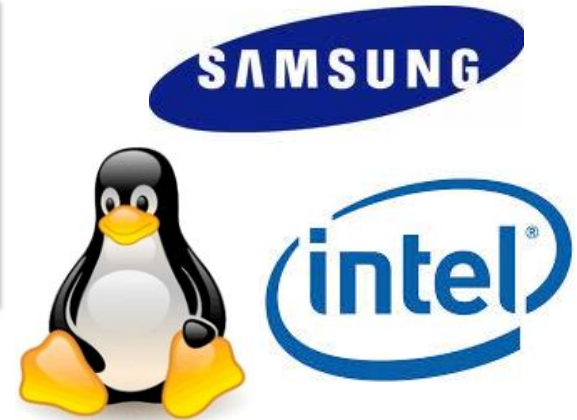




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Strategy for Innovative Business, Prof. Jay Young Ohm
Global ITTP, School of Innovation, Fall 2013

What & Why?

- Operating System Developed by Samsung , Intel and Linux Foundation.
- Covers usage in Mobile Devices, Camera, SmartTv, In-Vehicle Entertainment



Why Samsung Develop Tizen?



- Too much dependent on Android
- BadaOS & Meego failure to compete with Google and Apple.
- Huge Profit contributed by Samsung Well-known product to Google.
- Opportunities in IVI industry
- Samsung's own products is one of the largest selling products in the world.

Market Analysis

- **Rivalry (High)**
 - Saturated Market for Mobile OS, Big Players already available
 - System lock-in between incumbent and Electronic manufacturer, difficult to compete with
- **New Entrants (Medium)**
 - High entry barriers, limited number of new entrants
 - Electronic companies can build their own OS and follow Samsung's path
- **Substitute Products (Low)**
 - No similar products like Tizen, first to enter the market and considered as disruptive innovation (cross-convergence OS)
- **Threat of Buyers (Medium)**
 - Buyer easily change into well-known companies, Tizen struggled to get its name known in the industry
 - Samsung owned electronic products, make Tizen not too much dependent on other buyers.
- **Threat of Suppliers (low)**
 - Application developers as Tizen supplier for apps so Tizen can compete with GoogleApps and AppleStore.



SWOT Analysis

Strength

- Samsung Brand already well known and also one of the biggest electronic manufacturer
- Joint cooperation with Intel, and Linux

Weakness

- Similar concept with Android
- Late comers in Mobile OS Industry

Tizen

Opportunity

- Blue Ocean market for SmartTv, Camera, IVI
- Samsung can apply Tizen to all its products
- Support from NTT Docomo and Jaguar

Threat

- Samsung products already closely related with Android, Threat of Loosing trusts
- Previous failure in Bada and Meego Project
- Late entering the market for Mobile OS

Future Strategy Recommendation

- Product Strategy – Red & Blue Ocean strategy
 - Competitive advantages from Linux, Samsung and Intel combined
 - Disruptive Innovation on offering cross-convergence Operating System
- Embrace China's Electronic Industry
 - In 2009, China's electronic industry export values reached 334.54billions (APCO worldWide Market Analysis Report,November 2010)
 - World Largest Smartphone Market with 870millions 2G users ready to convert to 3G/4G smartphone
 - Monthly first-time smartphone buyer reached 11.2Billion
- Go After In-Vehicle Infotainment Industry
 - Blue Ocean Market, Become the first to enter the market.
 - Car industry offers big chunk of sales, better cooperation with car manufacturers can lead IVI become major generating profit for Samsung.
 - Opportunities to build high entry barriers
 - Both Google and Apple overlooked this industry

