

Capture One

Capture One is an international software company that creates world-class image editing software for photographers and other visual creators around the world. Their software is sold mainly online and on a global scale and they strive to provide the best tools possible, to empower you to

Show the World from your perspective.

CASE: Capture One wants to explore new business opportunities within a broader customer segment and identify which initiatives they need to take in order to accommodate the needs of this new segment regarding messaging and targeting.

OVERBLIK

Virksomhed	Capture One
Lokation	Roskildevej 39, 2000 Frederiksberg DK
Kontaktperson	Merete, VP

COMPANY PROFILE

Capture One is an international organization that aims to drive their organization by an innovative and a structured approach which enables them to constantly empower image creators all over the world.

Currently, Capture One is primarily focusing on the niche segment of professional and advanced hobby photographers. This is a global segment, and the Danish market is a very small part of their business, with current main markets being the US, UK and Germany.

The current market is diverse, with multiple minor segments such as wedding photographers, retouchers, studio photographers etc. Although the customer segment demands may vary, Capture One holds a deep understanding of the core segments workflow, pains & gains. Therefore, Capture One is a well-respected company within the world of photography and have attained a strong position in the market with a turnover of US\$ 40 millions.

As part of the journey to target a broader segment of visual creators and to follow technological trends, Capture One is expanding their product portfolio onto multiple platforms.

The product portfolio includes:

- A desktop application (Windows & Mac)
- Cloud functionality/application (ultimo 2021)
- iPad app (coming in 2022)

The company has recently been through a reorganization with a view to achieving greater efficiency and profit through market development and expanding to new customer segments.

BUSINESSCASE

Availability of smartphones, applications and software has fundamentally changed the photography industry. More people than ever create images to communicate, document their life, as part of their jobs or to share with their community. Capture One has a large and dedicated customer base with professional photographers and advanced hobbyists.

With the rise of the creator economy, a generation of internet natives who makes a living around content creation, there is a massive untapped potential for Capture One. A new customer segment who do not identify themselves as photographers, but for whom image is also a core part of their creative process.

Overall, the goal is to gain as many insights as possible about the newly identified target segments, get prepared to confidently explore opportunities and set direction for the future and therefore enable Capture One to target and build a strong community around these new potential customers.

Capture One aims to become a community driven company, and in order to be successful, we need to understand our future customer segments in depth. What drives them, their needs, how to engage with them and where we meet them.

Capture One has already done research towards the new market through different studies and interviews, these valuable insights and findings may be beneficial for the team in getting a fuller understanding of the context.

SPECIFIC TASKS

The specific tasks for this case are divided into the following phases:

0. Phase 0 - Onboarding and acquiring of internal knowledge

- 0.1. Onboarding in the company, their vision, values, services, strategy, organization, system and generally the industry and market they operate in.
- 0.2. In depth introduction for the tasks and the desired results.
- 0.3. Discuss the different phases and the weighting/priority of them in order to optimize the time spent on the case.
- 0.4. Expectation's alignment: The frequency of feedback and sparring.

1. Phase 1: Data gathering

Gather relevant information about the segment:

- 1.1. Familiarize yourselves with Capture One's own research and existing external research i.e. [What is the creator economy? Influencer tools and trends | SignalFire](#) and [The Passion Economy and the Future of Work \(atelierventures.co\)](#)
- 1.2. Conduct research about the target segment in order to identify other smaller segments and conduct in depth interviews with individuals from the target group to find answers to questions such as:
 - 1.2.1. Demography, trends, pains, gains etc. (Geographic is at a starting point not relevant)
 - 1.2.2. Identify their software usage today, what tools do they use?
 - 1.2.3. How do they acquire knowledge / learn new things about photography and editing? Do they meet with others, how, where, whom? Do they participate in education / local courses, online courses, watch tutorials etc.? Do they read blogs, actively engage in communities online / live?
 - 1.2.4. Identify workflows and solutions needs across their creative journey (from inspiration to publish/sell)
 - 1.2.5. Which platforms do they prefer to work on? (Computer, web applications, app for iPad, app for phone etc.?)
 - 1.2.6. Behavioral patterns (community? Support? Products, inspiration etc.).



- 1.2.7. How/where/when can Capture One reach the different segments?
- 1.3. Which business models is attractive for the target segment?
- 1.4. Complete user observation of the target groups usage of their current software solutions.

2. Phase 2: Framing insights

- 2.1. Gather all insights from phase 1
 - 2.1.1. What potential do the different identified segments illustrate? Where can Capture One create the most value? Create themes you want to continue working with.
- 2.2. Which segments should Capture One prioritize their attention towards? Final selection of segments
- 2.3. Specify insights about the chosen segments (market size, their needs, pains & gains etc.)
- 2.4. Identify and priorities market and communities for our target segments

3. Phase 3: Concept- and business development

- 3.1. Existing suppliers in the market?
- 3.2. How should Capture One position themselves compared to the new segments (USP and value propositions)?
- 3.3. Pricing their product
- 3.4. How should Capture One communicate towards the new segment?

4. Phase 4: Product development, Prototyping & Test

- 4.1. Development of existing products towards the new segments:
 - 4.1.1. What existing modules/functions can be used to satisfy the target group's needs?
 - 4.1.2. What modules need to be adjusted?
 - 4.1.3. What challenges/needs are not met by modules/functions from the existing products and therefore needs to be developed? What do the individual modules need, what should they be able to do, what should they not? How many different modules need to be offered and what should be implemented?
- 4.2. Prototyping
- 4.3. Test concept and communication on the target segment
- 4.4. Frame insights

5. Phase 5: Action plan

- 5.1. Specify the concept
- 5.2. Prepare an action plan

DESIRED OUTCOME FOR THE COMPANY

- ✓ New detailed target segments within the visual creator segment
- ✓ A framed concept customized towards the new target segment
- ✓ An action plan on how to target the new segment



RELEVANT DISCIPLINES FOR THE CASE

Keywords and educations

- Anthropologist/ethnographer
- Journalism
- Business profile – Business understanding/ business developer / go-to-market-strategi
- Marketing
- Concept development / design / UX
- Analytical people
- Data Analysis

TALENT PROFILE

Capture One see themselves as a start-up with 20 years of experience. They are working by an entrepreneurial approach towards the company's development (continuous improvement).

As a person you need to have the ability to work in an experimental learning environment and be curious on the 'why' towards customers behavioral patterns and needs, therefore analytic and anthropologic hard as well as soft skills will be an advantage. Furthermore, Capture One are looking for collaborative and visionary people with an innovative approach.

Capture One's core values permeates their organization through diversity and their mutual love of imaging.

You will be a part of the 'community & partnerships' department.

If you have a love for imaging and photography this is definitely a case for you!



LEAD THE
TALENT