

Redesign Zoom Positioning to Win the Segment of Business Customers

Group 3B: Nishant Parate, Urvi Vaidya, Dandan Zhou, Soo Lee, Sem Leontev

Instructor: Professor Nils Randrup

Our Team







Urvi Vaidya



Sem Leontev



Soo Lee



Nishant Parate



PESTLE Analysis



- > Technology and Socio-cultural factors are the strongest for Zoom
- ➤ Political factor can be an issue, if not properly explained to the customers
- ➤ Environmental issues are not the major ones, as Zoom brings more benefits to the environment than harm.
- ➤ Economics factors need to be considered carefully as the pandemic ended and new strong competitors appeared on the market.
- Legal issues can be considered as the main ones and cannot be ignored as they can be the most harmful for the future growth.



Customer Analysis

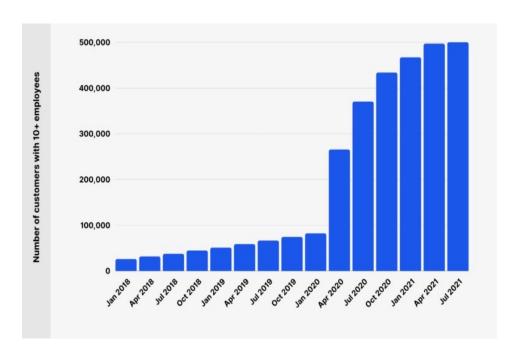
Market segments	Customers value most
Individuals	o Easy to install and easy to use
	o Low price, ideally free
	 Popular enough for everyone to use the same service
	 Quality of communication
	o Fancy design
Small Business	o Easy to install and easy to use
	o Reduce the costs of collaboration
	 Improve the employees performance
	Accelerate decision-making
	o Fancy design
Medium-sized Business	o Reduce the costs of collaboration
	Accelerate decision-making
	o Improve employee performance
	o Improve customers experience
	o Reliability and security
Enterprise	o Reduce the costs of collaboration
	Accelerate C-level decision-making
	Accelerate mid-management decision-making
	o Increase overall corporate performance
	o Improve employees experience
	Reliability and security

- ➤ The core of Zoom's paid customers are businesses with more than 10 employees.
- ➤ At the same time the Enterprise companies market is not yet well developed.
- ➤ The most important Market segments are:
 Education, Marketing and Tech
 companies. The most well-developed
 market is the US

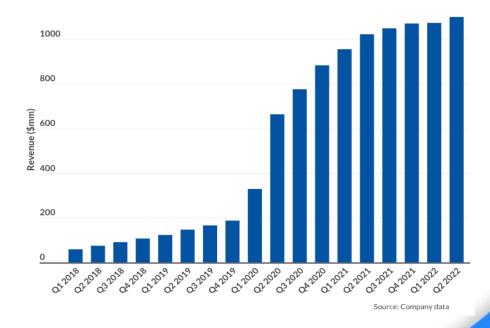


Financial Analysis

Number of business customers

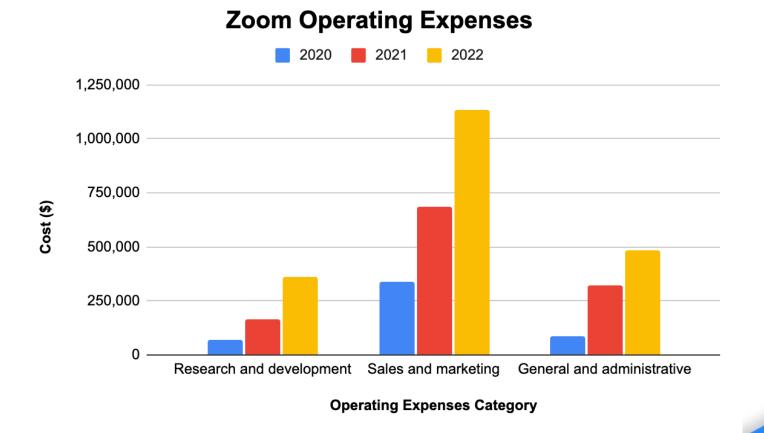


Total Revenue





Financial Analysis





SWOT Analysis

Strengths 6

- free basic version to all users
- · intuitive design
- widely used globally
- consistently performing well
- has a strong brand identity

 growing market of video communication platforms

Opportunities 🎇

- customizable packages for business customers
- product diversification on a target markets
- globalization

Weaknesses



Threats 🤚



- past security issues
- "Zoombombing" reduces the trust within customers
- known as not good end to end encryption provider
- competitors offer similar services at a cheaper price
- reopening of physical workspaces and public spaces after the pandemic





Brand Identity Pyramid

ESSENCE: Mission - Make video communications frictionless & secure. Vision - Video communications empowering people to accomplish more. Value - Care; Community, Customers, Company Teammates, Selves. Culture - Delivering happines.

PERSONALITY: Zoom has become synonymous to Videoconferencing and is recognised by one an all as the trusted platform for secure communication. If its a VC its Zoom.

EMOTIONAL BENEFITS: Zoomis an intuitive, scalable, and secure choice for large enterprises, small businesses, and individuals alike. It is crucial that customers feel safe and secure transmitting their confidential information over Zoom, trust is embedded in Zoom culture, iit is an essential feature of Zoom platform and services.

RATIONAL BENEFITS: Zoom is intuitive, scalable, and secure choice for large enterprises, small businesses, and individuals alike. While Zoom has allowed companies to significantly reduce their carbon footprint though reducing the need for travel, Zoom is also looking to also ensure the sustainability of its operational footprint, and as such is committing to reaching 100% renewable electricity in operations by 2030.

CORE FUNCTIONALITY: Zoom is an easy to adapt scalable tool that is easy to customize as per the business needs of the customer. Products: Zoom One (Meetings, Whiteboard, TeamChat, Webinars, etc.); Zoom Developers (Marketplace, APIs, etc.); Zoom Spaces; Zoom AI; Zoom Contact Centre

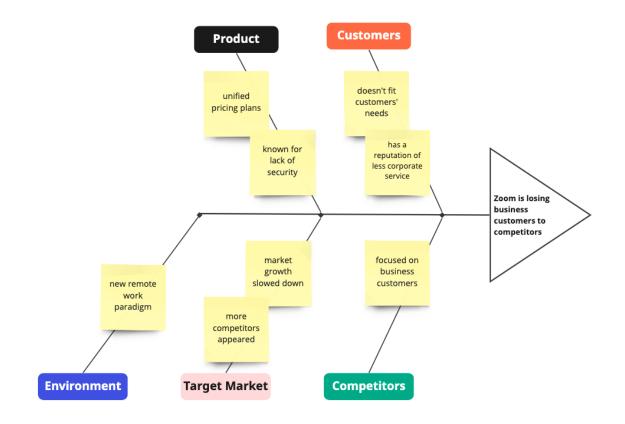


Competitors' Value Propositions

	Market shares	Pricing	Market segments	Value proposition
Zoom	42.70%	Basic – Free Pro - \$14.99 Business - \$19.99 Business Plus - \$25	Individuals, Small-Business, Mid-Market	Video communications empower people to accomplish more.
Microsoft teams	10.90%	Basic – Free Essentials - \$4.00 Business Basics - \$6.00 Business Standard - \$12.50 Business Premium - \$22.00	Mid-Market, Enterprise	Businesses can reduce the costs of collaboration, accelerate decision-making, and improve the customer and employee experience.
Google Workspace - Meet	31.40%	Basic – Free Business Starter - \$6 Business Standard - \$12 Business Plus - \$18	Small-Business,Mid- Market, Enterprise	Everything you need to get anything done, now in one place. Whether you're at home, at work, or in the classroom, it's the best way to create, communicate, and collaborate.
Cisco webex	2.10%	Basic – Free Meet - \$13.50 Meet + Call - \$20	Mid-Market, Enterprise	The most engaging, inclusive and intelligent video conferencing solution for the modern workforce.



Marketing Issue Identification





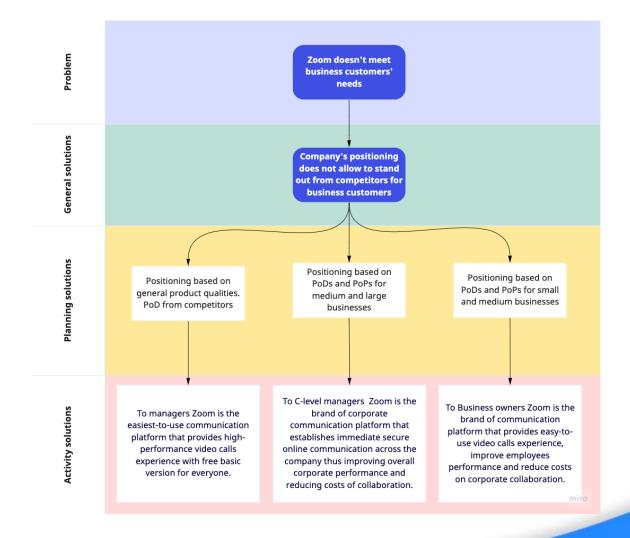
miro

Prioritization Matrix

Relevant issues	Relevance	Focused	Critical	Pressing	Complex	Implementable	Sum
Zoom doesn't meet business customers' needs	3	3	3	1	2	2	14
Zoom has a reputation of less corporate service	3	2	2	1	3	2	13
Competitors better focused on business customers	3	1	3	2	2	1	12
Market growth slowed down	2	2	2	1	1	1	9
More competitors appeared on a market	2	1	2	2	1	1	9
Product has unified pricing plans	1	1	1	2	3	3	11
Product has a reputation of less secure	1	2	2	1	3	2	11
New remote work paradigm appeared on a market	1	1	1	1	1	1	6



Identification of Possible Solutions





Evaluation and choice of solution

Evaluation criteria	Key evaluation criteria	Stakeholder Perspective	Importance	Positioning 1 (General)	Positioning 2 (SMB)	Positioning 3 (Enterprise)
	Competitive advantage fit	Company – Top. mgmt.	Low	Fair match	Good match	Good match
Strategic	Score		10%	3	5	5
	Weighted Score			0.3	0.5	0.5
	ROI	Company – Top. mgmt.	Very High	200 M	150 M	300 M
	Score		40%	4	3	5
Financial	Weighted Score			1.6	1.2	2
rinanciai	CAPEX investment	Company – Financial dpt.	Low	3 M	3 M	3 M
	Score		10%	2	2	2
	Weighted Score			0.2	0.2	0.2
Market	Market share change	Company – Sales and marketing dpt.	Medium	+8%	+6%	+12%
	Score		20%	4	3	5
	Weighted Score			0.6	1	0.8
Risk level	Likelihood of failure (negative ROI)	/eighted Score Company – Sales and marketing dpt. core /eighted Score ikelihood of ilure (negative OI) Company – Shareholders	Medium	Low	Medium	High-Medium
I TUSK ICVCI	Score		20%	2	3	4
	Weighted Score			0.4	0.6	8.0
Total Weighted Score			100%	3.3	3.1	4.5
Ranking of Alternatives				3	2	1



Positioning statement

To C-level managers Zoom is the brand of corporate communication platform that establishes immediate secure online communication across the company, improving overall corporate performance and reducing the costs of collaboration.



Implementation action plan

Project Start Date Project Manage			-	Display Week:		1	Week 1 28 Nov 2022 28 29 30 1 2 3 4	Week 2 5 Dec 2022 5 6 7 8 9 10 11	Week 3 12 Dec 2022 12 13 14 15 16 17 18	Week 4 19 Dec 2022 3 19 20 21 22 23 24 2	Week 5 26 Dec 2022 25 26 27 28 29 30 31 1	2 Jan 2 3 4 5	
WBS	Task	Lead	Start	End	Days	% Done	Work Days	M T W Th F Sa Su	M T W Th F Sa Su	M T W Th F Sa Su	M T W Th F Sa S	uM T W Th F Sa Su	мт w т
1	Project Description	3B	Thu 12/01/22	Sat 12/24/22	24		17						
1.1	Analyse needs and purpose	3B	Thu 12/01/22	Sun 12/04/22	4	100%	2		150 1 5182				
1.2	Describe the desired outcome	3B	Mon 12/05/22	Thu 12/08/22	4	50%	4						
1.3	Evaluate the business outcome	3B	Fri 12/09/22	Mon 12/12/22	4	25%	2			1			
1.4	Evaluate resource base	3B	Tue 12/13/22	Fri 12/16/22	4	0%	4						
1.5	Develop project plan	3B	Sat 12/17/22	Tue 12/20/22	4	0%	2				- 1		
1.6	Pproject plan approval	3B	Wed 12/21/22	Sat 12/24/22	4	0%	3				, and a		
2	Situation Analysis	3B	Thu 12/08/22	Sat 12/31/22	24		17					100	
2.1	Combine list of important information	3B	Thu 12/08/22	Sat 12/10/22	3	0%	2			3 136			
2.2	Plan information gathering	3B	Mon 12/12/22	Thu 12/15/22	4	0%	4						
2.3	Establish collaboration processes	3B	Fri 12/16/22	Sun 12/18/22	3	0%	1				1		
2.4	Assign tasks to kick-start the work	3B	Mon 12/19/22	Fri 12/23/22	5	0%	5						
2.5	Combine the analysis together	3B	Mon 12/26/22	Sat 12/31/22	6	0%	5						
3	Main issue identification	3B	Sun 12/11/22	Fri 1/06/23	27		20			-42			
3.1	Define the necessary data	3B	Sun 12/11/22	Mon 12/12/22	2	0%	1			110			
3.2	Analyse the issues and reasons	3B	Tue 12/13/22	Thu 12/15/22	3	0%	3						
3.3	Perform Fishbone analyses	3B	Fri 12/16/22	Mon 12/19/22	4	0%	2				1000		
3.4	Identify core issues	3B	Tue 12/20/22	Sat 12/24/22	5	0%	4						
3.5	Evaluate the main issue	3B	Mon 12/26/22	Fri 1/06/23	12	0%	10						
4	Design the solution	3B	Thu 12/22/22	Sat 1/07/23	17		12					a.	
4.1	Create the values matrix	3B	Thu 12/22/22	Sun 12/25/22	4	0%	2						
4.2	Set up customers interview	3B	Mon 12/26/22	Fri 12/30/22	5	0%	5				1		
4.3	Analysi the interview results	3B	Sat 12/31/22	Mon 1/02/23	3	0%	1						100
4.4	Test the solutions	3B	Tue 1/03/23	Wed 1/04/23	2	0%	2					-	
4.5	Choose the best performing solution	3B	Thu 1/05/23	Sat 1/07/23	3	0%	2						1
5	Design the new positioning	3B	Thu 1/05/23	Sun 1/29/23	25		17						
5.1	Create a value map for new positioni	r 3B	Thu 1/05/23	Sun 1/08/23	4	0%	2						
5.2	Define the key metrics to consider	3B	Mon 1/09/23	Fri 1/13/23	5	0%	5						





Thank you