



Launch and Growth of Zoom

Problem Statement



Overview and Summary

Commonly known as Zoom, Zoom Video Communications is an American communications technology company that is headquartered in California. It provides videotelephony and online chat services and is used for teleconferencing and making social calls to your friends and relatives.

Zoom was founded in 2011, and the software was launched in 2013. Zoom entered the market very aggressively and this along with how easy it was to use got the company a valuation of one billion dollars in 2017. But the company was not profitable till 2019.

When the world was affected by the challenges due to the COVID-19 pandemic, there was a genuine need to conduct business online. Schools, colleges, and other regular functions needed to move online. Small and diverse businesses like music schools, dance academies, and art and craft classes needed to move online to survive. Zoom is now attempting to capitalize on this global need.

Zoom needs to design new subscription packages for people to use, create strategies to entice people to subscribe to Zoom, and improve their infrastructure and data management to cope with the massive increase in the user base. They also need to manage additional requirements for security. They need to understand their competitors who were in or looking to enter the teleconferencing space. They want to create a risk strategy for the future. They are facing a dilemma on the long-term effectiveness of their model, that is, if the business model is sustainable in the long run or if it is a temporary measure while the world is coping with COVID-19 and its consequences.

Zoom invited global project leaders/managers trained at Simplilearn to spearhead this Customer Centric Digital Transformation project. They wanted some help in creating this launch plan.

Current State:

Due to the COVID-19 pandemic, Zoom saw a surge in users. There were some issues that Zoom is facing due to the increase in demand that need to be solved. The company could not have predicted that, in a matter of day and weeks, every person across the globe would suddenly be learning, working, studying, socializing, and operating their businesses from home. They started to get a much broader set of buyers and users who were utilizing Zoom in a myriad of unanticipated ways. These were challenges that could not have been anticipated when the platform was conceived.

They faced a backlash for certain security lapses. A few instances were reported where unintended participants joined some ongoing meetings, which gave rise to the term Zoombombing. There was also an instance where a Holocaust memorial was bombarded with images of Hitler, which was publicly criticised. This caused multiple government bodies from countries like Germany and the USA to forbid its employees from using Zoom.

The product also faced certain issues with respect to infrastructure and capacity. This needed to be spruced up. The user base rose from 10 million to 200 million, which overstretched the infrastructure.

A lot of people did not know how to use Zoom properly since they were teleconferencing for the first time, which was another challenge for Zoom. For businesses to run properly they should be able to utilize the various features of Zoom. Zoom needs to invest money in training, improving tools, and giving excellent support to help these first-time users understand how to use Zoom and various features of Zoom to help them know how best to utilize the platform.

Future State

Zoom has given the project managers these details for expansion:

1. Zoom wants to offer several resources to train their users. They want to proactively send out several of these resources to help various categories of users familiarize themselves with Zoom.

These resources include:

- Training and tutorial webinars
- Video tutorials
- Live daily demos
- Conducting training sessions on how to use Zoom on various platforms
- Upcoming webinars

Zoom needs to take various steps to minimize customer support waiting times when the users reach out to Zoom with their doubts, problems, or questions. They wanted to listen to their users to help them evolve their approach.

2. Zoom wants to create a blog post to help users address incidents of security lapses and Zoombombings on their platform. The new features to be introduced by Zoom to prevent Zoombombings are:
 - Waiting rooms (only the admin or host of the meeting can admit the users)
 - Passwords (users need to enter the password to enter the meeting)
 - Muting controls (the host or presenters can mute all participants and restrict their access)
 - Limiting screen sharing (the admin can decide if others can share their screens)
3. Zoom wanted to update their privacy policy to be more transparent around what data they would be collecting from users and how it was going to be used. They wanted to explicitly clarify that they will not be selling their users' data, have never sold user data in the past, and have no intention of selling their users' data in the future.

-
4. For schools, colleges, universities, and other users from educational institutes they want to give the following features:
- Roll out a guide for administrators on how to set up a virtual classroom that contains details on how to better secure their virtual classrooms to prevent miscreants
 - Set up a dedicated K-12 privacy policy
 - Change the settings for educational institutes enrolled in their K-12 program so that virtual waiting rooms are on by default
 - Changed the settings for users from educational institutes enrolled in their K-12 program so that presenters or teachers are, by default, the only ones who can share content in class

Project Task: Week 2: (The task is based on the concepts taught in Customer Centric Digital Transformation)

5. Use design thinking concepts taught to do the following:

List the problems of users of videotelephony tools and features they need and come up with a solution by applying the concepts of design thinking.

Note: Do not limit yourself to the features mentioned in the problem statement. You can introduce new features as applicable.

- Discover – Discover design problems (for user in the education industry)
- Define – Frame design problems
- Dream – Come up with multiple solutions
- Design – Design solutions (create mock-ups and wireframes for these)
- Dry Run – Validate the solutions

(The task is based on the concepts taught in Implementing a PMO)

6. Set up a PMO for this project as taught in the PMO training

Since this will be a scrum driven project, you cannot have more than 10 people in a single scrum team. So split the project into multiple scrum teams. To manage these scrum teams, you will have a PMO. This must also contain:

- Details on how you will set it up
- Roles and responsibilities of this PMO
- Documents needed by this PMO from all scrum teams