



# YAHOO!

## BRAND REVIVAL PROJECT

KASEY BROWN AND MATT CORNELLY

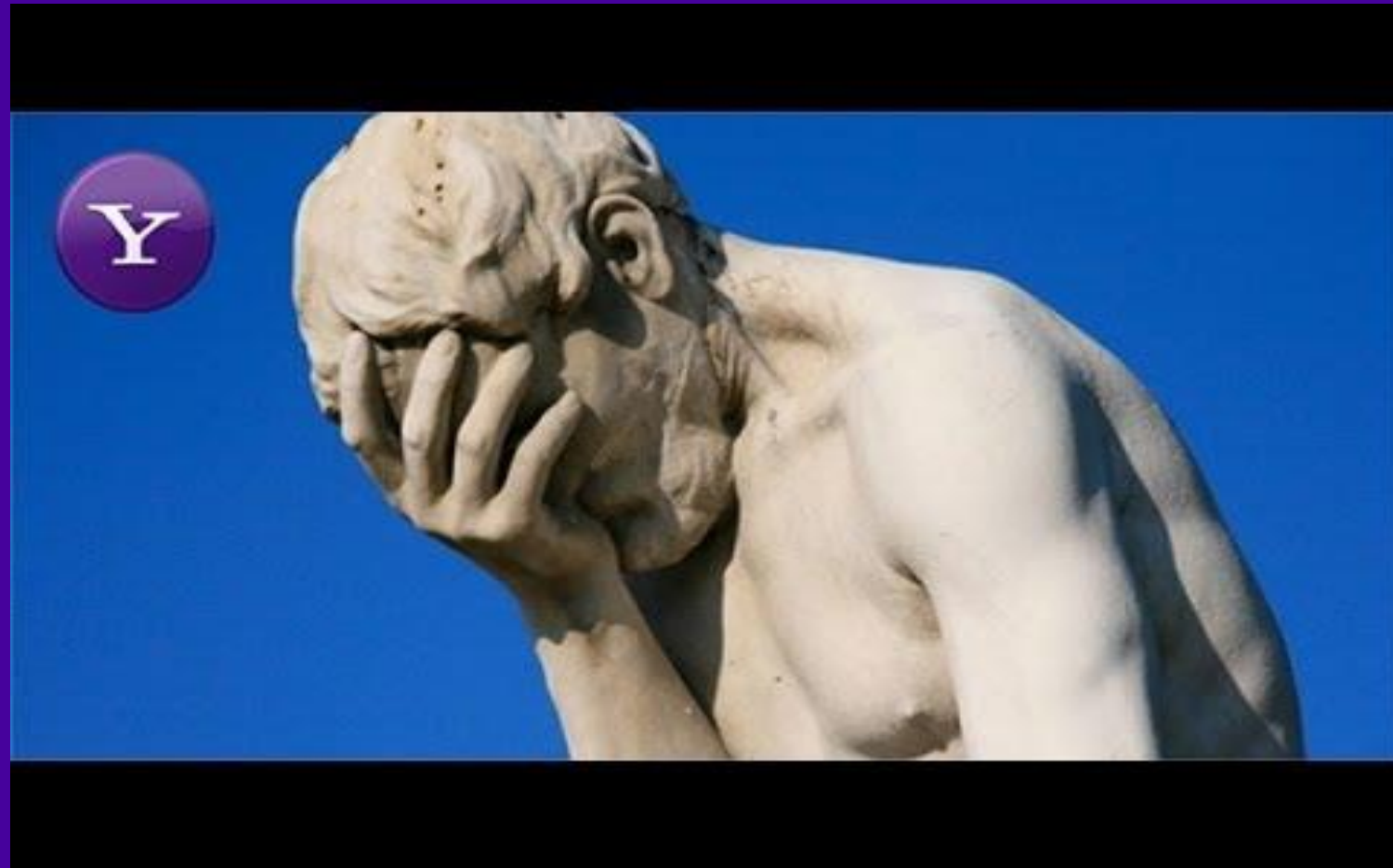
A man and a woman are smiling and looking at a laptop screen. The woman is on the left, wearing a light-colored jacket, and the man is on the right, wearing a light blue shirt. They are both looking at the laptop screen, which is open in front of them. The background is a blurred cityscape.

# AGENDA

- ❖ Timeline and Current Events
- ❖ Financials
- ❖ Marketing Mix
- ❖ Social Media
- ❖ Perceptual Map
- ❖ Brand Prism
- ❖ PADR
- ❖ Consumer Perceptions
- ❖ Brand Problems
- ❖ Recommendations

YAHOO!

# Remember Yahoo! Answers?



[https://www.youtube.com/watch?v=QCyfkSE\\_Q1Q](https://www.youtube.com/watch?v=QCyfkSE_Q1Q)

# Timeline

January 1994

Started by Stanford engineering students Jerry Yang and David Filo

1998

Most popular starting point for web users

2000-2004

Began developing search technology to compete with Google 2000-2004

March 2, 1995

Became a corporation

2000

Yahoo stock at an all time high during the dot com boom in 2000 (\$118.75 per share)

2007

Begin offering unlimited email storage to keep up with Google

# Timeline

2008

Microsoft offers to buy Yahoo! For \$44.6 billion and is turned down

2011

Barts is removed and CFO Tim Morse is named interim CEO

April 2012

Layoff 14% of employees (~2000 jobs)

July 2016

Purchased by Verizon for \$4.83 billion

2009

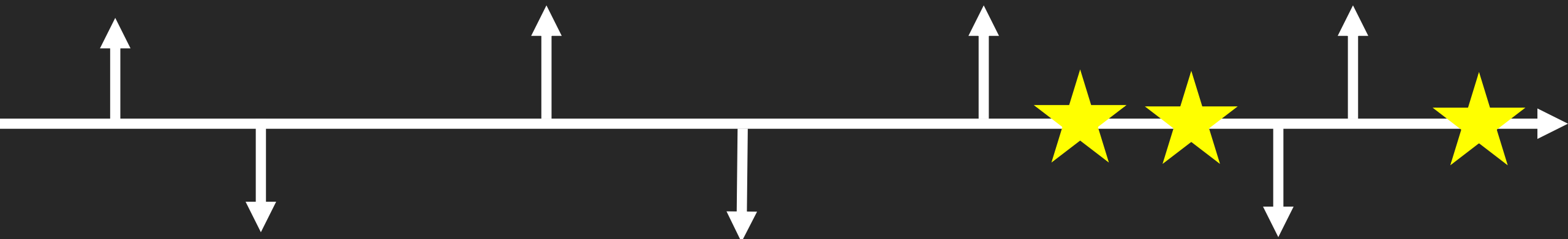
Carol Barts replaces Jerry Yang as CEO

January 2012

Scott Thompson named CEO

November 2014

Acquires BrightRoll (video advertising firm) and Cooliris (browser extension for viewing 3D photos)



Scheduled for July 2017  
"Yahoo brand will live on"

"It's like a **dilapidated** house in Silicon Valley—you walk in and are overwhelmed by the work that needs to be done and how **bad** it has gotten. But then it's in a good neighborhood, the market is nuts and there's not many like it anymore, so you have to **hope you can fix it.**"

The Question remains: Can Yahoo! reinvent themselves?

# CEO Marissa Mayer on the Deal with Verizon



[https://www.youtube.com/watch?v=NEEug\\_1XEcc](https://www.youtube.com/watch?v=NEEug_1XEcc)

# Financial History

**2015  
Q1**

**\$21 Million**

**2015  
Q4**

**-\$4.4 Billion**

**2015  
FY**

**-\$4.3 Billion**

**2016  
Q1**

**-\$99 Million**

**2016  
Q2**

**-\$400 Million**

**2016  
FY**

**-\$200 Million**



# Marketing Mix

PRODUCT

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PRICE

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PLACE

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PROMOTION

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# Marketing Mix

## PRODUCT

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Mail	Sports
News	Politics
Answers	TV
Search	Finance

My Yahoo!

<https://ispot.tv/a/76GB>

*“Yahoo is a guide to digital information discovery, focused on informing, connecting, and entertaining through its search, communications, and digital content products.”*

“Almost every Yahoo service has a more **prominent**, more **successful**, and more easily **identifiable** competitor.”

# Marketing Mix

PRODUCT

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**PRICE**

---

PLACE

---

PROMOTION

---

Services?

Yahoo Merchant Solution:  
\$39.95/month for their starter package

Yahoo! Boss:  
\$0.4 to \$0.75 Cost per 1000 BOSS queries

Yahoo Web Hosting:  
\$3.75/month for basic plan

Yahoo DomainKeys: provides domain names for approximately \$10 for a period of 5 years

# Marketing Mix

PRODUCT

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PRICE

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**PLACE**

---

PROMOTION

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Web-based  
Mobile  
Platform

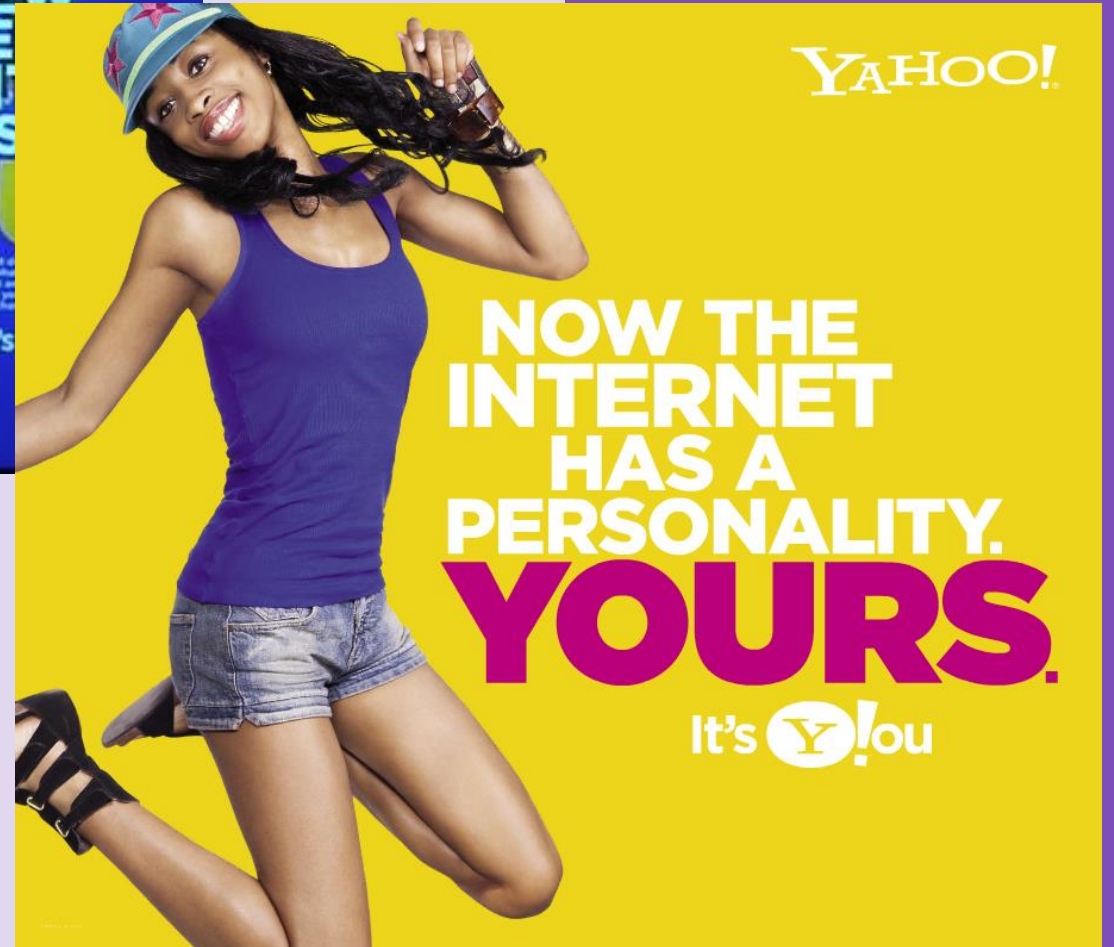
# Marketing

PRODUCT

PRICE

PLACE

PROMOTION



# Yahoo's Unique Commercials



<https://www.youtube.com/watch?v=24DUB3OpoEM>

# Yahoo's Unique Commercials



<https://www.youtube.com/watch?v=sM8nq6MSBWU>

# Yahoo's Unique Commercials



<https://www.youtube.com/watch?v=e7kWfV2R5ZA>



# Social Media



- 1.48M followers
- Very **little interaction** from followers (~10-20 interactions per tweet)

- 239,000 followers
- Posts are mostly about **pop culture** and **sports**
- Likes range from 100-1,000
- Highest percentage of interaction



- 600,000 followers
- Posts articles **frequently** with ~25-100 likes

- 13.1M followers on Facebook
- Likes on content range from 10 to a few ~1000, which is **a low percentage of interaction** based on followers



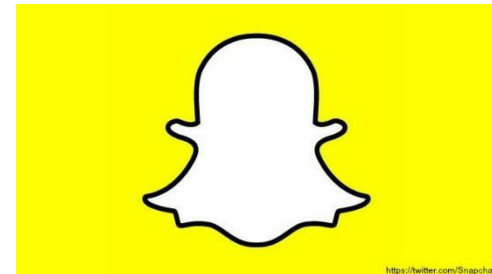
Business



Popularity



Entertainment



Aol.



Unpopular

YAHOO!



# Brand Prism

What?

When?

For Whom?

Against  
Whom?

# Brand Prism

Search Engine

E-Mail

Online Entertainment

Personalized Dashboard

?

When?

For Whom?

Against  
Whom?

# Brand Prism

Search Engine  
E-Mail  
Online Entertainment  
Personalized Dashboard  
?

Internet Users  
Older generation  
Fans of news/sports  
People who like organization  
Mobile users

When?

Against Whom?

# Brand Prism

<p>Search Engine E-Mail Online Entertainment Personalized Dashboard ?</p>	<p>Founded March 2nd 1999 Yahoo! Answers starts June 28th 2005 Bought by Verizon for 4.8 billion in July 2016</p>
<p>Internet Users Older generation Fans of news/sports People who like organization Mobile users</p>	<p>Against Whom?</p>

# Brand Prism

<p>Search Engine E-Mail Online Entertainment Personalized Dashboard ?</p>	<p>Founded March 2nd 1999 Yahoo! Answers starts June 28th 2005 Bought by Verizon for 4.8 billion in July 2016</p>
<p>Internet Users Older generation Fans of news/sports People who like organization Mobile users</p>	<p>Google Bing Print News and Magazines Non-tech users</p>

# PADR Analysis

PROSPECTOR



DEFENDER



ANALYZER



REACTOR

YAHOO!



# Consumer Perceptions

## Data Breach

“Following the news, Yahoo’s buzz score on YouGov’s BrandIndex, a balance of the positive and negative things said about a brand, **fell 1.8 points**, from 8.7 to 6.9.”

One of the biggest data breaches in history.

Disclosed in December 2016

Called Verizon Deal into Question

August 2013 – 1 Billion Accounts

2014 – 500 million accounts

Email addresses, birth dates, security questions

# Consumer Perceptions

## Brand Confusion

Lack of **Mission Statement**

Yahoo has failed to explain “**what** it does and **why** it does it.”

**24** self-descriptions in **24** years

**Vision-less**, constantly playing catch-up

Lack of **sustainable competitive advantage**

“And now, the move to put the core business up for sale calls into question the **future of the Yahoo brand** as a whole and therefore the viability and vitality of any of the units that would remain after such a sale.”

# Consumer Perceptions

## Consumer

0 respondents use it consistently

1 checked off Yahoo! Finance, 1 checked off Yahoo! Mail

0 positive comments

"Ugly"



as reliable

sketchy



never gets the right article"

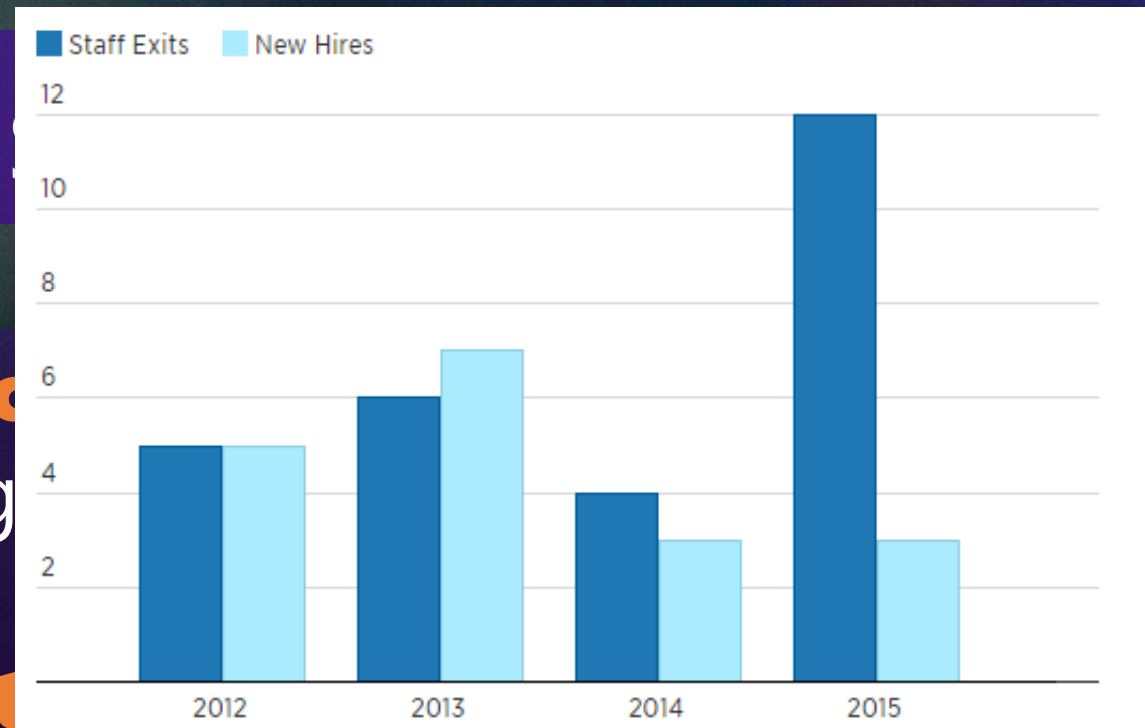
# Yahoo! Mail



<https://www.youtube.com/watch?v=H4apiN3yjQw>

# Brand Problem

1. Trying to compete in a **red ocean** with no competitive advantage
2. Lack of **identity**
3. Lack of **quality** and **reliability**
4. Lack of **innovation** – human capital
5. Lack of **advocates** (customer group)
6. No **strategy** – marketing mix
7. **One word equity**



\*Characteristic of enduring brands

Focus on  
**Brand Purpose**

Future-oriented  
**brand vision**

Focus on the  
**audience**

**NEW STRATEGY**

MY YAHOO!

Search Web

Sign in Mail

## Welcome to My Yahoo

Get your headlines, email, quotes and more — all in one place.

Customize your page »

Existing user?  
[Show my page](#)

Doylestown, PA (Current Location)

**64** °F | °C  
Cloudy

Today Sun Mon

63° 43° 80° 57° 69° 52°

### U.S. begins tests for upgraded nuke bomb

The first in a new series of flights tested the weapon's non-nuclear functions and the aircraft that carries it.

[Wild horses had to be chased away »](#) 1-3 of 50

 Leaders headed for showdown
 Cut the cord, still get live sports
 Upgrading a U.S. nuclear bomb

### My Mail

Check multiple mail accounts from one place

Already have an account? [Login](#)  
Don't have one? [Sign Up](#)

### Scoreboard

Trending

Yesterday Today Tomorrow

Tampa Bay **1** Boston **1** **Top 3** B: 2 S: 1 O: 2

Indiana **84** Cleveland **92** End 3rd

Pittsburgh **8** B: 0

### My Portfolio

Markets

Last updated at 04:57PM EST

Name	Price	Change	% Chg
S&P 500	2328.95	-15.98	-0.681
Dow Jones ...	20453.25	-138.609	-0.673
NASDAQ C...	5805.15	-31.01	-0.531

Sign in to add stocks to My Portfolio:

[Add my accounts](#) or [Sign In](#)

### News For You

#### Here's How Much David Dao Will Make From United, According To A Lawyer

Yahoo News - Latest News & Headlines

# BRAND VISION

Forward-thinking ideas  
Partnership with a  
browser

Hiring and human  
capital

Future oriented

Focus on **Brand  
Purpose**

Future-oriented  
**brand vision**

Focus on the  
**audience**

**NEW STRATEGY**



# AUDIENCE-FOCUSED

Who is this audience, and what are we really selling?



Their one source of all content, organized how they want it.

Leverage brand history – customers love a story.

Nudge Marketing

Social Media presence

NEW STRATEGY

Focus on **Brand Purpose**

Future-oriented **brand vision**

Focus on the **audience**

A group of diverse people, including a man in a blue shirt and a woman in a plaid shirt, are looking at a device together. The image has a blue tint.

## More From Yahoo



### Developers

Measure, monetize, advertise  
and improve your apps with  
Yahoo tools



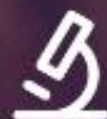
### Advertisers

An innovative suite of  
advertising solutions to  
drive results



### Partners

Products and solutions  
for Yahoo's partners



### Research

Driving scientific efforts  
and looking to the future

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