

External Forces

Opportunities

- The « network effect » created by using apps or tools, especially for teamwork
- Imitate or buy any competitor
- Universities willing to develop technological platform to communicate with their students:
Mooc explosion in all university careers

Threats

- Very competitive market
- Security issues on the different platforms
- Constant reduction of costs to develop online platforms
 - Increasing spamming
- Social media has reached middle age
- Customers more and more concerned about privacy issues

External Forces - Threats

Data privacy scandals: Bug of Google Docs in 2009 à access to some private docs of the cloud users. Security issues which damaged its reputation –trustless platform-

In 2014, French Courts condemned Google for large privacy violation (150 000€) à threaten Google image

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External Forces - Threats

More specifically from Facebook - The constant reduction of costs in developing online platforms is a potential threat, since the number of platforms superior to Facebook will probably multiply. If they manage to get the sufficient consumer base to trigger the network effect, Facebook might start losing its leadership. In fact, the youngest users are already switching to other platforms "We believe that some of our users, particularly our younger users, are aware of and actively engaging with other products and services similar to, or as a substitute for, Facebook."

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External Forces - Threats

On the other hand, this threat to Facebook is in fact an opportunity for us. As the costs of development go down, the better we will be able to manage and continually improve our platform.

Another issue Facebook is facing is the increase of middle age(d) using the social media. The question is: are the University Students and middle aged (mainly their relatives) incompatible? The increase of one is the decrease of the other? We believe so. In fact, we could leverage this shift by emphasizing the exclusivity of our platform to University Students.

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External Forces - Threats

The increased spamming in Facebook is also an opening to stress the importance of separating the leisure from work environments.

Finally, there is an increased conscious about privacy issues related to customer data leakage. This also constitutes an opportunity for our start-up. If we highlight the data security of our platform we could build an advantage. For example, DuckDuckGo is a research engine respecting user privacy, whose queries have increased significantly since Edward Snowden revelations

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External Forces - Opportunities

The multiplication of platforms is both a threat and opportunity for Facebook.

Having the resources (Human and Financial), Facebook is capable of quickly imitating its competitors. This is a serious threat to our platform.

On the other hand, if the network effect is already ongoing, Facebook can opt for buying. Here it is an opportunity for us – we should focus on leveraging the network externalities related with our service.

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Internal Forces



Azendoo

Internal Forces - Azendoo

Strenghts

- Time Consuming Factor (6)
- User friendly/ intuitiveness (8)
 - Interactivity (7)
- Customized for Team Work (6)
 - All in one platform (6)
 - Mobile access (8)
- Customer Service and relationship (7)

Weaknesses

- Cloud Storage (3)
 - Organizer (1)
- Bibliography Manager (1)
- Number of users (2)
- Financial Value (4)
- Personalization (2)

Azendoo Strengths

Time Consuming Factor (6)

Depending on the scope of the teamwork activity for the students the platform could consume more time to be understood and in unnecessary planning. Can be integrated with cloud services and provides a more effective discussion tracking than Facebook.

User friendly/ intuitiveness (8)

Intuitive layout and pleasant workspace. Easy to use considering it is a project management tool.

Interactivity (7)

Collaborative workspace and notifications.

Customized for Team Work (6)

Tasks can be allocated and it work can be planned. At some point it could be too sophisticated for a university assignment.

All in one platform (6)

Integration with Evernote, Box, Dropbox and Google Drive.

Mobile access (8)

Android, iPhone-iPad, Web-based.

Customer Service and relationship (7)

Has a FAQs section, video tutorial and provides customer support by e-mail.

Azendoo Weaknesses

Cloud Storage (3)

10 GB Storage.
50 GB: 5\$/month
Unlimited: 9\$/month

Organizer (1)

Doesn't allow users to synchronize schedules and plan meetings

Bibliography Manager (1)

Doesn't exist

Number of users (2)

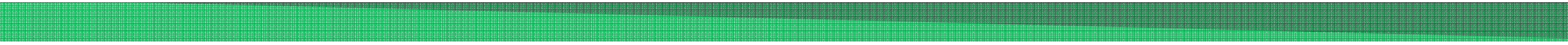
Just available in 2 languages.
Small number of users.

Financial Value (4)

Small number of user and a correspondent low financial value.

Personalization (2)

Low level of customization



Dropbox

Internal Forces - Dropbox

Strenghts

- User friendly/ intuitiveness (9)
 - Cloud Storage (7)
- Customized for Team Work (8)
 - Dominant Design (10)
- Customer Service and relationship (7)
 - Financial Power (9)
- Professional Environment (8)

Weaknesses

- Interactivity (2)
- All-in-one Tool (1)

Dropbox Strengths

User friendly (9)

Very user-friendly, almost no writing, very intuitive.

Storage Cloud (7)

2 Go free, additional storage by inviting people, buying capacity, or upgrade to Dropbox Pro.

Teamwork customized (8)

It is customized for sharing files between team members

Dominant design (10)

200 million people and 4 million businesses use Dropbox.
Used for different purposes: students, professionals, friends,...

Customer Service (7)

"dropbox tour" to learn how to use it, Facebook page, Twitter account and blog to interact with the customers

Financial Power (9)

"Freemium" model: 200 million in revenue in 2013
8 billion valuation

Professional environment (8)

Business version of Dropbox for 795\$ / year, with 1000GB for 5 users, admin controls for secure sharing.

Multi platforms

Website, iPad & iPhone apps, application on your computer desktop, direct access from Facebook to import files.

Dropbox Weaknesses

Interactivity (2)

There is no chatting feature, the only way to interact with people is to invite them to share a folder.

All-in-one Tool (1)

The only feature of Dropbox is to share files, there is no additional features.



Evernote

Internal Forces - Evernote

Strenghts

- User friendly/ intuitiveness (9)
 - Cloud Storage (6)
- Customized for Team Work (9)
 - Dominant Design (7)
- Customer Service and relationship (5)
 - Financial Power (6)
 - Personalization (7)

Weaknesses

- Professional environment (6)
 - Interactivity (4)
- All-in-one Tool (2)

Evernote Strengths

User-friendly (9)

Very user-friendly, very intuitive

Storage Cloud (6)

60 Mo free /month, max 1Go of notes/month with the premium version

Customized for teamwork (9)

It is mainly designed for team work

Dominant design (7)

23 million users, but only 5% upgrade to the premium version.

Customer service (5)

Send your rating and comments, ask for a support assistance, guided tour

Financial power (6)

1 billion valuation

16 months to make 1 billion revenue after its launch

Almost half of its revenues come from Premium

Personalization (7)

Possibility to custom the theme color, the order of your sections, ...

Evernote Weaknesses

Professional environment (6)

More with the premium version: Diaporama mode, better sharing with colleagues, numerisation of business cards,...

Interactivity (4)

There is no chatting feature, but you can share your notes with other people in order to work on projects

All-in-one (2)

Only designed to make notes and share them, not much additional features



Facebook

Internal Forces - Facebook

Strenghts

- Dominant Design (10)
- Customer Service and relationship (7)
 - Financial Power (10)

Weaknesses

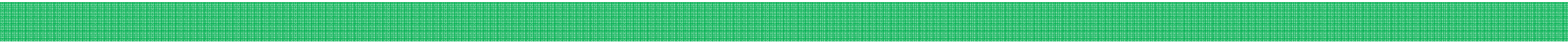
- User friendly/ intuitiveness (3)
 - Cloud Storage (3)
- Customized for Team Work (2)
 - Professional environment (1)
 - Interactivity (4)
 - Personalization (5)
 - All-in-one Tool (2)
 - Discussion Tracking (2)
 - Organizer (1)
- Bibliography Manager (1)

Facebook Strengths

- As of January 2013 Facebook had 1 billion active monthly users. Facebook biggest strength is its network – the higher the network the greatest the individual benefit. Notice that University Students are already there and may search for other students easily. Moreover, they might find costly to keep track of and update more than one platform (costs of multi-homing).
- We intend to minimize these issues through a partnership with Facebook, where profile's information and research of users could be shared. Besides, we intend to also leverage the network effect in our platform. For instance, if initially Universities subscribe our platform, then we will have a relevant early base of students, which will attract other students, and trigger the network effect.
- Facebook presented a \$1.5 billion profit for 2013. In other words, Facebook has a strong financial power. This allows them to constantly innovate and retain the most talented developers.
- However, focusing on teamwork only, might allow us to have an advantage in this specific segment.

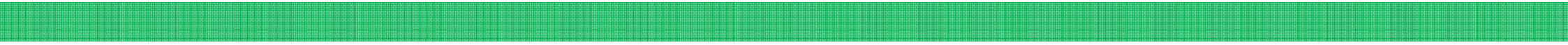
Facebook Weaknesses

- As a general, Facebook is user-friendly, being most clients already familiar with the way it works. Nevertheless, it is neither user-friendly nor customized for team work. The chat is not intuitive and it is very difficult to track all the comments – many times students have plenty discussions at the same time (task x, task y, scheduling, comment x, review y...) and the posts keep moving up and down despite of its importance and subject.
- This means we will focus on developing an interactive chat, where students could easily accompany each topic of discussion and have an overview of the work progress. This way we can clearly have an advantage over Facebook's group chat.



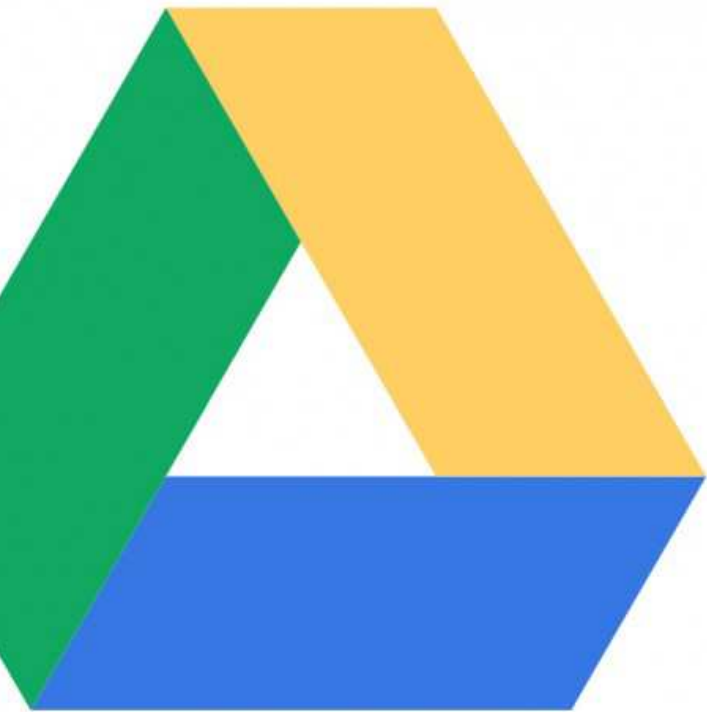
- Besides, although it allows uploading files, they are constraint to 25 Mb and it does not provide the possibility to change them at the same time (like in Google Drive). In fact, it only includes “post”, “upload photo/video”, “question” and “upload a file” – many important tasks are absent obligating students to use several platforms. For instance, important tools for task management (task allocation, planning...) and bibliography organization are missing. Moreover, it does not offer a “calendar and scheduling” management, making the meeting arrangement very time consuming (sometimes it takes more than 20 comments).

- In here we have the opportunity to create a platform which incorporates all these functions, making it more efficient and easier to work in groups. We must excel in this point, creating an intuitive platform, fully customized for team works, which accommodates the full workflow of a team work (from research to bibliography). This will be critical to build our competitive advantage.



- Finally, Facebook incorporates both leisure and work related issues - this opens space for constant distraction from notifications. However, it also opens a space for us to highlight the professionalism of our platform, which will eliminate constant interruptions from likes, tags and posts.

All these weaknesses we spotted in Facebook are at the same time opportunities for us!



Google Drive

Internal Forces - Facebook

Strengths

- User friendly/ intuitiveness (7)
 - Time Consuming Factor (8)
 - Financial Power (10)
- Customer Service and relationship (5)
 - All-in-one Tool (7)
 - Number of users (9)
 - Mobile Access (8)
 - Cloud Storage (10)
- Customized for Team Work (7)

Weaknesses

- Interactivity (4)
 - Organizer (3)
- Bibliography Manager (1)

GDrive Strengths

User friendly/ intuitivity (7)

Not easy to find when using Gmail: the apps is not that visible but, collaborative docs are very user friendly: allow you to see who and what the co-users are doing on the doc (1user = 1color)

Time Consuming Factor (8)

Collaborative synchronized docs which allow users to gain time given everyone is able to participate at the same moment à facilitate teamwork.

Financial Value (10)

Google Drive benefits from the huge financial power of Google Inc.: value = 328, 25 MDs; shares are traded over 1170\$ (14/03/2014)

Customer Service and relationship (5)

Online back-up service only

All in one platform (7)

Google powerful search tools, docs (excel, ppt, word), spreadsheets, picmonkey

Number of users (9)

Google Docs launched in 2006 and Drive opened to the public in April 2012 and counts more than 120 million active users. GD reached to attract many users platform in only 2 years thanks to Gmail. Gmail users no longer need to download attachment: they share. GD is linked with other google features. (gmail, google+, googleplayer)

Mobile access (8)

Android app available for free on Google Play allows to view, create and edit docs +Ios apps

Cloud Storage (10)

15GB for free version

GD cut down its prices for additional storage to entice more users: 100 GB of cloud data from 4,99\$ to 1,99\$ p/month and 1TB storage is now 9,99\$ instead of 49,99\$ monthly à cheaper than Dropbox

Customized for Team Work (7)

As Dropbox, GD offers a cloud storage service, a place for keeping all your files Not designed especially for Teamwork: the "mydrive" layout is a desktop folders and not a desktop group projects

GDrive Weaknesses

Interactivity (4)

Chat tool to talk with the co-workers but not designed to track updates and discussions

Bibliography Manager (1)

Doesn't exist

Organizer (3)

Google Agenda tool is useful but doesn't allow users to synchronize schedules and plan meetings



Moodle

Internal Forces - Moodle

Strenghts

- Financial Power (6)
- Customer Service and relationship (8)
- Number of users (7)
- Mobile Access (8)

Weaknesses

- User friendly/ intuitiveness (3)
 - Time Consuming Factor (2)
- Customized for Team Work (1)
 - Interactivity (2)
 - All-in-one Tool (2)
 - Organizer (1)
- Bibliography Manager (1)
- Cloud Storage (1)

Moodle Strengths

Financial Value (6)

Moodle is free of financial obligations, revenue streams come from donations to pay the developers and from the development fund that partners are financing as they benefit from Moodle services

Customer Service and relationship (8)

Developer and contributor communities who provide online support. Strong customer relationship through surveys and forums + contributors are users and participate to make evolve the system (roadmap)

Number of users (7)

Global Platform (214 countries, 75 languages): User base of 83,008 registered and verified sites, serving 70,696,570 users in 7.5+ million courses with 1.2+ million teachers (June 2013). Free source license: Co-creation process given any developer is allowed to create new features and modules.

Mobile access (8)

Iphone and Android apps available

Moodle Weaknesses

User friendly/ intuitivity (3)

Not intuitive, basic categories, simple design and layout

Time Consuming Factor (2)

Losing time by switching from Moodle platform to teamwork customized platform, getting contacts etc. → students don't use Moodle webmail address but look for people on Facebook

Customized for Team Work (1)

Not customized for teamworks at all: no interaction between students, no cloud allocated to students, only teachers can post docs (pdf, ppt).

Interactivity (2)

Only webmail address available and forums: no messenger on the platform → no interaction. Not collaborative work, useful to receive informations from the teacher

All in one platform (2)

Community website designed to share ideas, course contents, information, free support from teachers to students but not from students to teachers nor between students

Bibliography Manager (1)

Doesn't exist

Organizer (1)

Doesn't allow users to synchronize schedules and plan meetings

Cloud Storage (1)

No cloud for students to share folders → impossible to build teamwork