

Strategy to minimize churn rate for Indonesian streaming platform

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Abstract

Vidio, a leading streaming platform in Indonesia, reports over 62 million users, yet only 2.3 million subscribe to its subscription-based video-on-demand service. Recent data indicate that only 15% of subscribers renew, resulting in an 85% churn rate. This showed that there is a problem in customer loyalty because they didn't renew their subscriptions. To overcome this, the aim of this study was to examine factors that can increase customer loyalty that in turn will reduce churn rate. Quantitative method was applied in this study to examine relationship between Collaborative Innovation and Perceived Ease of use towards Willingness to Subscribe and Customer Loyalty. This study analysed 112 Vidio users using structural equation modelling-partial least squares (SEM-PLS). The results demonstrate that Collaborative Innovation and Perceived Ease of Use significantly enhance Willingness to Subscribe. Streaming companies can evaluate their strategies by increasing collaborative innovation with other brands and evaluate the user friendliness or ease of use of their apps to increase customers' willingness to subscribe and to continue their subscribes. These findings suggest that optimising Collaborative Innovation and Perceived Ease of Use could increase customer loyalty that in turn can reduce churn rate.

Keywords: *collaborative innovation, perceived ease of use, streaming platform, churn rate*

Introduction

Internet penetration in Indonesia surged to 77% of the population in 2023 (Kemp, 2023). Internet availability facilitates a country's digitalisation (Rais, 2018), with both positive and negative effects depending on users' intentions (Setiawan, 2018). Motivations for Internet use have remained stable, with 49.7% of users citing watching videos, TV shows, or movies (Kemp, 2023). In the first quarter of 2022, Vidio became Indonesia's most popular local video streaming platform (Nurhayati-Wolff, 2022). A key service offered by Vidio is Subscription-Based Video on Demand (SVOD), which requires customers to subscribe to access content. These contents are different compared to free contents; some contents are exclusively available only for subscribers. These subscription-based contents encourage users to subscribe and become paying customers to enjoy them. Vidio utilized these contents to increase revenue through subscription. Several marketing and promotional campaigns are utilized to increase awareness and interest from internet users. This way, Vidio can gain massive number of new users viewing their content or actively using their service. 62 million active users were gathered throughout the years, a massive number of users.

Despite having over 62 million active users, only 2.3 million are subscribers (Eka, 2022).

Data from 2023 indicate that only 15% of subscribers renewed, resulting in a churn rate of 85%. The subscriber base remains small relative to the total number of active users. Vidio faces significant competition from global streaming platforms such as Netflix, Disney+ and HBO. Therefore, enhancing customer loyalty is essential for Vidio to remain competitive. 85% churn rate means customer loyalty is not strong enough to retain them. This showed that Vidio needs to increase or strengthen customer loyalty. By increasing customer loyalty, Vidio and streaming platforms in general can increase their revenues.

To bolster customer loyalty, it is important to identify the factors influencing it. Sudtasan and Mitomo (2017) found that Willingness to Subscribe significantly impacts Customer Loyalty. After customers subscribe, they are more inclined to become loyal and continue their subscribes. Chen et al. (2022) showed that Collaborative Innovation affects Customer Loyalty, while Tzavlopoulos et al. (2019) found Perceived Ease of Use influences Customer Loyalty. Collaboration contents can increase loyalty and ease of use provides comfort that retains customers. Kazan et al. (2020) revealed a positive relationship between Collaborative Innovation and Willingness to Subscribe, showing a complex interplay. Collaborative contents encourage customers to get variety of entertainment and gain access to exclusive contents. Lee et al. (2018) also support that Perceived Ease of Use impacts Willingness to Subscribe. Ease of use can encourage customers to subscribe due to ease of access to desired contents. Prior studies suggest direct effects of Perceived Ease of Use and Collaborative Innovation on Willingness to Subscribe. Song (2021) found that haltingness to subscribe mediates the relationship between direct effects and Collaborative Innovation and Customer Loyalty, while Moslehpour (2018) found that it mediates the relationship between Perceived Ease of Use and Customer Loyalty. These findings highlight the intricate relationships between the variables.

Kumar (2014) posits that a company achieves success by converting non-subscribers into subscribers, effectively transforming non-paying customers into paying ones. By transforming non-paying customers into paying customers, company can gain revenues and profit respectively. Chen, Leon, and Nakayama (2018) define subscribing as an agreement to pay for access to content, equating it with a purchase. Subscription turns non-paying customer into paying customer, generating income for companies. This means subscription payment equals to purchasing a service. Therefore, Willingness to Subscribe reflects the intention to purchase, specifically via a subscription. This is particularly important for streaming platforms, as subscriber revenue is a significant source of income (Punj, 2015). While there are other sources of income for streaming platforms like advertisement, subscription is one of the major sources of income. It also reflects streaming platforms bargaining power in negotiating advertisement fee. Since Willingness to Subscribe is important for streaming platforms, it is important to examine factors affecting Willingness to Subscribe. Kazan et al. (2020) found that Collaborative Innovation positively influences Willingness to Subscribe, while Lee et al. (2018) demonstrated that Perceived Ease of Use also affects this variable. Collaborative Innovation can positively affect Willingness to Subscribe, providing more entertainment for subscribers Perceived Ease of Use can also increase comfort for users when utilizing streaming platforms, comfortable users are more willing to subscribe. Thus, both Collaborative Innovation and Perceived Ease of Use are important determinants of Willingness to Subscribe. Previous studies were performed on different settings and found relationships between these variables but, this study will test

these relationships on Vidio users; two hypotheses can be derived. Collaborative Innovation can positively affect Willingness to Subscribe, Perceived Ease of use can positively affect Willingness to Subscribe:

H1: Collaborative Innovation positively and significantly affects Willingness to Subscribe.

H2: Perceived Ease of Use positively and significantly affected Willingness to Subscribe.

Van de Vrande (2017) emphasizes the significance of Collaborative Innovation for companies seeking to leverage new technologies or enter new markets. Collaboration with external partners enables firms to adopt innovative strategies and access previously unattainable business opportunities. Collaboration enables streaming platform to generate fresh ideas, new contents, and variety of entertainment for their users. When external partners facilitate connections with customers, collaboration becomes more effective (Yström & Agogué, 2020), potentially creating new markets (Rosler, 2015). For streaming platforms, Collaborative Innovation allows companies to collaborate with external parties to produce appealing content, eliminating the need for in-house content creation. This approach enables access to new markets and diverse customer segments. By decreasing the need for in-house content creation, streaming platforms can minimize cost and concentrate on other strategies like marketing, promotion, or pursuing more effective collaboration. Collaborating with external parties also provides new point of entry for new market. Song (2021) found that Willingness to Subscribe mediates the relationship between Collaborative Innovation and Customer Loyalty, underscoring their interconnectedness. Collaborative Innovation can increase willingness to subscribe by providing more entertainment and entering new market then it will also increase loyalty through willingness to subscribe by keeping subscribers engaged with the contents. Although there is evidence regarding relationships between these variables, they haven't been tested on Vidio users. To understand how this relationship can affect Vidio users, this study will test it on Vidio users. Willingness to Subscribe can mediate relationship between Collaborative Innovation and Customer Loyalty:

H5: Willingness to Subscribe mediates the relationship between Collaborative Innovation and Customer Loyalty.

Raditya et al. (2022) defined Perceived Ease of Use as customers' assessment of an application's user-friendliness. Greater ease of navigation corresponds to a higher perceived user-friendliness. This means customers enjoy ease in navigating streaming platform's website or apps to search and enjoy their entertainment. Bassiouni, Hackley, and Meshreki (2019) note that the Perceive Ease of Use encompasses the accessibility of streaming platforms. Given that streaming platforms engage customers through digital interfaces, user friendliness is essential. Customers want to navigate easily and unbothered by complex interface. If customers encounter difficulties using a service, they may be discouraged from continued use (Keni, 2020). Difficulties can lead to switching to other platforms, customers might consider switching if there are many difficulties. Moslehpour (2018) found that Willingness to Subscribe mediates the relationship between Perceived Ease of Use and Customer Loyalty, confirming the interdependence of these variables. Perceived Ease of Use can make customers comfortable using the platform, this will increase Willingness to Subscribe, then comfortable customers will be inclined to continue using the

platform. This is assumption based on previous findings with different settings. In regards of Vidio, this study needs to test this assumption by performing statistic test on Vidio users. Willingness to Subscribe can mediate relationship between Perceived Ease of Use and Customer Loyalty:

H6: Willingness to Subscribe mediates the relationship between Perceived Ease of Use and Customer Loyalty.

Fida et al. (2020) define repurchase as the act of existing customers making additional purchases, which, in the context of video streaming platforms, refers to re-subscribing to the service. When customers are willing to repurchase or resubscribe to a streaming platform, it shows loyalty. If there is no loyalty, customers might not be willing to continue using the streaming platform, they might switch to other platforms. Molinillo et al. (2022) emphasize the importance of customer loyalty in the current industry landscape. Loyal customers not only exhibit repurchase behaviour but also attract new customers through recommendations. Loyal customers are beneficial for companies because they can attract other customers through word of mouth or reviews. Loyalty can be categorised into behavioural and emotional forms (Khadka and Maharjan, 2017). Behavioural loyalty is driven by habitual actions, whereas emotional loyalty arises from positive experiences. Jha (2000) identified several stages of Customer Loyalty: hardcore loyalists, softcore loyalists, shifting loyalists, and switchers, with hardcore loyalists representing the highest level. The aim for companies is to increase hardcore loyalists because they can help companies in attracting new customers. Griffin (2002) proposed an alternative framework comprising four loyalty types: no loyalty, inertia, latent, and premium loyalty. These models reflect the diversity of definitions and stages of customer loyalty in the literature.

Despite the varying definitions, customer loyalty remains a critical factor for companies. Sudtasan (2017) found that willingness to subscribe influences Customer Loyalty. When customers are willing to subscribe, they are one step closer to being loyal. The act of purchasing or subscribing for the first time means customers are ready to pay, this can eventually lead to loyalty. Additionally, Chen et al. (2022) identified Collaborative Innovation as a determinant of Customer Loyalty, while Tzavlopoulos et al. (2019) demonstrated the impact of Perceived Ease of Use. Collaborative Innovation can increase loyalty by providing more entertainment for customers. Variety of contents generated through collaboration provides customers with wider selection of choices. Ease of using the platform can discourage customers from switching because customers feel comfortable in using the platform. Collectively, prior research highlights Willingness to Subscribe, Collaborative Innovation, and Perceived Ease of Use as key factors affecting Customer Loyalty. Based on previous studies, Collaborative Innovation can positively affect Customer Loyalty. Perceived Ease of Use can also positively affect Customer Loyalty. Last, Willingness to Subscribe can positively affect Customer Loyalty. However, these findings are based on different settings and population, this study aims to find these relationships when the population is Vidio users. To test whether the findings will be consistent with previous findings on different studies or not, this study derives 3 hypotheses:

H3: Collaborative Innovation positively and significantly affects Customer Loyalty.

H4: Perceived Ease of Use positively and significantly affects Customer Loyalty.

H7: Willingness to Subscribe positively and significantly affects Customer Loyalty.

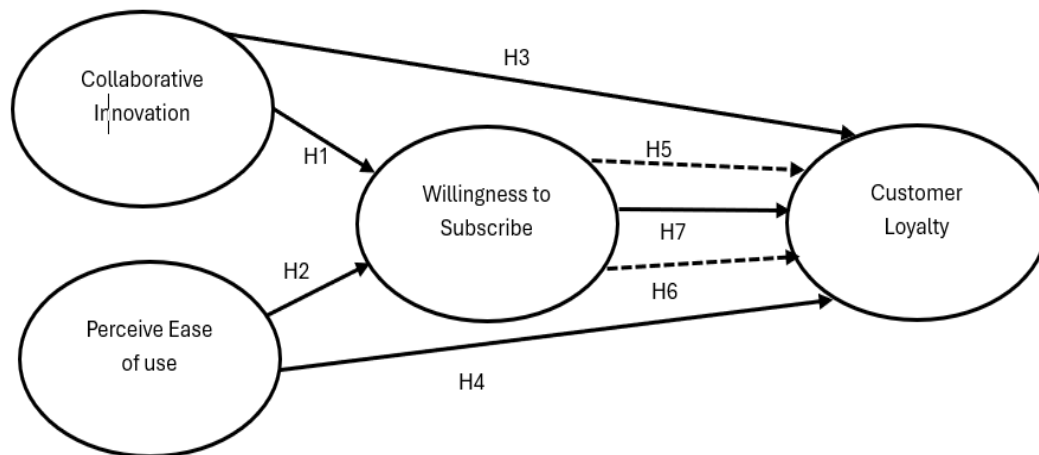


Figure 1. Research Model

This study proposes a new model to examine the customer base of Indonesian streaming platforms, specifically focusing on Vidio users. This model was not proposed on previous studies; this study combines perceive ease of use and collaborative innovation as antecedents while connecting them to willingness to subscribe and customer loyalty. Previous studies were conducted with different population while this research will be conducted on Vidio users. Results from this study can help Vidio and streaming platform industry in general to retain or strengthen their customer loyalty. In this model, Collaborative Innovation and Perceived Ease of Use are integrated with Willingness to Subscribe and Customer Loyalty. Willingness to Subscribe becomes the mediating variable connecting Collaborative Innovation and Perceived Ease of Use to Customer Loyalty.

The aim is to increase or maintain Customer Loyalty that will in turn decrease churn rate. Loyal customers will continue to subscribe, and revenue can be generated from loyal customers continuing their subscriptions. Larger customer base also provides better bargaining power for streaming platforms in negotiating advertisement fees. Therefore, it is important to reduce churn rate by increasing Customer Loyalty. While results of this research will be based on Vidio users, results can be generalised to other streaming platforms in Indonesia. So, results of this research can be beneficial for Indonesian streaming platforms in general.

Methods

This study employed a quantitative design utilising structural equation modelling-partial least squares (SEM-PLS) for analysis. The population for this research is Vidio users in Jabodetabek area, Indonesia. Participants were recruited through online invitations distributed via social media and Vidio user forums. Convenience sampling was used in this study aiming at Vidio users that are known by authors. By performing convenience sampling, authors can ensure that respondents are actual Vidio users. A total of 112 responses were collected, with 62.5% of the participants being female and 37.5% male. The majority (80.4%) were aged 21–30 years, and 89.3% resided in the Jabodetabek area. The use of convenience sampling may limit generalisability, as the sample may not fully represent the broader streaming platform user base.

This research included two independent variables: Collaborative Innovation (CI) and Perceived Ease of Use (PEOU); one mediating variable: Willingness to Subscribe (WTS); and one dependent variable: Customer Loyalty (CL). Each variable was measured using multiple indicators on a Likert scale (1 = strongly disagree to 5 = strongly agree). Survey items for Collaborative Innovation assessed perceptions of Vidio's collaboration with external partners to provide new content. Perceived Ease of Use was measured by ease of navigation, layout clarity, and simplicity of accessing desired content on Vidio. Willingness to Subscribe reflects the intention and likelihood of subscribing or renewing. Customer Loyalty was measured by the intention to continue using Vidio, recommend it, and preference over competitors. These items will be tested for validity to ensure valid measurement and more objective results. Validity testing will be conducted by measuring outer loadings with 0.7 as minimum baseline. Reliability will be tested by measuring Cronbach's alpha and composite reliability with 0.7 as the baseline. Indicators used in this research are:

Table 1. Indicators

Variable	Indicators	Code
Collaborative Innovation (X1) Tsai, K. (2009)	Type of Partner	CI1
	Competitor	CI2
	Number of New Products	CI3
	Speed to Market	CI4
Perceived ease of use Stocchi, et al. (2019), Juniwati (2014)	Easy to Use	PEOU1
	Easy to Access	PEOU2
	Clear and Understandable	PEOU3
	Easy to Compare Products	PEOU4
Willingness to subscribe Stroup, et al. (2018), Venkatesh, et al. (2012)	Customer Behavioral Intention	WTS1
	Price	WTS2
	Hedonic Motivation	WTS3
	Media Exposure to SVOD advertisement	WTS4
Customer loyalty Segoro and Limakrisna (2020), Juwaini, et al. (2022)	Word of Mouth	CL1
	Reject Others	CL2
	Customer Repurchase Behavior	CL3

Result and Discussions

The first test was a validity test that measured the outer loadings of the indicators. Minimum outer loadings value used in this research is 0.7 as suggested by various studies. The results are shown in Table 2. The first test showed that the PEOU4 indicator from Perceived Ease of Use was invalid because it was below 0.7; therefore, it was excluded from this research. After eliminating invalid indicators, second validity test was performed. The second validity test is presented in Table 3.

The second validity test showed that all indicators were valid, and the next test was the reliability test. The reliability test showed that the data were reliable, as shown in Table 4. Reliability test shows Cronbach alpha in the range between 0.7-0.8 showing that the data collected was reliable and can describe the variables. The numbers also showed that the data was not saturated, meaning it captures good variance of the population. After validity and reliability tests, t-tests and R-square tests were performed to assess the relationships between the variables and the model. The results of the t-test are shown in Table 5, and the R-squared test in Table 6.

Table 2. First Validity Test

Item	WTS	CI	PEOU	CL
CI1		0.834		
CI2		0.736		
CI3		0.783		
CI4		0.786		
CL1				0.751
CL2				0.829
CL3				0.794
PEOU1			0.841	
PEOU2			0.746	
PEOU3			0.715	
PEOU4			0.686	
WTS1	0.882			
WTS2	0.723			
WTS3	0.788			
WTS4	0.703			

Table 3. Second Validity Test

Item	WTS	CI	PEOU	CL
CI1		0.834		
CI2		0.735		
CI3		0.784		
CI4		0.786		
CL1				0.753
CL2				0.827
CL3				0.794
PEOU1			0.838	
PEOU2			0.781	
PEOU3			0.777	
WTS1	0.882			
WTS2	0.721			
WTS3	0.786			
WTS4	0.707			

Table 4. Reliability Test

Construct	Cronbach's Alpha	Composite Reliability
X1 (CI)	0.792	0.865
X2 (PEOU)	0.718	0.841
M (WTS)	0.779	0.858
Y (CL)	0.704	0.834

The t-test results indicated that all relationships were statistically significant ($p < 0.05$), confirming significance at the 95% confidence level. Consequently, all the hypotheses were supported. Collaborative Innovation demonstrated a positive and significant effect on Willingness to Subscribe, corroborating Kazan et al. (2020). It also positively influenced Customer Loyalty, consistent with Chen et al. (2022). These findings underscore the importance of Collaborative Innovation for Vidio, as it directly affects both Willingness to Subscribe and Customer Loyalty. To expand its subscriber base and maintain loyalty, Vidio

should strengthen its collaboration with external partners to deliver engaging content. The most influential indicator was CI1, indicating that customers are particularly interested in Vidio content featuring collaborations with other brands. Collaboration contents often provide different kind of entertainment compared to in-house content. This can encourage users to explore variety of contents.

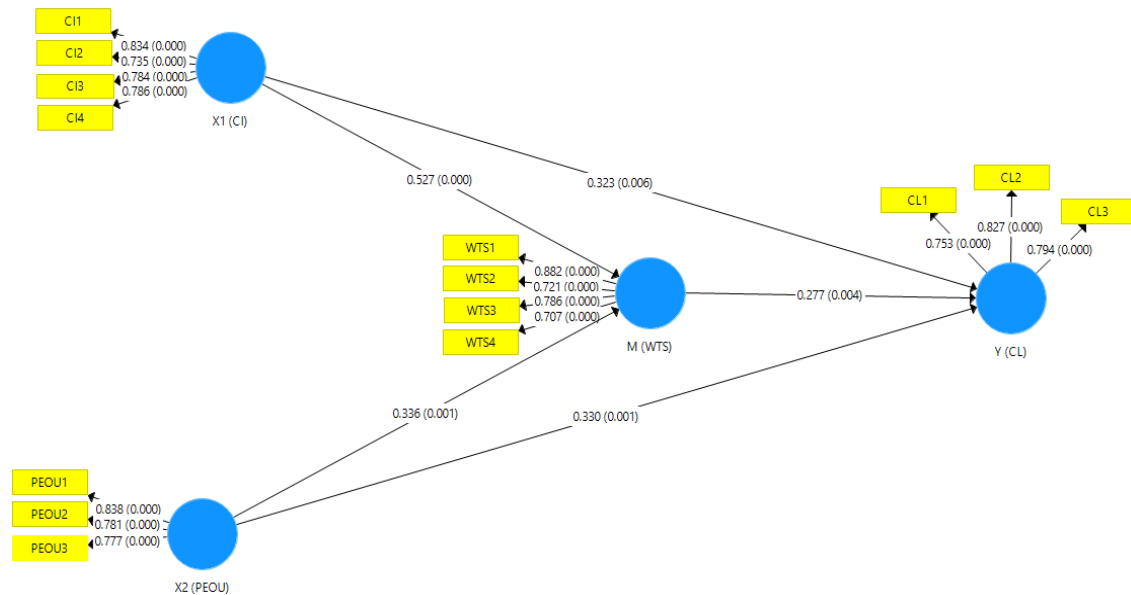


Figure 2. Result from PLS

Table 5. T-test Result

Hypotheses	Relationship	Effect	T-Statistics	P-Values	Result
H1	CI -> WTS	0.326	4.888	0.000	Accepted
H2	PEOU -> WTS	0.132	3.176	0.002	Accepted
H3	CI -> CL	0.115	2.646	0.008	Accepted
H4	PEOU -> CL	0.140	3.337	0.001	Accepted
H5	CI -> WTS -> CL	-	2.452	0.015	Accepted
H6	PEOU -> WTS -> CL	-	2.066	0.039	Accepted
H7	WTS -> CL	0.095	2.822	0.005	Accepted

Table 6. R Square

Construct	R Square
M (WTS)	0.666
Y (CL)	0.732

Based on these findings, two strategic recommendations can be proposed to Vidio. For the first strategy, Vidio should prioritise co-producing exclusive content with prominent Indonesian brands or influencers to attract new subscribers and retain existing ones. Collaborations with well-known personalities or brands are likely to generate interest and strengthen their engagement. Collaboration contents can gather interest and awareness from non-user. These contents can serve as marketing for Vidio and showed how Indonesian customers are interested in collaboration contents. Collaboration with other

brands or influencers provide variety to streaming contents. This variety can help in serving broader market and attract more segments into using streaming platforms.

For the second strategy, Vidio could implement limited-time joint promotions or bundled offers with its content partners. These campaigns may add value to subscribers, encourage renewals, and reduce churn. Limited joint promotion with large events like sport events can be used to leverage Vidio's position in the market. In Indonesia, sport events were usually broadcasted by television, but recently many televisions stopped broadcasting sport events. This can be a chance for streaming platform to grab the market. Sport enthusiasts are actively searching for a way to watch their favorite teams. While conventional sport still possesses large fanbase, e-sports is rapidly growing industry with steadily growing fanbase. Vidio can take this advantage in targeting e-sport fanbase. Joint collaboration with e-sports campaign or events can be beneficial to streaming platforms. Both strategies leverage Collaborative Innovation and are supported by the study's findings.

Perceived Ease of Use also exhibited a positive and significant effect on Willingness to Subscribe. The direct effect of Perceived Usefulness on Customer Loyalty is similarly positive and significant, consistent with Lee et al. (2018) and Tzavlopoulos et. al. (2019). These results emphasise the importance of providing an effective user interface to facilitate navigation on video. The strongest indicator of Perceived Ease of Use is PEOU1, which reflects the ease of finding desired content. This finding supports the need for an effective search function on Vidio. Customers have many options in choosing streaming platforms. They are used to switching between platforms and using the most convenient platform. To increase their loyalty, Vidio must provide convenient way of searching or selecting contents.

Willingness to Subscribe had a positive and significant effect on Customer Loyalty, corroborating the findings of Sudtasan and Mitomo (2017). Statistical analysis further revealed that Willingness to Subscribe mediates the relationship between Collaborative Innovation and Customer Loyalty, as well as between Perceived Ease of Use and Customer Loyalty, consistent with Song (2021) and Moslehpour (2018). These results underscore the significance of both the Perceived Ease of Use and Collaborative Innovation for Vidio. Furthermore, the model's R-squared value of 0.732 indicates a strong predictive capability for Customer Loyalty. High R-Square showed that Collaborative Innovation and Perceived Ease of Use are very dominant in affecting Customer Loyalty. These two variables combined into a strong model predicting behaviour of streaming platform's customers. Leveraging these two variables will be beneficial for streaming platforms.

By increasing Collaborative Innovation and Perceived Ease of Use, Vidio and other streaming platforms can increase Willingness to Subscribe and Customer Loyalty. This means that leveraging and improving these variables are crucial to increase revenue. These two factors can encourage customers to start subscribing or paying for contents. After subscribing, they are also influenced by the same two factors. Their loyalty can be increased by leveraging the two factors. Research results proved the effectiveness of increasing Collaborative Innovation and Perceived Ease of Use in increasing loyalty. Initial aim of this study to reduce churn rate by increasing customer loyalty was achieved and proven by statistical results showing the importance of Collaborative Innovation and Perceived Ease of Use.

This study provides a novel perspective by integrating Collaborative Innovation and Perceived Ease of Use into a unified model to assess their direct and mediating effects on

Willingness to Subscribe and Customer Loyalty within the context of an Indonesian streaming platform. While previous research has examined these relationships separately, the present model offers a comprehensive analysis tailored to the Indonesian market's unique characteristics.

Conclusion

The results indicate that Collaborative Innovation and Perceived Ease of Use are critical determinants for Vidio, as both significantly influence Willingness to Subscribe and Customer Loyalty. Optimising these factors can increase and maintain customer loyalty that will help in reducing churn rates. More collaborative contents can gain more interest from both new and existing customers in using the platform and continue to do so. Vidio and streaming platforms in general can increase collaborative content to increase their customers. By providing collaborative content, Vidio can increase customer loyalty. Customers will be willing to continue using the platform if they find interesting collaborative contents, this can also reduce fatigue or boredom in customers. Collaborative Innovation also directly affect customer loyalty and indirectly through willingness to subscribe. This means that increasing collaborative innovation can attract customers to subscribe and retain their loyalty. Collaborative contents are important to attract and retain customers. To retain customers, streaming platform also needs to provide easy to use interface. One of the most important aspects are the ease in finding or searching desired content. When customers feel ease in using the platform, customers will feel more comfortable. By providing comfort, Vidio can discourage customers from switching to other platforms. Comfort is important for customers, increasing comfort by providing ease of use will retain customers. When customers are willing to subscribe, it means customers are ready to continue using the service. To retain and increase their loyalty, collaborative innovation and perceived ease of use are very important. By increasing these two factors, customers can be encouraged to start subscribing and eventually continue their subscription. Loyalty will also be increased by leveraging these two factors.

Certain limitations of this study should be acknowledged. The use of convenience sampling may introduce bias and limit the generalisability of the findings to all Indonesian video users. Additionally, the cross-sectional design precludes definitive conclusions about causality. While the R Square of this research is relatively high (0.732) for Customer Loyalty, there are still several factors not included in this research. These factors can be explored further to create more complex model or more detailed model in capturing Indonesian customers. Future research should expand the sample size to include diverse geographic regions and employ longitudinal designs to enhance the validity and applicability of the results. By expanding the time horizon and geographical coverage, future research can develop broader insight capturing the complexity of Indonesian customers. Different variables can be explored further in future research to gain different perspectives and perhaps different results. Future research might also expand the research to capture broader area or region like Southeast Asia in general due to several similarities between countries.

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