



EBU Case Study





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### Introduction

OSN is a satellite provider serving the Middle East and North Africa (MENA). It offers popular entertainment content such as movies, sporting events and various TV shows from major networks and studios in addition to local versions specifically for the MENA region

OSN introduced several technologies and services in the Middle Eastern market. In 2012 the OSN DVR HD was launched. OSN Play, an online TV platform and OSN on Demand, the region's first Video On Demand service were all launched in the same year

### OSN Packages

OSN offers the following packages available in the Egyptian market:

- Platinum Pack: 85 channels for LE 900 per month (English, Arabic, Kids and Sports)
- Premier Pack: 73 channels for LE 700 per month (English, Arabic, Kids and Sports)
- Family Pack: 39 channels for LE 400 per month (English, Arabic, Kids and Sports)
- Alfa Pack: 11 channels for LE 150 per month (Arabic only)

Subscribers are split among those packages as follows:



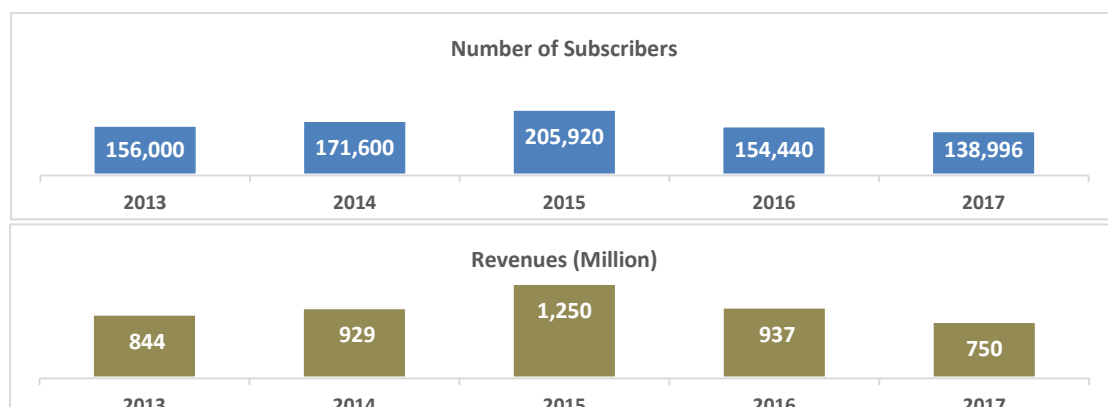
### Market Landscape

beIN which traditionally focused on sports has recently introduced a number of new channels offering different types of content such as movies and series

Netflix launched its services in the Egyptian market offering a wide variety of on-demand content over the internet

Free to Air channels such as MBC and Dubai continue to add new and exclusive content to their programs

### OSN Performance





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P&L Statement		
	FY 2015	FY 2017
Subscribers	205,920	138,996
<b>Revenues</b>	<b>1,250,000,000</b>	<b>750,000,000</b>
<b>Direct Cost</b>	<b>(574,900,000)</b>	<b>(505,821,000)</b>
Content Cost	(514,800,000)	(451,737,000)
Hardware Cost	(60,000,000)	(54,000,000)
Smart Card Cost	(100,000)	(84,000)
<b>Contribution Margin</b>	<b>675,100,000</b>	<b>244,179,000</b>
<b>OPEX</b>	<b>(49,020,500)</b>	<b>(89,000,000)</b>
License Fees	(15,000,000)	(17,000,000)
Advertising	(25,000,000)	(60,000,000)
Utilities	(4,800,000)	(6,600,000)
Rent	(3,600,000)	(4,800,000)
Salaries	(620,500)	(600,000)
<b>EBITDA</b>	<b>626,079,500</b>	<b>155,179,000</b>

## Voice of the Customer

Below is a sample of the comments people leave on OSN's Facebook page



Shaan Shah

1h

OSN increased the price of my bundle without informing me. I want my money back!



Ran Fahmy

1h

I've been trying to call your hotline for the past 2 days, but you're not answering. I have an issue and I can't find anyone to help me



M. Shams

I hate cooking shows. Why does OSN have so many channels airing cooking shows?



Zoya M. A.

1h

I've been an OSN subscriber since 1999. But it's becoming more and more expensive, so I called the call center and asked to cancel my subscription. And the reply I got is that they will cancel the subscription but I have to return my decoder. Is that how OSN treats its loyal customers?



M. Han

E. Amawy

OSN offers the best movies and TV shows. Keep it up 😊

### Requirements

5-10 slide PowerPoint presentation covering the following:

- Clear analysis of OSN's current position in the Egyptian market in terms of both performance and financials
- Quantifiable Objectives for OSN for 3 years starting 2018
- Detailed Marketing Plan to achieve the 3 year objectives mentioned above
- Forecasted P&L for the years 2018, 2019 and 2020

Please feel free to put your thoughts as there are no right or wrong answers

The above data is dummy, please don't put time in researching the right figures for the company, what's important is to answer the specified questions.

Best of Luck