

META WORKPLACE



Anthony Mania, Luke Chmiel,
Ami'yannah Davis, Erjon Mersimi

BMKT 7620 – NEW PRODUCT
DEVELOPMENT



Welcome to Flop Tank



Workplace for
the workplace



The Identity Crisis

- Familiar design ended up feeling invasive

The Trust Problem

- Numerous privacy scandals

The Competition

- Microsoft Teams, Slack, Zoom

WHY THE VALUATION CRASHED



COURSE CONCEPT ANALYSIS: WHY DID META WORKPLACE FLOP?



Misaligned Consumer Benefits

Workplace focused on functional benefits but never delivered the emotional or social benefits which enterprises valued, such as security, compliance, and professionalism.



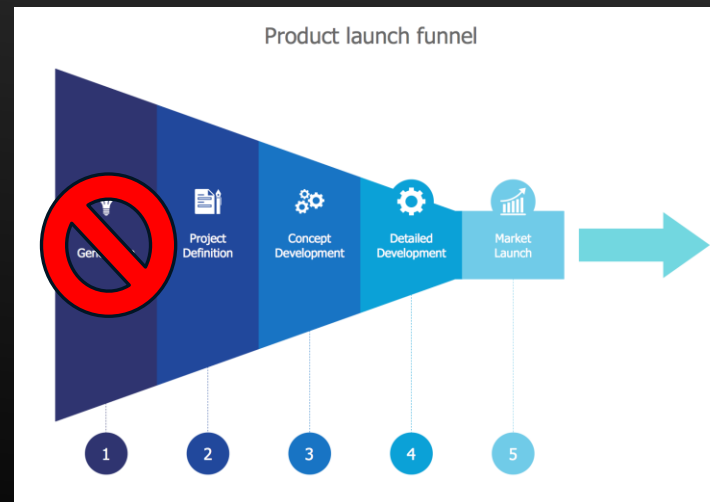
Crowded Market Disadvantage

Workplace entered too late against deeply rooted competitors such as Teams, that already had brand recognition.



Weak Strategic Prioritization

Meta prioritized its consumer business; B2B tools never received the engineering, sales, or integrations needed to compete at enterprise scale.



WHERE META WENT WRONG

Poor Idea Validation

- Meta treated "Facebook interface for business" as a winning idea without substantial enterprise feedback.
- Didn't follow structured divergence/convergence process --> skipped real-world customer pain discovery
- Without customer problem research it is hard to know if the idea generation process will benefit consumers

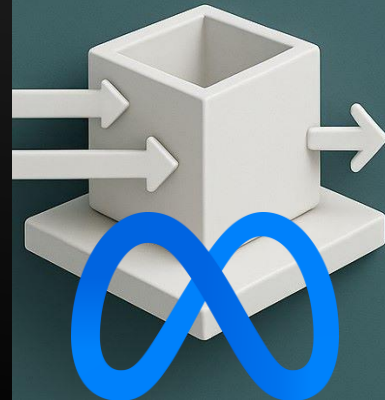
A/B Testing Pitfalls

- Meta relied on consumer-style A/B testing rather than B2B testing with complex org behaviors
- Measured engagement within teams using Workplace, not adoption drivers like CIO needs, integration costs, or IT complicity

Pipelines vs Platforms Mismatch

- Meta tried to build a pipeline-style product for companies needing a platform ecosystem
- Competitors such as Teams and Slack succeeded because they built platform infrastructures for workplace systems, not social feeds.

Pipeline



vs

Platform



OVERALL ANALYSIS

Lack of strategic Fit

- Enterprise software requires stability, security, integration, and support. Not social media style engagement metrics.

Under-Resourced Product

- Meta never staffed sales, engineering or client-support teams at the level needed for enterprise adoption.

Misread Customer Benefits

- Companies didn't want "Facebook at work"; they wanted a collaboration infrastructure, not a social feed

Failure to Validate Demand Early

- Workplace had initial curiosity but no validated long-term demand or willingness to switch from existing tools.

Ignoring Platform Requirements

- A feed-based product couldn't compete with platform-based ecosystems.



META RECENT WIN: THREADS (2023)

- ▶ Fastest-growing app in history. 100 million users in 5 days
- ▶ Lunched during user frustration with X/Twitter
- ▶ Seamless onboarding through Instagram login and follower graph
- ▶ Rapid updates and features rollouts drove early engagement



Market Sensing

by Daanish Siddiqui

How do you do it?



Identify what you want to research



make a list of research tools you want to use!



Create questions designed to identify emotional links to subject area



Create content designed for your Buyer Persona



Create your Buyer Persona



From the **Results**
Collate and group data to create a buyer persona



Watch your engagement data increase



Watch your company profile expand



Reap the benefits
Create your Buyer Persona through market sensing

ELEMENTS BEHIND THREADS SUCCESS

- ▶ **Market sensing:** Identified strong demand for a Twitter alternative
- ▶ **Rapid Iteration:** MVP launch with weekly user-driven improvements
- ▶ **Leveraging Existing Assets:** Used Instagram's massive ecosystem
- ▶ **Strategic Alignment:** Reinforced Meta's core strength in social networking



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WHY THREADS WON AND WORKPLACE FAILED



LESSONS META SHOULD LEARN FROM WORKPLACE

- Lesson 1: Enterprise $\neq$ Consumer



- Lesson 2: Concept Testing Must Match the Real Stakeholders



- Lesson 3: Platforms Win, Pipelines Lose



- Lesson 4: Cultural Trust Is a Core Feature



- Lesson 5: Engagement $\neq$ Productivity



RECOMMENDATIONS: THE ROADMAP FORWARD FOR META

Recommendation 1:

Shift to a Platform Ecosystem Model

Recommendation 2:

Implement Enterprise-Grade Concept Testing

Recommendation 3:

Reframe Meta's Enterprise Positioning Around Trust & Security

Recommendation 4:

Redefine Success Metrics Around Productivity Outcomes

Recommendation 5:

Use Strategic Partnerships Instead of Competing Head-On



WRAP-UP: FROM FLOP TO FUTURE POSSIBILITY

“When consumer logic drives enterprise products, failure becomes a feature, not a bug.” - Group 4

Questions for the Class

1. Is Meta capable of succeeding in the enterprise space, or is its consumer DNA a fundamental barrier?
2. Is trust now a more important feature to have for enterprise than functionality?

