

CUSTOMER DECISION JOURNEY

- VIRTUAL COLLABORATION EQUIPMENT (VCE)

SCOPE

- Customer Decision Journey on Virtual Collaboration Equipment
- CDU based on how Small and Medium sized Enterprises (SMEs) communicate virtually
- Analysis of needed equipment, the decision-making process in purchasing it and the environment of its application
- Field work focused on start-ups with 10-30 employees
- The information that has the insight icon attached is validated information, the rest are assumptions

CONTEXT

The persons involved in our Customer Decision Journey are interacting in a tech start-up, active in the area of education. The start-up currently consists of 20 employees and is setting up on a second operational site. Additionally they have regular business meetings with customers and development partners. Three people are specifically involved in the Customer Decision Journey. The start-up does not have a dedicated IT department. For the most part setting up of new office equipment is done by the intern, since she is the one who has time to do such tasks.

Horizontal company hierarchy allows employees to easily communicate their needs and concerns to management.

PERSONAS

**CEO
BRIAN**

- 34 years old, Danish
- Founder and CEO
- Regards efficient communication as a key requirement for effective business activities
- Does not have a lot of time to spend on comparing tech equipment
- Does not hesitate to invest in useful communication means if his employees convince him about its necessity

**PRODUCT MANAGER
LIAM**

- 42 years old, English
- Needs a convenient way of communicating new product features and characteristics
- Has regular meetings with the development team and CTO using Skype, Hangouts etc. depending on the persons he talks to
- Has regular meetings with clients/partners

**INTERN
MARIA**

- 21 years old, Danish
- Studying business at CBS
- Wants to make a good impression through her actions at work
- Used to online purchasing
- Wants to learn from her superiors
- Unexperienced with external virtual collaboration equipment - always used built in equipment on her laptop

INSIGHTS

- For the analyzed startups optimal audio quality is way more important than video quality, as long as it is possible to see the person you are communicating with.
- For most parts the analyzed start-ups use the built-in laptop equipment (webcam and microphone) for Virtual Collaboration
- Price is one of the crucial factors for start ups when buying new VCE.
- Easy setup and connectivity is also important
- All features etc. does not provide significant value to startups.

IMPLICATIONS

- Analyzed start-ups do not feel the need to purchase high end equipment because their B2B partners and clients are on the same level of technical equipment and there is no reason to stand out - the people participating in the virtual collaboration accept that way of communicating.
- When investing in dedicated VCE the analyzed start-ups would most likely invest in speakerphones due to the high importance of audio quality.

RECOMMENDATIONS

- Aftersales team of microphones needs to incentivize startups to invest in the PanaCast by giving special offers
- Consider adding a lower priced video conferencing device to the portfolio, which could get the smaller companies on board.
- Build a stronger ecosystem around the VCE which would make the entire experience even better and has potential to create a lock-in effect. This could be in terms of service or integration with other devices.

LEGEND

