Cisco Live Case Final Report

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INTRODUCTION

Cisco is a technology company with a significant market share in the networking and telecommunications industries. Cisco's Strategic Management Live Case focused on the challenges of their Webex product. Throughout the semester, our team conducted a strategic analysis of the external and internal factors facing the Webex collaboration platform and developed strategies to overcome barriers posed by Cisco's challenge questions. The strategic analysis utilizes the PESTEL framework and Porter's 5 forces for external analysis. We then transition by looking at a competitive analysis before looking internally with a SWOT analysis, core competencies, and the VRIO framework for the internal analysis. Finally, we pivot into Cisco's challenge questions and our team's recommended strategies.

PESTEL FRAMEWORK

Political Factors

As we see technology playing a more significant role in society, there is potential for increased government intervention throughout the industry. Policy and regulation in the technology and telecommunications sectors have primarily focused on security and data privacy. Security and data privacy are areas where Cisco excels, with Webex considered one of the most secure communication platforms.

Economic Factors

Employment rates and economic strength are two factors that significantly impact collaboration platforms. The majority of Webex's revenue comes from enterprise, so the size of their user base is effectively tied to the size of the workforce. Consequently, employment rates affect the total addressable market. Economic strength influences the serviceable obtainable market because smaller organizations can absorb the cost of the product in a strong economy.

Sociocultural Factors

Recent sociocultural trends stemming from the COVID-19 pandemic have increased the demand for collaboration platforms like WebEx. Stay-at-home orders forced trial periods upon employers who were previously reluctant to adopt remote and hybrid workplaces. As many companies now begin to shift their policies due to the successful implementation of remote work capabilities, employees have increased leverage in requesting remote or hybrid roles. This leverage accelerates the growth in hybrid roles as employers try to remain relevant in a competitive hiring market.

Technological Factors

User expectations are high because of technical improvements. These improvements apply to core functions such as the expectation of high-quality video conferencing, a user-friendly interface, and utilizing newer technologies such as artificial intelligence to improve search functions of text chat. As one of the earliest products in the industry, these trends create a disadvantage for Webex's reputation because many users hold on to the negative Webex experiences from when the technology was relatively limited.

Ecological Factors

With data centers and hardware that require significant energy and cooling, much of Cisco's infrastructure is carbon-intensive. However, products such as Webex are crucial to sustainability improvements. Collaboration platforms allow organizations to dramatically reduce their carbon footprint when enabling remote and hybrid work environments by lowering the need for transportation and office space. Hybrid remote situations can result in a 100-person facility becoming suitable for 200 employees, while fully remote work environments eliminate the carbon emissions of an office entirely. Additionally, it provides greater geographic flexibility between where people work and live. The ability to spread out populations may lead to environmental improvements in ecosystems with dense populations.

Legal Factors

Platform-based industries dependent on network effects have room for fewer participants, making anti-trust laws critical to ensure a single firm does not gain a monopoly. Another crucial factor causing industry competition is the limited protection of intellectual property. Licensing agreements provide financial protection, but the underlying technology can be created in many ways, making it possible to engineer around patents. These workarounds mean these software solutions are imitable.

PORTER'S 5 FORCES

Threat of Entry

With several incumbent firms in the collaboration platform space, there is a relatively low threat of entry. Because the success of a platform business is highly dependent on networking effects, the market can only support a limited number of participants and is fast approaching saturation. While this characteristic of platform businesses lowers the threat of entry from new enterprises, it creates an opportunity for another potential new entrant. Established platform businesses that are currently offering similar services could enter the space if they can overcome the networking effect barrier by leveraging their existing user base.

Power of Suppliers

The power of suppliers is moderate across the industry but relatively low for Webex, which benefits from the fact that Cisco owns the majority of its digital supply chain. Cisco data centers and network capabilities provide a high level of vertical integration, meaning the majority of sourcing needs fall under raw materials. Low differentiation and a high number of suppliers for raw materials lower the supplier's power.

Power of Buyers

The power of buyers is high for collaboration platforms. The high buyer power is partly because the market is approaching saturation, meaning that buyers have many options, and the majority of platforms can meet most organizations' basic requirements. Additionally, the cost of switching to a new collaboration platform is relatively low. As a result, the combination of functionality and price point is crucial to any firm seeking significant market share. It is not enough to provide more features than the competition to gain a competitive advantage. Firms must offer superior functionality at the same if not a better price point than the alternative.

Threat of Substitutes

The threat of substitutes is low for platforms such as Webex. These substitutes are alternative means of collaboration such as business travel and in-person meetings. With the socio-cultural shifts created by the COVID-19 pandemic, firms are more supportive of remote work than ever. Businesses have realized that they can maintain their productivity and benefit from the cost savings of eliminating business travel and lowering office capacity. As mentioned in the Power of Buyer's section, competitors aggressively seek product differentiation, meaning there is a moderate threat of substitution for Webex in the form of a more comprehensive platform.

Rivalry Amongst Existing Competitors

Based on the previous four forces, the rivalry amongst existing competitors is very high in the collaboration platform market. While incumbent firms benefit from the low threat of entry and low power of suppliers, the high power of buyers makes for a highly competitive environment. Adding to the competition is the fact that there is limited intellectual property protection for competitors. This lowers the imitation barrier amongst competitors and requires constant innovation to keep any competitive advantage gained. The challenges incumbents face to gain and maintain product differentiation also leads to competitive pricing across the industry.

COMPETITIVE ANALYSIS

The competitive analysis is crucial for understanding how to position Webex to capture market share from its key competitors. This understanding allows us to focus on areas that could lead to a competitive advantage for Webex. In a highly competitive market, differentiation through functionality and price point are at the core of the conversation. We can see how Webex stacks up functionally in the below comparison of Webex, TeamS, Zoom, Slack, and Google Meet.

	Chat	Video/Voice	VoIP	File Management	Project/Task Management	Education Suite
webex	✓	✓	✓	×	×	×
T	✓	✓	×	✓	✓	✓
zoom	✓	✓	×	×	×	×
slack	✓	✓	×	×	×	×
Google Meet	✓	✓	✓	✓	×	✓

VoIP is a clear advantage for Webex, as Google Meet is the only other platform offering this functionality. However, there is a clear opportunity for Webex to offer a more robust platform by adding file management, project/task management, and education suite abilities. Price point is also a critical point of differentiation that becomes complicated with different tiers offering different services; price is not an apples-to-apples comparison. For example, Teams has gained market share by bundling with the Microsoft Office software suite.

SWOT ANALYSIS

Undeniably, the 2020 COVID-19 pandemic created innumerable workplace challenges. Companies needed to remap the contingency plans in place, allow employees to work remotely, and find new ways to communicate and collaborate efficiently. With these workplace changes, it became imperative for digital platforms to provide seamless solutions for collaboration, task management, and file-sharing while maintaining powerful security features.

Strengths

Despite the unexpected headwinds that disrupted corporate America during the pandemic, these concerns played straight into the core strengths of Webex. Webex offers two platforms, Webex Meetings (an in-browser web app) and Webex Teams (a native collaboration app).

Webex allow for either one-on-one or group conversations for internal and external networks. What differentiates Webex from the competition of other digital platforms is both the audio-video quality and security features. When using Webex, the conference is transmitted with High-Definition video, while the sound is equipped with noise cancellation background features. File sharing allows you to share important documents with others while ensuring that those files are secure and encrypted.

These are superior features amongst other rivals such as Microsoft Teams and remain crucial for any organization looking to uphold the highest standards of professionalism and security. Unfortunately, some additional challenges lie ahead of Cisco as they look to unlock Webex's full potential.

Weaknesses

Webex's most significant weaknesses are simplicity, limited app integrations, difficulty onboarding customers at scale, and poor workflow (UX).

When it comes to simplicity, scheduling a meeting within Microsoft Teams or Google Meet is a straightforward process, especially when you bundle those services together, e.g., Microsoft Teams and Microsoft Office. The Microsoft and Google products are all-inclusive, so there is no strain on the user to figure out other platforms to connect. This inclusive experience is not the same with Webex, as it relies on integrations for many functions.

Unfortunately, most users experience Webex through the free tier. This tier has limited app integrations and doesn't allow for an apples-to-apples comparison of the Webex experience to the Teams or Meet experiences.

Webex is traditionally a B2B company, so its sales and support teams are geared toward long, high-touch interactions, not scalable B2C interactions. This model is hindering its ability to capitalize on small and mid-sized businesses.

Although Webex has made significant progress in the last few years, it still has many notable kinks to work out through various workflows. For example, it's challenging to share your meeting link without first scheduling a meeting.

Opportunity

Cisco has a unique opportunity to invest, acquire, and partner with small to mid-size corporations. Let's consider Asana, for example. Asana is a web and mobile platform used to help teams organize, track, and manage their work. A partnership with such a company would provide Cisco with an opportunity to target a new market, including small and mid-size organizations. An innovative approach towards growth, simplicity, and brand recognition.

Threats

The threats specifically for the Webex platform come from intense competition and the stickiness of the network effect.

Intense competition results from large incumbent firms and the low barriers to entry in the generic video conferencing space.

Familiarity and ubiquity are critical when analyzing the network effect. When considering video conferencing software, the first companies that come to mind are Zoom, Meet, and Teams — not Webex. Zoom has become so ubiquitous that users often say, “let’s hop on a Zoom call,” when they are not using the Zoom platform but rather a competitor’s platform.

CORE COMPETENCIES

Cisco is well established in the security and networking segment and a leader in providing hardware for communication.

Their security and encryption are noted as industry-leading by the NSA across various communication services. Webex provides end-to-end encryption for text chat, voice calls, video calls, file sharing, and screen sharing — something that Teams, Slack, and Zoom do not.

From a hardware perspective, Cisco creates and maintains much of the modern telecommunication network in the US, from servers and switches that create the backbone of the internet to service delivery radios that provide 5G and wireless serves commercial and public areas. They're also deeply embedded in building infrastructure, providing network solutions to both large enterprises and small businesses.

These core competencies are key in strategic initiatives because Cisco can use them to build trust, leverage them in contract negotiations, and use them to bundle Webex to attract new customers to the platform.

VRIO FRAMEWORK

The VRIO framework is a strategic planning tool that helps companies and organizations identify their core competencies and determine the existence and strength of their competitive advantage. The framework evaluates an organization’s resources and capabilities based on value, rarity, imitability, and being organizationally aligned to capture value.

Valuable

Cisco is an established leader in technology, collaboration, and communication and when paired with its video conferencing platform WebEx, it creates value through reliability, quality, and enhanced levels of security.

Rare

Competition in video conferencing has exploded within the video conferencing space from competitors such as Microsoft Teams, Google Meet, Zoom, and others. These companies compete for better quality, more features, and power through network effects. Webex is not rare, meaning, from a competitive advantage standpoint, it has a competitive parity. Formally, this is where the VRIO analysis would stop; however, there is value in considering the last two steps to create a strategic plan to gain a competitive advantage.

Imitability

Cloud calling and web conferencing are easy to imitate because of the availability of cloud solutions and APIs. NSA grade encryption and security is much harder to imitate because it requires industry-leading expertise, a strong telecommunication infrastructure, and a lengthy testing and approvals process. Despite its current leader status, we do not see this as a long-term advantage in the future.

Organizational Alignment

The bridge that connects all of this and makes video conferencing possible is an organizational structure that is aligned to capture value. Webex needs to change it's structure to align with a scalable customer acquisition strategy related to user onboarding and customer service.

CHALLENGE QUESTIONS

Over the past two years, we have watched the business environment change drastically, and business units have rushed to adapt to the new level of flexibility required to manage customers, clients, and employees around the globe. Cisco's Webex platform is positioning to improve the ability to work collaboratively, share documents, and communicate with individuals. Cisco, however, is not the only company that has moved into this arena, and they face fierce competition from heavyweights like Microsoft Teams, Google, and Zoom. Our team was challenged to respond to the following questions:

Challenge 1

The Webex of today is making every collaboration experience as secure, inclusive, and engaging as being face to face. This wasn't always the case though. There are customers who tried the product prior to the significant quality and feature enhancements made over the last few years and aren't interested in giving it another try.

Challenge 2

Microsoft offers software bundle options at a lower price point which consists of applications like Outlook, PowerPoint, Word, Excel — the productivity tools that almost every enterprise customer needs. MS Teams is often included in these bundles which effectively makes it free. Taking these two challenges into consideration, what should Cisco do with its Webex business to compete against Microsoft more effectively?

RECOMMENDED STRATEGIES

As we move on to our strategy recommendations, a brief overview of what we will cover is as follows: customer strategies, strategic alliances, organizational alignment, bundling, and rebranding. Customer targeting involves not only whom we target but when we target them; to adopt customers who will grow and remain loyal to the platform. Next, we will discuss forging strategic alliances to strengthen the applications of the product. Then, we will move into organizational alignment to capture value from the new customer segment. We'll touch on some creative ideas around bundling as a customer acquisition tool. Finally, we will walk through how rebranding the Webex product is crucial to adoption.

CUSTOMER TARGETING

New Personas

Imagine three different individuals: Claire, Emma, and Weston.

Claire is an entrepreneur responsible for the growth of her lean startup. She needs to meet clients and a cross-functional team of 13, all while working resourcefully on a small budget. She values personal connection and radical candor to get the most out of her team.

Emma is a Senior Developer and a top individual contributor; her focus is on getting work done and delivering quality code. Most of her time is remote and she values working from various cities around the world.

Weston is a freelance photographer and a maverick. His work takes him around the globe capturing humanity and all of the amazing creations that add value to his client's products and marketing efforts.

All these individuals have common needs, notably: to work collaboratively with team members worldwide, to manage tasks and projects, to share files in the cloud where all members can work on the same deliverable at once — without disruption, and the ability to do this on a single affordable platform.

Reaching New Customers

Next, to effectively reach these customers in a way that showcases the Webex experience, we have a two-pronged strategy. First, work with influencers who depend on video conferencing platforms for their businesses. A niche market segment that we have identified is influencers who help life, and business coaches train other coaches and people to get to the next level. These are people like Jay Shetty and Rachel Bell, who have massive followings on social media, hold live webinars, and give toolkits and tips to other thousands of coaches. We believe this niche market will allow Webex to proliferate exponentially.

Second, capitalize on Cisco Investments as an opportunity to seed the Webex product. Cisco Investments is used for funding startups. Beyond the capital investment, Cisco can provide Webex to the new ventures to assist them with their collaboration needs from the beginning of their entrepreneurial journeys. Early adoption of the Webex platform is critical because as their business needs grow, Webex can grow with them. Familiarity with the platform from an early stage will lead to future use. This is one of the reasons that Microsoft has been so successful in getting users to adapt to using Teams, most individuals have been using Microsoft office since they were in grade school, and this familiarity with the product combined with the collective offerings in the suite of products creates stickiness with the platform. Additionally, growing with startups will allow Cisco to leverage its core competencies of networking hardware and software to create bundled products that form long-term relationships. In short, create a product that can fill all their needs now and drive more revenue as their business needs grow later.

Converting New Customers

Now that we have strategies for reaching Claire, Emma, and Weston, let's talk about how we convert them to the Webex experience. In examining the pricing and value of Webex against its competitors in the table below, we see that Webex is on par with the pricing strategies of its competitors, raising the question: why can't Cisco get its customers to convert to the premium versions?

	Basic	Tier 1	Tier 2	Tier 3	Tier 4
webex	Free	$162	$300	Call	×
	$70	$150	$264	$432	$684
zoom	Free	$150	$200	$240	×
slack	Free	$80	$150	Call	×
Google Meet	Free	$72	$144	$216	Call

The answer is value. When we look at Microsoft Teams specifically, the value they're offering at their entry-level tier is far and above their competitors. Their $70 yearly fee includes conferencing, chat, MS Office, file storage, and team management — everything Claire, Emma, and Weston need. Cisco will need to offer something similar and potentially better to compete against Microsoft. We believe they have the precursor to this opportunity in their App Hub and Control Hub. We recommend that Webex include the App Hub and Control Hub in the free version to offer a more complete version of the Webex experience that customers will love.

STRATEGIC ALLIANCES

Interoperability

When we think about the needs of our personas, Claire, Emma, and Weston, from the perspective of tools they need to complete their work and get the most from their collaborative teams, some clear patterns emerge. First, the need to manage tasks across multiple groups and organizations. Second, the need to brainstorm and work creatively, even while remote. Third, the need to share files in common locations and work on documents in real-time. Forth, the need to meet face-to-face even when you are thousands of miles apart. From these needs, there are some great opportunities for strategic partnerships with companies like Asana for task management, Miro for team whiteboarding, and cloud storage with iCloud, Google Drive, and Dropbox for file sharing.

However, it is not enough to create and expose an API and expect a fluid, all-in-one feeling experience. The key to app integrations is deep interoperability. Interoperability is “the ability of computer systems or software to exchange and make use of information.” The key here is “make use of information.” This distinction goes beyond passing data and into an intertwined experience rooted in human need. For example, today, an app plugin for Asana lets you create tasks and receive updates within Webex messaging, but interoperability takes that further. Imagine working in the Asana app and needing to speak with your team about the status of a project. Typically, you would need to change apps and possibly compose and send an email that has an accompanying calendar and video chat link. This process is burdensome. Instead, what if there was a link within Asana that, with one click, fired up a Webex meeting and automatically pinged the necessary participants? This experience is unique, streamlined, and intuitive. Take it a step further, and include that same button on tasks so instant conversations can happen with the specific members of a task. This two-way relationship is the key to deep interoperability. We strongly recommend Webex create two-way interoperable relationships with industry-leading applications to compete head-to-head with a Teams-like bundle.

Telecommunications

Next, let’s continue to think about meeting Claire, Emma, and Weston where they are and simplifying their lives. Many business owners and freelancers use their personal equipment for work, and why wouldn’t they? Besides the obvious tax benefits, who wants to carry two of everything? This leads to a problem, they are always connected, and there is no way to separate their personal lives from their professional lives. The idea of an eSIM or an application with VoIP can radically change that. We were delighted to learn near the end of this project that Cisco is partnering with telecommunications companies like AT&T and T-Mobile to integrate phone services with a native feeling experience through Webex Go. We think these partnerships will create incredible value for customers, businesses, and shareholders by driving hardware sales for 5G networking and serving as a gateway to onboard new customers to the Webex experience. We strongly recommend that Cisco cultivate these partnerships both domestically and internationally.

HARDWARE & SOFTWARE BUNDLING

Cisco's core competencies can be leveraged for bundling opportunities. We have identified three unique segments: enterprise, startup and small business, and home wireless. We have formulated specific strategies to tee Cisco up for success by catering to each segment's individual needs.

Enterprise Bundling

The largest segment of Webex users is its enterprise customers. Many of these customers already use Cisco's networking and security software coupled with their networking hardware. The key here is to create a bundled tier that allows enterprise customers to integrate Webex into the purchase of their hardware and software. Depending on the cost structure of Webex and the margins on your hardware, it may be in Cisco's best interest to lower the profitability of the Webex product in exchange for network effect and ubiquity. Revenue bridge analysis will help identify the right price-quantity mix. We believe that enterprise bundling will streamline the conversion of traditional customers. Furthermore, this strategy will help bridge the gap between Cisco phones and Windows computers.

Startup & Small Business Bundling

Startup and small business clients have unique and different needs from enterprise clients. Many of these clients do not have the same need for advanced networking and security software as enterprise clients. As they begin to ramp up their operations and grow, those needs will change, and Cisco can be there to provide additional hardware and software services to them when the time comes. Cisco has an opportunity to grow with its small business clients — grow as they grow. This strategy involves creating pricing models that focus on value and adding suites that support businesses as they transition through the various growth phases common to modern companies. We believe this will increase recurring revenue by allowing Cisco to sell products in incremental steps that small businesses can afford. These businesses benefit over time because bundling can significantly lower the cost of Cisco hardware which is otherwise too pricey. By being there for the customer every step of the way, Cisco will establish long-term relationships early on. Claire will love this solution.

Home Wireless Bundling

COVID-19 rapidly changed how and where many of us work. As working arrangements have changed, so have the needs of all those in the labor force. Organizations still need data security protection. Cisco's wireless radios, modems, and switches are currently too powerful and expensive for home use. This strategy involves creating home networking devices, akin to Amazon Eero, that have Cisco's networking security. Home wireless bundling can facilitate getting Cisco networking and Webex into peoples' homes. Emma and Weston will love this solution.

ORGANIZATIONAL ALIGNMENT

Organizational alignment is imperative to execute well on the recommendations above. To cater to the needs of Claire, Emma, and Weston, Cisco must align its Sales and Customer Success organizations for scale and community creation.

Sales Alignment

Like most B2B organizations, Cisco uses a high-touch sales funnel to contact, qualify, convert, and nurture large B2B clients. This sales process takes several weeks to multiple months per customer. A sales funnel will not work for our personas who are ready to hand you their credit card and begin experiencing Webex within minutes. We recommend creating a new sales team and strategy centered around community that is low-touch and highly scalable to meet the needs of individuals, startups, and small businesses, creating a flywheel effect for growth. This sales organization will focus on four key components: fluid onboarding, easy connectivity, product love, and converting the user base into the salesforce.

The fluid onboarding experience starts with the freemium plan to allow users to try the all-new Webex experience. Some of these users may convert directly to paid plans based on needs and value-adding features, but the key here is quick, user-friendly onboarding and scalability — if they don't convert to a paid plan on this revolution, they will convert on the next one.

Immediately after installation, users need to connect the apps in their existing workflow to ensure they are getting the minimum viable, valuable, and validating product[1] that works for their specific needs and goals. The execution of this component is contingent on the App Hub, and possibly the Control Hub, being open and intuitive to use for non-technical customers. The other key element of this step is the ability to quickly and easily share the Webex experience with friends and colleagues, i.e., the user should be able to send a link and try Webex with someone through a web-app experience.

Next, users need places to celebrate the product and the Webex experience with internal and external communities. These places include social media, user conferences, and shared in-app communities.

Finally, now that you have a formidable group of people who love your product, talk about it, and value being part of the community, it's time to turn that zeal into sales. The last component involves carefully gamifying the sharing and onboarding of new users. For example, you may incentivize current users with free months of usage when they convince others to signup for paid plans.

Customer Success

Note: this is not customer support. Customer success is about creating an experience to help your customers be successful; knowing their success will help grow the Webex experience. Some of the things that create a Customer Success program are localized support, multi-platform capable agents, agents empowered to make happy customers, and meeting customers where they are.

Localized support is good for customers, and it's good for agents on many levels. It helps embrace cultural similarities that create connection and promote "liking." Quality of life is improved for the customer success agents because they don't need to work odd hours and be at the top of their empathetic game in the middle of the night.

The concept of multi-platform capable agents is that many problems are rooted in a workflow and extend to more than one app or platform. Focusing support on workflow will enable agents to solve more issues faster and with fewer handoffs, thus creating happier customers.

Empowering agents to make customers happy is possibly best exemplified by Zappos. The core mission at Zappos was not to deliver shoes; it was to deliver happiness. Agents at Zappos were given the freedom and responsibility to make bad situations right for a customer through many means: refunds, expedited shipping, extended return periods, etc. Agents should feel comfortable knowing which policies are guidelines and that the goal is to make customers happy.

Meeting customers where they are means guiding the narrative across many communication channels. Support doesn't just happen at cisco.com. Given your chat, video, and screen sharing integrations, it could happen natively. It may also occur across social media, helping fuel community. Wherever conversations and questions pop up about Webex, your agents need the means to respond quickly and in a contextually relevant way or the platform.

Recommendation

Capturing value from the Claire, Emma, Weston market segment will require a shift in mindset from a funnel and maintenance mentality to a scalable community mentality. This mindset shift will require talent and an organizational structure with the ability to execute in the B2C space. The overarching recommendation for organizational alignment is to create the team and facilities necessary for a scalable B2C community.

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[1] The Art of the Start 2.0, Guy Kawasaki

REBRAND CATALYIST

We conducted a sentiment analysis of Zoom, Microsoft Teams, and Webex by asking people what words come to mind when they think of each name.

Words that come to mind for Zoom are share, meeting, connective, quick, easy, video, COVID, and game nights. When COVID-19 lockdowns began, Zoom experienced exponential growth. Essentially, Zoom is so easy to use that people use it with friends. This ease is paramount and evident in every part of Zoom's business model. Check out their Instagram — there is a dog wearing a Zoom shirt — it doesn't get much more wholesome than that.

When we looked at words to describe Teams, we saw easy, share, collaborative, files, chat, video, scheduling, messaging, comfortable, and integrated. Teams has an advantage of a common design language that is shared with Office. It makes the software seem intuitive when it is actually learned affordances that are driving usability. They also have a huge advantage of being able to install directly as part of Windows. Regardless, their sentiment is generally positive.

Finally, when we asked about Webex, we heard words like old, outdated, not functional, garbage, clunky, and corporate. This sentiment is likely due to bad experiences that users had a long time ago. Many people have not tried the new Webex yet, and they won't. Think of it this way, when was the last time you used Apple Maps? Bad impressions are enduring because they are built on emotional responses. Emotional responses drive memory. Webex elicits a poor emotional response and triggers bad memories.

We need to cultivate a new perception and improve the brand sentiment of this product. We have identified four key components to serve as a catalyst for a rebrand. First, we have highlighted a new customer segment and acquisition strategy. Second, we have suggested major app integrations and deeply integrated interoperability are imperative for a delightful new product. Third, we've recommended the creation of bundling options for enterprises, startups, and most notably — home customers. Fourth, we created guidelines to optimize organizational alignment for scale and delightful B2C experiences. We believe these four components are the catalyst needed to launch a successful rebrand and help Cisco achieve ubiquity with its communication and collaboration platform.