

Using Core values as your moat to build resiliency for the long term

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180+
COUNTRIES

80M+
USERS



13.000+
EMPLOYEES

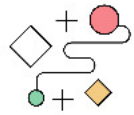


50+
APPS

ABOUT



**APPS TO RUN AN
ENTIRE BUSINESS**



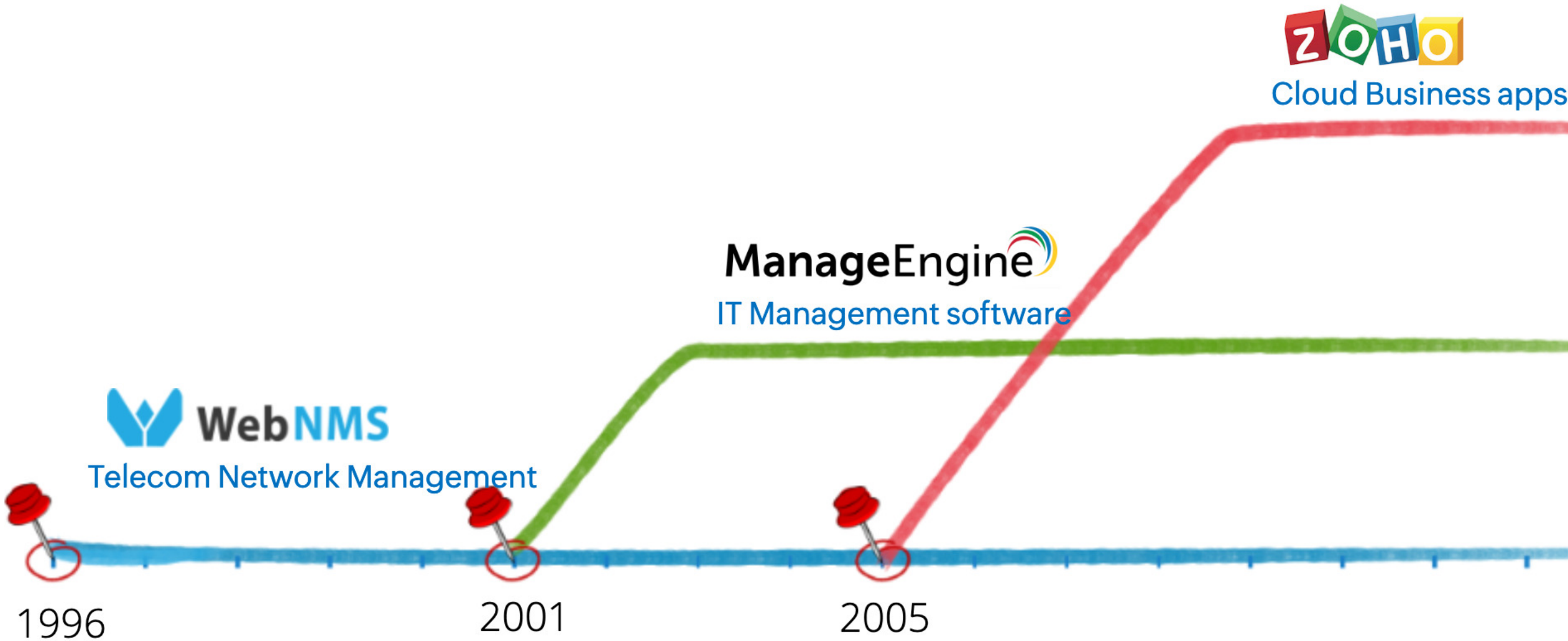
27
YEARS

PRIVATE

BOOTSTRAPPED

PROFITABLE

Zoho Corporation has 3 brands serving 3 different markets



ManageEngine

The Digital Enterprise Management platform

Management for your IT infrastructures, applications & security

60+

Products for
Enterprise IT
Management

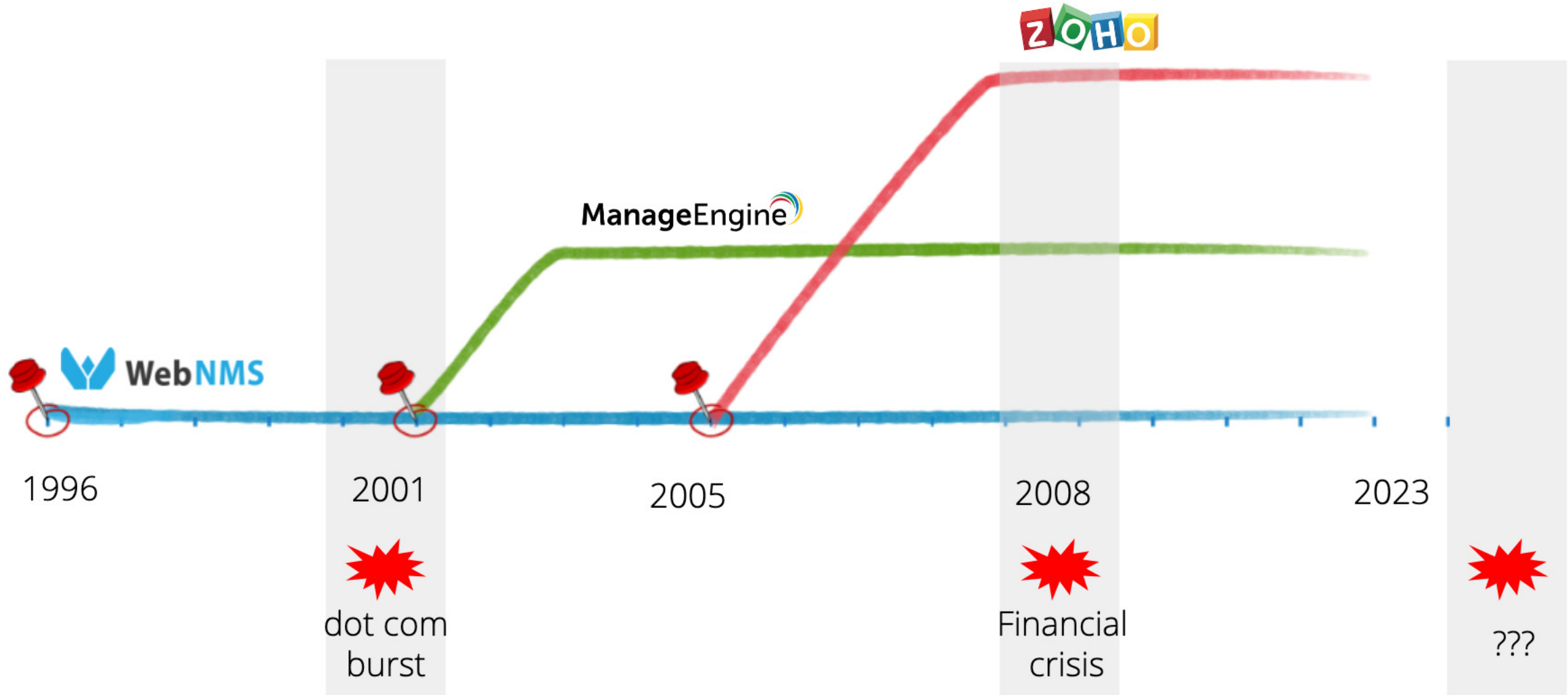


280,000
organisations as
clients

9/10

Fortune 100
companies use
ManageEngine

Navigated 2 bubbles, **we are prepared for the next**



We are living through **interesting times!**

Organizations are being challenged by changing dynamics (external & internal).

External factors challenging your business model

The pandemic...

Followed by the monster bubble,

Then inflation, war and energy crisis ...

Staff shortages and now layoffs...

Banks collapse...

Clients demand a stronger value proposition

- A consistent experience across every digital medium
- Mobility without compromising on security
- Orchestrate end-to-end IT-business workflows
- Responding to threats at the speed of business

What about the '**work environment**'?

The 'evolving' nature of work



Innovation

Top down -> Democratic



Collaboration

Physical rooms -> Real-time anywhere



Teams

Structured -> Self organizing



Mode

Manual -> Digital and AI-driven

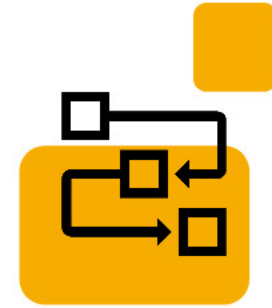
The team wants



**A great workplace
experience**



**A resilient hybrid work
environment**



**Constant learning and
engagement**

How can organizations keep up and stay ahead of the competition?

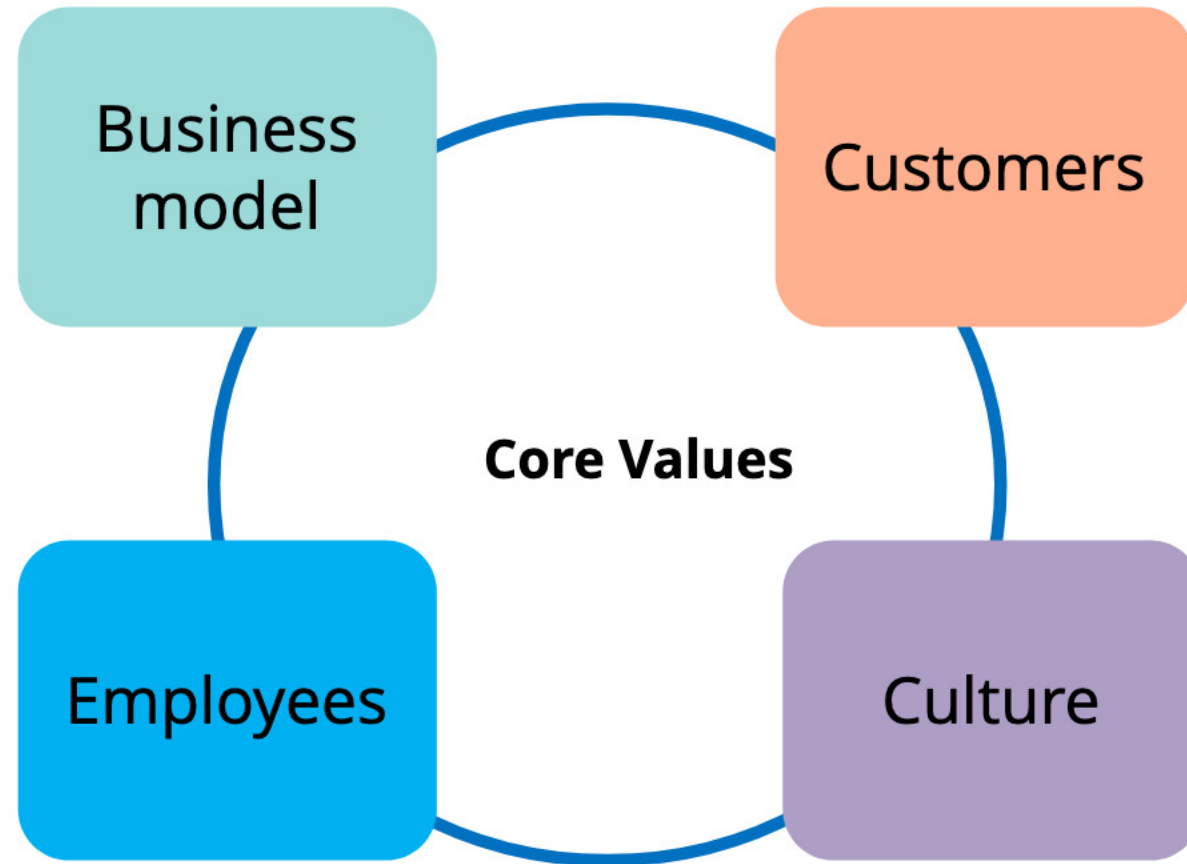
Core values can be your moats (differentiators).

Stronger the moat, harder it is for others to compete.

At Zoho, we have taken a path less traversed
in the technology industry.

*More often than not, **challenging conventional wisdom.***

Thinking **Long-term**. Thinking **Whole**.



Business model

Product and Technology led-growth than a
Sales & marketing led-growth.

*Backed by a '**NO-EXIT**' strategy.*

Building **anything meaningful** requires time and patience, be it building skills, products or organizations.

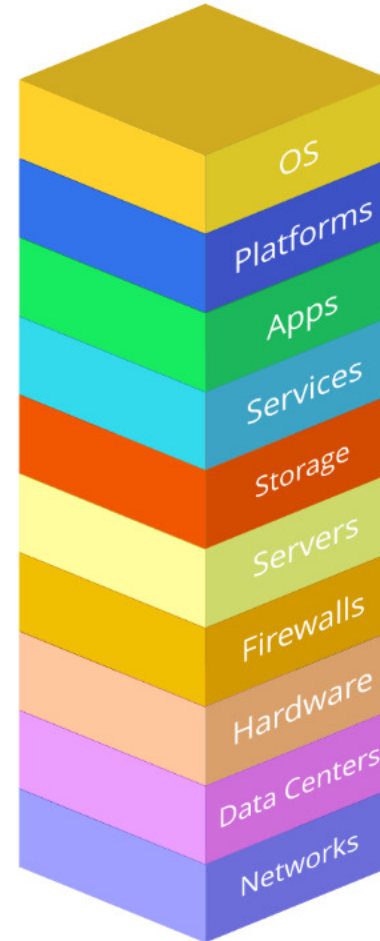
*It not just the end results that matter, the journey of building teaches you a lot. **THAT mindset is a core value.***

Continuously investing in technology & building capabilities.

Many are long term bets (10+ yrs in making).

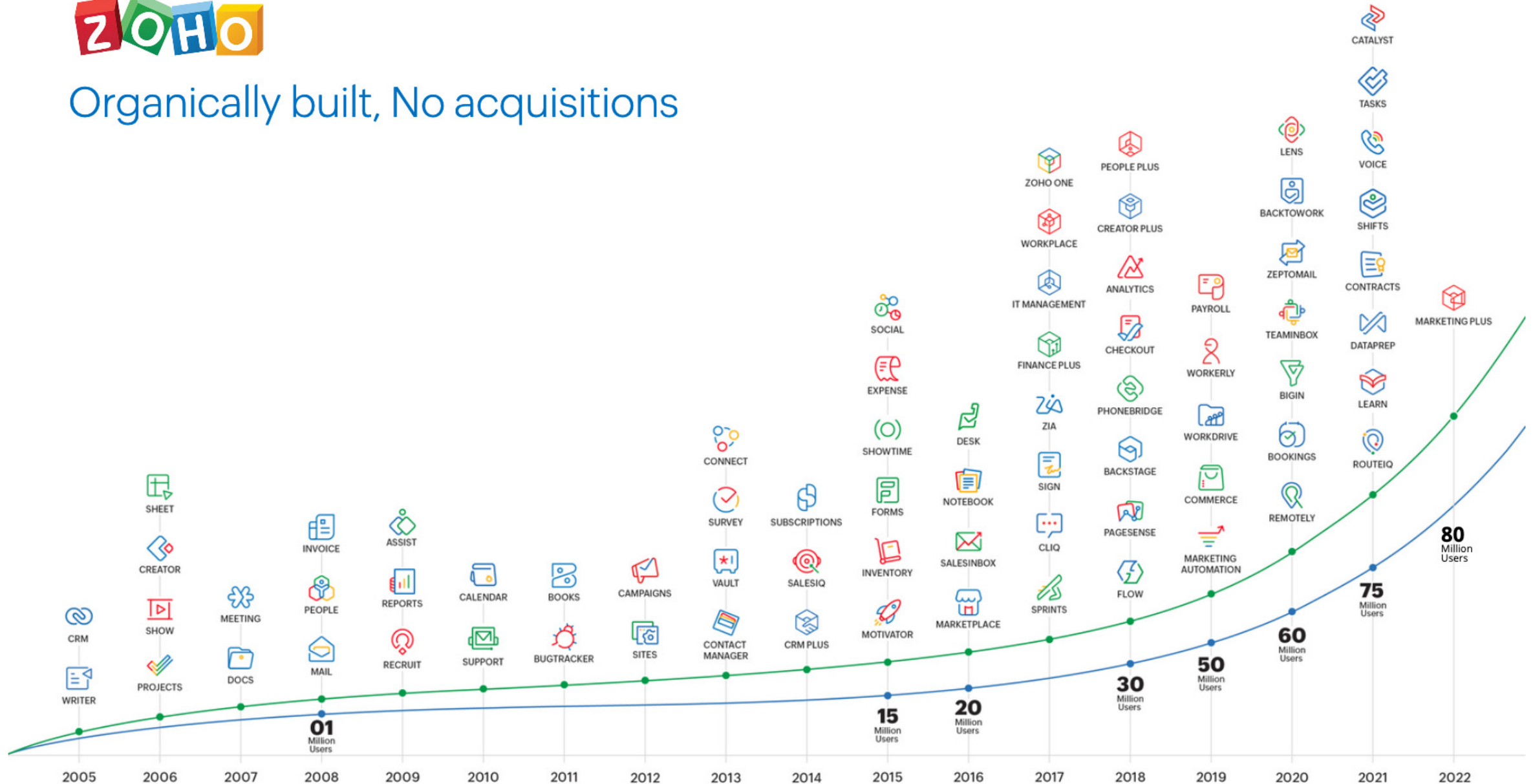
27 years of continuous R&D effort to build our tech stack & platform

- Security stack
- Privacy stack
- Storage stack
- AV stack
- AI/ML stack
- BI stack...



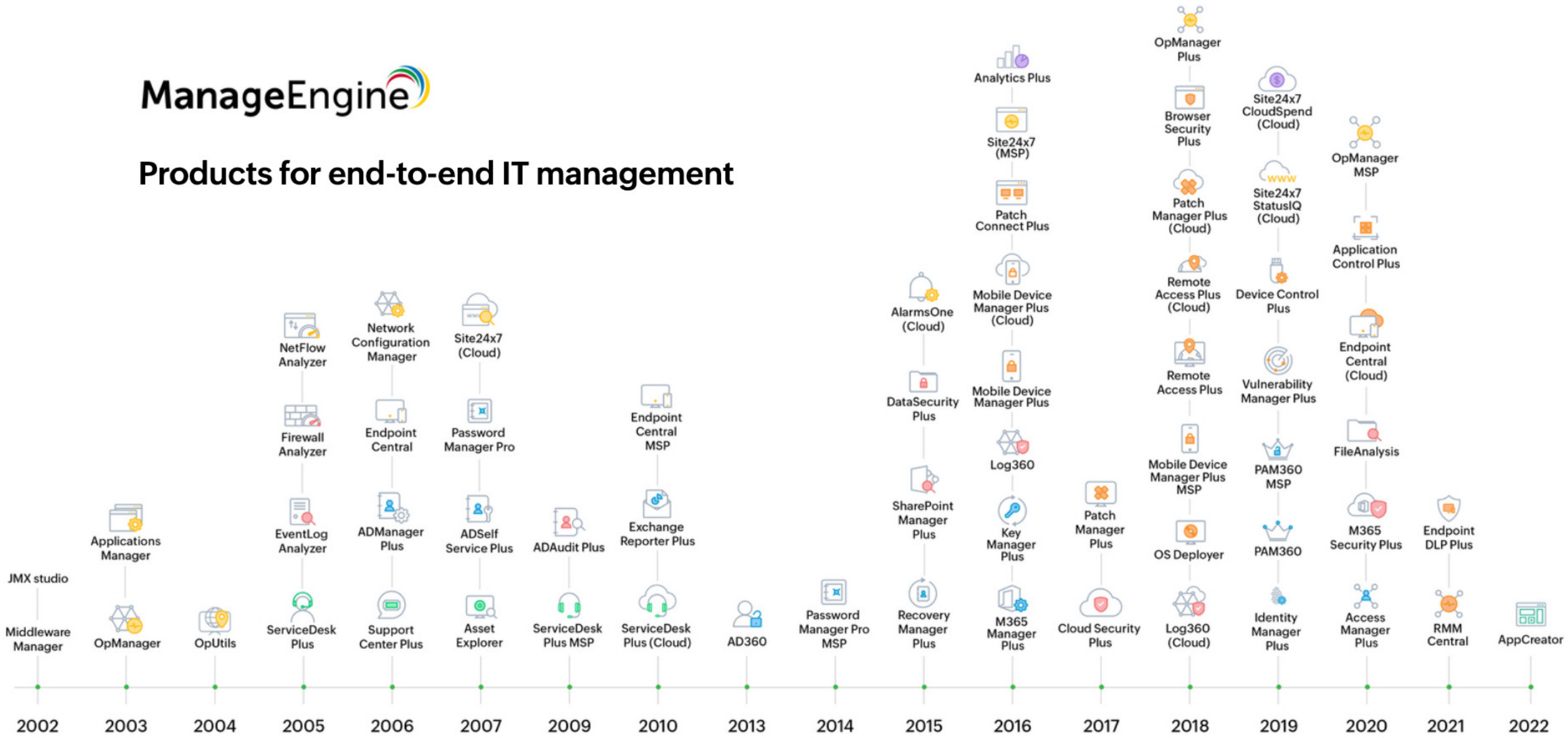


Organically built, No acquisitions



ManageEngine

Products for end-to-end IT management



Customers

Being a **trustworthy** and **viable partner** is the way to build up business for the long term

*Our business model does **not** depend on extracting maximum profits from customers.*

Products that offer unmatched value to customer.

*Solving complex problems and yet stay **affordable**.
Customers stay with us long-term.*

Controlling costs (where it matters)

- Spend on Product R&D v/s Sales and Marketing
- Frugal innovation (small incremental experiments)
- **Cloud economics**
 - We host the cloud apps we sell, on our own data centers
 - Ironic that many cloud companies don't own their own cloud
 - At our scale (80M users), this offers tremendous savings that we pass on to our customers



Fun fact

- **Zoho runs on Zoho : NO external software.** The Zoho platform provides all the software we need to run our entire business.
 - Used by 13.000 staff across 30 offices to support 80M users globally

We're committed to serve customers long term, **not to run away from them.**

We still support customers from 1999.

Friction-less way for customers
to enter or leave.

*No long-term lock in. **No forced sales.***

A **Privacy-aware culture** that goes back
27 years.

Long before GDPR existed!

People

Take care of employees
and they will take care of customers.

Both stay with us long term.

Hiring for **attitude and adaptability.**

NOT specific skills, degrees or experience.

We have always believed in **creating** our own talent and nurturing it.



ZOHO SCHOOLS OF LEARNING

CONTEXTUAL · RELEVANT · EXPERIENTIAL



Meaningful alternative to a conventional college education.

We run Zoho Schools because it helps address a social problem while keeping us relevant.

***Debt-free education on us
18 years in running!***



Fun facts

- 15% of our engineers come from Zoho Schools and have never been to college
- Zoho Schools started as an experiment in 2005
- 12% of our employees have been with us for 15+ years

Culture

A decentralized company

where decision making is pushed down

Agile culture with a **can-do** attitude



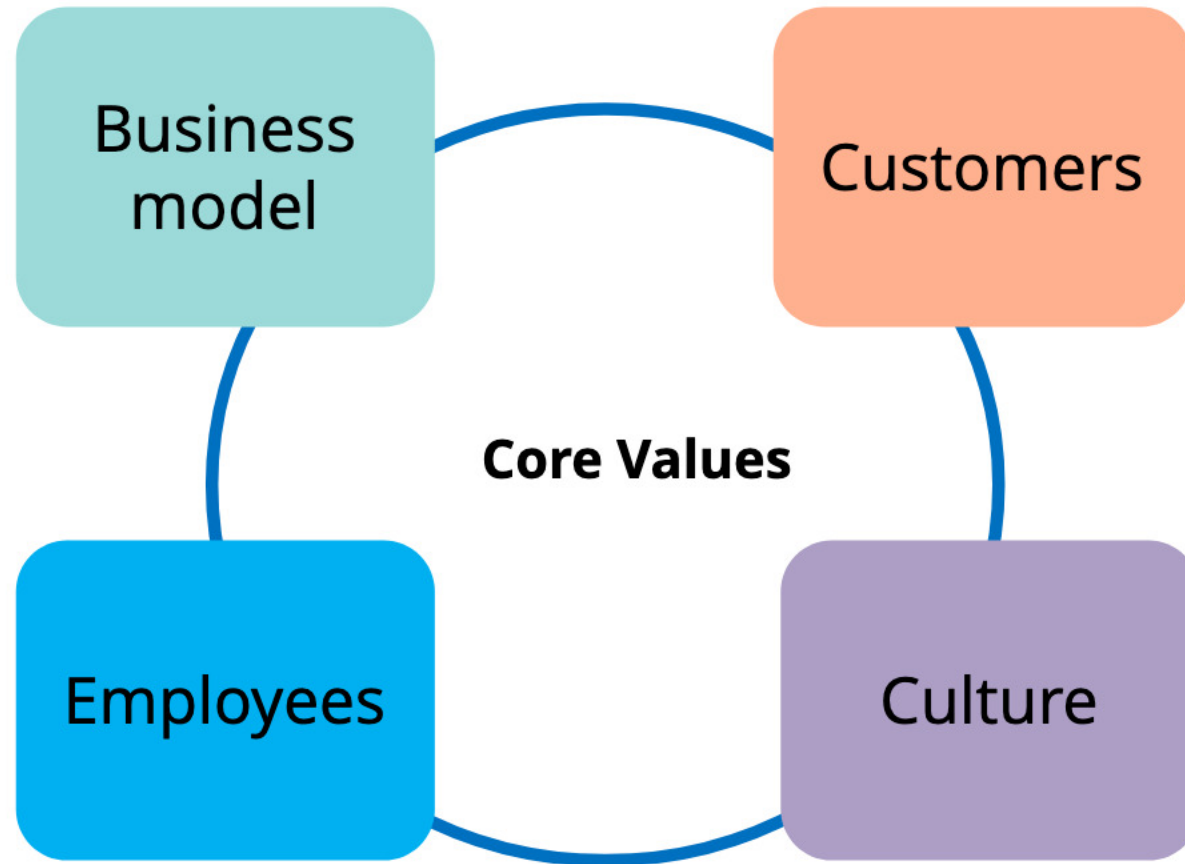
A culture of **experimentation**

where failures are used as learnings

Having the right core values can help build resiliency in your teams and organization.

to help you tackle challenges or bounce back from adversity

They are all interconnected.

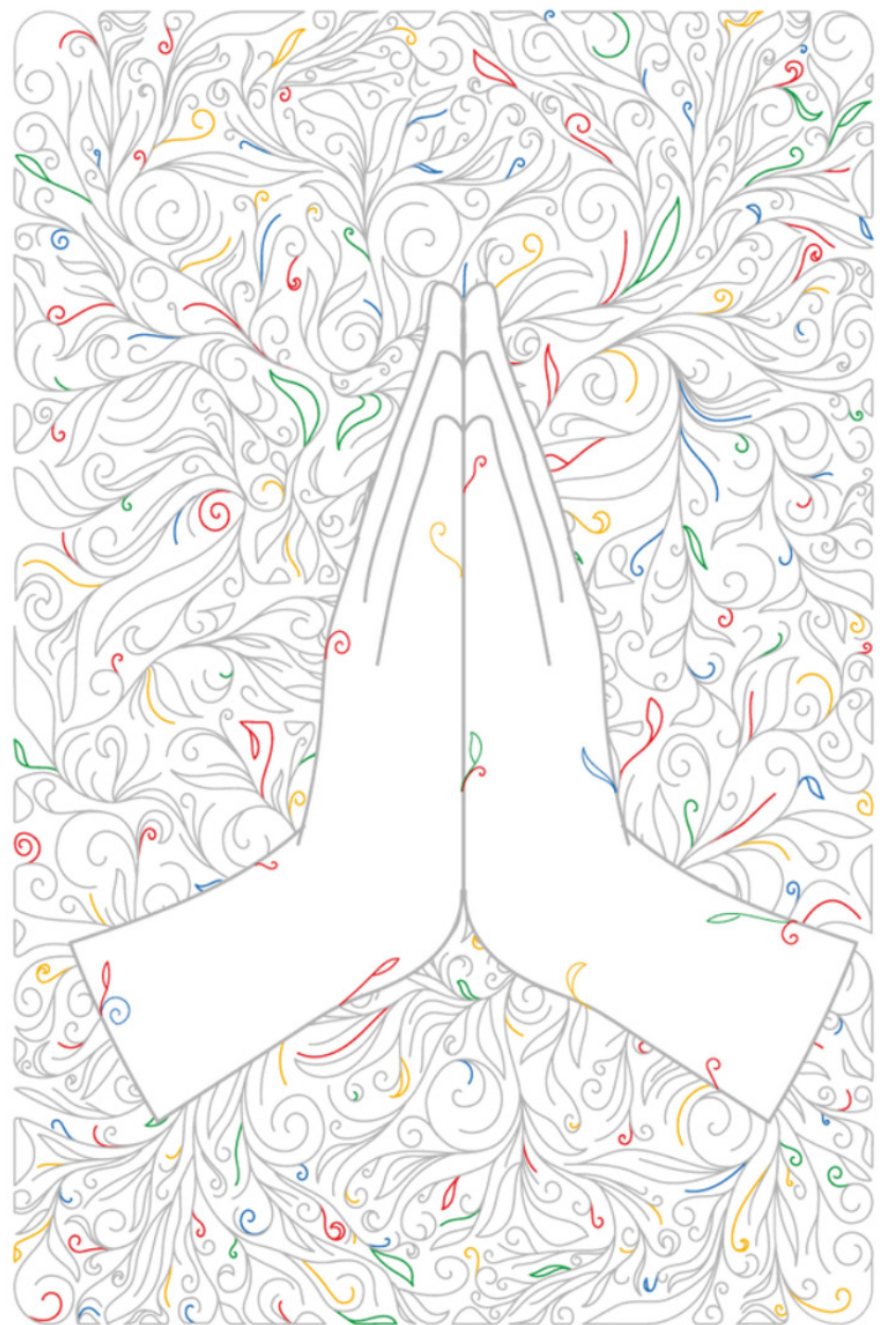


Thank You

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 @isridhar

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