

Name

Instructor

Unit

Date

Introduction

BlackBerry Limited refers to a multinational company known globally for the provision of electronic products such as tablets and smartphones. The company is also popularly known for supplying Mobile Device Management (MDM) and industrial application with features such as high safety and reliability. The success of BlackBerry Limited is attributed to different organizational factors such as its culture, leadership style, and innovation that drive its performance and competitiveness. While the company faces stiff competition from other companies such as Samsung and the Nokia Company, it has stood the challenges to maintaining its performance and competitiveness through the adoption of multiple strategies. Among them, include constant creativity and innovativeness, effective market segmentation strategies, and consumer-centeredness (*BlackBerry.com n.d*). Therefore, the following essay focuses on the analysis of the BlackBerry Limited. The analysis begins by focusing on the supply and demand of the company under subtopics such as the services it provides its key suppliers, and basic production process. It also discusses the typical consumers of the products and services provided by the company, complements and substitutes, trends of the company that might influence its performance. It ends by providing the strategies used by the company under the leadership of John Chen (the CEO), its recent performance, and sales.

Discussion of foundation supply of the company

BlackBerry Limited provides a variety of services to its global consumers. Among them, include wireless services, cloud services, and after-sale services to its global consumers. Aside from this, the company also provides products such as BlackBerry Tablets and smartphone, and software for Mobile Device Management (MDM) and industrial applications. It also provides hardware products for industrial applications and Mobile device Management (MDM) that are distributed across the global markets. The distributors of BlackBerry products and services are varied. They major suppliers include QUALCOMM Incorporated, Samsung ELECT LTD, Texas Instruments Inc., TriQuint Semiconductor, Inc., RF Micro Devices Ltd, Avago Technologies Ltd, Microelectronics NV, and Synaptics Inc. Each of these major suppliers has linkages with wholesalers and retailers who increase the supply of the BlackBerry products to the consumers (Dummet, Ben 1).

The basic manufacturing process of the BlackBerry Company employs the use of cellular manufacturing that is used mostly by organizations adopting lean strategies. In this manufacturing process, production workstation is arranged in a manner that ensures the effective flow of activities, materials, and components required for producing the mobile devices. Using the cellular manufacturing provides the company with its desired flexibility in production and minimizes the wastage of time and resources during the process. Inputs influence the prices and affordability of the products and services provided by the company. Among these inputs, include capital, human labor, raw materials, and external factors such as an influence from the government and competition. Combining these inputs cause variability in the prices of the products that are provided by the company to its global consumers (Maisto, Michelle 1).

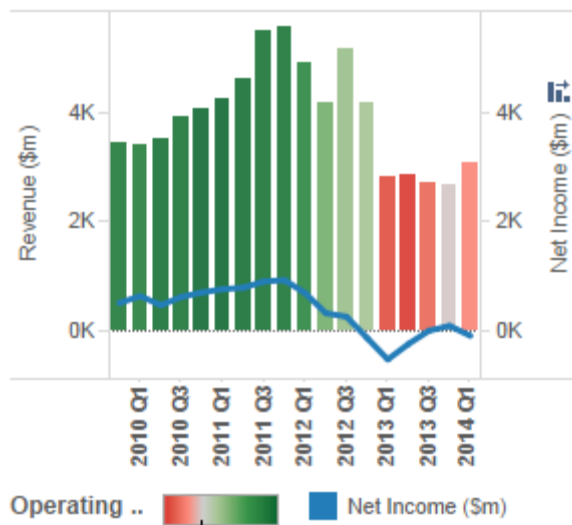
Discussion of the foundation demand of the company

The typical consumers of the BlackBerry Limited are varied. Significant analysis of the market segmentation adopted by the company shows it to provide goods and services meeting the varied needs of its global consumers. The company targets business professionals and the young generation that likes style and function. The fact that the company provides products that have features such as the Microsoft Office that allows business professionals to edit their documents directly using their phones attest this. Similarly, the company recently introduced Business Enterprise 10 and BlackBerry Passport that has features designed to meet the demands and needs of the young generation who like class, style, and function. Economic analysis of the products provided by the company shows it to provide normal goods and services. The goods and services are normal because their demand does not reduce with the increasing income of the target population. In specific, it implies that the demand of the products and services offered by the company are directly proportional to the income level of the target consumers. Among the substitutes of the products and services provided by the company, include Android, RIM, and Apple phones while its complements include phones from companies that use the ideas of the BlackBerry Company (Dummet, Ben 1).

Current and future trends of the company

Over the recent past, the BlackBerry Limited has experienced significant losses that have affected its performance, competitiveness, and global visibility significantly. For instance, the company reported a decline in its revenue by 64% (US\$ 976 million) in the last fiscal year. The company has never reported such performance of revenue growth of US\$ 1 billion since 2007 (Hartley, Mart 1).

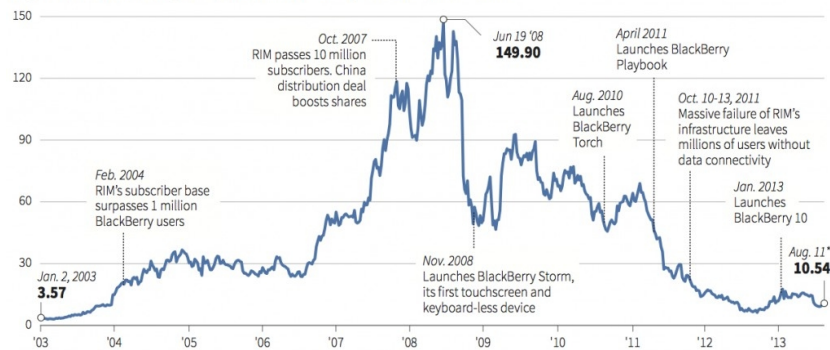
Blackberry



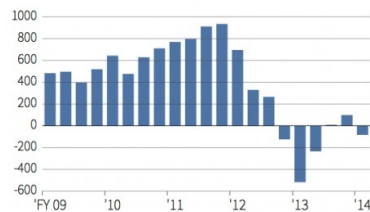
BlackBerry's decline

BlackBerry said on Monday that it was considering strategic alternatives, including a possible sale.

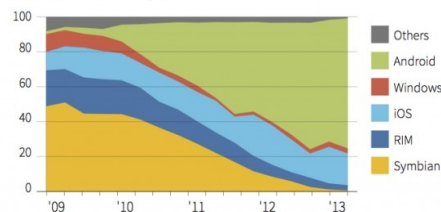
Key events and share price performance Weekly close, in Canadian dollars



Net income Quarterly, in million US\$



Smartphone market share in % Quarterly, select operating systems



Sources: Reuters; Gartner *As of 1530 GMT. Research In Motion changed its company name to BlackBerry in January 2013.

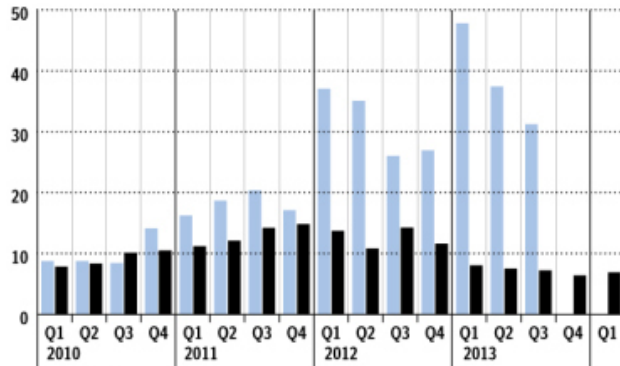
C. Iñon, G. Cabrera, 12/08/2013

BLACKBERRY'S DECLINING SMARTPHONE FORTUNES

SMARTPHONE SALES

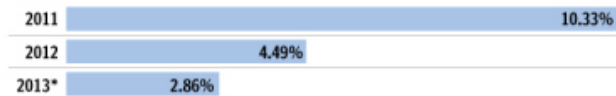
MILLIONS OF UNITS SOLD

■ iPhone ■ BLACKBERRY



NOTE: Graphic shows most recent quarter reported

BLACKBERRY'S GLOBAL MARKET SHARE

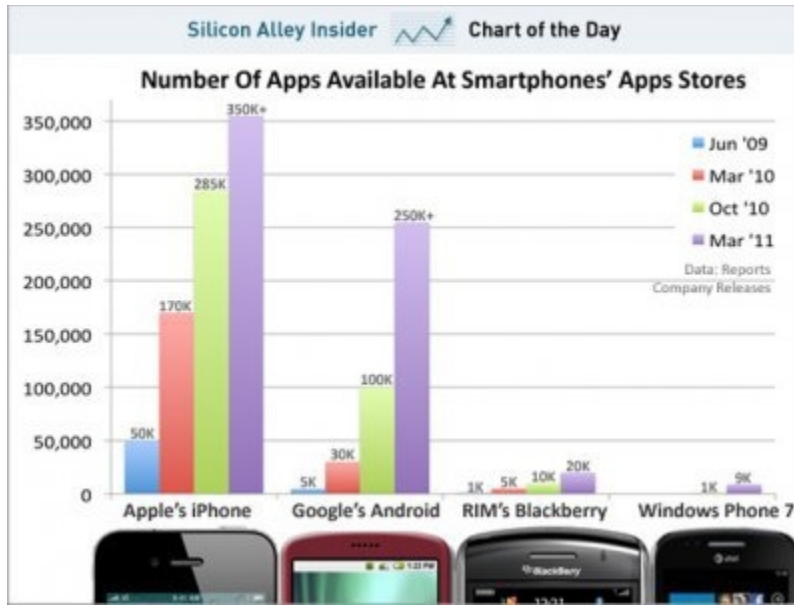


*First half of 2013

SOURCE: BLOOMBERG NEWS, IDC CANADA

ANDREW BARR / NATIONAL POST

The decline in the performance of the company over the last fiscal year is attributed to the failure of its products such as the Z10 and Q10 to acquire the desired marketability after its release. For instance, significant evidence shows that the introduction of the BlackBerry Z10 resulted in a significant decline in the write-down of the company to \$934 million. Similarly, BlackBerry Q10 resulted in a significant decline in the write-down of the company by \$634 million. On the other hand, the introduction of the BlackBerry Passport brought a significant twist in the performance of the company (Hartley, Mart 1).

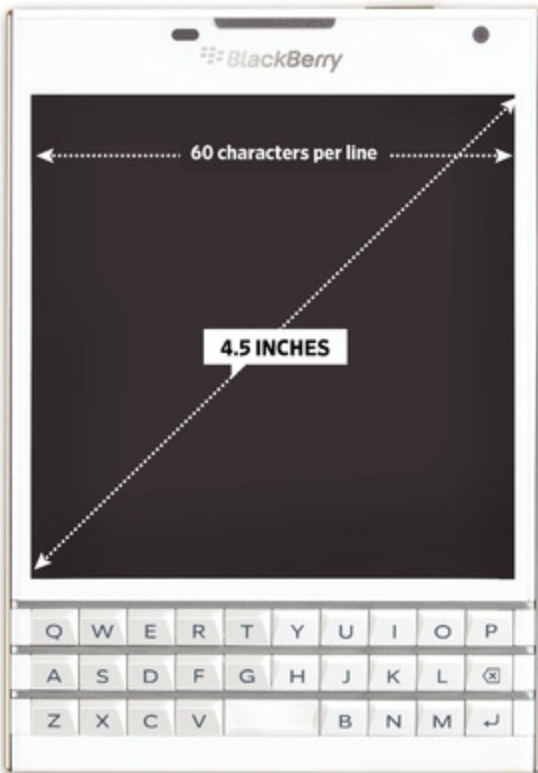
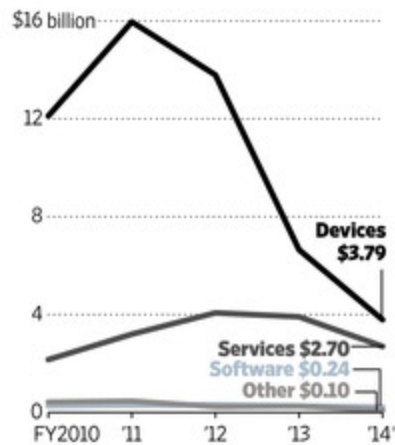


The introduction of the BlackBerry Passport resulted in an increase in the stock market performance of the company by 10.89% as shown below:

Shifting Focus

BlackBerry plans to unveil a new phone called the Passport this week. But CEO John Chen's strategy is to generate more profits from its mobile security business and other software services.

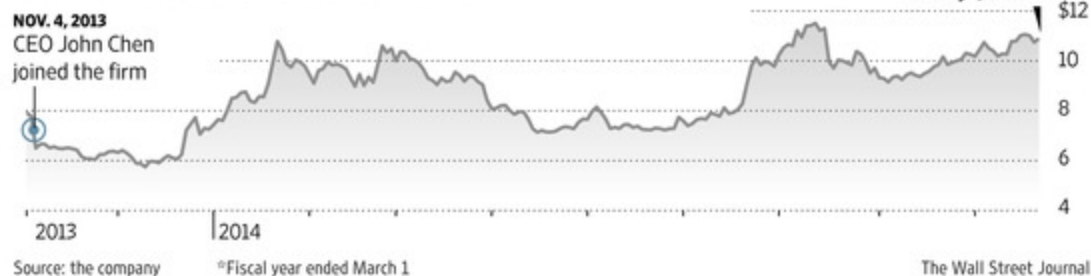
REVENUE



DISPLAY RESOLUTION
1,440 x 1,440
Full high definition

QWERTY
3-row
keyboard

BLACKBERRY'S STOCK PRICE PERFORMANCE

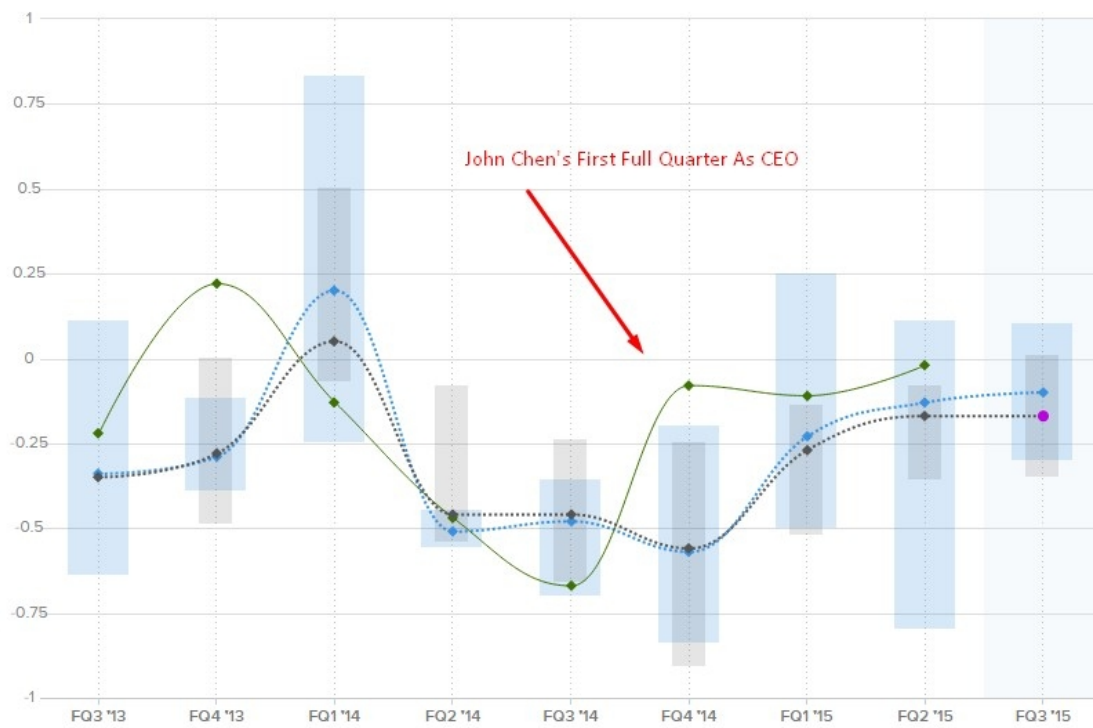


Recently, the company introduced Business Enterprise Service 10 that has created a significant improvement in the performance of the company. Significant analysis shows that the company realized an increase in its revenue performance in the last quarter of the year to \$916 million. This is accredited to an increase in the sales of BES10 and its 3.4 million licenses

(Dummet, Ben 1). Based on these performances, it is postulated that the performance of the company is expected to increase.

The introduction of new strategies by the current CEO, John Chen, is postulated to bring a significant change in the performance and competitiveness of the company. Significant analysis shows that John Chen has focused on the creation of new organizational culture that is focused on ensuring quality and enhanced performance of the company. Traditionally, the competitors of the company have promoted the spread of negative values about BlackBerry Limited. Among the strategies that have been introduced by the new CEO, Chen, include strengthening creativity and innovation in organizational strategic planning, marketing, and corporate development. In addition, the company has strengthened the need for ensuring consumer safety and satisfaction of their needs through the introduction of new and unique operating unit structure consisting of messaging, Enterprise Services, Devices business, and Embedded business (Hartley, Mart 1). Moreover, the CEO of the company has recognized the need for improving the performance of the company using merger and acquisition strategies. For instance, the company has moved to collaborate with companies such as Foxconn to expand its services to Indonesia. Through these strategies, Chen expects to cut the costs incurred by the organization while enhancing the designs of the tablet and smartphones provided by the company. Similarly, the strategies are expected to

stabilize and promote the growth of the organizational consumer base (Maisto, Michelle 1).





(The above shows improvements in the performance of the company after take up by John Cheng).

It is clear that the future of the BlackBerry Limited under the leadership of John Chen will witness an increase in its performance, visibility, and global competitiveness. Therefore, it is recommended that BlackBerry Company considers strengthening its current approaches and ensure innovation and creativity in its future products to maintain its market competitiveness and profitability.

Works Cited

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