

## **Zooming into the future**

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# **MANAGEMENT DECISIONS**

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The authors prepared this case solely as a basis for class discussion and not as an endorsement, a source of primary data, or an illustration of effective or ineffective management. Although based on real events and despite occasional references to actual companies, this case is fictitious and any resemblance to actual persons or entities is coincidental.

## Voice of the industry

The presented case is still ongoing and currently there are only speculations and analysis regarding Zoom future strategic positioning. In the 2021 annual report the CEO states the following about Zoom's future;

*"Looking forward, we see a strong opportunity to capitalize and expand upon the success of our core meetings and webinars products. Zoom Phone is built on the same secure, scalable, global architecture as Zoom Meetings and allows our customers to consolidate their video conferencing with a modern and integrated telephony solution."*

Building upon that, the CEO visualises Zoom's desired future position to be;

*"...A leader in the evolution towards a hybrid future of work that allows greater flexibility for both in-person and virtual connections - a future that we believe will enable greater employee happiness and productivity, and benefit our communities and planet."*

Yuan also expresses his gratitude towards the people using Zoom in more informal contexts like birthday celebrations and family dinners and that this symbolises the vision of

*"... video communications empowering people to accomplish more."*

Moreover, to obtain a second opinion on the matter Martin Mazur, CTO of the knowledge driven consultancy 1337 was invited to share his opinion of the future of Zoom in a business setting. During the conversation, Mazur points out the fact that people never go back. People always want to move forward. Hence, Mazur does not see the video conferencing tools disappearing anytime soon. However, video conferencing tools might be used for different purposes and in combination with physical meetings in work situations rather than the only option.

He states that the position for Zoom, and similar video conferencing platforms, will be a platform used for some forms of communication e.g. shorter meetings that have been working well during the COVID-19 pandemic since this can save both travel time and costs. But he points out that video conferencing platforms might not be the place to conduct e.g. creative workshops in a post pandemic world and that these will return to being physical.

Lastly, Mazur believes that the future workplace might not be an office, or one place at all, but rather that people will work from the places where they work the best. Hence, there will still be a need for video conferencing platforms when people work from different places around the world.

That said, the questions we encourage you to discuss are the following:

1. If you were a part of the executive team, where would you position Zoom in the future?
2. If Zoom decides to position themselves more towards the educational segment, what actions can Zoom take to appeal more to this segment?
3. What are the opportunities in creating an educational Zoom platform?