

Exploring customers' values from subscribing to a streaming service - The case of Netflix

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ABSTRACT

Streaming services (music, movies) via the Internet has changed the entertainment habits of Vietnamese significantly and has a huge potential to develop. The penetration rate of video streaming services was 5.2% and it has been rising to reach roughly 7.4% by 2025. The competition in this service is also increasing with the participation of many domestic and international competitors, such as iFlix, Apple TV, FPT Play, and Zing TV. The purpose of this study is to explore the values of users when subscribing to one streaming service. The research context employs Netflix service provider to collect data with the following objectives: (1) to identify attributes of Netflix from the perceptions of users; (2) to identify the links between these attributes and personal values of users through consequences; and (3) to propose managerial implications for streaming service providers to attract more subscribers. The paper employs soft-laddering interviews to collect data from 24 respondents and is based on means-end chain theory. The research findings have explored 17 Attributes (A), 29 Consequences (C), and 08 Values (V). The extended association pattern technique APT is used to analyze data and Hierarchical Value Map (HVM) is constructed to show all A-C-V linkages. Finally, managerial implications are proposed to service providers to improve their services.

1. Introduction

Streaming service in Vietnam has been developing significantly. Currently, there has been 35 service providers for paid videos, with about 14 million subscribers with revenues of up to 9,000 billion VND (Phuong Linh, 2020). The competition in this service is also increasing with the participation of many domestic and international competitors, such as iFlix, Viki, Apple TV, FPT Play, and Zing TV. The OTT (Over-the-top) market was valued at \$85.16 billion in 2019 and is expected to reach \$194.20 billion by 2025, achieving a compounded annual rate of growth of 13.87% during 2019 - 2025 (Dublin, 2020). The above trend is clear in Vietnam, where the number of traditional pay-TV subscribers (attached to the cable, and digital receivers) gradually becomes saturated, even slightly decreasing. In 2016, there has been witnessed an intense explosion of OTT TV services with a series of applications, such as MyK+ Now, SCTV, and VTVcab ON (Viet Nga, 2018). In addition, the participation of international cross-border services such as Netflix, and

Apple TV in Vietnam also makes the OTT service market more popular and competitive. In the first six months of 2020, the revenue of the OTT market in Vietnam is currently 4,400 billion VND, up 5.7% compared to 4,160 billion VND, and the Subscribers increased by 27% in the same period last year despite the Covid-19 pandemic (Luong, 2021). With a such competitive market, one of the significant issues for service providers is to understand the reasons motivating customers to subscribe to a streaming service. This is also supported by Woodruff (1997, p. 142) “*When purchasing and using a product, customers form desires or preferences for certain attributes based on their ability to facilitate achieving desired consequence experiences, reflected in value in use and possession value and it helps them achieve goals and purposes*”.

Netflix, an international streaming service offering TV shows, movies, etc. on internet-connected devices, has been available in Vietnam since 2016. In 2020, Netflix was the only foreign player among the top five competitors (Nguyen, 2020). However, in the report in April 2022, Netflix admitted that it has lost 200,000 subscribers, and forecasted this number may increase to 2 million in quarter 3 of the year (Dieu Thanh, 2022). Some reasons are recorded, such as more pressure from competitors (new competitors, challenging price with more interesting content), from the business environment. It can be seen that the competition in the streaming service market has been more tough. Therefore, getting known customers’ values when subscribing to a streaming service from their perceptions will help service providers improve their quality and increase customers’ subscriptions. Even though the importance of customer values is obvious, understanding of customer’s values is still limited. A review of the literature on the streaming service shows that there is a lack of knowledge on this issue (Cebeci, Ince, & Turkcan, 2019; Leowarin & Thanasuta, 2021; Lestari & Soesanto, 2020; Susanno, Phedra, & Murwani, 2019).

The purpose of the present study is to (1) identify attributes of the Netflix streaming service from users’ perceptions; (2) identify the links between these attributes and their personal values through consequences; and (3) to propose managerial implications for streaming service providers to attract more subscribers. The most appropriate theory which can explain customer’s behaviors and selection is in choosing/purchasing a product/service Means-End Chain (MEC) theory with soft-laddering interview employees to explore users’ thinking.

2. Literature review

2.1. Product attributes

There are many concepts of product attributes mentioned by previous studies. Wilkie and Pessemier (1973) stated that marketing researchers had informally described product characteristics (attributes) as customers’ subjective evaluations (perceptions, attitudes) aimed toward certain aspects held by a product. This viewpoint has been widely used in recent research on consumer preferences that use multi-attribute attitude models. Customers seek a product that meets their requirements and desires. Customers will be hesitant to purchase if they do not understand what a brand or product has to offer. Understanding product features is crucial since it is the most appreciated by customers and will give critical insights into establishing an ideal business strategy and anticipating the evolution of the video streaming sector.

The study of Keller and McGill (1994) defines product attributes as tangible and intangible features of a product, such as benefits, functions, and uses (as cited in Lee, Ha, & Widdows, 2011). Another study mentioning product attributes is the book of Biazzo and Filippini (2021). They explain that customer’s values are impacted by product attributes and the way of communication

about them, and product attributes include functional attributes (technical features), emotional attributes (an attractive form, a valuable material that evokes exclusivity, the brand), and support service (pre-sales and after-sales). These attributes are cared for and perceived by customers when buying the product, such as price, quality, function, design, after-sales, and others (Puspaningrum, 2018). These components are appropriate to conduct the present study to explore the attributes of a streaming service.

2.2. Customers values

Values include personal and social types (Leão & Mello, 2007). Social types of values can be classified as behaviors accepted in a group, and personal types are these of an individual. Customer values are personal types. According to Woodruff (1997, p. 140), “*Customer value takes the perspectives of an organization’s customers, considering what they want and believe that they get from buying and using a seller’s product.*” Woodruff (1997) believed values are perceived by customers in circumstances of using, rather than directed and promoted by sellers. Moreover, values perceived when purchasing may differ from when using. It can be seen that values can be different in perceptions from different customers, and from the time of purchasing or using. Therefore, he proposed the definition “*Customer value is a customer perceived preference for and evaluation of those product attributes, attribute performances, and consequences arising from use that facilitate (or block) achieving the customer’s goals and purposes in use situation*” (Woodruff, 1997, p. 142).

In the study by Puspaningrum (2018), customer’s values are focused on what they want and believe in the benefits of products. Benefit is understood as the uses of the product which are from its attributes (Rebentisch, Schuh, Riesener, Gerlach, & Zeller, 2016). Knowing these benefits and values will help firms in satisfying customers’ expectations. Hence, obviously, managing customer value can be considered a management tool for managers in organizations. To summarize, understanding human and economic reasons and adoption and transaction processes is at the foundation of customer value. Therefore, creating and implementing desirable customer experiences, and analyzing and managing customer evaluations are the basic logic of customer value. In the present study, understanding customer’s values by exploring attributes of Netflix and the consequences of these attributes is important for streaming service providers.

2.3. Means-end chain theory

According to Gutman (1982), value is the dominant factor in consumer buying patterns. The MEC model goes beyond understanding functional qualities to focus on why and how products are essential in people’s lives. MEC theory developed by (Gutman, 1982) posits that people seek to understand the associative Attributes (A) of actions (objects/products) with particular Consequences (C) and explain the essential consequences because they align with their personal Values (V).

Actually, the means-end chain model includes 06 levels, where attribute is divided into concrete attributes and abstract attributes, consequences with functional and psychosocial consequences; value in instrumental and terminal values (Reynolds & Olson, 2000). Attributes (A) include concrete and abstract attributes (Olson, Renolds, & Partners, 2001; Veludo-de-Oliveira, Ikeda, & Campomar, 2006). Attributes are characteristics of a product perceived or understood by consumers. They allow consumers to gain certain benefits. Concrete attributes are physical properties that can be directly perceived, meanwhile, abstract attributes are intangible ones.

Consequences (C) are classified into functional and psychological types. Functional consequences are called when product traits or attributes have immediate and concrete repercussions that consumers perceive directly during use (Olson et al., 2001; Veludo-de-Oliveira et al., 2006) for example the “*ease of use, comfort, and convenience*”. On the other hand, psychosocial consequences are caused by functional consequences, such as when a product is used to create a sophisticated image or status (Vriens & Hofstede, 2000). Finally, Values (V) are divided into instrumental and terminal values (Olson et al., 2001; Veludo-de-Oliveira et al., 2006). Instrumental values such as ambition and resourcefulness, may be required for prosperity (Veludo-de-Oliveira et al., 2006). Terminal values reflect the ultimate states of existence, i.e., the goals consumers strive for in life, such as peace, self-achievement, and affluence (Veludo-de-Oliveira et al., 2006).

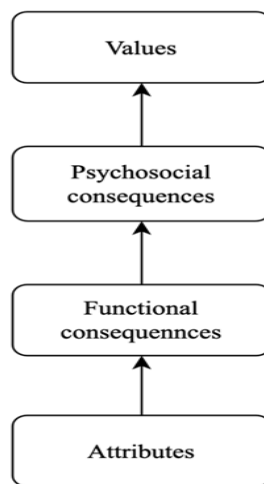


Figure 1. The four-level means-end chain model (Olson et al., 2001)

However, the four-level A-C-V model is applied in this study because it is becoming standard and popular in current studies. Most experts believe that the sophisticated six-level model is not required for most corporate applications or theoretical objectives (Olson et al., 2001).

Gutman (1982) states that MEC theory allows firms or organizations to understand consumer’s perception effectively in promoting products or services. Gutman (1982), in his study, Woodruff (1997) also justifies that customers think of their personal values in a means-end way. They start thinking of the bottom (attributes of a product); and from these attributes, they figure out consequences, which can help them to reach their goal/purposes (values) when purchasing/using the product. If marketing managers are to specify clearly desired product features for research and development, they must analyse the relationship between physical product attributes and consumer benefits and values.

In the present study, MEC theory is employed to explore attributes of Netflix, then consequences (functional and psychosocial), and, finally, values that customers believe they receive if subscribing to this service.

2.4. Laddering interview

Means-end chain’s information is stored in customer memories and can be gathered through a qualitative interview technique - laddering interview (Vriens & Hofstede, 2000). It is impossible to ask consumers directly because in most cases, consumers are not aware of their decision-making process and cannot naturally perceive the reasons that motivated them to choose

one product or service over the other. According to Reynolds and Gutman (1988, p. 12), “*Laddering refers to an in-depth, one-on-one interviewing technique used to develop an understanding of how consumers translate the attributes of products into meaningful associations with respect to self, following means-end theory.*” The laddering interview is highly recommended in research that elicits hierarchical structures and has become particularly popular in studying personal values using means-end chain theory models (Reynolds & Gutman, 1988).

Laddering interviews include soft laddering and hard laddering interview (Grunert & Grunert, 1995). Soft-laddering interview, which uses individual, face-to-face, semi-structured interviews to extract customers’ means-end chains when customers are asked to “ladder” to provide detailed information about the relationships between product qualities and values through consequences related to those items with minimum of 20 samples (Reynolds, Dethloff, & Westberg, 2000). Meanwhile, hard-laddering interviews provide interviewees with a questionnaire containing standard questions and suggestions for the interviewees to choose from. This method is usually implemented in paper-and-pencil or computerized questionnaires with minimum of 50 samples in most hard laddering techniques (Grunert & Grunert, 1995).

2.5. Previous studies on paid-video online services

Previous studies on paid-video online services were conducted for several research purposes. Most studies focus on investigating factors affecting (a) subscription intention (Cebeci et al., 2019; Leowarin & Thanasuta, 2021), or (b) attitudes to use and its implication on continuance intention (Lestari & Soesanto, 2020; Susanno et al., 2019). The review of the literature shows that there is a lack of knowledge of what product attributes make customers subscribe to a paid-video service. Therefore, this present study is expected to contribute to the literature on paid-video services by exploring attributes of these services from customers’ perceptions.

3. Methodology

The study is conducted by using soft-laddering interviews based on means-end chain theory as a data collection method. The purpose of this study is to explore attributes of Netflix service and how users link these attributes to their personal values through consequences from the user’s perspective. Each interview starts with the following questions: “*What attributes of the Netflix service are important to you personally?*” to explore Attributes (A). Then, Netflix users are asked “*Why?*” questions to link mentioned attributes with Consequences (C). Finally, interviews end when users move on to the top level of desires - Values (V) from consequences directly or indirectly.

Purposive sampling method - a form of non-probability sampling is chosen based on researcher’s judgment when choosing members of the population to participate in surveys. The targeted respondents are currently living, studying, or working in Ho Chi Minh City; come from many professions with different demographic factors; have subscribed for at least 01 year, and use Netflix to watch movies regularly compared to other services; are knowledgeable about Netflix and are willing to share their opinions. In total, there are 24 respondents interviewed; and, this sample size meets the requirements of a soft-laddering interview (at least 20 respondents) suggested by Grunert and Grunert (1995).

Extended Association Pattern Technique (APT) is applied for data collection and analysis in means-end chain theory, according to ter Hofstede, Audenaert, Steenkamp, and Wedel (1998), with three implication matrices A-C, C-C, and C-V. Besides, all A, C, and V from interviews are

encoded before converting into these implication matrices. The results of implication matrices are transformed into Hierarchical Value Map (HVM) to represent all A-C-V linkages.

4. Research findings

In total, 24 respondents participated in soft-laddering interviews, including 11 men (45.83%) and 13 women (54.17%). Most of the respondents are under 30 (20 per 24, accounting for 83.33%). Subscribers are classified as years of subscription in 01 year, less than 03 years, and more than 03 years with percentages of 25%, 42%, and 33% respectively. Respondents are also asked about the times per week they watch Netflix and the hours they spend each time.

Table 1

Time spent on Netflix

Number of times per week			Number of hours per time		
1 time	1	4.17%	1 hour	4	16.67%
2 times	5	20.83%	2 hours	10	41.67%
3 times	8	33.33%	3 hours	9	37.50%
4 times	10	41.67%	4 hours	1	4.17%
Total	24	100%	Total	24	100%

Sources: Research findings

4.1. Attributes (A), Consequences (C), and Values (V) from soft-laddering interviews

Each soft-laddering interview lasted nearly one hour to explore attributes of Netflix attracting customers to subscribe. After interviewing 24 Netflix subscribers who have been using this service regularly, 17 Attributes (A), 29 Consequences (C), and 08 Values (V) are presented in Table 2.

Table 2

Attributes-Consequences-Values explored from interviews

Code	Attributes	Frequency	Code	Consequences	Frequency
A1	Image quality	7	C1	Clear film senses	8
A2	No advertising	5	C2	No interruption in watching films	5
A3	Premium streaming plan	10	C3	Shared cost	8
A4	Various programs and video content	8	C4	Knowledge exploring (ex: culture, etc.)	10
A5	High quality and unique Netflix Originals content	21	C5	Various choices films	12
A6	Multi-using devices	5	C6	Watching exclusive programs & films	20
A7	Synchronized account data	4	C7	Watching anytime, anywhere	5
A8	Downloading films	5	C8	No replaying video	4

Code	Attributes	Frequency	Code	Consequences	Frequency
A9	Recommendation system	15	C9	Less memory download	1
A10	Cashless payment method	10	C10	Offline watching	5
A11	Subtitles	7	C11	Watching genres similarity	15
A12	Regularly updated movie	11	C12	No payment procedure repetition	10
A13	Brand	1	C13	No feeling disheartened	1
A14	User interface	5	C14	Different demand using languages	7
A15	Price	3	C15	Short waiting time for new films	9
A16	Voice over	4	C16	Stickiness	1
A17	My favorite list	1	C17	Freedom	2
	Values		C18	Feeling cared	1
V1	Satisfaction	30	C19	Novelty	3
V2	Economic value	18	C20	No feeling tired	4
V3	Improved knowledge	18	C21	Profile user customization	2
V4	Ethical consumption	21	C22	Communication opportunities	4
V5	Convenience	56	C23	No eye fatigue	2
V6	Respect	1	C24	Ease of operating	4
V7	Privacy	3	C25	Keeping up with the trend	2
V8	Fun and enjoyment in life	5	C26	Ease of searching movies	3
			C27	Using high-quality service	3
			C28	Watching without subtitles	4
			C29	Watching simultaneously with other users	1

The mentioned frequencies of Attributes (A) are the number of respondents mentioned. The frequencies of the Consequences (C) and the Values (V), which is calculated based on the total number of times all respondents mentioned and an object can be mentioned one or more times

Sources: Research findings

4.2. Implication matrix

The extended APT technique ter Hofstede et al. (1998) is used to construct implication matrices. When a linkage is mentioned by one respondent, the square is marked 1 point (Gutman, 1982). The larger the number of a square represents the more occurrences of a linkage in the matrix shows that this is a strong linkage and vice versa. There are 17 attributes (A1, A2, ... A17) and 29 consequences (C1, C2, ... C29) respectively listed in the vertical and horizontal columns in the A-C matrix (Table 3). In a C-V matrix, the consequences are listed horizontally while 08 values (V1, V2, ... V8) are listed vertically (Table 5). The C-C matrix summarizes the numbers of direct C-C linkages between 29 consequences (Table 4). The numbers in three matrices are summed up by counting the total number of times a linkage was selected by the respondents in all interviews.

There are linkages selected by many respondents such as A5-C6, A9-C11, A10-C12, etc. with the frequency of appearance from 19, 15, and 10 times, respectively. The number of occurrences of C6-V4 linkage is the highest at 20 times; C11-V5, and C12-V5 with 12 and 10 times, respectively. And there are many relationships that are only mentioned once, such as C4-V4, and C10-V5, etc. Columns that leave the cell empty mean that there are no consequences that associate with a certain personal value of the respondents.

Table 3

A-C implication matrix

	C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12	C13	C14	C15	C16	C17	C18	C19	C20	C21	C22	C23	C24	C25	C26	C27	C28	C29	
A1	7																													
A2		5																												
A3	1		8													1					2								1	
A4				2	8	1																								
A5				8	1	19																								
A6							5																							
A7								4																						
A8									1	5																				
A9											15															1				
A10												10																		
A11													7																	
A12					3									9								1								
A13																						1								
A14																							1	4		1				
A15																											3			
A16																												4		
A17																										1				

Sources: Research findings

Table 4

C-C implication matrix

	C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12	C13	C14	C15	C16	C17	C18	C19	C20	C21	C22	C23	C24	C25	C26	C27	C28	C29	
C1																1							1							
C2													1																	
C3																														
C4																							1							
C5																	1		3											
C6																														
C7																														
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C23																						1								
C24																														
C25																														
C26																														
C27																														
C28																														
C29																					1		1							

Sources: Research findings

Table 5

C-V implication matrix

	V1	V2	V3	V4	V5	V6	V7	V8
C1	3	2						1
C2	2	1			2			
C3		8		1				
C4			9					1
C5	7	1	1					
C6	1	2		20	1			
C7					5			
C8					4			
C9					1			
C10		2			3			
C11	3				12			
C12					10			
C13		1						
C14			5		1			
C15	2				4			1
C16	1							
C17	1						1	
C18			1			1		
C19	3							
C20	2				2			
C21					1		2	
C22			1					1
C23	1							
C24					4			
C25			1					1
C26					3			
C27	2	1						
C28	2				3			
C29								

Sources: Research findings

4.3. Hierarchical value map

A Hierarchical Value Map (HVM) is created by building A-C-V linkages from matrices of A-C, C-C, and C-V. The HVM consists of 04 levels from the bottom to the top, where Attributes (A) are at the lowest level and Values (V) are at the highest level. Consequences levels are separated into two sub-levels, functional consequences in the second row and psychosocial consequences - which are highlighted in yellow colors in the third row.

In the HVM (Figure 2), some linkages are highlighted to show important levels (high frequencies) to Netflix users when using video streaming services. For example, A4-C6 (the most mentioned of all linkages between attributes and consequences) and C6-V4 (the most mentioned of all linkages between consequences and values) are two mostly-highlighted linkages. In addition, linkages such as A3-C3, A4-C5, A5-C4, A12-C15, etc. or C3-V2, C4-V3, C5-V1, etc. are also highlighted bold to illustrate the high frequency of appearance mentioned by Netflix users. From HVM, it can identify strong A-C-V linkages (for example, V5 resulted from C12 with a frequency of linkage is 10, and C12 comes from A10 with a frequency of linkage is 10 so A10-C12-V5 is a strong linkage) that represent in Figure 3.

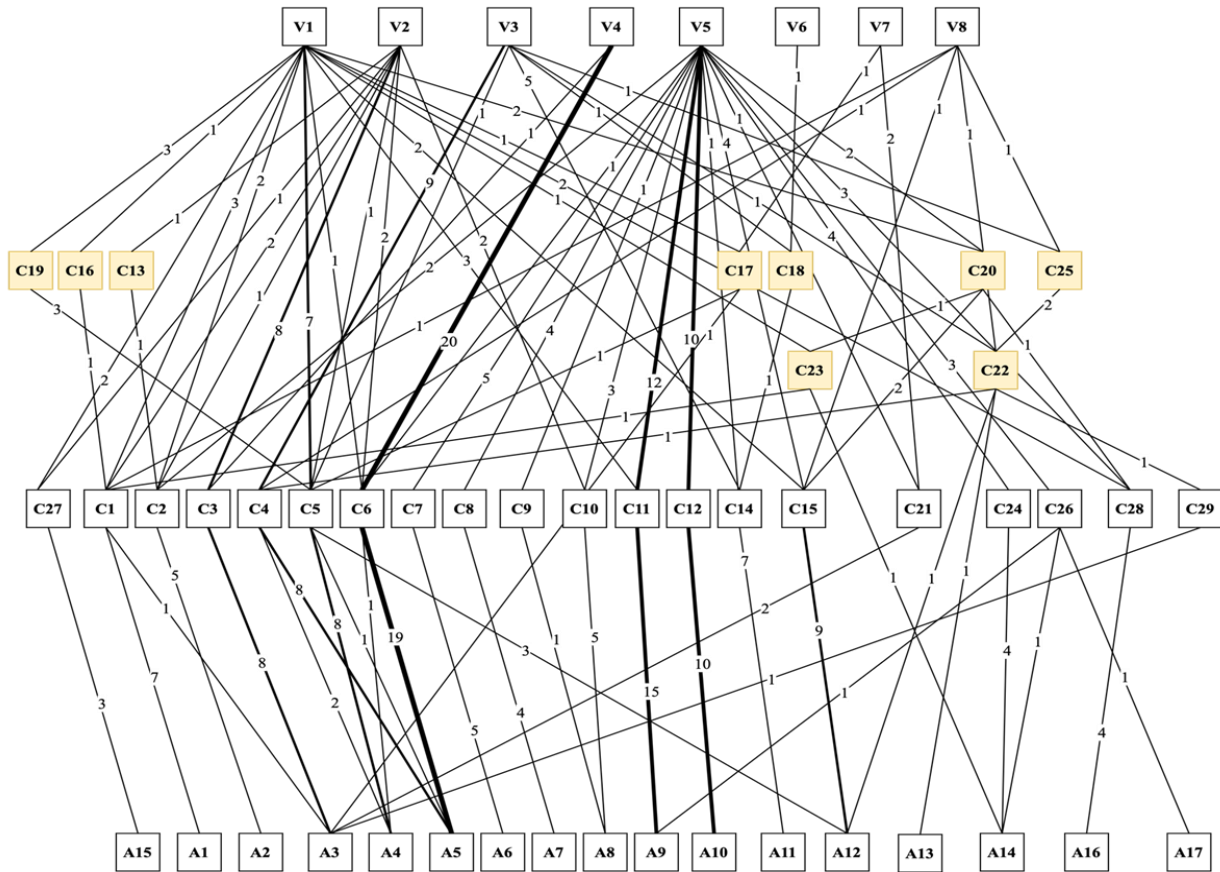


Figure 2. The hierarchical value map of Netflix users

Sources: Research findings

5. Discussion

The research findings are presented in matrices and the HVM and there are some significant issues. Firstly, there are 03 main attributes, including A5, A9, and A12 (mentioned over 10 times). Secondly, A5-C6-V4, A9-C11-V5, and A10-C12-V5 are three of the strongest linkages in the HVM. Finally, 05 important values including V1, V2, V3, V4 and V5 (through consequences C3, C4, C5, C6, C11, C12, and resulted from many linkages). Among these 05 values, V4 - Ethical consumption and V5 - Convenience are linked from strongest linkages.

5.1. Three mostly-mentioned attributes

A5 - High-quality and unique Netflix Original content

The A5 (High quality and unique Netflix Originals content) is mentioned most 21 times. This attribute is about high-quality and special content produced for Netflix only. It authorizes local independent production companies to produce this content exclusively for Netflix (Afilipoaie, Iordache, & Raats, 2021). The subscribers explain the reasons they choose Netflix because of its content, which cannot be found on any other platforms. According to users, Netflix provides many interesting topics in the Original content, such as environmental protection, sexual education, etc. or content adapted from literary work to convey deep, meaningful content for viewers. Some users believe that while watching the movie, the *Netflix Originals content* makes them more interested in accessing more sources of knowledge through the situations and plots in the movie.

A9 - Recommendation system

According to interview results, users highly evaluate the attribute Recommendation System (A9) of Netflix with 15 mentions. This attribute can be considered one of the breakthroughs of Netflix. Netflix is using Artificial Intelligence to discover new and frequent aspects of user behavior and make strategic marketing decisions, then suggest new content to a user which matches their expectations and their watching habits. Users feel that the recommendation system of Netflix is useful, and it also makes new users not feel difficult the first time when they want to find movies suitable for personal customization.

A12 - Regularly updated movies

Besides the unique content as an important attribute, Netflix also has an attribute - Regularly updated movies (A12) - which is mentioned by 11 respondents. One of the reasons for users to subscribe to Netflix is that it has provided new movies/episodes regularly. This attribute keeps users watching continuously on Netflix. Respondents compare these attributes of Netflix to this of other providers and Netflix is fast at updating trending films. Some respondents even classify this attribute as a strength of Netflix to compete with other competitors.

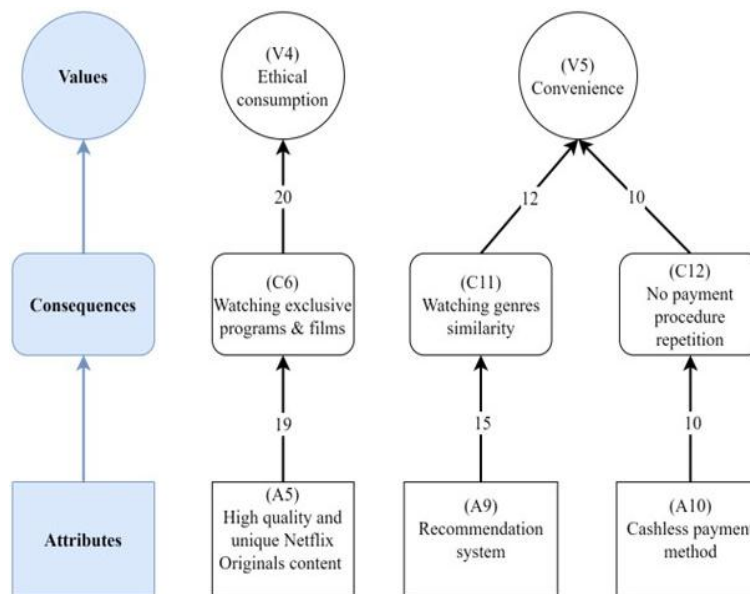


Figure 3. Strong A-C-V linkages to users when using Netflix

Sources: Research findings

5.2. Two mostly-concerned values linked from strongest linkages

The strongest ladders include A5-C6-V4, A9-C11-V5 and A10-C12-V5

V4 - Ethical consumption

The HVM states the ladder A5-C6-V4 is one of the strongest relations that drives A5 (High quality and unique Netflix Original content) through C6 - Watching exclusive programs & films to V4 (Ethical consumption). This value makes users feel their consumption is ethical because that is the way they respect intellectual property products. It also reflects the change in users' desires in Ho Chi Minh City, especially at the age of 20 - 29, and forms a new perception of consumer behaviour - consuming ethically with copyrighted movies. Watching films on pirated platforms is violating copyrights, creates unfair competition in the market, and destroying the business of highly-invested service providers like Netflix.

V5 - Convenience

Similar to V4, V5 (Convenience) is another significant value to Netflix users, which is resulted from two ladders A9-C11-V5 and A10-C12-V5. Both C11 and C12 lead to the convenience experienced by subscribers of Netflix. They can get back easily in finding similar video content as well as in processing payment procedures. With the Recommendation system (A9), Netflix users can narrow their search results quickly and find the most suitable videos for their watch. Likewise, the cashless payment method of Netflix (A10) gives users a more comfortable experience when paying for this service periodically if they want to continue using it. In many platforms, the cashless payment method often requires many requirements for entering authentication information to ensure safety and security when making online payments. Payment is accessible on Netflix, payment procedures are automatically saved, applied to payments subsequent fees, and directly influence the user's decision to use Netflix. Therefore, undoubtedly, Convenience is one of value to users when using Netflix.

In the light of the theoretical perspective, the present study has contributed by explaining attributes of a streaming service from customers' viewpoints which makes them subscribe. Different from previous related studies which focused on factors affecting intention to subscribe by employing a quantitative approach, the present study employs a qualitative method to deeply understand customers' motivation to use/buy a service/product. An understanding of service attributes and customers' values will play a critical role in promoting business and also managing the brand. In particular, in the current context in Vietnam, the number of users paying to watch high-quality copyrighted movies on platforms like Netflix is still limited, some surveys also show that this situation is gradually improving in recent years.

6. Conclusion and managerial implication

The main objective of this study is to apply the means-end chain theory and soft-laddering interview technique to find out the attributes of a movie streaming service (Netflix) from users' perspectives. As a result, there are 17 attributes, 29 consequences, and 08 values related to the research topic. The research findings show that, from the 03 crucial attributes (A5, A9, and A12), the 02 most important values are identified by subscribers (V4-Ethical consumption and V5-Convenience) through consequences. Based on important attributes of Netflix - a streaming service perceived by users and values they desire to reach; service providers should pay attention to some following critical issues.

First, the attribute related to content (A5, driving the value of *Ethical consumption*) shows that streaming service providers should focus on their own identities in content development. Customers have perceived that the content of streaming services is an important motive for them to subscribe. Therefore, the more focus on the content service providers offer, the higher number of subscribers they can get. Not only that, using social media platforms with creative and efficient campaigns for promoting licensed video content can stimulate and educate ethical consumption for users through hashtags and word-of-mouth effects. Improving digital rights management by supplementing more modern security technologies, such as blockchain and artificial intelligence to prevent users from watching illegal content on streaming services. This also makes subscribers satisfied with their personal values *Ethical consumption*.

Second, the attribute about the recommendation system (A9, driving to the value *Convenience*) shows that users need support from platforms to narrow their search and suggest

films appropriately. For recommendation systems, streaming service providers can add a movie commentary for users to comment about the content and programs available on the platform. From this commentary, more users' opinions data might be collected and converted by algorithms to provide them with search results matching similar genres they expect in the most optimal ways. Because consumer behavior is changing continuously, deep machine learning is also researched in recommendation systems to learn customer's preferences and behaviors constantly to serve relevant recommendations. Big data can be employed to understand, target, and offer customers appropriate content.

Third, the attribute relating to payment methods (A10, driving the value *Convenience*) is collected from young users. With current payment methods which are now available in the market, there should be options for customers to choose the most suitable method for them at different times, and to make them feel more convenient in payment procedures. It requires service providers to cooperate with different partners to strengthen this attribute.

7. Limitations and further direction

Although the research results have addressed the proposed objectives, in the process of carrying out this study, there are still some limitations as follows:

First, due to purposive sampling employed, the respondents are in Ho Chi Minh City. Even though Ho Chi Minh City is the biggest city, it is limited in the research scope. Further research should reach users in different areas such as big provinces or cities (Hanoi, Danang, Dong Nai, Can Tho, etc.) to collect customer's opinions about streaming services.

Second, a soft-laddering interview is employed in this study to identify attributes of Netflix to users in Ho Chi Minh City and this method can approach only a small number of respondents to complete the analysis. Therefore, all A-C-V linkages are not generalized with a small sample size. A hard-laddering interview should be employed in further studies to approach a larger sample of respondents as well as have more generalised research findings.

Last, Netflix is a foreign streaming service provider and its service has not been specialized for the Vietnamese market. Therefore, the context of local service providers should be studied to explore more attributes and customers' values, so that a more comprehensive understanding of customers' perspectives can be figured.

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