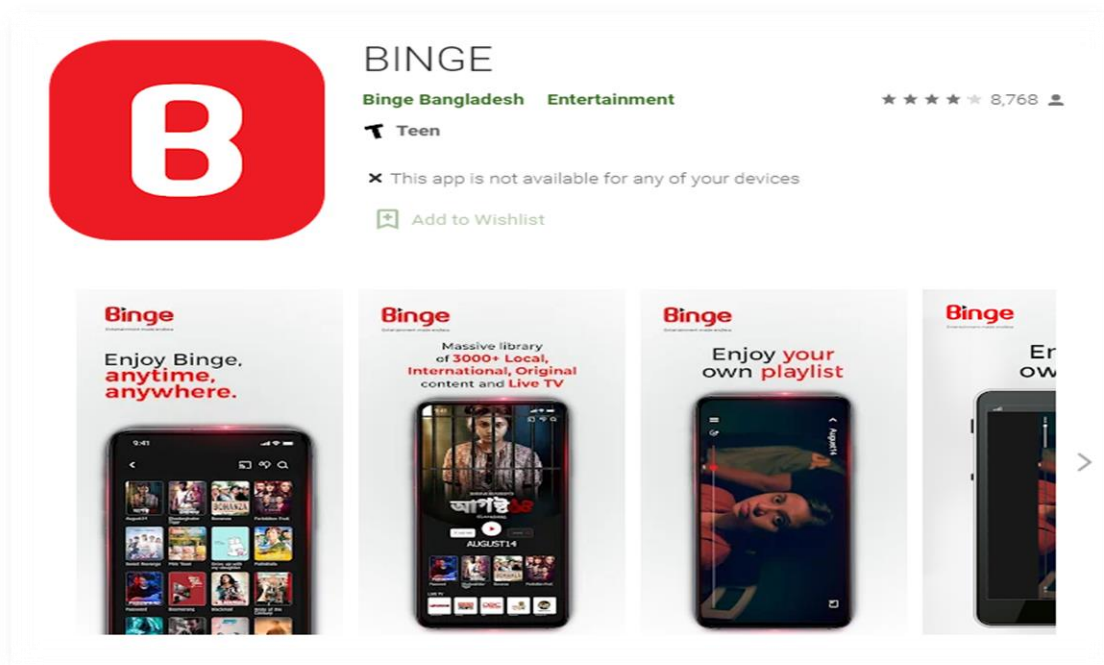
## Chapter 2

### 2.1 Overview of the Company

The company where I completed my internship at is Robi Axiata Limited. Under Robi, I was assigned to one of its strategic initiatives, which is Binge (<https://binge.buzz/>).



Binge is one of the fastest growing OTT (over-the-top) platforms in Bangladesh from its inception around 2 years ago. It offers endless entertainment in the form of Live TV, web series, films, dramas, movies, Binge Exclusive Originals and much more! Binge is committed towards bringing a truly seamless entertainment experience to its customers (Binge BD, 2020). Moreover, Binge offers all these without any type of commercial from their part. Binge has gained a good amount of support and growth in these few years and have even extended their service to Malaysia recently. Binge offers multiple entertainment content for its customers through the means of an app and through their Binge device. Firstly, Binge app is available in both mobile and on smart TVs, basically both on small screen and large screen. In the case of Mobile, Binge app is absolutely free. Anyone can download the Binge app and enjoy Live TV at any time. Moreover, there are over 3000+ content that people can choose from to watch at their convenience.

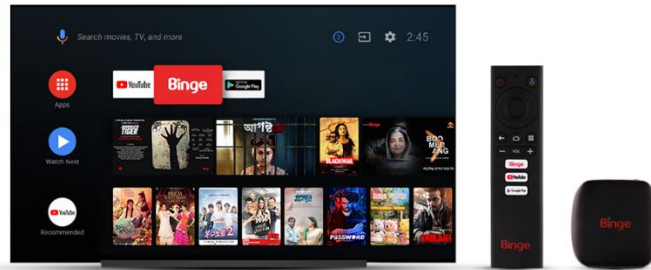


In case of android TV, the Binge app can be downloaded from the store and the TV app offers 120+ free Live TV channels. Being the 1<sup>st</sup> full-fledged IPTV service in Bangladesh, they also offer many content that customers can enjoy. There are some exclusive/premium contents and some exclusive TV channels that people can watch simply by subscribing to Binge, the details of which will be shared in just a moment. The other form of Binge, which is the Binge device is another very unique feature that Binge has. What Binge device does is simply turn any LCD/LED TV into

an android one. So, basically, with the Bing device, you can make your TV perform like an android TV even though it's not an android TV.

TURN YOUR TV INTO SMART TV WITH  
**Binge powered by Android TV**

Enter in to the world of endless entertainment at home with your Binge powered by Android TV. It is very easy to use, just plug and play. Search your favorite content with the all new smart RCU. Cast your favorite content from smartphone to your TV with Chromecast built-in™. Catch your favorite TV shows, movies, web-series, TV channels, watch YouTube and even play your favorite games only by connecting Binge with your TV.



Powered by  
**androidtv** | **GET IT ON Google Play** | **Chromecast built-in** | **YouTube**

You can even integrate the Amazon app in your non-android TV by using the Binge device. The Binge device works the same as the Binge TV app and you can buy subscriptions for it to enjoy premium contents/channels etc. There are mainly 3 subscription packages available for Binge. The packages are Monthly: 399 Taka; Quarterly: 999 Taka and Half Yearly: 1899 Taka. The device also has Chromecast built in and is very easy to use since it incorporates plug-and-play. The cost of the device itself is around 3999 Taka as retail. After buying the device, anyone can avail a subscription period of 1 month absolutely free of cost. Binge already has more than 2 million downloads in the small screen category, while large screen app downloads and device selling campaigns are also moving forward very swiftly. If Binge can keep up with the current growth rate, the company can very easily be the market leader in the OTT sector as well as the Binge device sector.

## 2.2 Marketing Practices

The marketing practices of Binge are something that make them stand out quite a bit. Binge is currently looking towards gaining new customers as much as possible. As of now, Binge is targeting to penetrate the market further. In the small screen category, the two largest competitors



of Binge are Bioscope and Toffee who have 5M+ and 10M+ downloads respectively, whereas Binge has 2M+ downloads. Of course, these apps started a long time before Binge and considering how latest Binge is, they have done a tremendous job. And of course, some of the credit has to go to the Marketing team of Binge who have done a tremendous job of keeping the growth rising.

### 2.2.1 Marketing Strategy

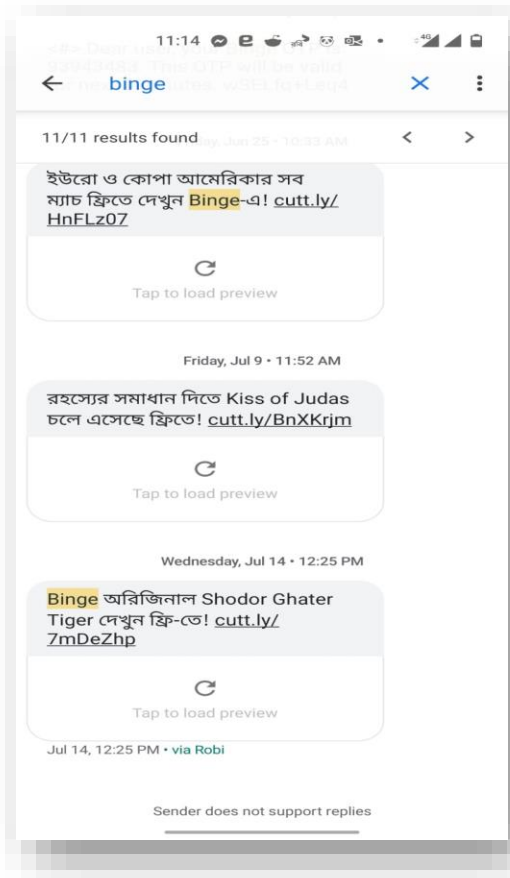
From the Marketing Strategy perspective, Binge lines up very well. In this case, Robi Axiata Limited comes into play a lot since Binge is affiliated with Robi. To elaborate further, I'll discuss the 4P's here.

Product/Service: Product/Service is one of the most important features of marketing, because if the product is not good, people will not be into it. To this end, Binge has lined up very impressive products or services for their customers. Binge provides both Products and services. Firstly, Binge sells their B1 devices which are basically devices that can turn any non-android tv into an android one. As of August 31, there are more than 11500 active Binge devices in Bangladesh. This amounts to almost 33% of all available devices like these in Bangladesh. With the Binge device, anyone can get access to 120+ free Live TV channels while also enjoying 3000+ content available in Binge. The other form of service Binge provides is through their Mobile and Android TV app. In the case of a small screen, there are numerous contents that you can watch absolutely free of cost while also enjoying Live TV. The TV app works similarly to the Binge device and is also very convenient to use. So, these are the main 3 products that they have. For large screens they have: Binge Device (for non-android TVs) and Binge Android TV app while for small screen they have: Binge Mobile app available in Play Store. All of these products have features like accessibility to Live TV and also to 3000+ contents available in Binge which includes TV series, movies etc. both local and international.

Price: One of the great things about the Binge app is that even without any payment, many features can be enjoyed. For example, many contents and Live TV on small screen Binge app is absolutely free. Moreover, for Binge TV app and Binge device, 120+ TV channels are free to watch along with many other contents. For some exclusive contents, Subscription system is in place. The Binge

device itself costs 3999 Taka. The subscription rates vary with duration, for example, Monthly subscription costs 399 taka, Quarterly subscription costs 999 taka and lastly Half yearly subscription costs 1899 taka. These are all the pricings of Binge and considering the current market, the prices are pretty competitive. Of course, compared to the cable TV connections, prices are a bit more. However, cable tv connections do not offer so much content at once. Compared to traditional cable TV, Binge offers a completely new experience with crystal clear picture and a handful number of HD channel.

Promotion: Promotion is another very important factor. This is where Robi Axiata Limited's help comes to Binge. Robi is the 2<sup>nd</sup> largest network operator in Bangladesh with 51.8M+ subscribers. The information on these subscribers is readily available to Robi and consequentially to Binge. Binge can use this information to target groups of people who may install Binge on their mobile/TV. Moreover, offnet users (People not under subscription of Robi/Airtel) are also regularly targeted with promotional messages. The promotional media is mostly digital. Firstly, promotions are done through SMS. So, Binge sends regular promotional messages to potential customers as well as current customers. To potential customers, app installation links are sent while to current customers, information of newly released or quality content is sent. These messages are targeted and after thorough analysis of user response/activity. Secondly, promotions are done through Digital Media. These are promotions sent to digital media by a means of promotion by Binge. Binge takes advantage of the social media to reach as many people as possible and with information of the content, puts in a link to the app itself. This is their second form of promotion.



Thirdly, promotions are done through push notifications. If you have Binge app installed, push notifications are sent to the phone from time to time that give information on new content, quality content, cricket/football fixtures etc.



Without these three, of course there are regular campaigns that take place. For example, in August, Binge ran its campaign around different parts of the country. Moreover, Binge have partnered up

with many digital platforms as well. Social media presence is very important now-a-days and other than the sponsored posts, Binge is very active on both Facebook and Instagram where they regularly promote their content and respond to the comments and queries of the customers. Promotions with brand ambassadors are done regularly too with big names like Bidya Sinha Mim in their roster. Moreover, regular commercials that Binge dishes out helps to reach more people too.

Place: Binge has its own app from where anyone can avail its services at any given time. However, in case of the Binge device, mostly it's sold through online portals. All the prominent online portals like Robishop, Daraz, Pickaboo, Evaly, Clickbd, Priyoshop and many more portals sell Binge devices. People can avail the Binge device by simply calling the hotline number of Binge too. Everything is very properly mentioned in their website so that customers do not have to face any kind of hassle.

### 2.2.2 Target Customers, Targeting and Positioning Strategy

At Binge, customers are targeted for promotion in a very sophisticated manner. Firstly, all the on-net user's (people using Robi and Airtel) information is gathered and promotional messages are sent to people at an interval categorizing them by age range. The age range which responds most are more likely to install Binge. Using Firebase, it can be tracked that when a promotional message is sent out, how many people responded to it by pressing "Install App/Use App" for example. These people who respond are considered Binge's top priorities. Moreover, in an interval, promotional messages are sent to Off-net users as well. If someone regularly uses Binge app only when there is some sports event going on, it means he/she might be interested in sports events as a whole and promotional content related to sports are sent to him/her regularly. Binge benefits from being affiliated with Robi. Currently, Robi is a very reliable brand in Bangladesh and so Binge is regarded as good too as a result. The Word-of-mouth regarding Binge is good. Binge has taken a positioning stance similar to that of 'Differentiation'. Besides Binge, there are quite a few OTT content platforms in Bangladesh at the moment like Toffee, Bioscope, Bongo etc. However, none of them have a set-top-box or a device like Binge which can turn normal LCD/LED TVs into

android devices. From that perspective, Binge is different from other OTT platforms. That is why Binge can be considered as a brand who have taken a ‘Differentiation’ positioning route.

### 2.2.3 Marketing Channels

As long as the channel is concerned, Binge uses Direct Selling as well as Selling through Intermediaries. As explained before, anyone can get the Binge app from the play store or the TV app store at their convenience without any hassle. These are the channels for the apps. When the set-top-box or the Binge device comes into play, it can be categorized as both Selling through Intermediaries and Direct Selling. Binge sells its devices through direct selling because anyone can call their hotline number and people from Binge will make sure to get the device to the customer. Moreover, during different campaigns too, where the marketing team shows off the capabilities of Binge, some devices are sold to interested people. Furthermore, Binge devices are sold through almost all the prominent online portals which includes Robishop, Evaly, Daraz, Pickaboo etc. as discussed before. So, they are selling their device through intermediaries as well.

robishop

Binge Campaign > Binge

**₹1000 CASHBACK ON CHECKOUT**

**Binge**

**₹3,999.00**

Availability: In stock

- 1000tk Cashback On Checkout

Quantity

- 1 +

**Add to cart**

♥ Add to favorite      ⚖ Add to compare

## 2.2.4 Product/New Product Development and Competitive Practices

Binge is committed towards bringing new features to the fold as quickly as they can. From my experience at Binge, I have observed that they are in constant communication with the box suppliers about integrating new features. For example, just a few days ago, Amazon Prime was integrated into the Binge device and anyone can enjoy Amazon Prime content using the Binge Device right now. Moreover, there are always communications going on with new sellers about set-top-boxes that are more advanced and have more features. For example, Binge is now looking towards bringing a set-top-box option that can also work as an internet router. So, Customization of the product and bringing in new products with multiple features is a priority at Binge.

As long as competitive practices are concerned, Binge does competitive pricing compared to other set-top-boxes. Whereas set-top-boxes from Xiaomi costs 5000+ taka, Binge device costs only a mere 3999 taka and even 2999 taka with special discounts at certain times. The price difference is huge. If monthly subscription is concerned, Binge devices cost a bit more than local cable tv providers. Local cable tv channel providers cost 200 taka on an average where Binge subscription costs 399 taka in a month. However, even if the price is a bit higher, the advantages are higher too. Local TV channel providers allocate only 70-80 channels only. Whereas with Binge, you get advantages like 150+ Live TV Channels, contents from home and abroad, original tv series from Binge, being able to turn your normal TV into a smart one, built-in Chromecast and many more such advantages. So, the price can be justified since the advantages are a lot to count too.

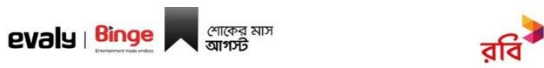
## 2.2.5 Branding Activities

Keeping the brand name intact is always a target for any company. To that end, Binge does its utmost to keep the name of the company relevant. That way, even with word-of-mouth, people lean towards a certain brand. Binge regularly runs campaigns, meet other companies where they show off their products and get more sales and sometimes may even partner up with them.





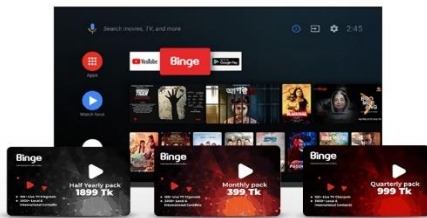
These campaigns work differently in case of different companies. With some campaigns, like Evaly's one, Bing devices are sold, whereas with other campaigns like with Vision's one, more word-of-mouth is created to generate more sells. Moreover, Bing has partnered up with companies like Amber IT and Bing devices working with Amber IT gives off very good performance.



**T10  
MAX**  
DELIVERY ON 13 AUG

13 Aug, Fri, 10:10 PM

3000+ Movies, Web-series,  
Drama, Bing originals & more  
150+ Local & International Live TV

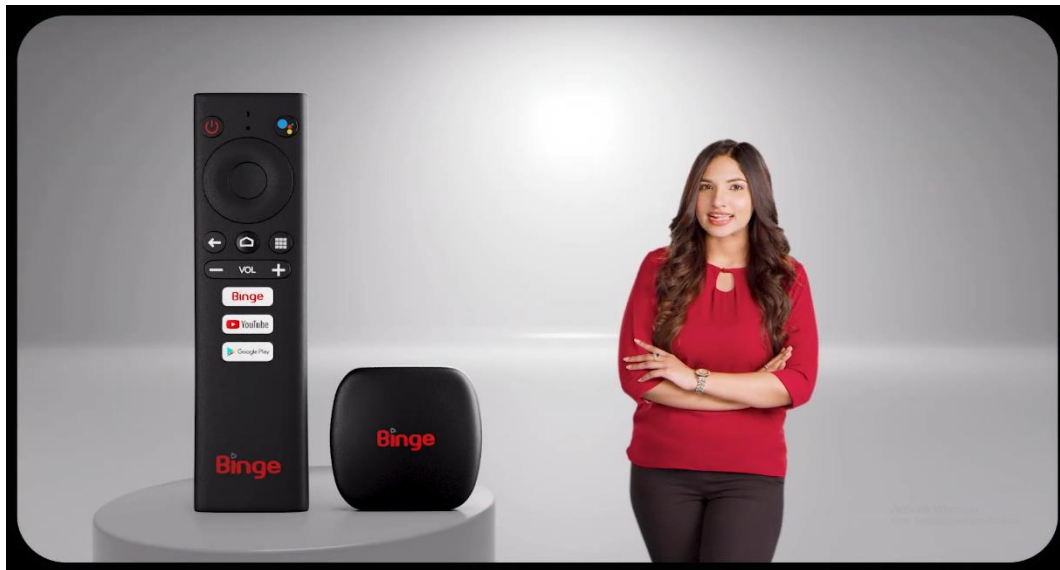


BUY WITH  
কলদ  
GET UP TO  
500x  
DISCOUNT

\*T&C APPLY



Other than these, commercials help a lot in procuring attention and sales. Their commercials paired up with good brand ambassadors can do very well in the market. Binge have recently partnered up



with influencers like Bidya Sinha Mim who have appeared in the recent commercials, giving these commercials a good boost. And of course, being affiliated with Robi has its own perks and people trust the brand even more.

### 2.2.6 Critical Marketing Issues and Gaps

Being one of the concerns of Robi, targeting on-net users (users of Robi and Airtel) has been very convenient for Binge. However, off-net users (users of GP, Teletalk, Banglalink) can't be targeted so swiftly. If by some means off-net users could have been tracked, these promotional messages could be more customized when sending them. Moreover, the Binge device could have been promoted to a more specific target if information about non-android LCD/LED TV owners could have been gathered.

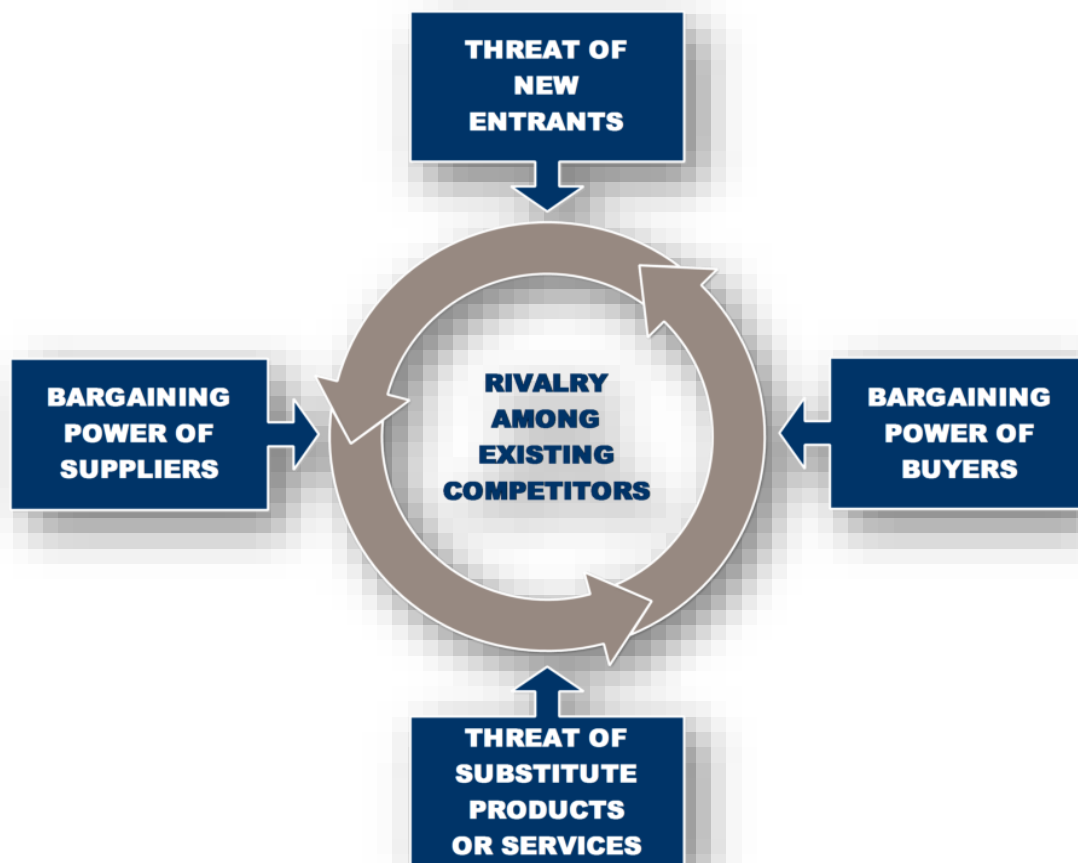


## 2.3 Industry and Competitive Analysis

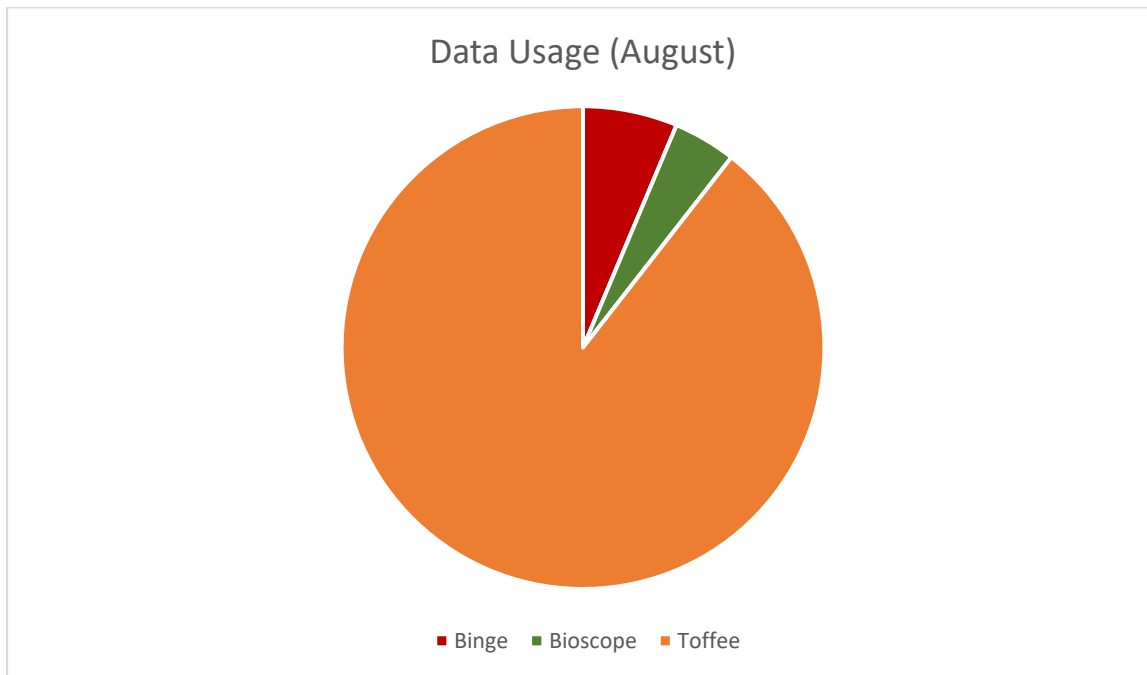
The OTT platforms in Bangladesh are going through a phase where they are figuring out how to approach the customers and the customers too are only recently starting to really embrace these platforms. There are quite a few OTT platforms in the country currently but not all of them are very well established. As OTT platforms, Binge's main competitors are companies like Hoichoi, Bioscope, Toffee, Chorki etc. Since the market is still open, all the companies have equal opportunity to grab and cement the position of industry leader.

### 2.3.1 Porter's Five Forces Analysis of Binge

Porter's Five Forces analysis is one of the most prominent analyses that can be done on any company to understand its position in the market.



**Competitive Rivalry:** The Competitive Rivalry among the OTT platforms of Bangladesh are quite a bit. The market is still very much open and no one company has major power or dominance in the market. As of now, Binge’s main competitor is Bioscope and Toffee since they offer similar services like Binge, except for the set-top-box. In the whole of August 2021, the total data usage of these 3 companies depicted on a pie chart would look like: -

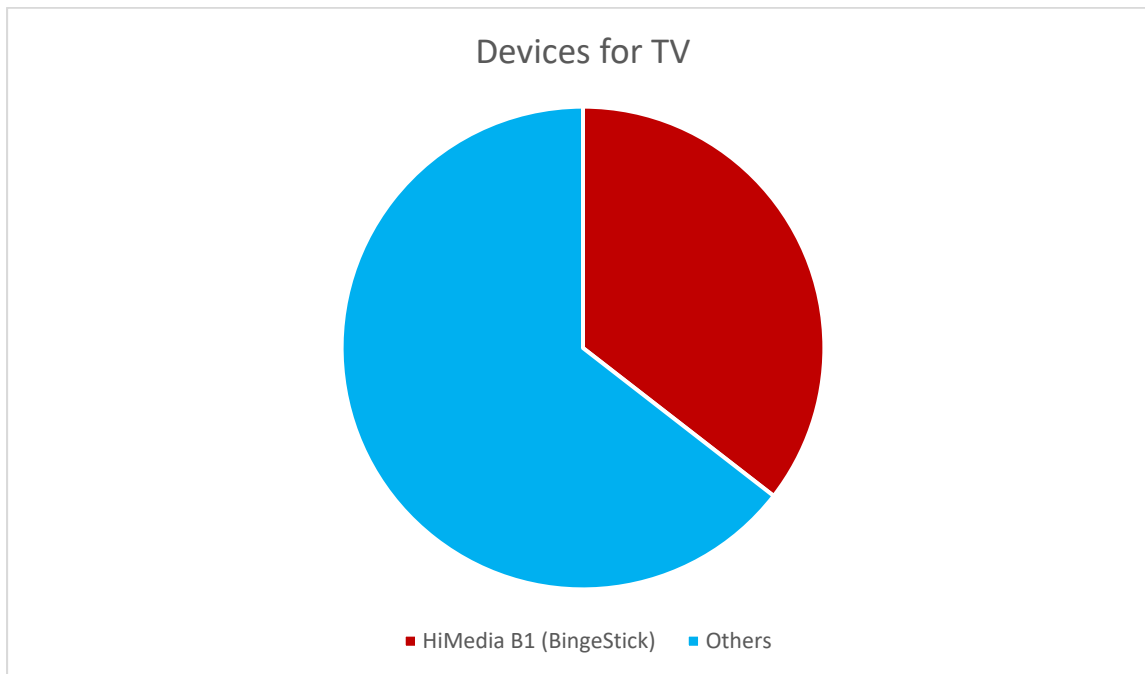


While this represents the total Data usage of a certain month, total number of downloads for them for small screen is:

<b>Binge</b>	2M+
<b>Bioscope</b>	5M+
<b>Toffee</b>	10M +

In terms of download, Toffee and Bioscope are ahead of Binge, but that is entirely because Binge is comparatively new compared to Bioscope and Toffee. Bioscope and Toffee have been around in the market for quite some time. In spite of that, Binge is above Bioscope in the data usage division and is rapidly closing the gap with Toffee. That indicates a good amount of growth.

When discussing about the set-top-box division, Binge is way ahead in the fold. The recent numbers of active devices as of 31<sup>st</sup> August is:



Of the total active devices in the market, Bingestick (Binge device) has almost 33% of the market share and is continuing its rapid growth while all other devices combined have the rest 67%. With inclusion of new features and newer devices, the growth is projected to stay on course. So, the competitive rivalry for Binge is present quite a bit. With their differentiation strategy of introducing Binge devices, they have been able to find success and good growth but this has to be on course for Binge to grab and cement the top position in the industry.

### **Bargaining Power of Buyers:**

Since Binge operates entirely on a digital platform, the Bargaining power should be high but actually it isn't. On such a low price point, buyers can't really bargain a lot. It is true that local cable TV providers are giving their service at lower prices of around 200 taka. However, it has to be taken into account that Binge is providing even more channels than the local cable tv networks and on top of that providing many other services like exclusive contents, contents from home and abroad, Binge originals, built-in features in the box and many more. Considering these, the price point seems suitable and bargaining power of buyers is very low. In normal cases, bargaining power of buyers is quite a lot because of different factors like price sensitivity from competition,

insights from social platforms, access to information etc. (Evans, 2015). However, in this case the power is not that much because of a comparatively lower number of competitors and consequently lower information and lower price points to compare to.

### **Bargaining Power of Suppliers:**

The Binge devices that Binge sells to its customers are not built in-house. That means, Binge takes supply of these products from outside suppliers and then sells it to the customers, sort of like retail. As such, when there are substitutes available, bargaining power of suppliers gets diminished (Anon, 2020). In case of Binge, from what I observed, Binge wanted to bring in new types of products in the market and for that they were talking with multiple companies, multiple sellers. When there are multiple sellers and multiple options, of course there is every chance to observe price points, compare and bargain accordingly. Binge's position in this case is at an advantage and so the bargaining power of sellers is comparatively low in this case.

### **Threat of New Entrants:**

As explained before, the OTT platform market is very much open as of now. So, there is every chance of new entrants coming in and working their way up the ladder. However, because of Binge's differentiation strategy, it will be tough to do so. Binge's differentiation strategy has opened its door to two potential sides of the market which is hard to replicate and even harder because of the amount of capital it requires. In the USA, there are a total of 181 million OTT users, which is half the USA's population (Wood, 2020). Considering that, not even 1/4th of the population of Bangladesh has come into the fold of OTT. So, there is still a huge user base to grab hold of and so the threat of entrants is consequentially much higher.

### **Threat of Substitutes:**

In this case, threat of substitutes is comparatively low, at least in case of the set-top-box devices. Newer apps can come into the fold with new content, but it is tough to roll out with newer devices. Already existing devices will find it hard to catch on and can't compete with Binge's low prices. However, since the threat of entrants is still high, there is every chance that a new player can come into the competition. With enough resources, they might even be able to have substitute devices in the market. So, threat of substitutes can be deemed moderate in this case.

### 2.3.2 SWOT Analysis of Binge

SWOT Analysis is another very important analysis to check the condition of a company in the industry. SWOT here stands for Strength, Weakness, Opportunity and Threat. Basically, with this analysis the strengths, weaknesses, opportunities and threats of a company are analyzed. Among these, the Strength and Weakness are originated internally from the company while Opportunities and Threats are originated externally. The SWOT Analysis of Binge is explained here with a perspective to the OTT industry of Bangladesh.



### **Strengths:**

- Being affiliated with Robi Axiata Limited, people have more trust in Binge and acknowledges the brand
- Binge has an edge on other OTT platforms because of the differentiation strategy that they have taken up with their Binge device
- Good growth in a very short time with good service through Binge app and device
- The device is one the best in the market of its kind
- Very elite set of employees who contribute intellectually
- Connection with an elite telecom giant like Robi helps to reach more customers
- Good position in terms of technological proprietary, assets and capitals

### **Weakness:**

- Some competitor apps have comparatively better UI than Binge
- Late start compared to apps like Toffee, Bioscope etc. and so customer base is taking time catching up with the other platforms
- Have to find a way to target customers for promotional messages more accurately
- Sometimes there are complaints regarding the app functionality during high traffic and these have to be solved

### **Opportunities:**

- The market is still open and so good opportunity for Binge to capture more customers
- Can target users of non-android TVs to sell the Binge device
- Can obtain more customers with good quality original Bangla contents

### **Threats:**

- Threat of New Entrants that might come up, Chorki for example.
- Better UI of other competitor platforms in terms of the app
- Low cost of local cable tv networks might pose a threat

## Chapter 3

### 3.1 Introduction

New businesses tend to take its time in securing a foothold in any country. Likewise, the OTT content platforms which are available in Bangladesh up till now have struggled to secure a good position in the market. After working with Binge for a period of 3 months, I have observed that the growth is not great. Moreover, with every new user gained, the user loss is noticeable too. This indicates that the problem is a deep-lying one. That is why, a research on finding out the factors for the slow growth of OTT platforms in Bangladesh could give us the answers we seek and find some possible solutions to these problems.

#### 3.1.1 Problem Statement

OTT Platforms are a comparatively new business in the context of Bangladesh. OTT stands for Over-The-Top. Basically, OTT platforms provide service in the form of media content such as regular television, films, TV series etc. Unlike regular cable connection, these services are provided through an internet connection. So, the over-the-top term here means that a content provider is going over the top of existing internet services (Anon, 2021). In case of Binge by Robi Axiata Limited, they provide multiple types of content to be enjoyed by viewers including Live TV, Movies and TV Series of different countries, Dubbed content and many more. They provide these services with a set-top-box (B1 Bingestick device) and through an app in the android TV with a regular subscription fee. The Binge platform is a relatively new platform in Bangladesh. There have been some other such platforms too. However, working with Binge, I was able to observe that these platforms have not found as much success as some other platforms all over the world. The growth of the industry as-a-whole has been slow. Though, the growth in this pandemic has been noticeable, it has not been so steady before the pandemic and preparations need to be taken in accordance (Chowdhury,2021). OTT platforms are still not as common in our country compared to other countries. This is due to multiple reasons such as people's inclination towards

free content, piracy and many other factors (Emon, 2021). That is why, this research is mainly targeted towards finding out why exactly the growth has been so slow, and why people are still not that much recipient towards OTT platforms. Through this survey-based research, we will be able to get an idea on what are the exact reasons for people's disinterest towards the OTT platforms. If we get to know about some of these points, it will be easier for Binge to find a work-around to these problems and apply them in real world situations.

### 3.1.2 Research Objective

To find and identify the possible factors for OTT Platforms' slow growth and relatively low dominance in the content sharing market.

#### **Specific Objectives**

1. To find out if availability/speed of internet is a factor in the slow growth of OTT platforms.
2. To observe whether price differences between regular cable television and OTT platforms have an impact on the slow growth of OTT platforms.
3. To find out whether the lack of good original Bengali content is a reason for the slow growth of OTT.
4. To observe whether piracy has any effect on the slow growth of OTT platforms.
5. To sum up the factors and find out solutions following which OTT platforms can achieve better success.

### 3.1.3 Research Question

What might be the reasons for OTT platforms not being able to assert dominance in the Bangladeshi Market?



**Specific Research Questions:**

1. Does availability and speed of internet have an impact on the slow growth of OTT platforms?
2. Does the price difference between regular cable television and OTT platforms have an impact on the slow growth of OTT platforms?
3. Is the lack of good Bengali original content a reason for slow growth of OTT platforms of Bangladesh?
4. Does piracy have an effect on the slow growth of OTT platforms?
5. What are some other reasons (Technical or Regular) for the slow growth of OTT services?

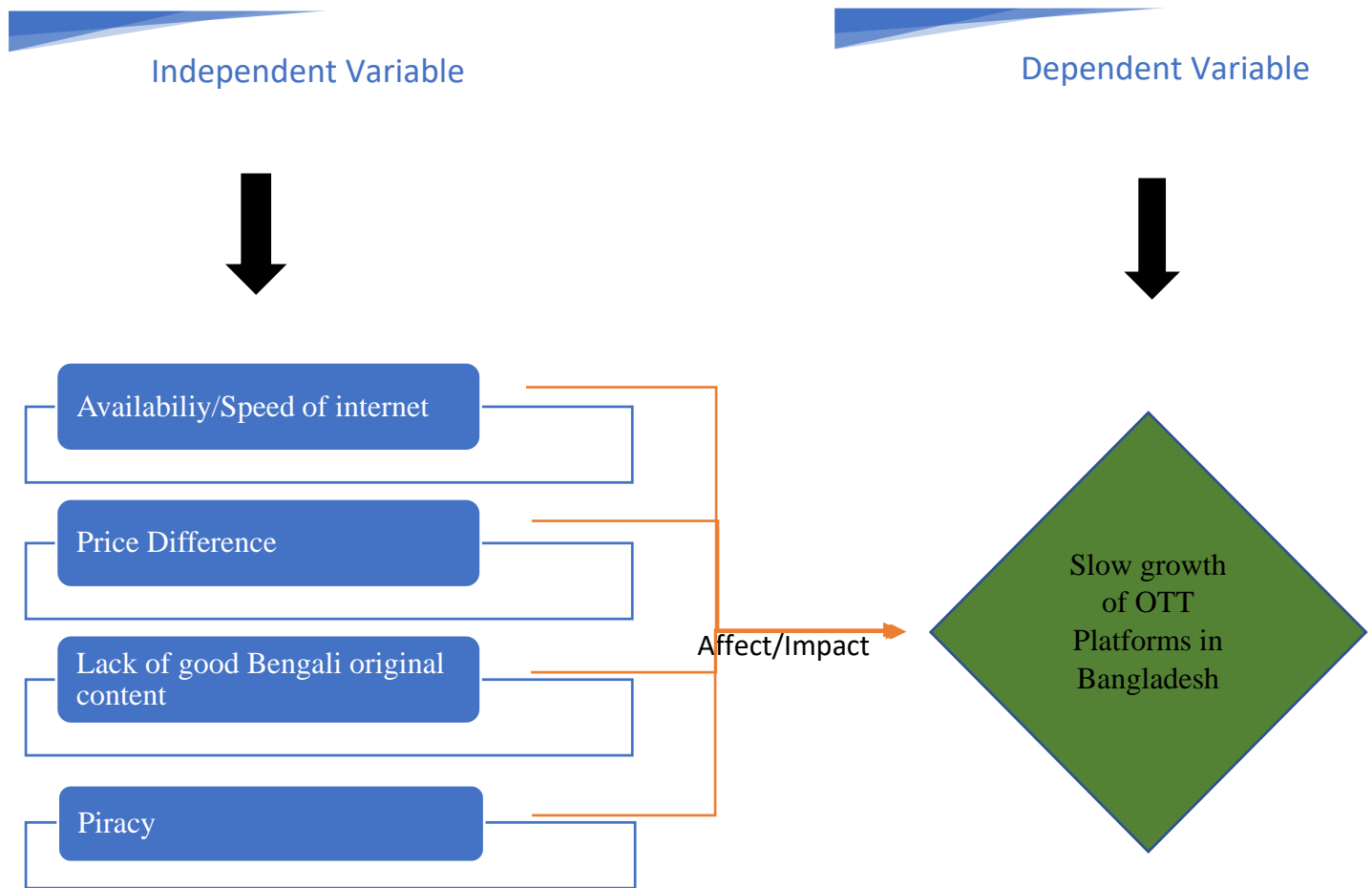
### 3.1.4 Literature Review

In this day and era when digitalization is at the top of everyone's priority, OTT platforms have been on a good rise. This is true for all over the world. However, in terms of Bangladesh, the growth is a bit on the lower side. People have not embraced it quite as much as you'd expect but the market is taking shape. At this point in time, it is very important to find out some factors which are causing this backtrack, identify them and root them out. As such, internet availability /speed is one of the factors that poses a threat to the OTT platforms' growth in Bangladesh. Internet availability, connection speed and many more factors are said to be restricting the people of India from subscribing to OTT platforms (Moochhala, 2018). The same is true in case of Bangladesh as well since our country has been reported to be in the 82<sup>nd</sup> place among 120 countries in a recent Internet index report (Rahman, 2021). Moreover, price difference can be considered as another factor that is very influential in case of OTT platforms. In Korea, OTT platforms have been facing the challenge of cable prices being quite lower than the OTT platforms for which they are struggling (Park, 2018). The same can be said for Bangladesh where subscription of OTT platforms outprice the price of cable TV and so the cable TV has an advantage in terms of price difference. Another problem that might be significant to Bangladesh is the lack of original content available in the OTT platforms. Netflix has gone through quite a few transitions in its business policy and yet its venture into the production of original content is said to be the most successful one yet with the inception of the on-demand era (Tyron, 2015). Like this, if the OTT platforms of our country can follow suit and venture more into the original content side, more people will come on board. Even though our country's platforms like Binge, Hoichoi, Bioscope, Bongo etc. have started their venture into original contents, the number of contents is still very low. If these are increased, people's perception towards the platform will get better as well. Piracy has been a problem for any type of media platform. In this case, it still persists. The more content that are released in an exclusive manner, the piracy also increases with a proportional rate (Agrawal, 2019). Piracy has been going on for quite some time in Bangladesh as well and it will cause hindrance to the OTT platforms for sure. The OTT platforms together with the government's help might be able to regulate this issue a bit further.

The factors that are responsible for the slow growth of OTT platforms are not included in the mentioned ones only. However, refining and regulating these factors can speed up the process of

mitigating the other factors as well and make OTT platforms' foothold a bit stronger in Bangladesh.

### 3.1.5 Conceptual Framework



**Fig: Conceptual Framework**

## 3.2 Methodology

### 3.2.1 Data Collection

There are two types of research methods: qualitative and quantitative. Quantitative research deals with numbers and percentages when gathering and evaluating data, while qualitative research deals with words and meanings (Streefkerk, 2020). I decided to conduct my research using a quantitative approach in order to determine which education system is the most efficient. Surveys, tests, and observations are examples of quantitative data collection methods. I decided that surveys would be more suitable for my report because we can collect data from a large number of people online or the employees of “Binge” using Google Survey Forms, allowing us to enrich my research. Furthermore, conducting an online survey allowed me to reach people from all walks of life.

### 3.2.2 Survey Questionnaire

My survey focused on the prospects of the OTT market of Bangladesh. It contained both open-ended and close-ended questions. There were Yes/No questions, multiple choice questions, checkboxes, and evaluating statements of agreement sprinkled throughout. I wanted a wide range of questions to keep the participants interested and engaged, rather than only answering questions to get the job done.

### 3.2.3 Survey Participants

The survey was done on people online or among the management of Binge targeting the age range of 25-45 since these are the people most likely to have ideas about OTT platforms. Basically, I followed Random Sampling so that I can understand people’s perception on OTT platforms more clearly and what potential customers think about the OTT platform. People of different ages look at things differently, for which I decided to broaden my age range as much as I could so that I could get perspectives from as many people as possible.

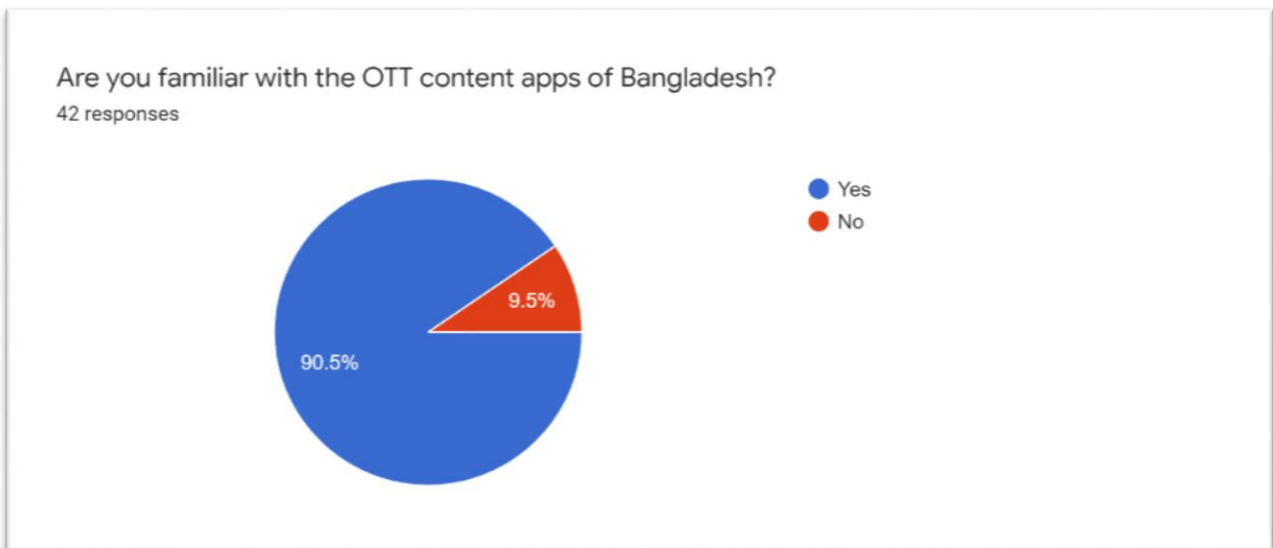
### 3.3 Findings and Analysis

With a set of questionnaires, the survey was done on a random group of people in the age range of 25-45. There were 42 responses in total. The survey was done in two parts. The first part was dedicated to finding out actually how many people are familiar with the concept or the platforms of OTT. The second part was questions related to the details of the OTT and customer perception. As such, the findings and analysis part will be shown here with 2 different sections.

#### 3.3.1 Familiarity of OTT among people

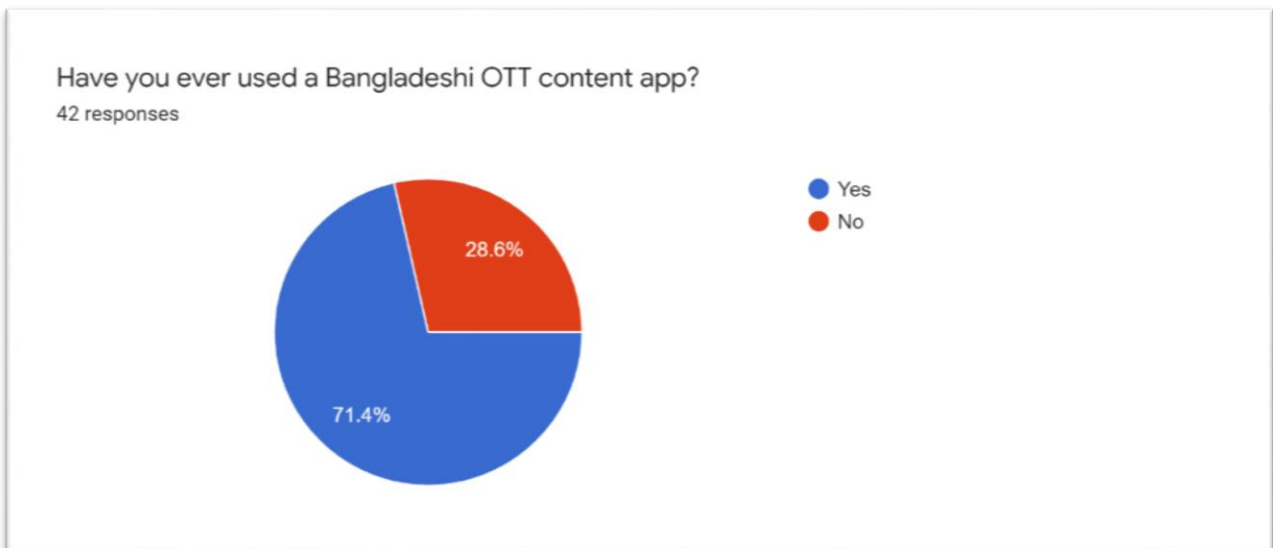
##### **Question 1**

The first question was a pretty general question asked to understand how many people actually know about the OTT content apps. Of the 42 people who responded, only 4 people, a mere 9.5% of the people were not familiar with the Ott content apps of Bangladesh. That is pretty good considering almost 90% of the people at least are familiar with the concept of OTT.



## **Question 2**

Even though many people might have heard about the OTT platforms, I wanted to further venture into how many people had actually used one of them. Here, the penetration of OTT platforms is not bad but in this age range of 25-45, you expect at least 90% of the people to have used an OTT content app at least once. Around 70% of the people have used an OTT content app while the other 30% have not used any type of OTT content app.

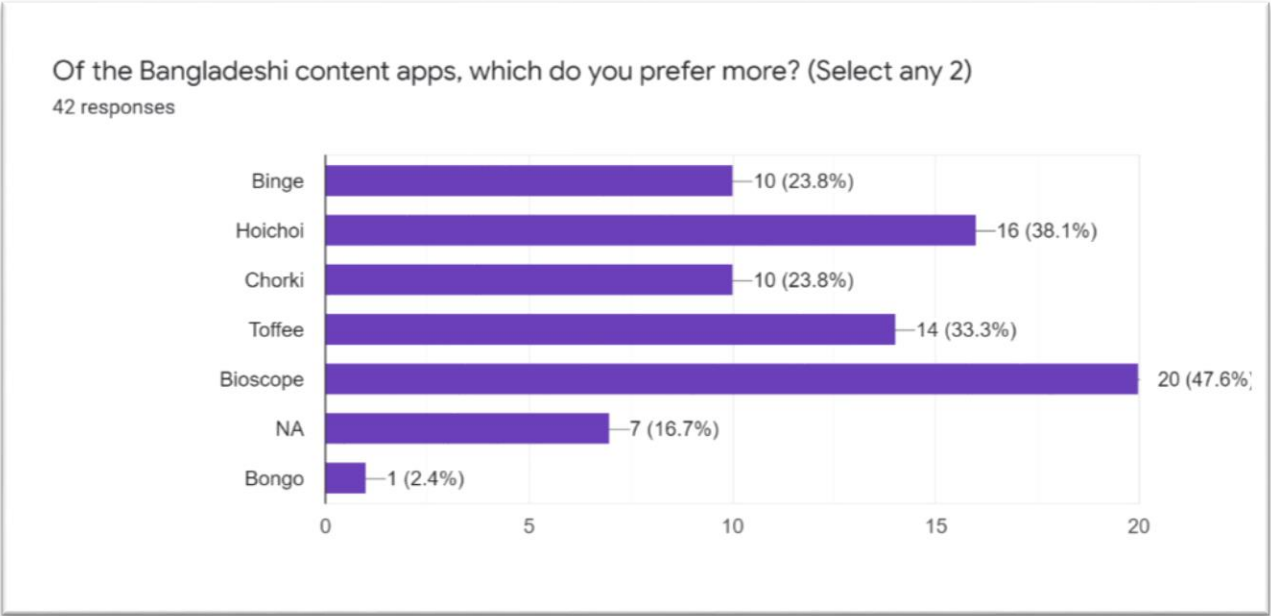


### 3.3.2 Customer Perception on OTT

## **Question 3**

This part was dedicated to customer perception on the OTT platforms of Bangladesh and the first question was to choose any 2 content apps from the list and see which were the preferred OTT platforms by our participants. Bioscope was the first streaming site to be initiated in Bangladesh (Joya, 2021). And so, it is understandable why so many people are opting towards Bioscope. Around 47% people kept Bioscope as one of their preferred platforms. Meanwhile, the entirely-exclusive platform, Hoichoi, came on second with a preference level of 38% by the participants. Toffee is the next in line with 33% of the participants preferring the platform while Binge and

Chorki jointly got votes of 23% of the participants. Lastly, Bongo was preferred by only 2.4% of the participants. Surprisingly, the newly released Chorki app got the same level of votes as Binge which indicates that Binge has not been able to penetrate the market very proficiently and more marketing endeavors might help secure it. Although Binge is a relatively new arrival to the market as well, the numbers should be much higher.



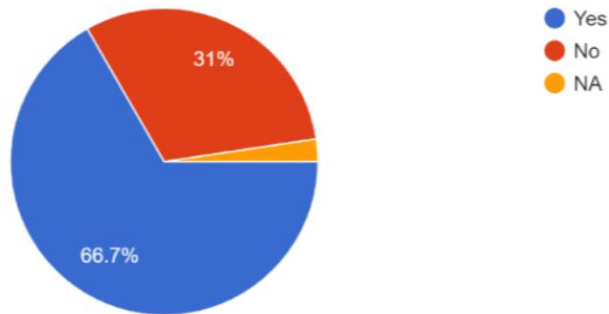
**Question 4**

The next question targeted towards the participants was regarding an external factor like availability or the speed of internet. Of course, any streaming site takes up a good amount of internet bandwidth. However, internet bandwidth is not so readily available in the country. Sometimes, the speed of the internet is what is to blame while sometimes the blame has to be taken by the availability of it. Facebook commissioned an ‘Internet index’ report conducted by The Economist Intelligence Unit (EIU), where it was reported that Bangladesh ranks 82<sup>nd</sup> among the 120 countries that was part of the report (Rahman, 2021). This also indicates the internet problem that Bangladesh currently has. When asked about it, the majority, 67% to be specific, of the participants agreed that the availability/speed of internet is indeed a factor for OTT platforms’ slow growth in Bangladesh.



Do you think availability/speed of internet is one of the reasons why OTT platforms are struggling to cope up in Bangladesh?

42 responses

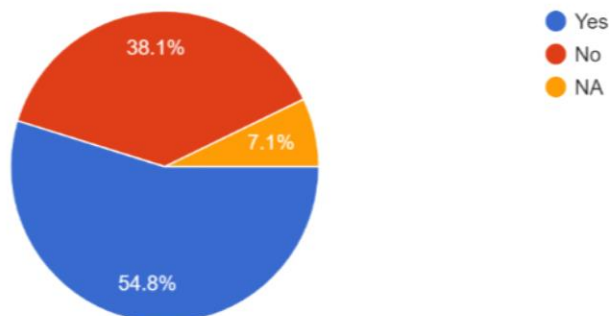


### **Question 5**

The next question I asked dealt with a comparison with the local television channel providers in Bangladesh. I asked whether the subscription prices of OTT platforms like Binge being a bit higher than the local TV providers could be a reason for people not choosing OTT platforms like Binge. For example, through Binge devices, people get more advantages than local tv but at a slightly higher price. More than half the people agreed that the higher price is a reason for people not choosing OTT platforms like Binge.

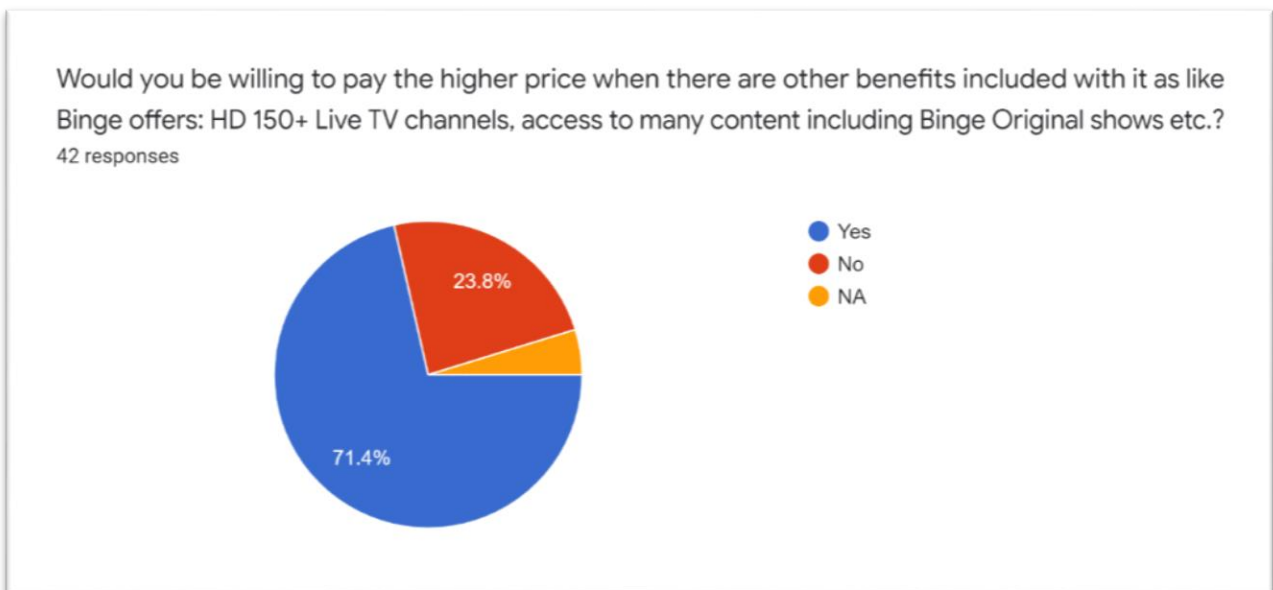
Local cable channel providers offer channels with a price of 200 taka on an average per month. The price is slightly higher around 350-400 taka i...or people not opting towards these platforms/apps.

42 responses



## **Question 6**

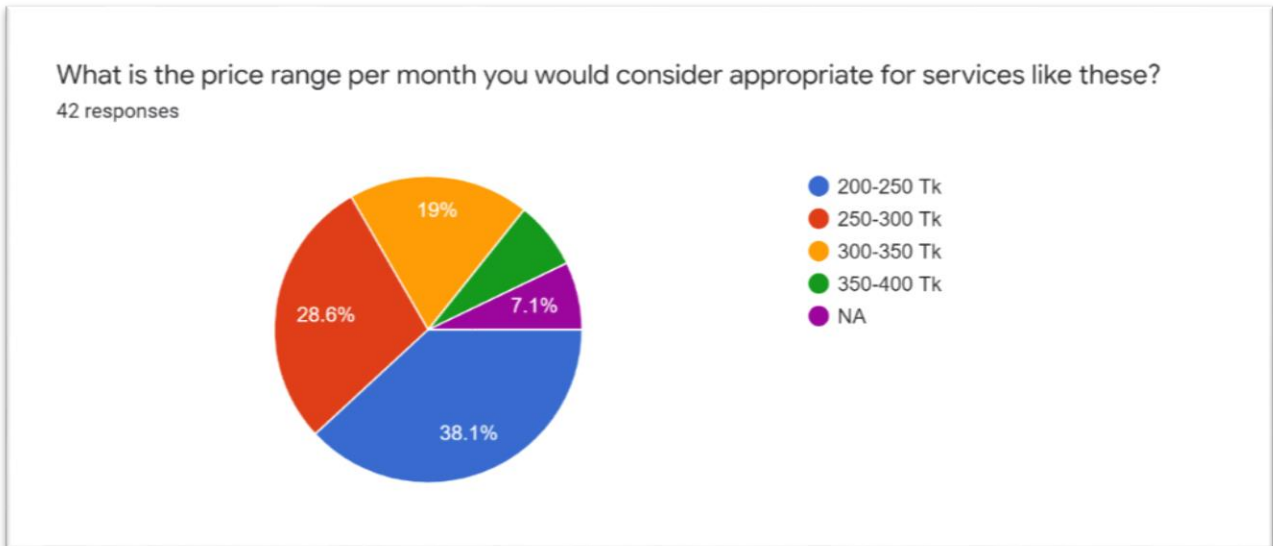
People often want to find more value for money with the higher price. If the price is higher, you have got to make sure you have something extra up your sleeve. If the prices are above the competition like in this case, you have got to make sure to have something extra like added features (Khartit, 2021). In this case, I asked the question about whether the participants would agree to pay extra for added advantages like Binge offers (HD 150+ Live TV channels, access to many contents including Binge Original shows etc.). In response to this question, almost 70% of the people answered that for added features, they do not mind paying more while 23% of the people do not want to pay more even if there are added features and would rather prefer the regular cable TV.



## **Question 7**

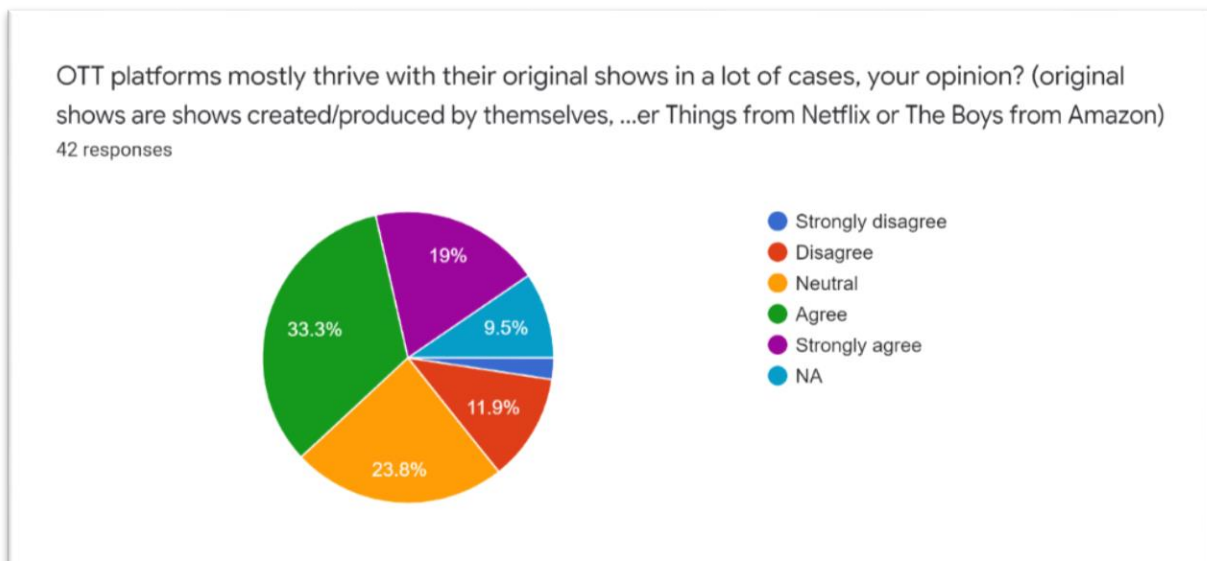
I asked a rhetorical question to understand how much people would 'want' to pay for a service like Binge. Currently Binge offers its services per month on a price range of 350-400 taka (300 taka to be exact). So, we asked the participants how much they would like to pay for these added features or services. Only 3 of the 42 participants were willing to pay the price range of Binge subscription, which is 350-400. Most people (38%) chose the lowest available price range which is 200-250 taka. 28% of the people were willing to pay a bit more in the range of 250-300 taka and only 19% of the participants were willing to pay 300-350 taka. Ott platforms and the customers have got to

find some kind of middle ground in terms of pricing where both the parties will be happy to keep the growth on the rise.



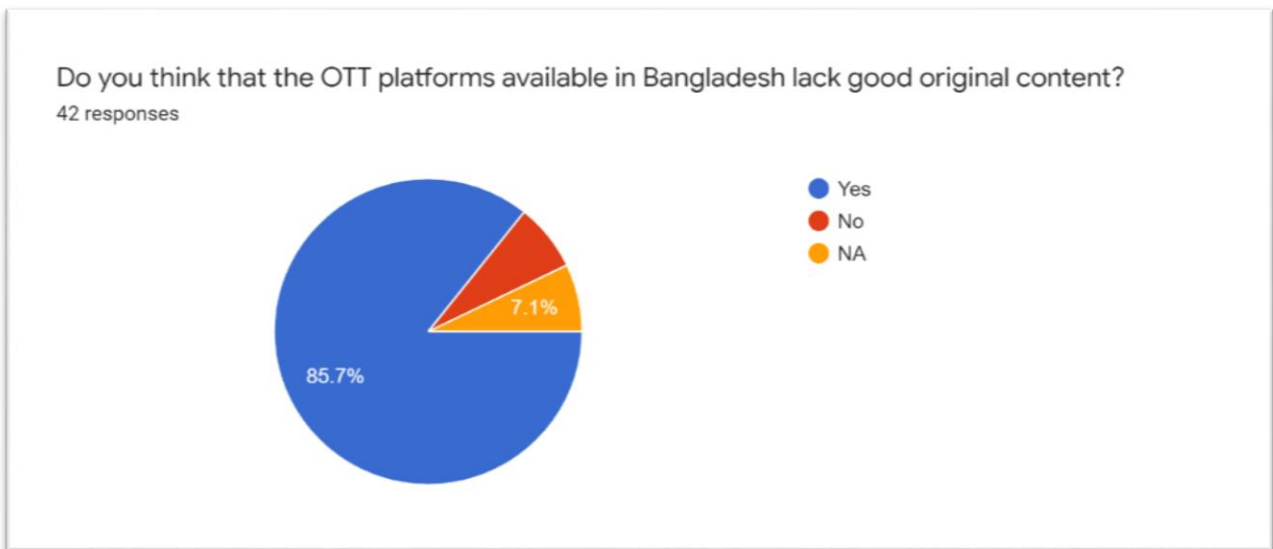
### **Question 8**

One of the more amazing features of OTT contents are their original contents. These attract a lot of attention. I posed the question on whether original contents thrive mainly with their original contents. 33% of the people agree with this statement while another 19% strongly agree suggesting that original shows do play a large part in the success of OTT platforms. In the OTT space, original contents are the key differentiators as of now (Nair-Ghaswalla, 2019).



### **Question 9**

Bangladesh in the recent days have come up with some good original content of their own. However, most people think that these are not enough. When asked about whether the OTT platforms lack good original content, almost 86% of the participants answered in the positive. That means, there are fewer number of original contents compared to the public demand.

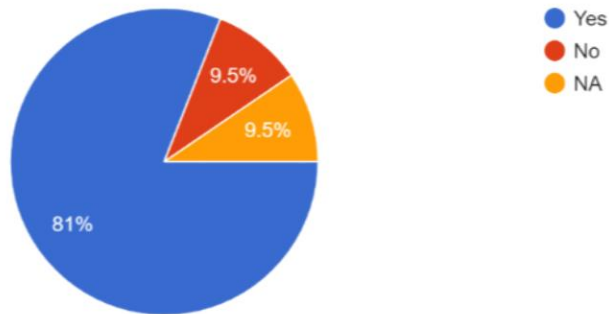


### **Question 10**

The participants were asked if they would consider buying subscriptions of these OTT platforms if good quality original content from them would increase. 81% of the participants answered that they would consider buying subscriptions of these OTT platforms on the condition of them releasing more good quality original contents, which further bolsters the point that original contents are the key differentiator in the OTT market currently.

If the number of good quality original content increase, do you think you would consider buying subscriptions of OTT platforms?

42 responses

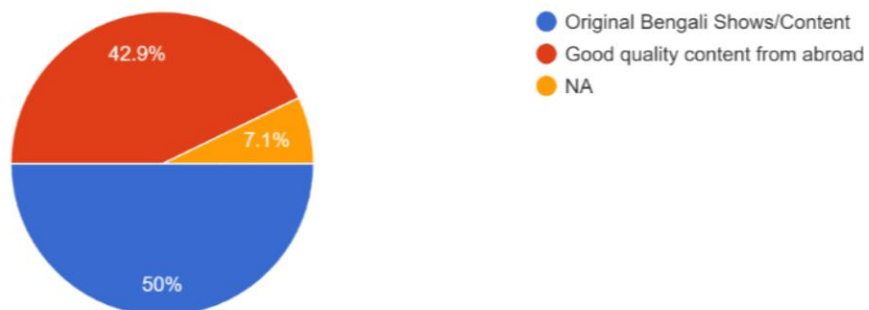


### **Question 11**

The next question asked was, “Which would you prefer more for a Bangladeshi OTT platform, original Bengali contents or good quality contents from abroad?”. When asked this question, the answers were pretty much split and very close. 50% of the participants would rather have original Bengali content in the platforms whereas 42% of the people would prefer good quality content from abroad. From this observation, it is clear that OTT content apps must find a way to strike a balance between two: Original Bengali Shows and Good quality content from abroad. That is when more people will embrace OTT platforms.

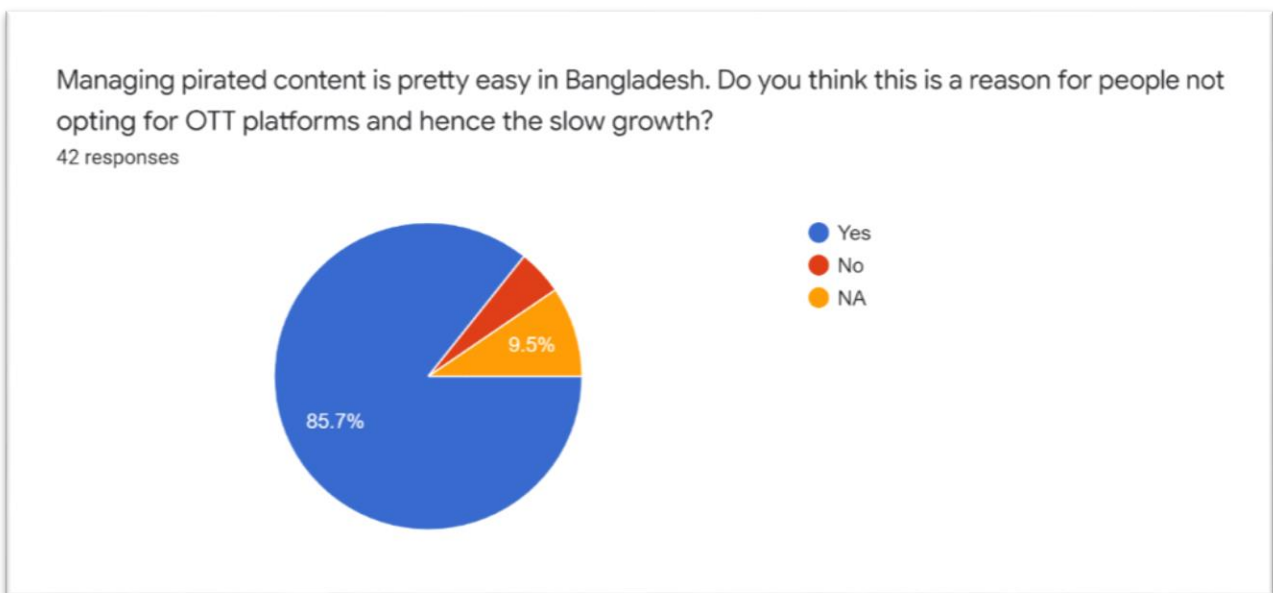
Which is more lucrative in your eyes for you to consider buying subscriptions of these platforms?

42 responses



### **Question 12**

Pirated Content is on a rise now more than ever whether it be Bangla content or content from abroad. This may very well be a reason for the slow growth of OTT and why people are less inclined towards buying subscriptions of these platforms. The OTT platforms of India are reported to be losing up to 30% of their annual revenue because of piracy (Jha, 2021). As such, when posed with this question, almost 86% of the participants answered in the positive saying that piracy really is a big reason for OTT platforms to have a slow growth. It is imperative that OTT platforms take a stand with the government to stop piracy as much as possible for their own benefit.

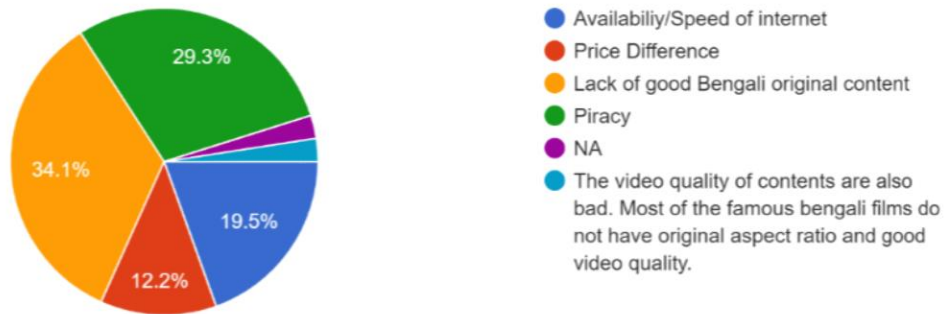


### **Question 13**

For the purpose of this research, some independent variables were considered that might somehow or another affect the growth of OTT platforms negatively. To that end, participants were asked which factor they think is most responsible for OTT platforms to be lagging behind. A lot of the participants (34%) said it's mainly due to the OTT platforms lacking good Bengali original content. 29% of the people said Piracy is the factor to blame. Availability/Speed of the internet seemed like the appropriate factor to 20% of the people while only 12.2% of the people said price difference is the major factor here. From this observation, it is furthermore clear that it is an absolute must for OTT platforms to start making more Bengali Original Content. That way, the viewer base will increase and benefit the OTT platforms.

Of all the problems mentioned here, which one do you think is most responsible for the slow growth of OTT platforms in Bangladesh?

41 responses



### 3.3.3 Major Findings

- Even among the age range of 25-45 years, the penetration is comparatively less with almost 30% of the users never having used OTT.
- Among the participants, Bioscope and Hoichoi seem to be more preferred with Binge close behind them.
- Almost 70% of the participants blame the availability/speed of internet for the comparatively low growth of OTT platforms.
- Moreover, the price difference between local cable TV and OTT platforms also seem to be a reason for people not choosing OTT platforms.
- People are more inclined towards paying for OTT platforms a bit more when they get better/more features included with the already existing one.
- However, people want these benefits to be included in the lowest possible price range, almost as same as the local cable TVs.
- A lot of the participants agree that OTT platforms thrive with their Original Contents but they think that Bangladeshi OTT platforms lack good original Bengali contents.

- People would be more acceptant towards OTT platforms if the number of good quality Bengali original content increases.
- OTT platforms of Bangladesh will have to bring a balance in their contents between Good quality content from abroad and Bengali original content since both seem to have good demand among the customers.
- Participants agree that Piracy is another major issue towards the slow growth of the OTT platforms in Bangladesh.
- The participants of this survey seem to think Lack of good quality Bengali original content and Piracy issue are two of the major factors that have throttled the OTT platforms' growth.

### 3.4 Recommendations

After all these questions, I further asked the participants to put forward their views on how these OTT platforms can improve themselves and increase their growth further. Some of those points along with my views will be discussed here.

#### 3.4.1 Bengali original contents

One thing is pretty much clear from these observations that OTT platforms have to step it up and start producing more and more good Bengali original content. Lack of good quality original contents seem to be one of the major issues people have over OTT platforms. However, the participants are actually willing to use these platforms and even subscribe to them if they start producing better Bengali Original content. In this case, having a large amount of original content is very important as people will be more willing to subscribe if they have a lot of options. Bengali original content would be comparatively more profitable since content from abroad is pirated more than Bengali content.



### 3.4.2 User Interface

This is another very important factor to consider for any OTT platforms. I had observed that the UI of the Bangladeshi OTT platforms are comparatively weaker and require a lot of furnishing with better response time, more sections and subsections etc. Some of the participants also suggested improving this part. To that end, the platforms can observe the UI of platforms like Netflix, Amazon Prime, Disney+ etc. Having a better User Interface keeps customers satisfied which would help a lot in attracting and retaining customers.

### 3.4.3 Content Library

The variety of content and what content are available to watch are a very important factor. This has to be looked at with utmost importance. Simply because, if these platforms offer the same content as Netflix or Amazon or some other known brands, people would rather just buy a Netflix subscription in stead of say, a Hoichoi subscription. This is why the platforms can take a good advantage in their Content Library section through original Bengali content. Here again, original Bengali content comes into discussion and further bolsters the fact that bringing out more original Bengali content is an absolute necessity for the platforms.

### 3.4.5 Live TV

This is true in case of most of the OTT platforms that offer Live TV that their app seems to underperform when there is more traffic than usual. Many of the participants also chimed in on this matter and recommended the platforms to have better traffic management. In this case, it can be anticipated when there will be a huge amount of traffic in their apps. In most of the cases, traffic overflow happens due to there being a live football/cricket match. Increasing bandwidth during these peak hours or stabilizing the app more so that it can accommodate the traffic can be a solution to some parts of these problems. In any case, this is something that has to be prioritized or else, retaining users will be very tough.

### 3.4.6 Piracy Issue

Piracy is one of the most common problems to the OTT platforms as well as the media industry for a very long time. This is one of the main reasons for the platforms' struggle in growing in the industry. Although controlling piracy is not entirely in the jurisdiction of the OTT platforms, they have to contribute to it for their own sake. For this matter, they can cooperate with the government to find out the perpetrators and punish them accordingly. They should further discuss with the government to implement a set of strict rules and regulations regarding their content. Moreover, they have to take help from the government and make sure these rules and regulations are executed accordingly as well. Some informative videos or TVC regarding their struggles with piracy can also be made for people to sympathize and understand the situation of these platforms.

### 3.4.7 Price Factor

Platforms charge a set amount to their customers every month. According to this survey, most people seem to think that the price is too high and would recommend a much lower price for these subscriptions. For this reason, it is the duty of the platforms to reach out to these customers, communicate with them and after discussing amongst themselves, set a price point that will be seen as a satisfactory price both in the eyes of the customers and the OTT platforms. That way, penetration in the market will be comparatively easier.

Moreover, there were some suggestions of increasing the print quality of some of the Bengali contents. Some contents do not maintain their original print and aspect ratio and some find it problematic. Ease of payment is another factor that was put in as a recommendation. In this case, payment with Nagad/Bkash/Rocket etc. has to be implemented for every platform without any hassle. If devices like Binge can integrate popular streaming sites like Netflix, Disney+ etc. into their devices, it can get even more reach and will be a very good step.

Listed above are some of the recommendations that the participants of the survey put in with some observations of mine.

### 3.5 Conclusion

OTT platforms are spreading like wildfire throughout the world. Almost half of the US population uses some kind of OTT platform. OTT platforms can be called the ‘new normal’ all over the world and yet, the growth has been surprisingly slow in Bangladesh. Bangladesh already has quite a few players in the OTT industry in the form of Binge, Hoichoi, Bongo, Toffee, Bioscope etc. However, even with the presence of these apps, barely 1/4<sup>th</sup> of the population of Bangladesh have been penetrated. There is a huge market in Bangladesh for OTT platforms if the penetration is done correctly. To that end, the platforms are working relentlessly to come out with good content and newer ways to attract customers. Toffee and Bioscope are already well-established brands in the industry currently while Binge has been doing very well with the differentiation strategy that they have chosen to walk on. Other brands like Bongo, Hoichoi etc. are also trying to cope up with the market. Even then the growth is slow and there are quite a few factors that might be responsible for it. From analysis and observation, it is clear that the lack of Original Bengali content in these platforms are the prime reason behind people not opting towards these OTT platforms. The platforms have to work on getting more original Bengali content on their roster so that people consider buying subscriptions of the platforms. Moreover, piracy has to be diminished as much as possible. To that end, the OTT platforms should work with the government to regulate it. Other factors like availability/speed of the internet and price difference with local TV networks also play a role in people not choosing these OTT platforms. To sum it up, the potential of the OTT platforms in Bangladesh is immense. If the factors that are causing the slow growth of the platforms can be regulated and refined a bit, people might consider flocking to OTT content apps in bunches.

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