

**Understanding the Video Streaming Players'  
Strategic Competencies with Disruptive Innovations  
(글로벌 SVOD의 파괴적 혁신과 스트리밍 경쟁 전략)**

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<p><b>현업프로젝트</b></p> <p><b>주제</b></p>	<p>글로벌 SVOD의 파괴적 혁신과 스트리밍 경쟁 전략</p> <p>(Understanding the Video Streaming Players' Strategic Competencies with Disruptive Innovations)</p>
<p><b>현업프로젝트</b></p> <p><b>내용</b></p>	<p>□ 프로젝트 주제 발굴</p> <p>- global subscription-based video on demand (SVOD) player들이 미디어 시장에서 콘텐츠 제작, 유통, 비디오 소비 행태 등의 근본적 변화를 몰고 오며 전통적 TV 비즈니스에 파괴적 혁신을 일으키고 있음. 그러나 뒤늦게 스트리밍 서비스에 뛰어든 TV 방송사 등 incumbents 들은 고객, 경쟁 환경, 자원과 역량 등에서 transformational change에 적응하지 못하며 경쟁에서 밀려나고 있음. 이에 disruptive innovators의 혁신 경로, 경쟁우위 등에 대한 분석을 통해 incumbents가 성공적으로 multi-platform strategy를 이행하고 미디어시장의 패러다임 전환에 적응할 수 있기 위한 전략적 방안이 필요해지고 있음.</p> <p>□ 프로젝트 구성 및 내용</p> <p>- 파괴적 혁신 이론의 렌즈를 통해 글로벌 SVOD의 경쟁 전략과 역량에 대한 심층 연구 프로젝트를 진행함. 이 분야 선두주자인 Netflix와 Disney+를 대상으로, 미국 증권거래위원회(SEC)에 제출된 10-K, conference calls 등의 public documents 분석을 통해 기술 혁신 및 비즈니스 모델 혁신 관련 역량을 분석함. 또한 TV산업의 incumbents가 스트리밍 서비스를 도입하는 과정의 혁신의 장애 요인과 진화하는 스트리밍 value network에서 지속 성장을 가능케하는 요인 등에 대한 정성적 콘텐츠 분석을 진행. 이를 통해, streaming transformation에서 고객의 personalized experience를 뒷받침하는 content &amp; technology strategy, 혁신 수용을 위한 조직의 role &amp; opportunity 인식에 대한 시사점을 제시.</p>
<p><b>현업프로젝트</b></p> <p><b>결과</b></p>	<p>□ 기대효과 : gloval SVOD의 파괴적 혁신 전략을 참고한 국내 TV 방송사의 multi-platform strategy, streaming transformation의 성공적 이행을 위한 전략 수립</p> <p>□ 현장 적용 및 기업 피드백 : 사내외 뉴미디어 전략 수립 과정에 활용</p>
<p><b>현업프로젝트</b></p> <p><b>성과물</b></p>	<p>ISPIM (국제혁신경영전문학회) Innovation Conference 2023 paper 제출</p> <p>(Research-in-progress)</p>

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(본문 내용은 abstract 참고 요망, 보고서는 1. Introduction과 6. Implication 게시)

Abstract: This paper examines the disruptive innovation of subscription-based video-on-demand (SVOD) streaming services and their impact on the TV entertainment industry. By analyzing the leading global SVOD players' key competencies, barriers, and strategies for innovation, the study aims to develop a comprehensive understanding of the evolving SVOD market and offer strategic insights for the industry players. Through multiple case studies and qualitative content analysis with archival data, this paper explores the growth paths and strategic decisions of the SVOD players and their influence on the media ecosystem. For case studies, we focus on Netflix and Disney+ in the streaming market regarding disruptive innovation and business model transformation. Preliminary findings highlight the importance of strategic pivots, continuous innovation, and partnerships for success. This research offers valuable insights for practitioners and academics, shedding light on growth paths and strategic decisions of disruptors in the ever-changing media ecosystem.

## 1. Introduction

Subscription-based video-on-demand (SVOD) streaming companies have fundamentally disrupted the traditional television business models, from content production to distribution and consumption in the video content market. Legacy TV broadcasters have entered the streaming competition to survive as they grapple with a continuous decline in traditional TV viewing hours and advertising revenue in mature markets. Meanwhile, SVOD platforms set a new record for original video content creation in the U.S. market in 2022, surpassing traditional TV broadcasters and cable TV networks and wresting industry leadership from traditional TV incumbents. The structural changes caused by these disruptors have undermined the fundamentals and logic of the TV business. While streaming has been recognized as a disruptive innovation since Netflix launched its service in 2007, there is a lack of research that comprehensively explains how streaming services have altered the competitive landscape of the media industry and how the characteristics of this innovation can be categorized and understood. Additionally, despite the streaming market becoming increasingly competitive, it remains unclear what strategies traditional TV entertainment providers must adopt to respond to these changes and whether streaming will emerge as the dominant category in the market. To address these emerging questions concerning innovation strategy in the industry and provide incumbents with more contextualized implications for their innovation response, we will analyze the following research questions:

1. What are the key resources and competencies of leading global SVOD players regarding technological and business model innovations, particularly their similarities and differences?
2. What were the barriers and solutions that the incumbent in the traditional TV industry experienced as it transformed its business to streaming services in response to disruption?
3. What factors enable leading global SVODs to continue to evolve and grow through disruptive innovation in the increasingly complex streaming value networks?

By answering these research questions, this paper aims to explore a conceptual framework that identifies the streaming market as an evolving category and offers implications for disruptors' growth paths and strategic decisions in this industry.

## 6. Implication (Research in Progress)

While our analysis is limited to the SVOD market, our findings hopefully provide a comprehensive look at disruptors' growth paths and strategic decisions, which could expand into other areas. It will probably provide substantial benefits to many practitioners who strive to seize customers' time and achieve sustainable competitive advantage in the market. Our analysis of disruptors that have built

close partnerships with ISPs, devices, and studios will help managers with multi-platform strategies. Legacy TV practitioners may refer to this research for reconfiguring resources in a more focused strategic direction. As a limitation, when applying the resource allocation process of disruptive innovation theory to the TV entertainment market, further elaboration of such theoretical concepts as upmarket orientation and mainstream customers seems necessary to explain anomalies of the streaming field. In addition, disruptive innovation might become increasingly sustaining innovation as disruptors reframe their relational positioning with partners in the ecosystem (Ansari et al., 2016). This is also true in the streaming market; future research should be complemented with a further inquiry into how the innovation process will affect competitive boundaries or transition to other business ecosystems.

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