



Ring Video Doorbell

Marketing Plan

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I. Executive Summary

Ring Video Doorbell (RVD) is an internet connected doorbell device. It is a component of the home security and smart home market. The entry level RVD is a plug and play installation and works with all major OS. RVD is available globally, but most active within the US market. The current target market is middle income residential homes, we have a three-year plan to extend to our adjacent markets of schools, small businesses, and apartments/condos owners and renters taking 40% of the market share. The five-year plan is to expand to a 20% global market share. Currently we have partnerships with many lock companies and a few security companies, we would like to expand and leverage these partnerships to achieve the target of 40% market share. Ring is a privately-owned company with multiple Fortune 500 investors poised to become the leader in the video doorbell marketplace.

Since RVD is a component of the Internet of Things (IoT) Media and Online promotion will be major components of our marketing strategy. We will use our tagline “Ring of Security” for visual representations of our company as well as making it synonymous with the video doorbell market. RVD will also leverage the existing partnerships to extend the ‘word of mouth’ marketing campaigns by reaching the auxiliary customers who may not have been actively looking for a video doorbell system. RVD is already commercially available in selected major chain stores like Best Buy, Home Depot, and Lowes Home Improvement. Eye catching store displays will be implemented in these stores and in selected markets onsite demonstrations will be used to further promote.

RVD will leverage current success and Beta testing to retain current and obtain new customers. New products and technologies will either be developed or acquired to expand the current product line. As the company and product portfolio grows, quarterly cost versus value analysis will be done to ensure that products that are not contributing to the bottom line are not using the company's production resources. To monitor the company's adherence to the objectives and goals, the marketing team will be expanded to analyze the current market needs and create roadmaps for where the market is going. The marketing department will also be responsible for analyzing our current market position and developing the plan for how to maintain or expand our market position. Ultimately, the key success factors for all marketing efforts will be profit growth and total market acquisition.

II. Introduction

As the ecosystem of internet connected devices continues to expand, the market trend and device adoption continues to exponentially grow. Customers are demanding and continually purchasing devices that solve solutions ranging from home automation to security. Ring Video Doorbell is well regarded in the security devices industry as the most reliable and user friendly internet connected security device. Ring's flagship product is the Ring Video Doorbell surveillance system displayed in **Error! Reference source not found.** The premise of this marketing plan is to provide a synthesis of marketing analysis, objectives and goals that can be translated into a comprehensive marketing plan.



Figure 1: Ring Video Doorbell [1]

A. Product Overview

The Ring Video Doorbell is a simple home security solution. The product is a reengineered doorbell with integrated motion activated video recording software. Ring Video Doorbell is essentially a reversed alarm system. Rather than “walls-in” security, Ring Video Doorbell is actually a pre-crime system.

Similar to other products in the smart home devices realm, Ring Video Doorbell is internet connected device that allows direct communication to your mobile device through an application (**Error! Reference source not found.**). This allows customers to remotely monitor their front door without the necessity of physically being present.



Figure 2: Ring Video Doorbell Application [1]

B. Technology Assessment

Smart home security products are rapidly becoming of a product norm rather than a superfluous product. This means that Ring Video Doorbell can take advantage of its current positioning on the technology adoption lifecycle (Figure 3).

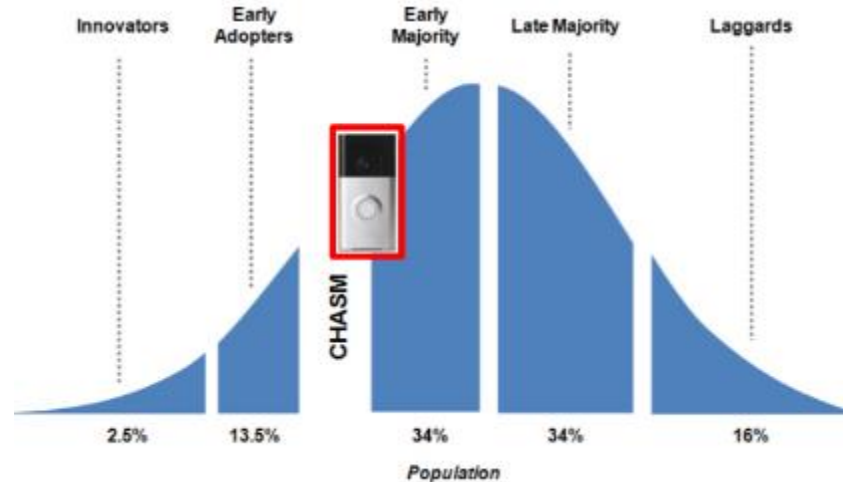


Figure 3: Position on the Technology Adoption Lifecycle

The Ring Video Doorbell is at the cusp of exiting the chasm and entering the market of early adopters. As IoT continues to expand into smart homes, Wi-Fi enabled security solutions are becoming more common. The Ring Video Doorbell is taking advantage of the market trend and shift towards smart home security solutions. Exiting the chasm involves growth within existing markets while strategically partner to grasp adjacent markets.

C. Product Value

Ring Video Doorbell offers the value of sustained security. Crime prevention involves a subset of surveillance and deterrents. Ring offers both by providing premium HD surveillance and motion sensor integrated zone breach technology. Ring's brand has become synonymous with providing effortless security services with a plethora of user customizable settings. This allows Ring Video Doorbell users to be fully engaged with their personal home security without physically being present.

Ring recently conducted a pilot program within one Los Angeles neighborhood in the Wilshire municipality. Ring provided 10% of homes in the neighborhood with the Ring Video Doorbell surveillance system and successfully reduced crime by 55% [1]. This proved that Ring elevated the "neighborhood watch" to the digital age. Essentially, an entire neighborhood became safer because the Ring Video Doorbell was a crime deterrent.

D. Technology Advantages

Ring Video Doorbell offers the following technology advantages:

- Mobile Access: Monitor and/or speak with visitors anywhere using the Ring App. Receive motion activated alerts and review recorded footage.
- Wi-Fi Connected: Easily connect Ring Video Doorbell to Wi-Fi network.
- Easy Installation: Install Ring Video Doorbell within minutes.
- HD Camera: HD camera providing clear HD images.
- Night Vision: Camera can adjust to low light level frequencies.
- Two-Way Talk: Speak with anyone via built-in speakers and microphone.

- Motion Detection: Motion sensor activated camera. Motion sense adjustability utilizing zone options (Figure 4).



Figure 4: Ring Video Doorbell Features [1]

- Cloud Recording (optional): Optional recording to the cloud.
- Dual Power: Built in battery or connect to existing wiring.
- Certified for Outdoor Usage: Unit is resistant to damage from heat, humidity, rain, and snow.

Ring Video Doorbell currently retails for about \$200, depending on the outlet. This price is supported with the following product specifications.

Table 1: Ring Video Doorbell Product Specifications

Product Specifications	Details
Power options	Rechargeable battery power or hardwired to existing doorbell
Battery Life	6-12 months
Compatible Doorbell Transformers	8-24 VAC, DC not compatible
Field of View	180° horizontal, 140° vertical
Video Resolution	HD 720P
Finishes	Available in 4 finishes
Compatible Networks	2.4 GHz 802.11 b/g/n
Advanced Motion Detection	5 selectable zones and customizable sensitivity scale
Live View Available	Yes, Hardwired only
Size	4.98 x 2.43 x 0.87 inches (12.65 x 6.17 x 2.21 cm)
Mounting screws	4
Security screws	2
Best for	Everyone

III. Company Analysis

Ring is a privately-held company in the business-to-customer (B2C) electronics industry [2]. Founded by James “Jamie” Siminoff in 2012, Ring started under the original name DoorBot [2][3][4]. DoorBot was a startup funded venture capitalists and had a valuation of \$250,000 by the time its flagship product was launched in 2013 [5]. In September of 2013, DoorBot was selected to be a part of a taping of Shark Tank in which Siminoff pitched the DoorBot product without a guarantee of being selected for actual airing of the episode [3]. At the time, the company had a \$7 Million valuation and was asking for \$700,000 from the venture capitalists on the show. Ultimately, Siminoff did not accept any offer at the time of the taping. The actual airing of the episode occurred in November of the same year in which DoorBot was featured [3]. Between the time of the taping and the airing of the episode, Siminoff was able to source the \$700,000 he originally requested from the “Sharks” through other venture capitalists [3]. After the airing of the episode, DoorBot received a sales boost of \$5 Million which was directly related to the airing of the episode to supplement the \$250,000 per month in sales they were already achieving [3].

The original DoorBot product was praised for its innovativeness but was also jeered for miscellaneous issues with the original technology (length of time to gain video connection, battery life, etc.) [5]. In order to be taken more seriously and to build the brand with a new flagship product with improved technology, the company changed its name to Ring [3]. The company has since expanded its product offerings to added a Pro version of its flagship Ring Video Doorbell, various security cameras, and even accessories to support the use of their products [1]. The continued innovation progress and improved sales has attracted some big-name investors such as Richard Branson who invested \$28 Million in 2015 [5], and most recently, Goldman Sachs who invested \$109 Million in 2017 [6][7]. The company has grown to have raised \$209 Million from venture capitalists and now employ between 500 and 1000 employees [2]. Ring Products are currently sold in over 100 countries and at over 15,000 retail outlets worldwide [7]. To further expand on their distribution network Ring recently partnered with ADT.

In regards to customer knowledge, the company used its early struggles with the DoorBot product to learn about customer needs for its Ring products. The company is focusing its effort on pre-crime prevention as opposed to crime reporting as synonymous with existing home security systems [7]. Siminoff understood the need to prevent daytime crime, 80% of which occurs at the front door [4], but from the early adopters of the DoorBot product, Siminoff found latent customer needs. These needs included a means to communicate with people you don’t want face-to-face interaction with, or a means to prevent the UPS delivery driver from ringing your doorbell then immediately leaving [4]. It was through these early adopters and venture capitalists that Ring was able to evolve its technology past the DoorBot product to its current product offerings.

IV. Market Analysis, Definition, Potential, & Demand

A. Market Analysis

The Ring Video Doorbell is building upon the market for smart home connected devices. Smart home security is at the cusp of revolutionizing the way customers seek security within their home. As video doorbells become more affordable, average customers are seeking devices that meet a wide variety of demands. Ring offers the advantages of improved security, while also providing the convenience associated with virtual presence. Virtual presence entails being able accept guests and packages at your

front door while not physically being there. The mechanism of seeing who approaches the door also adds a supplementary sense of security.

Although home security is not a radically new market, smart home connected security is bringing this once exhausted market mainstream. The traditional alarm and video security mechanisms attract customers that value security. Alarm systems are essentially barrier controlled security systems. The alarm system is activated if a barrier is breached, which entails a potential break in personal security. Conventional video security is a deterrent, meaning it's simple presence may prevent a crime from occurring in the first place. Figure 5 presents a visual of the traditional home security solutions: alarm security system and video surveillance security system. Synthesizing both existing solutions present vast market opportunity relative to untapped market potential.

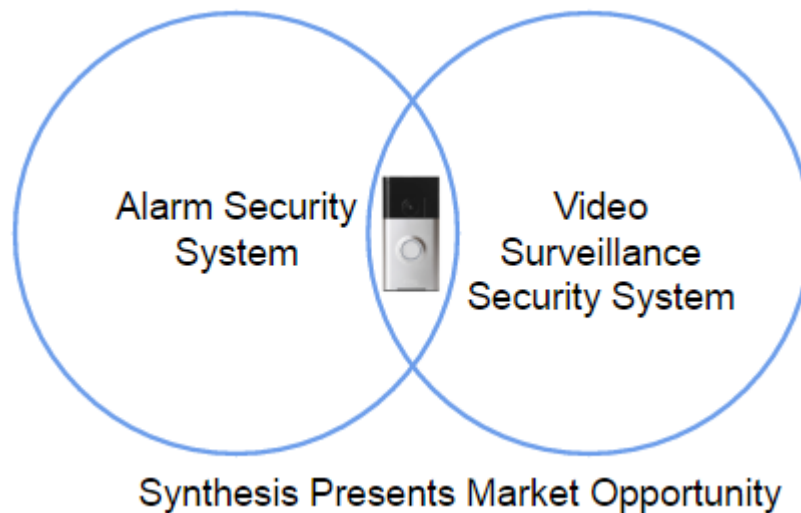


Figure 5: Home Security Solutions

Traditional alarm and video home security solutions that meet customer needs and requirements by providing services that enable a sense of safety. However, both solutions ultimately cost more and require specialized help or maintenance. Alarm security systems typically range from \$100-\$200 with a monthly charge cadence for the security services provided. Video surveillance systems also present similar challenges related to high costs and regular service charges. However, the market for easy and essentially "do it yourself" home security was widely not available nor used until relatively recently.

The home security market is vast, but affordability and usability is a common deterrent to universal adoption. Putting a valuation on security is the common denominator between traditional home security systems and the more recent emergence of video doorbell security systems. The Ring Video Doorbell captures the specific market niche that neither traditional alarm or security surveillance systems were able to capture. Customers in this market category inherently value security, but fully grasping the overall market potential is dependent on meeting demands that meet a wide customer base.

B. Market Definition

In a market where customers demand multifaceted convenience - products must be easy to install, use, and maintain. Ring Video Doorbell is revolutionizing this market by transforming home security with a

Wi-Fi enabled and smartphone connected device. Ring aims at grasping the market potential presented by home security solutions. The market terrain for home security solutions is in flux as the internet of things (IoT) continues to expand. Internet connected devices are diversifying and expanding markets beyond its originally conceived customer base.

Smart and connected homes are becoming the market norm and the key to Ring Video Doorbells success is to grasp the full potential of the smart home adoption curve. Figure 6 is a clear representation of the smart home adoption curve in 2015. Although the analysis for this marketing plan is prevalent for 2017, it is evident that smart homes are nearly exiting the chasm and beginning introduction into the mass market. The Ring Video Doorbell naturally falls in line with the trend of smart connected home devices. The smart home devices category encompasses any device in the home that is connected to the internet. Internet connectivity entails that these devices can be monitored from any remote location.

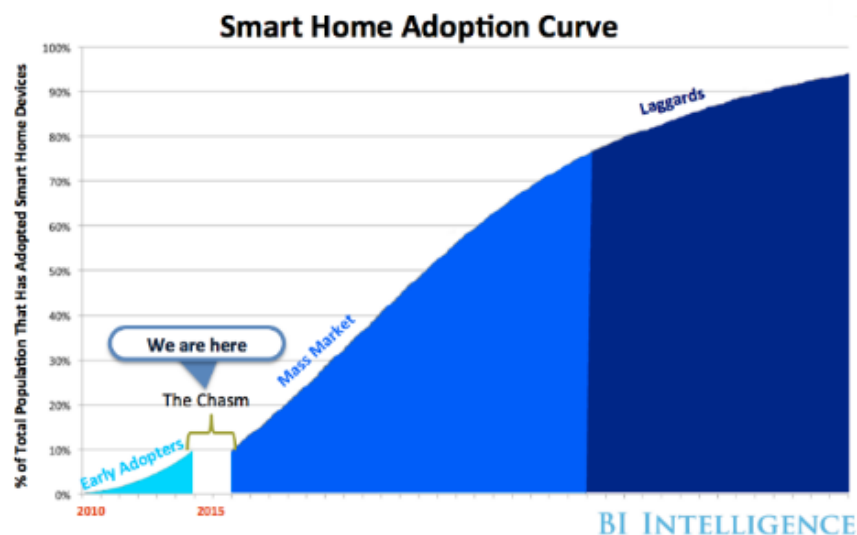


Figure 6: Smart Home Adoption Curve [8]

Smart homes are enabling customers to be more connected than ever. Video doorbells, more specifically, are proving to be a hot product category within the sphere of smart home products. The Ring Video Doorbell not only builds upon a relatively cemented customer base of security conscious personnel, but also taps into the tech-savvy customer base looking to take advantage of the IoT.

The IoT ecosystem is changing the way people approach otherwise mundane daily tasks with remote management capabilities. The Ring Video Doorbell, not only offers the benefits of added security but also provides convenience. For example, why should a customer wait for a package to arrive at their house when they could be doing something more productive? With remote management, it's possible to accept a delivered package without being physically present. This paradigm shift is vastly altering the way customers approach day-to-day activities.

C. Market Potential

The global market potential for home security solutions is worth billions. In fact, the market is already nearly worth \$34 billion in 2017, with expected growth to \$47 billion by 2020 [9][10]. As the demand for security increases, so does the market for security solutions.

The recent emergence and popularity of internet connected devices have paved the way for smart home solutions. The plethora of smart home solutions range thermostats to virtual personal assistants. The Ring Video Doorbell aims to capture a combination of the customer base already utilizing “traditional” home security solutions while also honing both tech-savvy and convenience seeking customers.

The market size for IoT devices is multiplying year over year. Figure 7 shows that IoT devices are projected to total approximately \$22.5 billion by 2021 [11]. Consumer adoption rate displays that there is great market potential for any internet connected device in the foreseeable future. Connected homes currently are at a market penetration of 32.5% in 2017 and is expected to hit 60.7% by 2021 in the US [12].

FORECAST: IoT Device Installation Base

Global, 2016-2021

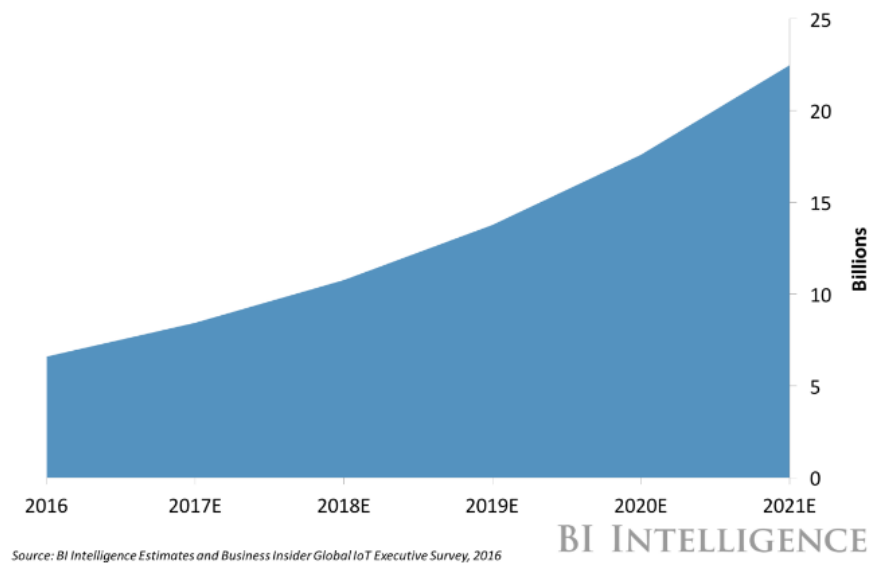


Figure 7: IoT Device Installation Base [11]

The total available market (TAM) reaches beyond the US, although the US is currently having the highest consumer adoption rate for IoT security devices. The services provided by Ring is security control, specific within the smart home devices realm. Geographical markets currently span over 100 countries, although it's evident that Ring can expand its global reach by providing its current flagship Ring Video Doorbell product and expanding with strategic partnerships. Video surveillance already has vast market shares globally as shown in Figure 8.

Global Video Surveillance and VSaaS Market Shares

By Geography, 2015 (%)



Figure 8: Global Video Surveillance Market Share [13]

The current serviceable available market (SAM) is specific to security devices in the US. Figure 9 displays the smart home market analysis. It's evident that Ring's flagship product is its video doorbell security system. There are opportunities to expand within the smart home market by grasping a larger threshold on geographical markets while also possibly expanding into other product markets. All these components revert back to the total available market prevalent in smart home IoT devices.

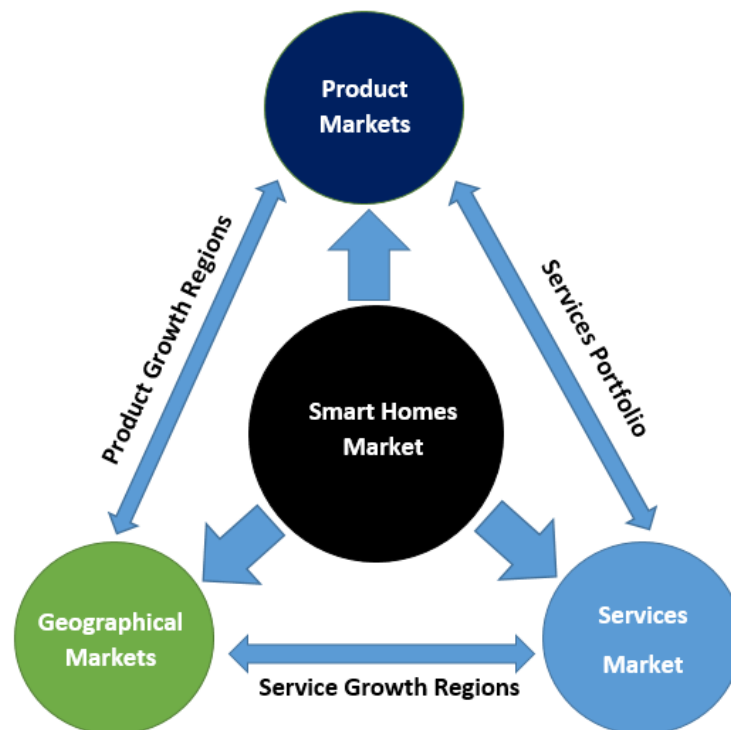


Figure 9: Smart Home Market Analysis

Ring Video Doorbell strategy involves growing in the primary US market while continuing target growth opportunities in international markets. As a US based company, it pertinent to continue growing within

the US by targeting the total number households in the US while continuing to strategically advance globally. Figure 10 presents data of the number of housing units in the US, which could potentially show insight on the serviceable obtainable market (SOM).

The TAM is the total amount of occupied homes in the US which equates to 117 million. The SAM is 4.5 million, which is the number of houses that are occupied by homeowners not renters. The SOM is the number of residential homeowners that are willing to buy a video doorbell, which is about 1.8 million. [27,28,29] The 3% was calculated by an average unit sale of 50,000 per month in 2015 [30].

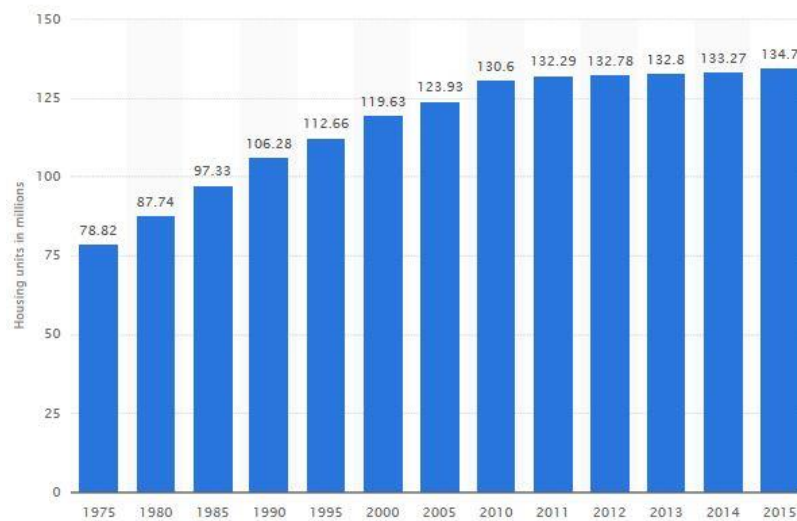


Figure 10: Number of Housing Units in the United States from 1975 to 2015 (in millions) [14]

Although the Ring Video Doorbell roughly costs \$200, the value of the product can be justified by its product specifications and features. A doorbell camera is a coherent home security solution because it captures the critical passageway of people you want to see while also deterring intruders. Video doorbells primarily target residential homeowners who seek a traditional doorbell design with new age technology. Adjacent markets include apartments and small businesses.

D. Market Demand

Ring Video Doorbell is a smart home digitally connected and controlled device. It's specific product category is security, although it provides an added home automation convenience mechanism as well. Figure 11 displays the projected revenue from smart home connected devices. Looking more specifically at security, it is clear that there will continue to be a demand for connected home security solutions.

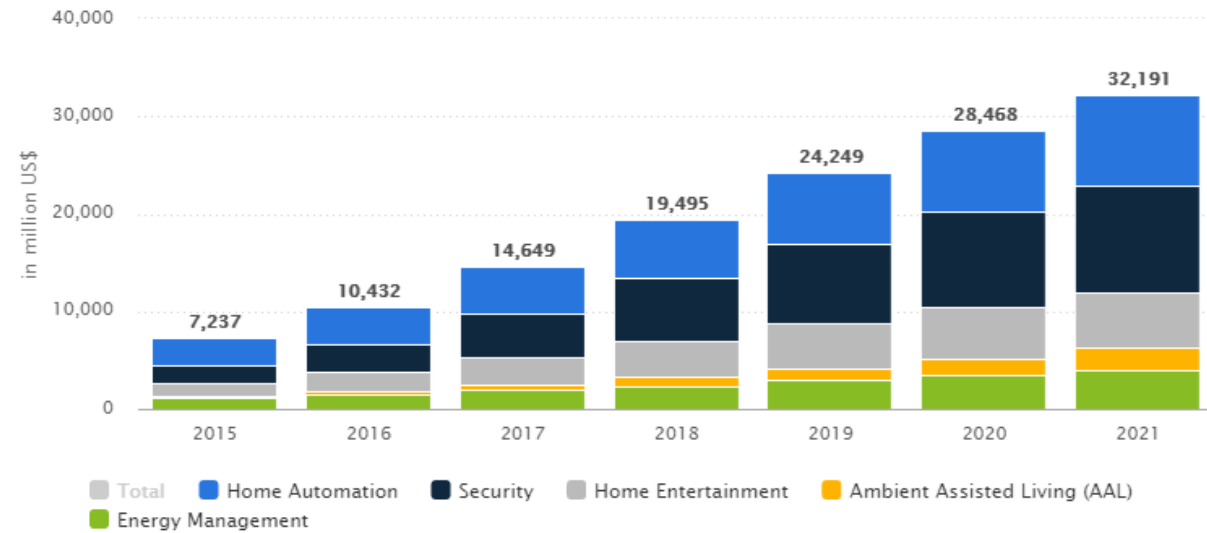


Figure 11: Smart Home" Projected Revenue in the US Market [12]

Table 1 displays the expected revenue growth for smart home security solutions specifically in the US. Global markets show similar trends although a majority of the total connected security device use is in the US. Ring Video Doorbell needs to continue to grow within the US markets, while gaining additional revenue on the growing global market.

Table 2: Smart Home Security Projected Demand [12]

Year	Revenue
2017	US 4,446.9m
2018	US 6,424.8m
2019	US 8,278.9m
2020	US 9,806.6m
2021	US 11,070.8m

From the analysis, it is clear that Ring Video Doorbell can leverage the exponential potential of IoT and the trend of integrating smart homes as a societal norm. Surveillance and security has always been an intrinsic value. Ring aims to satisfy the growing market potential by targeting growth opportunities in the existing US marketplace, while looking for opportunities to grow in global markets. Ring's presence in over 100 countries enables the pipeline to gain market holdings internationally. Insight on global video surveillance market share indicates that Ring can become the industry standard for IoT security beyond its current market threshold in the US.

V. Competitor Analysis

The video doorbell market is a relatively new market with Ring's only competitors being Skybell HD and August Doorbell. Ring entered the market initially as DoorBot in 2012 [24], then Skybell in 2013 [25], and finally August in October of 2014 [26].



Figure 12: Video Doorbell Companies Products

The criteria for each of these competitors is to have a system that provides a live video feed to a mobile phone. Porter's model of five forces is used as the framework for the competitor analysis.

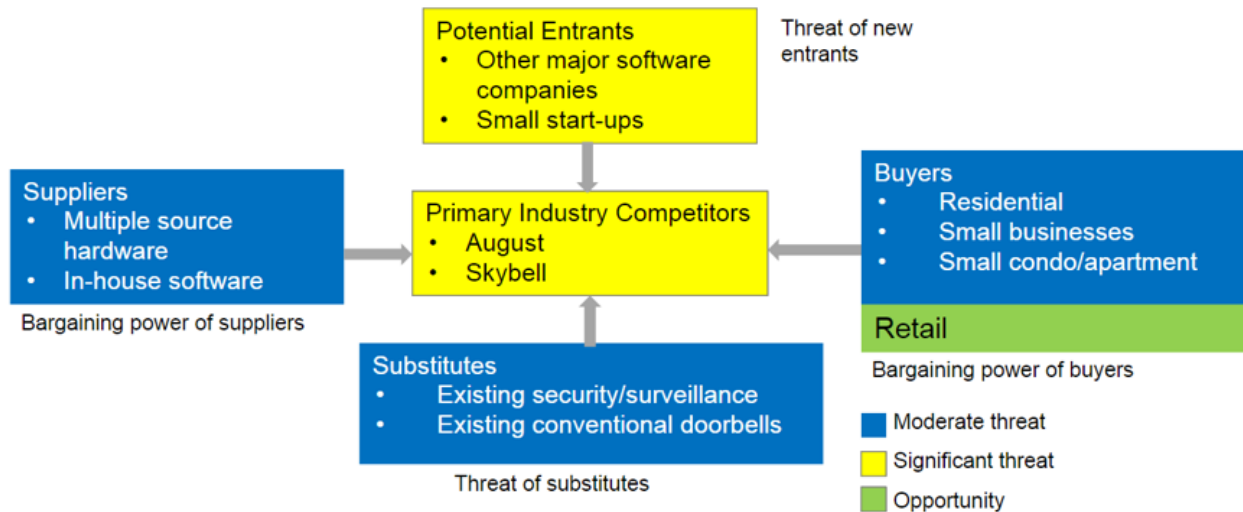


Figure 13: Porter's Five Forces Competitive Analysis

A. Bargaining Power of Suppliers

Ring purchases all manufactured parts, most of which do not have significant supplier proprietary features except for the camera. As there are no significant proprietary vendor specific components, the supplier bargaining power is a moderate threat.

B. Bargaining Power of Buyers

This is a retail product with only a total of 3 major players (Ring, August Home Inc, Skybell). With only three market players, the end consumer does not have significant buying power. Ring is a consumer product being sold in large box stores such as Home Depot and Best Buy. With big-box, high-volume retailers in the buyer's retail chain there is a moderate threat dealing with large retailers. Along with the threat of dealing with large retailers, there is also the opportunity to have a dedicated in store display and or demo, adding high exposure. For this reason, the retailer can also be a significant opportunity to increase sales.

C. Threat of New Entrants

This is a significant threat. All the major players in the door video business are relatively new start-ups, primary software based. The start-up costs are moderate and there is no extremely high tech portion of the product that would be a significant barrier to becoming a new market entrant.

D. Threat of Substitute Products

The door camera with mobile phone remote control and video recording is a very good fit for door surveillance and door management. Besides current conventional doorbell technology there are no significant substitute products.

E. Focus on Threat of Competitors

Competitor Focus

Primary Industry Competitors

- August Home Inc
- Skybell

High Level Comparison

- All are small , nimble, creative recent start-ups
- All are located in Southern California
- All have limited product offerings
- All are in major retail stores

Key Takeaway

- Ring needs to develop distinguishing value add features/service
- Work with retailer for premium display/demo space

Figure 14: Competitive Analysis

Each of the products focus on the residential market. See Table 3 identifying key features for video based doorbells.

Table 3: Competitive Comparison [19][20][21]

	Video Doorbell Feature Comparison		
	Ring	August	Skybell
Live Video Feed	Yes	Yes	Yes
Video Recording	Paid	Paid	Free
Night Vision	Yes	No	Yes
Motion Detection	Control w/ zones	Yes	Yes
Battery	Yes	No	No
Connects to existing hardwired doorbell	Yes	Yes	Yes
Smart Lock Control	No	Yes	No
Two-way Audio	Yes	Yes	Yes
Easy Installation	5	4	2
Approx Price	≅ \$200	≅ \$200	≅ \$200

Table Color Code Legend

Ring has distinctive advantage

Ring has moderate advantage

Ring has a weakness

VI. Customer Analysis

The target market segment is residential dwellers, specifically residents with non-regulated access to their front door area. Information from firsthand accounts and neighborhood forums such as Nextdoor have supplied ample information on key customer segments. The needs and wants of the customer have been broken down to the following:

1. Increased security within the home environment, there are many instances where the individual(s) who is/are home when the doorbell rings may not want to or feel safe answering the door. Having a doorbell system that a vulnerable individual can see and speak with the person at the door without ever opening or even unlocking the door. This is a common situation for example when someone is home alone, an elderly person who may not be able to get to the door easily, or when there is a contagious person in the household.

2. Home delivery security is another concern for residential dwellers. Petty theft, high school pranks, and homelessness is on the rise which begs the need for a video surveillance system that can be activated by motion can deter these types of behavior. A stolen package can be much more than an inconvenience, it is also lost money. If a package does get stolen the RVD stores video that can be given to the police and others in the neighborhood to aid in find or preventing new thefts.
3. The price point of the RVD is roughly \$200, which is not expensive but not cost feasible for a lower income family making under \$50k yearly. This system is aimed at middle class individuals for crime prevention. Current security systems activate once the secure barrier is breached, these systems are reactive and homeowners would like a prevention system that can alert an individual before the crime happens. The RVD also offers a security flood lamp version and in beta testing Smart Neighborhood system. The Smart Neighborhood allows neighbors with the RVD to share videos and chat with one another about potential threats, creating a safer environment for everyone.
4. For the new smart home enthusiasts, the RVD is a new aspect of the smart home. With the RVD you can always be home, you can answer the door with your phone, you can ward off potential intruders, and you can keep an eye on the exterior of your home. The RVD system is a plug and play system, you hang it up outside your door, create an account, then download and app, and you are ready to operate. There is a Pro option that needs to be hardwired into the dwellings existing electrical system, but it is only an option. The RVD is also a great gift for people who are concerned for a loved one. Parents can buy one for their children who moved into their first home, children can buy one for a parent who may not be as safe as they would like, or a concerned friend could buy one for anyone they care about for increased security.

VII. SWOT Analysis

The SWOT analysis is meant to consolidate the company analysis, customer analysis, and competitor analysis. The strengths and weaknesses are supposed to be from inside the company while opportunities and threats are from outside the company.

Table 4: SWOT Analysis

<u>Strengths</u> Plug and Play Installation Wi-Fi enabled Range sensor technology Compatible with all major phone OS Partnering with ADT	<u>Weaknesses</u> Batteries need to be charged High price point Product diversity
<u>Opportunities</u> Partnership with other IoT companies for interconnectivity Growing into international markets Low income housing market	<u>Threats</u> ADT is also partnering with possible entrants August, Skybell direct competition Nest/Google possible entrant competition Internet Device Security

VIII. Marketing Objectives & Goals

Ring Video Doorbell has three primary market objectives and goals:

1. Grow existing market share.
2. Become an industry standard in security IoT devices.
3. Become a global leader in security IoT devices.

The marketing objectives are conducive to the growth mindset. Ring is already a prevalent contender for security devices in the US. The key to maintaining the Ring brand is to continue focusing on the US market while pursuing opportunities to become the industry standard for home security. This does not entail ignoring global markets, but rather a continued focus on the US residential market in order to become the industry standard for similar markets. This opens growth opportunities in adjacent markets while continue dominance in Ring's core business. Ultimately, becoming a global leader in security IoT devices involves focusing on target markets while continuing the grow in adjacent market opportunities.



Figure 15: Marketing Objectives

In addition to the 3-step marketing objectives process, Ring Video Doorbell will improve sales in auxiliary products. This involves products that build upon Ring's core competency - additional cameras and accessories. Ring aims to provide its customers with a security system that essentially builds a "Ring of Security." This tag line not only builds upon Ring's primary proficiency, but further aims at building trust between customers seeking security and Ring's ability the meat that specific need.

The marketing objectives and goals include a three year and five-year marketing plan. The three-year marketing plan involves continued focus on the US residential market place. The stretch target is grasping 40% of the US residential market. 40% market penetration will be accomplished by targeting residential markets as well as adjacent markets.

The five-year marketing plan involves expansion into global markets. Although Ring is currently in over 100 countries, it's not the standard in security devices. Grasping a majority of the US market will enable Ring to become the industry standard for security IoT. This will pipeline Ring into becoming a global leader in security IoT. Within five years Ring's goal would be grasping 20% of the total global marketplace in security devices.

IX. Marketing Strategy

Marketing strategy involves concentrating resources on optimal opportunities with the goal of increasing sales and achieving a sustainable competitive advantage. Ring's current competitive advantage is centric in its ability to provide security solutions to customer that value both simple and superior security systems. Building upon the "Ring of Security," Ring will market its existing technology with the premise of guaranteed security surveillance that will provide reliable services.

The key to Ring's competitive advantage is providing a product that will prevent crimes. The Ring Video Doorbell is proven to reduce crime significantly through crime deterrence. Consumer adoption in untapped communities can be sparked by strategic pilot programs. Tactically targeting communities that may experience higher crime rates will be continued in order to grow in the existing market. Through strategic pilot programs, the Ring Video Doorbell is proven reduce crime by more than 50% within residential neighborhoods [1]. The Ring neighborhood beta project will continue market proliferation by strategically targeting neighborhoods with high crime rates. This will continue the success of Ring Video Doorbell within the US marketplace. Through this strategy, word-of-mouth (WOM) advertising will actively influence customers to purchase the product.

The marketing strategy can be deciphered with short term and long term objectives. The short-term marketing plan will be accomplished within three years. This will pipeline into the five-year long marketing plan.

A. Short Term

Ring Video Doorbell will continue to promote its brand of providing the "Ring of Security." This will promote its prospects in becoming the industry standard for IoT security devices. Continuing to target residential markets while expanding grasp into adjacent market will be centric around promoting the "Ring of Security."

Additionally, partnership opportunities will target companies that leverage both similar and adjacent competencies. Partnerships will enable Ring Video Doorbell to fully exit the chasm and penetrate the majority of early adoptions. This will enable a pipeline into the mass market. Ring will strategically partner with companies that align with the growth mentality in security devices. This includes partnering with 1) Security Systems Partners 2) Locking Partnerships and 3) Home IoT Partnerships.

B. Long Term

Ring Video Doorbell ultimately aims at becoming a self-sustaining brand. Partnerships leveraged from the short-term strategy will enable Ring to gain the market majority for IoT security solutions.

X. Target Market & Positioning

A. US Market and Global Market

Ring Video Doorbells market positioning involves addressing the US marketplace (three-year plan) and global marketplace (5-year plan). The three-year marketing plan comprises of targeting primary and adjacent markets. Growth in the US market will potentially support growth in the global market.

B. Target Market

The primary market is residential housing owned by the 25 to 34 age group. Of the 56% who responded to an online poll claiming they would buy a security IoT device, 9.6% in the 25-34 age range owned homes [31]. With a SAM of 75 million multiplied by the 9.6% of homeowners in our target age range and the 56% of those that said they would buy a security IoT device our target market is 4.03 million strong [31]. This market consists of individuals who own their own homes, typically in suburban neighborhoods with unrestricted street access to the front door. These individuals are concerned with safety and crime prevention. For residential homes, Ring Video Doorbell will provide safety to individuals before they

open the door and provide a presence when you are not home to deter potential theft. Ring Video Doorbell is home tested and family approved. Our products promise to provide a “Ring of Security”.

A potential market is low income housing, who are described as having an annual household income of \$50k or less per year, have many of the same concerns and drivers, the above market positioning statement would also apply.

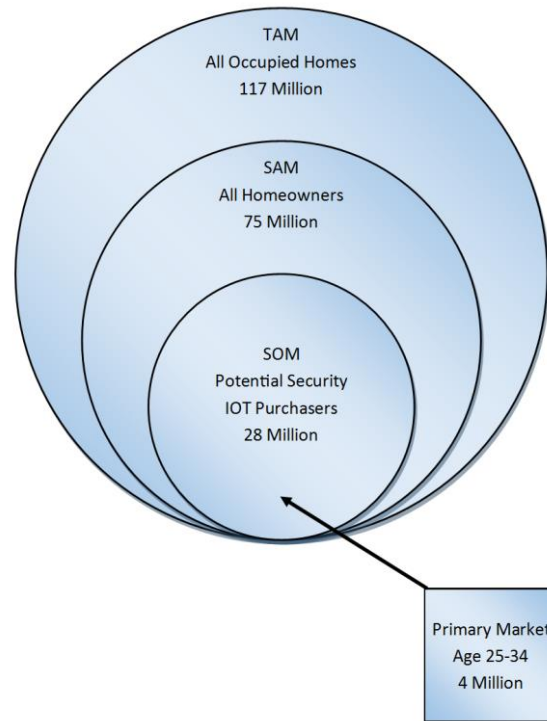


Figure 16: Segmentation

C. Adjacent Markets

The adjacent markets could be broken up into three individual markets:

1. Small businesses may not have the ability to invest in a security system or have the manpower to have someone in the front of the store at all times. Small businesses are concerned with front door traffic, deliveries, and potential thefts. Small businesses typically have a customer front service area and a back office or store room. By adopting a marketing strategy that promotes a reliable and easy to install control point for a storefront. For small businesses, Ring Video Doorbell will provide motion enabled video surveillance uploaded to the cloud and delivery security. Ring Video Doorbell is security when and how you need it. Our products promise to provide a Ring of Security.
2. Schools are becoming more concerned with individuals entering the building that may or may supposed to have access. Grade schools typically only unlock the main entry points during the prime arrival window and when school lets out. Whereas preschools and daycares typically have their doors locked at all times. A marketing strategy, demos, and free trials aimed at increased security for schools and children would help attract schools and other childcare facilities. The fact that a caregiver would not need to be at the door to answer the doors provides more

flexibility to the busy caregiver. For schools and care facilities, Ring Video Doorbell will provide live streaming video and communication for your controlled access point. Ring Video Doorbell is enhanced security at the push of a button. Our products promise to provide a Ring of Security.

3. Not all apartments and condos have a secured entry system into the complex and even if they do, they are not 100% reliable. Customers in apartments and condos have many of the same concerns that the target markets have, however the main concern is who is at the door. A marketing strategy to attract apartment and condo residents would be security that they can control at the last point of entry into their home. For residents in apartments and condos, Ring Video Doorbell will provide live streaming video and communication with guests and visitors before you even open the door. Ring Video Doorbell is enhanced security at the push of a button. Our products promise to provide a Ring of Security.

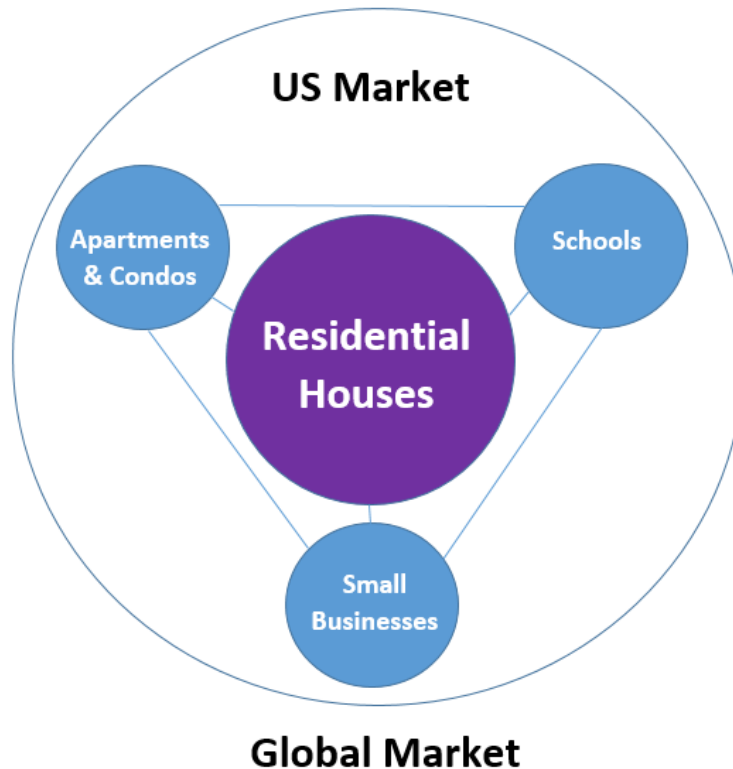


Figure 17: Us Market and Global Market Positioning

XI. Product & Brand Management

A. Brand Strategy

There is a need to elevate the Ring brand to become an eponym for internet-connected video doorbell devices by gaining broad market share. Ring is an onomatopoeia synonymous with a doorbell and thus, combined with the current market share, is on the verge of becoming the eponym. So far, Ring has a history of using brand strategy to change direction of the company. Early versions of technology had flaws and evolved into the current product. When a stable version of the tech was available, the company evolved from DoorBot to Ring at time of release. As the product evolves, the mission of the company evolves and has aimed to reduce crime in communities, to become the “Ring of Security.” This brand needs to evolve to evoke customer mental images of a security perimeter around their house when they hear the name Ring. In order to do so, Ring needs to adopt a new logo, see image to the right, to evolve the identity and needs to be the image of the DIY Home Security IOT market. This image will help evoke that mental image Ring strives to achieve in the mind of their customers to gain momentum in the DIY Home Security IOT market. In addition to this strategy, to maintain the existing partnerships with existing allies such as ADT, Ring needs to both differentiate itself from the non-IOT home security solutions, but also not alienate their existing partners.



Figure 18: Ring of Security Logo

B. Product Strategy

To support the brand strategy, the marketing strategy, and achieve the marketing goals and objectives, Ring needs to develop the existing products and expand the product portfolio carefully. The first stage of expanding the existing market share as the leader involves developing the existing platform product to be the technology leader. Current product has the right mix of features that gives it the competitive advantage to be the market leader. Ring needs to develop the existing product and remove the existing downfalls to be the no-brainer choice when potential customers consider entering the market and see side-by-side comparisons.

The next step of the product strategy to build the “Ring of Security” brand is to expand portfolio of products compatible with the DIY Home Security market. To fit with the imagery of the “Ring of Security” bubble around one’s home, product development and acquisition should focus around existing features and technologies synonymous with the platform Ring product such as cameras, motion-activation, two-way communication, cloud storage, live-streaming, single phone app control and connectivity, etc. The primary focus should be to develop products within Ring’s core competencies. The secondary focus should be technology acquisition by purchasing product division or full company. The final focus should be licensing or partnering if it makes strategic sense to “Ring of Security” brand strategy.

During both stages of the product strategy, another major focus needs to be on improving the application and software security by partnering with a major software security leader. One of the major weaknesses of all IOT companies is the thread of security flaws. A single piece of bad publicity caused by a hacker has the ability to push the majority of existing market share to a competitor. It is imperative that Ring sees a partnership with a company such as Symantec or IBM Security for two reasons. First,

the positive market association with these cyber security companies will benefit Ring and Ring's "Ring of Security" brand. Second, partnering with one of these companies will help improve the cybersecurity of the Ring software product and, ultimately, protect the existing market share.

XII. Partnerships & Acquisitions

To grow market share and exposure, Ring is partnered with a number of companies; the following reviews the partnerships by function.

A. Security System Partners

Conventional home security systems often include system that detect intrusion via windows or home interior sensors and or video surveillance. Ring can provide exterior video surveillance with viewing and communication on a mobile phone, thus adding functionality to conventional security systems. Partnering with a security company also provides a Ring installation service for those that do not have the time to install the Ring equipment. Thirdly partnering with a security company adds another distribution channel. For these reasons, Ring has partnered with well-established ADT security systems. Partnering with additional security systems would be beneficial increasing the distribution channels. Simplisafe is a security system company that should be targeted for partnership as they currently do not have any partnership with video doorbell companies and provide low cost security systems which is in alignment with Ring's low pricing strategy.

B. Lock Partnerships

Linking door unlock and locking functionality with the Ring app adds a key feature to Ring video doorbell. Ring is currently partnered with Kevo lock company [22] and Lockstate [23]. This allows the door to be locked and unlocked by initiating the partnering lock application that is a menu option in the Ring application. Essentially, two applications need to be launched to provide the door lock and unlock feature, thus it is not a completely smooth integration,, but it does add valuable functionality to the Ring application. Pursuing additional door lock partnerships is advisable, along with exploring possibility of developing software that provides more seamless door lock and unlock functionality.

C. Home Internet of Things Partnerships

As more home systems become controlled, monitored and automated via the internet, the increased number of applications on a user's mobile can become bothersome. To reduce the clutter of applications on a user's mobile phone and to provide simplicity of one application to interface with all home internet of things, partnering and integrating the Ring app with other apps is beneficial. Ring currently partners with Wemo, and Wink. Both Wemo and Wink provide are home internet of things products.



Figure 19: Home IoT Partnerships

XIII. Pricing Management

Currently the price point of the Ring Video Doorbell is set at a point for middle income residential customers and small businesses. Many of our components are single supplier components and in order to keep prices competitive Ring Video Doorbell would like to move to a multi-supplier strategy for our components. An annual review of products offered to access the costs versus the value to the company will also be done to ensure that all products remain profitable and do not end up costing the company money.

In order to reach the low-income market, Ring Video Doorbell will need to leverage partnerships and our high-end products as the main sources of revenue. In the future as the standard option Ring Video Doorbell becomes a more entry level product and the 'pro' version and beyond are the standard customer options the price can on the entry level Ring Video Doorbell can be reduced to become more low income appropriate. By offering a low-income option to customers and introducing the Ring system to low income residents they will be more likely to upgrade within the Ring family when it becomes feasible, thus creating brand loyalty.

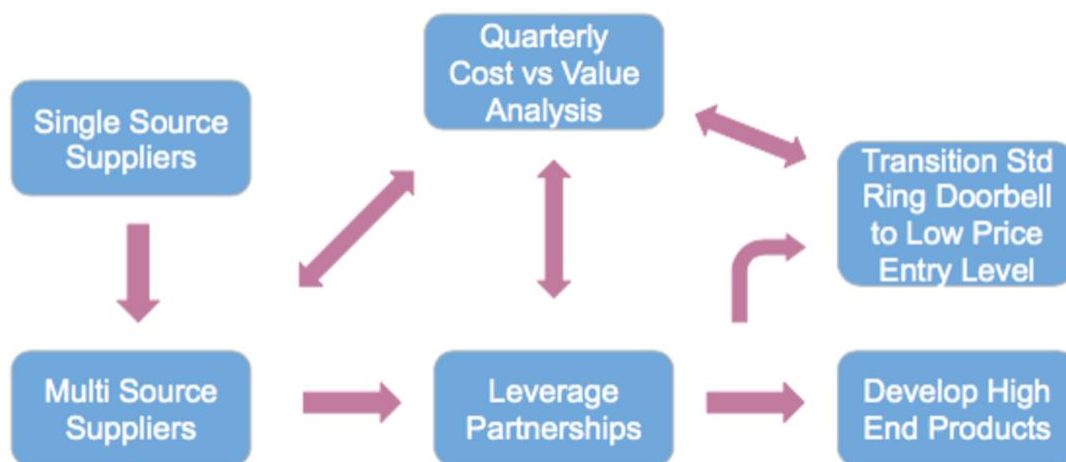


Figure 20: Pricing Strategy

XIV. Distribution Management

With the Ring being in the early mass market phase, conventional mass market channel strategies are already in place with a hybrid multiple distribution channel approach using:

1. Direct
2. Mass retailers
3. Value add security service companies.

One additional distribution channel to be targeting is the new home builder companies. The goal is to have home builders offer the Ring as an option in a new home. Following details the strategies for each of the distribution channels.

Table 5: Distribution Channels Strategies

Distribution Channel Strategies				
Distribution Channel	Direct	Mass Retailer	Security System Installers	New Home Builders
Existing Channel Companies	Ring	Walmart, Home Depot, Best Buy, Lowe's, Amazon	ADT	
Targeted New Channels Companies	NA	None	SimpliSafe	DR Hortons, Lexar, other
Strategic Channel Directions	None	Create in store feature stations	None	Network at Home Builder Expos

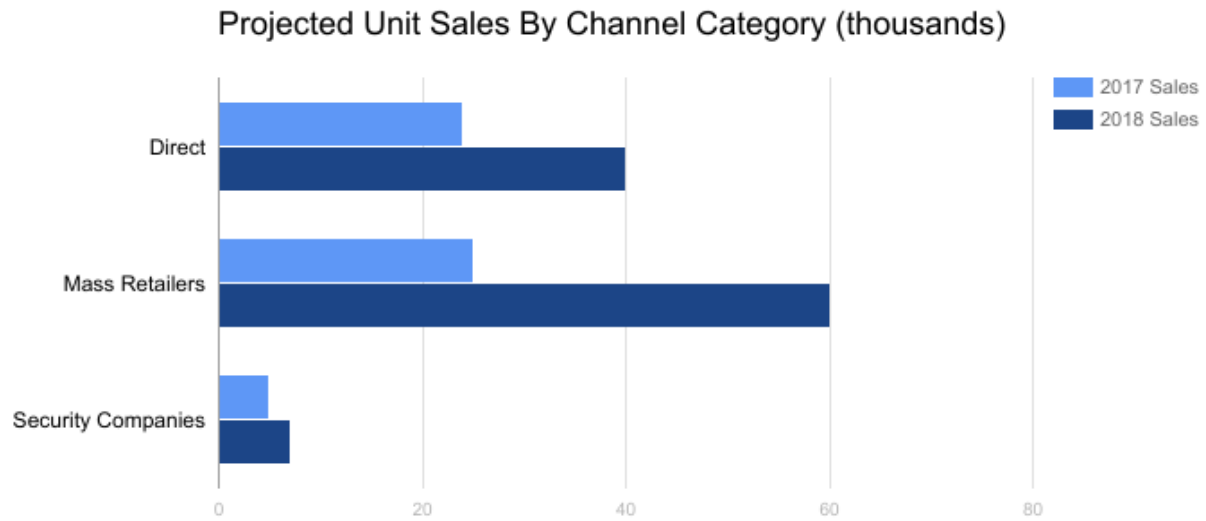


Figure 21: Projected Unit Sales by Channel Category

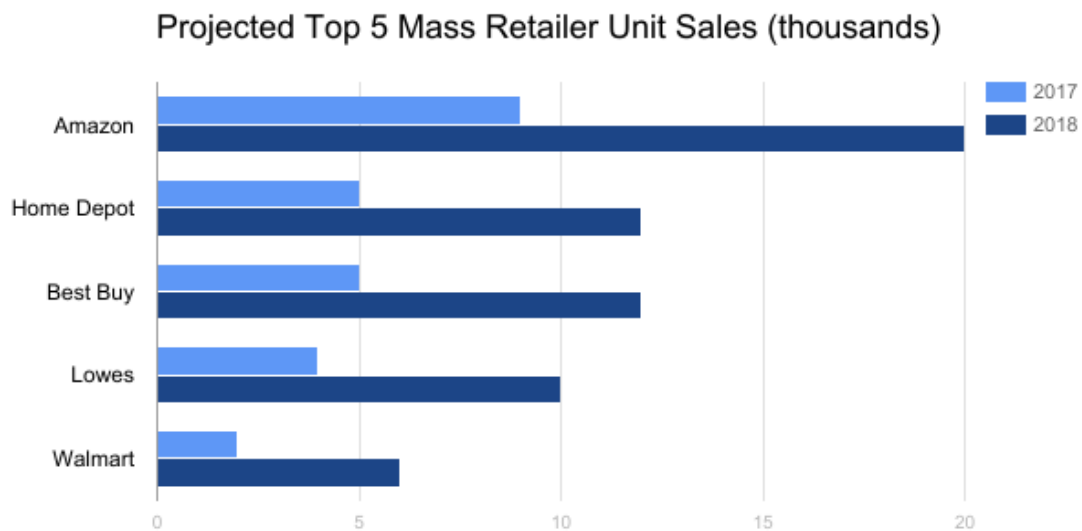


Figure 22: Top 5 Mass Retailer Unit Sales

A. Direct Sales

Direct sales via the Ring website offers the users who visit the website the option to purchase the unit direct directly from Ring. There are no bricks and mortar Ring stores. The Ring website's primary purpose is to be the most content rich internet site to learn about the Ring product. Customers typically

gather information of products via the internet, for example product reviews. The Ring website, with the option to purchase online at the Ring website, then offers a convenient option to the purchase the Ring while customers are typically already on the internet.

B. Mass Retailers

Currently Ring uses five national mass retailers. The mass retailers have performed well moving the Ring product across the chasm. As the market matures the mass retailers will grow in percentage of total Ring sales. Continued focus is required on mass retailers. The implementation plan targets growth of mass retailer's.

C. Security Systems Installers

Ring currently sells through ADT security system installer. Traditional security products are an adjacent product, of which a portion will transition to mobile device surveillance. Partnering with security companies provides a path to capture this adjacent market.

D. Home Builders

Partnering with home builders will provide significant additional exposure as this segment participates in home expos with high visibility to new home products.

E. Distribution Management Summary

Overall the current distribution management is effective and is performing well. Both direct and mass retail stores are meeting expectations. Next step distribution management activities are:

1. Add feature and demo spots at mass retailers
2. Add home builders as a distribution stream
3. Add one or more security installation companies as Ring installers

XV. Communications Management

The Ring Video Doorbell promotion tactic is primarily driven through online sales. This tactic has been proven successful as Ring continues to be backed by millions in venture capitalist funding. The Ring story began with an appearance on Shark Tank which elevated the product through viral promotion campaigns. Ring's primary success has been driven through a combination of online promotion and publicity. As Ring's success expanded, so did the product's shelf space capacity into brick and mortar stores like Best Buy, Home Depot, and Lowes.

Table 6: Communications Management

Online Promotion	Publicity	Store Displays
<ul style="list-style-type: none"> Media Advertising Search Engine Marketing 	<ul style="list-style-type: none"> Word-of-mouth (WOM) Advertising Viral Web Video 	<ul style="list-style-type: none"> Best Buy Home Depot Lowe's

A. Online Promotion

The primary mechanism to promote Ring Video Doorbell is through media advertising. This includes "cookies advertising" methods that strategically target potential customers by manipulating browsing history into targeted advertising. Therefore, customers that may have searched the product or may potentially be interested in the product will be reminded continually while browsing. Another media

advertising mechanism will be through social media. Ring can create “user stories” and have this content target a broader audience. This will allow Ring to target customers browsing histories indicating they are interested in the product while also targeting a broader subset of potential customers through social media. Additionally, search engines can be targeted to promote suggested content to customers. A customer that searches for keywords like “security” will see the Ring Video Doorbell as suggested content.

B. Publicity

Word-of-Mouth (WOM) advertising will be utilized by continuing the Ring neighborhood beta project. The neighborhood beta project is used to prove that the Ring Video Doorbell can reduce crime within target neighborhoods. Ring will continue to target neighborhoods by providing 10% of the residents with the Ring Video Doorbell. This will prove as positive publicity while also promoting the product through WOM.

Viral Web Videos will also be used as a platform to promote the product's ability to deter crime. A video that displays Ring Video Doorbell deterring a crime from occurring would prove positive for the company's profile. Ultimately, such videos will further cement the “Ring of Security.”

C. Store Displays

Store displays are utilized to target customers that are either looking for a product for their own home or looking for potential gifts. Ring already has a presence in brick and mortar stores like Best Buy, Home Depot, and Lowe's. The brand strength of these stores also enhances the credibility and brand strength of Ring Video Doorbell.

XVI. Implementation & Control

There are 3 major implementation and control work streams:

1. Grow partnerships
2. New product development
3. Grow market share of existing product & distribution channels

These are to be implemented over a three-year, medium-term period. Additional sales resources are required to grow the needed partnerships. All other developments can be accomplished with existing resources.

Table 7: Implementation Plan

<u>New Developments</u>	<u>Personnel</u>	<u>2018</u>		<u>2019</u>		<u>2020</u>	
		<u>H1</u>	<u>H2</u>	<u>H1</u>	<u>H2</u>	<u>H1</u>	
<u>Partnership Growth</u>	<u>Sales Team</u> <u>Engineering Support</u>	<u>Hire Sales Team</u>	<u>Develop Partnership Growth Plan</u>	<u>Engage Potential Partners</u>	<u>Sign Partnerships</u>	<u>Ramp-up & Support Partnerships</u>	
<u>Product Development</u>	<u>Sales & Product Strategy</u> <u>Engineering Core Development</u>	<u>Develop New Product Requirement & Roadmap</u>	<u>Create Proof of Concept</u>	<u>Develop New Product Features</u>	<u>Launch New Product Features</u>	<u>Support Launch and Gain Customer Feedback</u>	
<u>Grow Existing Product Market Share</u>	<u>Sales Team</u>	<u>Home Shows Retailer Relationships</u>	<u>Home Shows Retailer Relationships</u>	<u>Home Shows Retailer Relationships</u>	<u>Home Shows Retailer Relationships</u>		

A. Grow Partnerships

Partnership growth applies to all market segments by in general providing more visibility of Ring to all market segments.

B. New Product Development

Product development has two sub work streams focusing on lower cost to grow the lower income segment and a second work stream that increases product features, quality and offerings that targets the higher income segment.

C. Grow Market Share of Existing Products & Distribution Channels

This work stream focuses on the current core 25-34 age segment. This segment has high exposure to home shows and mass market retail stores. This work stream will introduce displays and demos at existing mass retailers and home shows. The ramp up to implement this plan is a quick 6 months and is then to be sustained through the remaining 3-year plan.

XVII. Conclusion

Ring Video Doorbell is currently the market leader and would like to maintain that status. We have a goal to grow the market and obtain 40% market share in the US. In the future we plan on implementing a 20% cost reduction and eliminate cloud storage fees by offering limited free video capture in order to remain competitive as the market grows. RVD will also expand the product portfolio to offer higher end products by incorporating a faster processor, and a higher quality camera.

RVD current has multiple partnerships right now but we would like to increase from three to five door lock partners. We would also like to increase home IoT partnerships from two to five partners and we would like to explore partnerships with security installation companies. Partnering with builders would guarantee installation of an RVD when new houses are built and could help keep distribution costs down. The Ring Video Doorbell is a top tier cloud enabled preventive home security system.

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XXI. Appendix A: Competitor Analysis

	Ring	Ring Pro	August	Skybell
Video Quality	720p	1080p	960p	1080p
Field of View, degree	180°	160°	140°	180°
Live Video Feed	Yes	Yes	Yes	Yes
Video Recording	Paid	Paid	Yes	Free
Night Vision	Infrared LEDs	Infrared LEDs	No	Yes
Motion Detection	Control the sensitivity on predefined motion zones.	Draw and create custom shaped motion zones.	Yes	Yes
Battery	Yes	No	No	No
Connects to existing hardwired doorbell	Yes	Yes	Yes	Yes
Smart Lock Control	Works through other Apps	Works through other Apps	Yes	Works through other Apps
Multiple Users	Yes	Yes	Yes	Yes
Encryption	Bank-grade	Bank-grade	128-bit AES	Yes
Wi-Fi Connection	2.4GHz	2.4 + 5GHz	2.4 + 5GHz	2.4GHz
Bluetooth	No	No	v4.0	No
Two-way Audio	Yes	Yes	Yes	Yes
Works with iOS	Yes	Yes	Yes	Yes
Works with Android	Yes	Yes	Yes	Yes
Works with Windows Phone	No	No	No	No
Works with Windows 10	Yes	Yes	No	No
Warranty	1 year	1 year	1 year	1 year
Thief Protection	Lifetime	Lifetime	Lifetime	Lifetime
Operation Temperature, F	-5 to 120	-5 to 120	0 to 110	-40 to 140
Size, in	4.98 x 2.43 x .87	4.50 x 1.85 x .8	2.9 x 2.9 x .9	2.8 x 2.8 x .9
Weight, g	233	272	400	53.8
Design	3	4	5	3
Easy Installation	5	3	4	2
Video Quality	3	4	2	5
Livestream	N/A	4	3	5
Motion Detecting	4	5	4	3
Night Vision	3	4	2	5
Audio Quality	5	5	2	3
Apps	5	5	4	2
Cloud Storage	4	4	N/A	5
Integration	4	4	3	5
Approx. Price	~ \$200	~ \$250	~ \$200	~ \$200

XXII. Appendix B: Detailed Product Features

MOBILE ACCESS

See and speak with visitors from anywhere using the free Ring™ app, receive motion alerts, and review recorded footage

WI-FI CONNECTED

Simply connect the Video Doorbell to your Wi-Fi network and it's ready to go.

EASY INSTALLATION

Installs in minutes - no professional help or special tools required.

HD CAMERA

Always have a clear view of your home's entrance with wide-angle HD video.

NIGHT VISION

See what's going on any time of day, thanks to infrared LEDs.

COLORS  Satin Nickel



TWO-WAY TALK

Seamlessly speak with anyone at your door via the built-in speakers and microphone.

MOTION DETECTION

Motion sensors activate the camera and trigger instant mobile alerts when movement is detected.

CLOUD RECORDING (OPTIONAL)

Never miss any activity at your home with optional Cloud Recording.

DUAL POWER

Connects to existing doorbell wiring, or runs off the built-in battery for total convenience.

CERTIFIED FOR OUTDOOR USAGE

Never worry about your unit being damaged by heat, humidity, rain, sleet, or snow.

LIFETIME PURCHASE PROTECTION

If your Video Doorbell is stolen, we'll replace it free of charge.