Group Case Project Activity #1

Your Group's Case: Zoom

Your Group number: 8

Leader – the leader’s job is to encourage everyone to participate, ensure the task is accomplish, and submit the activity to the dropbox. You will choose a different leader each time you do a project activity.

Today’s leader: Marilyn Hollick

Other members present: Dylan Federman, Zachary Pepetone, Emon Sen Majumder, Maitry Mistry, Richard Stapells

Group Ice breaker question

What TV show (or movie, book, or podcast) have enjoyed recently, and would recommend to others?

|  |  |
| --- | --- |
| Student’s Name | Media Recommendation |
| Marilyn Hollick | Run (movie) |
| Dylan Federman | One up on Wallstreet (book) |
| Zachary Pepetone | Parks and Rec (TV show) |
| Emon Sen Majumder | Invincible (TV show) |
| Maitry Mistry | Avatar (soundtrack for music) |
| Richard Stapells | Fall of Carthage (book) |
|  |  |

Activity #1

**For Today:** You will be provided with the company's official goal and a few of their operative goals (see below). Analyze the goals based on the criteria below. Please submit to the dropbox when you are finished (one copy per group).

**In the Next Week or Two:** Review the guidelines below for assessing culture and strategy. As you conduct your research on your company, complete these analyses. These analyses are important for the next phases of the project.

Goals ANALYSIS

(see below for each case company’s goals)

OFFICIAL GOALS

Which of the following criteria are satisfied by your company’s mission statement?

1. Does the mission statement mention financial goals?

* Yes. They want to provide an attractive return on investment.

1. Does the mission statement identify the organization’s values/beliefs?
   1. If yes, what values/beliefs does it mention?

* No focuses more on tangibles.

1. Does the mission statement define an organization’s purpose and unique identity?
   1. If yes, explain:

* Yes, their identity is connecting people through different kinds of chats and enabling face to face video experiences.

1. Does the mission statement highlight distinctive competency/strengths?
   1. If yes, explain:

* Yes, their platform delivers reliable, high-quality video that is easy to use, manage and deploy, scalable and easy to integrate.

1. Is the mission statement focused on stakeholders and the means to satisfy them?
   1. If yes, specify the stakeholders and how the mission says they will be served:

* Very broad, states they are connecting people but doesn’t identify specific stakeholders other than investors.

1. Is the mission statement brief?

* Brief but wordy as it covers many different points.

OPERATIVE GOALS

Analyze the organization's operative goals you've been given. Evaluate them according to the S.M.A.R.T. criteria. For each operative goal, identify the type of operative goal (performance, resource, productivity, etc.)

* (**Performance**) Grow partnership ecosystem to continue to expand the Zoom platform through the development of public and private apps and integrations
* (**Resource**) Maintain happiness-centric company culture
* (**Performance**) Drive new customer acquisition

Specific: Not specific, don’t specify how they plan to drive new customer acquisition.

Measurable: Company culture could be evaluated via survey and customer acquisition is quantitative.

Attainable: Zoom has had great growth during the pandemic, so their goals are attainable

Relevant: Goals make sense for a video chat platform.

Timely: Not timely, no deadlines or time frames given.

culture Analysis

CULTURAL ARTIFACTS

As you read the assigned articles for your company and conduct additional research, take note of examples of symbols, rituals, stories, & language.

|  |  |
| --- | --- |
| Symbols: | Rituals: |
| Stories: | Language: |

Do the cultural artifacts suggest that the company has an adaptability culture, mission culture, clan culture, bureaucratic culture, or combination?

Provide your justifications for your decision here:

strategy analysis

After you have researched your company and its competitors, use the strategy assessment tools (posted on MyLS) to assess which of Porter’s competitive strategies best describes the company’s strategy, and which Miles and Snow strategy best describes the company.

Provide your justifications for your decision here:

Case #1: **Thinkific**

Official Goals

“Thinkific is a software platform that enables entrepreneurs to create, market, sell, and deliver their own online courses. Our mission is no less than to revolutionize the way people learn and earn online by giving them the tools they need to turn their expertise into a sustainable business that impacts both them and their audience.”

Source:

<https://www.thinkific.com/about/>

See also:

Thinkific Final long form prospectus

Operative Goals

Thinkific’s Prospectus, Page 31 & Page 61

* Three of Thinkific’s Goals for 2021:
  + Increase investment in marketing and branding to grow customer base
  + Increase investment in research & development to deliver enhanced features for Course Creators
  + Maintain an Employee Net Promoter Score (eNPS; a measure of employee satisfaction) above 75

Digital Extremes

Official goal

"Digital Extremes has 25+ years of experience making great games. From its early shareware hit Epic Pinball and the pioneering, co-created Epic Games Unreal series, to its modern day successes Dark Sector, The Darkness II, and the award-winning Warframe, Digital Extremes’ genre-defining games blaze a path of creativity, innovation and career opportunities unlike any developer in the world."

Source: <https://www.digitalextremes.com/careers>

Operative goals

* Maintain a registered user growth rate of 10 million users per year
* Improve the quality and diversity of Warframe community content creators
* Deploy product updates across all platforms (PC, XBOX, PS4, SWITCH) as close together as possible, ideally at the same time

Zoom

Official Goals

"We connect people through frictionless video, voice, chat and content sharing and enable face-to-face video experiences for thousands of people in a single meeting across disparate devices and locations. Our cloud-native platform delivers reliable, high-quality video that is easy to use, manage and deploy, provides an attractive return on investment, is scalable and easily integrates with physical spaces and applications."

Zoom Video Communications Inc. (2021). Investor Relations. <https://investors.zoom.us/>

Operative goals

The 2021 annual report mentions these three operative goals:

* Grow partnership ecosystem to continue to expand the Zoom platform through the development of public and private apps and integrations
* Maintain happiness-centric company culture
* Drive new customer acquisition