Since single-handedly inventing a smartphone category and losing it all to an upstart that itself came back from the brink of death, **BlackBerry Ltd** (formerly RIM) has been written off as being doomed so many times it’s hard to keep track.

Losing the smartphone industry was followed by the disastrous PlayBook tablet, the departure of its co-founders, the re-branding, the failed smartphone comeback, the failure to achieve planned breakthroughs with one of its last acquisitions – the state-of-the-art OS, QNX. Together, all of this led to a loss of 95% of its 2007-era market cap. After several rounds of layoffs, its headcount was reduced by 80%, shedding some 16,000 jobs. Understandably, employee morale hit an all-time low.

BlackBerry is focused on software these days, although it did recently release another smartphone. Its QNX division is working on autonomous car technology. The brand lives on through licensing agreements with companies that make and sell BlackBerry-branded hardware with Android operating systems. But if there’s a technology company that feels like it’s living on borrowed time and unlikely to survive for very long, it’s BlackBerry.

Your group has been tasked with developing a leadership development plan and a strategy that will guarantee the long term success of this Canadian icon, if not the return to its former glory.

Read the “Strategy, organization and leadership in a new “transient-advantage” world” article posted in Brightspace Dropbox. Use concepts from the article and those discussed in class to develop a plan of action. Research the company and use your findings to guide your approach.

As a group, write a 3-5-page report outlining your findings and your plan. Your plan should include Strategy Statement for the company (see below).

Prepare a presentation for delivery in class. Your presentation should be minimum 15 minutes long, but not longer than 20 minutes. Group members should take turns presenting, so that each group member gets 4-5 minutes. Your presentations will be timed, and your timing will impact your mark.

*NOTE: The due date indicated in the Dropbox is for the report only. The presentation is due at class time on Saturday, 23 March. Please submit your reports to Dropbox. One report per group please, submitted by a group member of your choice. Please put your Group # in the file name.*

The groups are as follows:

**Group 1**Bhavya Ahuja   
Qian Cai   
Mohd Nawaz Hussain   
Gaganpreet Singh

**Group 2**

Morounkeji O.Fasuyi

Duane Malone

Sunil Kumar Channaveerabhadraiah

Bharat Bhushan Verma

**Group 3**

Maninder Kaur Baria

Caner Irfanoglu Adil

AbdelRahman S Hassan

Aman Sharma

**Group 4**

Divya M.Dsouza Bhatt

Aaron Cornish

Chris McCavour

**Group 5**

Jasleen Kour

Vivekanand Boopathy

Vinay Govindan

Sadman Hoque Sadi

Rahul Nomula

**Group 6**

Jennifer LaPlante

Zewei Yan

Rishab Gupta

Ravneet Singh Oberoi

Ashwin Sivaraman

**Group 7**

Bhagya Shree

Parijat Bandyopadhyay

Sri Akhil Reddy Kovvuri

Diven Kumar Sambhwani

**Group 8**

Jingshu Wang

Simon Al Achkar

Shahzan Magray

Kothai Kannappan Murugappan

**Group 9**

Madeleine Min Jing Leong

Xinyun Tong

Sarbottam Thapa Magar

Sunil Padikar M

Sreeraj Punnoli

**Crafting Your Strategy Statement**

The elements of your Strategy Statement:

What will we do? A sentence about the Objective – the fundamental outcome to our goal.

How will we do it? A sentence about the Scope – relating to our client(s) or our process focus.

Why are we doing it? A sentence about the Advantage – the meaning / benefit to our goal.

Once complete, combine all three elements into a single sentence or a paragraph to complete your Strategy Statement.