

URL: <https://ecorner.stanford.edu/in-brief/focus-on-the-game-not-the-score/>

As Zoom founder and CEO Eric Yuan considered starting his own company, he asked everyone he knew if they were happy with the videoconferencing platforms they were using. Not a single person expressed passionate loyalty to any of the products on the market. That realization, he says, gave him the confidence to create Zoom. And it was his conviction that he could satisfy the end users, he says, that gave him the focus to build a solution and not get distracted by analyzing market size and worrying about competitors.



Transcript

- When you try to build something, 00:00:04,250 Why do you build that? It's normal for your investors feel free for any user.. Because I spend a lot of time talking with every friend ever I know and no matter which solution they were using packages, I always ask them.. Do you like that solution.. I did not see a single user tell me that I really enjoy this and that.. None.. Then I realized, wow, if that case, I might have a chance.. If I can build something better.. At least that turns to why, that's the reason why I dared to start.. And yeah, that's how I started so.. - Well and I love that because you know, 00:00:44,510 there is this mantra these days that don't go after what's called Red ocean waters that are shark-infested, go after the blue ocean waters where nobody is there..

And I love the fact that zoom emerged from a red ocean market.. And so this question is for all the founders that are in spaces where the VCs are saying, that's an intensely crowded space, or if you make that feature, what would prevent Google or Microsoft just from copying you? How do you know if in fact you should listen to yourself and not to the VCs? It sounds like it's you listen to your users.. And specifically when you listen to your users, was there a threshold in your mind about what you were looking for to know that this was not just good, but a great opportunity.. Is it just if the user say, did you measure that anywhere? Was it more just a feeling? - You are so right? I think of two things.. 00:01:29,970 First of all, you are so right, you know, listen to any user, that's number one.. Number two, in terms of a size opportunity of the market, that's really hard, right? I do not see you have a formula to say, hey this is big that is small, you know, quite often, you know, take an Uber for example when it started, everyone thought that's a small niche market.. It hit on a huge market, right? I think when Google started they already have a Yahoo, right? I think you started from listening to any user plus, I think it's sometime in terms of opportunity, when you start, you do not know how big it is, right? However in the future, might be bigger and bigger.. I think as long as you can, you know, have a solution and a plan, you have a vision, you can build something better than others and you know, essentially deliver a unique value with some of the users.. I think you can see why, right? Do not always think about hey, I have to enter into a market is a huge market.. It's not like that for every business, I think..

- So you didn't go in having this vision 00:02:34,868 that this was going to be the hundred and \$150 billion phenomenon that it is.. (murmurs) - That was my opinion.. 00:02:41,679 I think 1 billion is good enough.. - One Billion is good, yeah (speaker laughing) - I guess why, 00:02:45,390 I seriously, even today, I never think about why do we lasted a week.. I just had our user conference.. It's what I learned from immediate CEO Co-founder Jason Paul, right? Don't look at the score, you know, focus on the game, right? So don't look at the big potential market, think about how you can survive, keep serving your customers.. Along the way you might find other opportunity to start with.. Always started from a very, very small, I think sending no side always talk about in our board meeting, how we can survive as a company how we can survive.. We never say I was thinking about the bigger things...