



SHANGHAITECH UNIVERSITY

Business Strategy Homework 1

Case Analysis of **ZOOM**

YuweiMao, ZiyelLiu, ChengShi, BoYang

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1 Part I Zoom' s Strategy

Zoom recently entered conferencing hardware, describe the strategy using the framework (e.g. Arena, Differentiator, Staging/Pacing, Vehicles, Economic Logic).

2 Part II Macro Trends/ PESTEL

The industry was growing at about 10% - what were the drivers of this and how will this change in the future.

3 Part III Industry Analysis

- Was the video conferencing market attractive (pre-COVID)? You could refer the five forces worksheet to make the analysis.
- How did the COVID change the market attractiveness?
- Evolution: How will the industry change going forward?

4 Part IV Resource and Capabilities

- What resources and capabilities that make Zoom so successful even before the COVID pandemic? (VRIO Framework)
- What has Zoom been more effective than rivals during the pandemic?
- Will they be able to keep up the rate of development after COVID?

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