Research In Motion

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Entering a New Era

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Tony Worlds
Jonathan Thomas

Company Overview:
Research in Motion: BlackBerry

Possible Alternatives
Opportunities for Growth

- Possible Alternatives
  - Developing new devices:
    -loyal customer base
    - customer satisfaction
  - Developing software:
    - use advanced technology
    - application development
  - Diversifying market:
    - entry into new industries
    - increased revenue

- Opportunities for Growth
  - Increase customer base (loyal customer base)
  - Customer satisfaction
  - Diversify market
  - Increase revenue (entry into new industries)

Financial Information

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
<th>Profit</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2001</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2002</td>
<td></td>
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</tbody>
</table>

Selected Solutions

- Aligned the two strategies
  - Diversity within an improving sector
  - Increased RIM in a reducing sector

Casesim.com
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POSSIBLE ALTERNATIVES
Opportunities for Growth

Problem Statement:
How can we guarantee longevity and expand our customer base?

RIM: Blackberry
SWOT Analysis

Selected Solutions

References:

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Problem Statement:
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- Founded in 1984 by Mike Lazaridis and Douglas Fregin (Balsillie joined as co-CEO in 1992)
- January 1999- BlackBerry launch
- Strong enterprise market focus
- 9 million subscribers (2007)
- "focus on fundamentals and identify imperatives"
RIM: BlackBerry

SWOT Analysis

Strengths:
- Had largest market share among several competitors
- Had decent brand equity and variety of phones
- Had partnerships with many of its competitors

Weaknesses:
- Lack of innovation
- Underestimation of competition
- Brand not very sophisticated

Opportunities:
- Capitalize on consumer base growth
- Trends in market were emerging

Threats:
- iPhone
- Waning market share
- Fierce competition
## Financial Information

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2006</th>
<th>2008</th>
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<tbody>
<tr>
<td><strong>Unit Sales (Millions)</strong></td>
<td></td>
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<tr>
<td>PDA Sales</td>
<td>13.51</td>
<td>13.88</td>
<td>14.82</td>
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<td>Smartphone Sales</td>
<td>46.55</td>
<td>69.23</td>
<td>114.60</td>
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<tr>
<td><strong>Market Share (Percent)</strong></td>
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<tr>
<td>RIM</td>
<td>20.0</td>
<td>21.4</td>
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<td>Hewlett-Packard</td>
<td>9.7</td>
<td>15.2</td>
<td>21.3</td>
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<tr>
<td>T-Mobile</td>
<td>8.0</td>
<td>5.5</td>
<td>1.5</td>
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How can we guarantee longevity and expand our current market?