

Case Study of Flop to Phoenix Product Challenge

Product Summary:

- **Product:** BlackBerry smartphones (the ones with physical keyboards and strong security).
- **What it did well:**
In the early 2000s, BlackBerry was super popular for work emails, BlackBerry Messenger and secure communication. Business people loved it.
- **Why it failed:**
When Apple and Android phones came out with touchscreens, cool apps, and more fun features, BlackBerry didn't keep up. People wanted more than just email—they wanted apps, better design, and entertainment. BlackBerry stuck to its old ways for too long and lost its place in the market.

Assumptions:

- Business users will always prefer physical keyboards over touchscreens.
- Enterprise security and email dominance would remain the top priority for smartphone users. BBM was so popular that people would stick to it.
- Focusing only on business and enterprise customers would be enough.

User Research:

- For this case study Qualitative and Quantitative methods using User interview and Surveys

User Interview:

1. Small Business Owner -

1. What value did BlackBerry bring you? “It gave me credibility. Carrying a BlackBerry was like a status symbol for business people. Emails were instant, and I could trust the battery life.”

2. What was the turning point? When I realized I couldn’t even use basic apps like banking or WhatsApp properly. I eventually switched to Android for convenience.”

2. Student User -

1. Why did you get a BlackBerry? “Everyone in my class was on BBM, and it was cheap with the data plan. It felt cool to have one.”

2. Why did you move away? “The moment Instagram and newer apps weren’t available, it felt outdated. BBM wasn’t enough anymore.”

Surveys (Sample questions):

- “How likely are you to recommend BlackBerry to a colleague?” (NPS)
- “Which feature do you value most: Security / Keyboard / Apps / Battery?”
- “What’s the biggest barrier to using BlackBerry today?”
- “If BlackBerry launched a new product with cutting-edge technology built on its core strengths, would you be interested?”

JTBD Statements:

- 1.“When I’m traveling for work, I want to quickly respond to emails and messages so I can stay productive on the go.”
- 2.“When I use my phone outside work, I want entertainment and social apps, so I can relax or connect with friends.”
- 3.“When choosing a work phone, I want it to be simple and powerful, so I don’t have to carry two devices.”

User Persona(s):



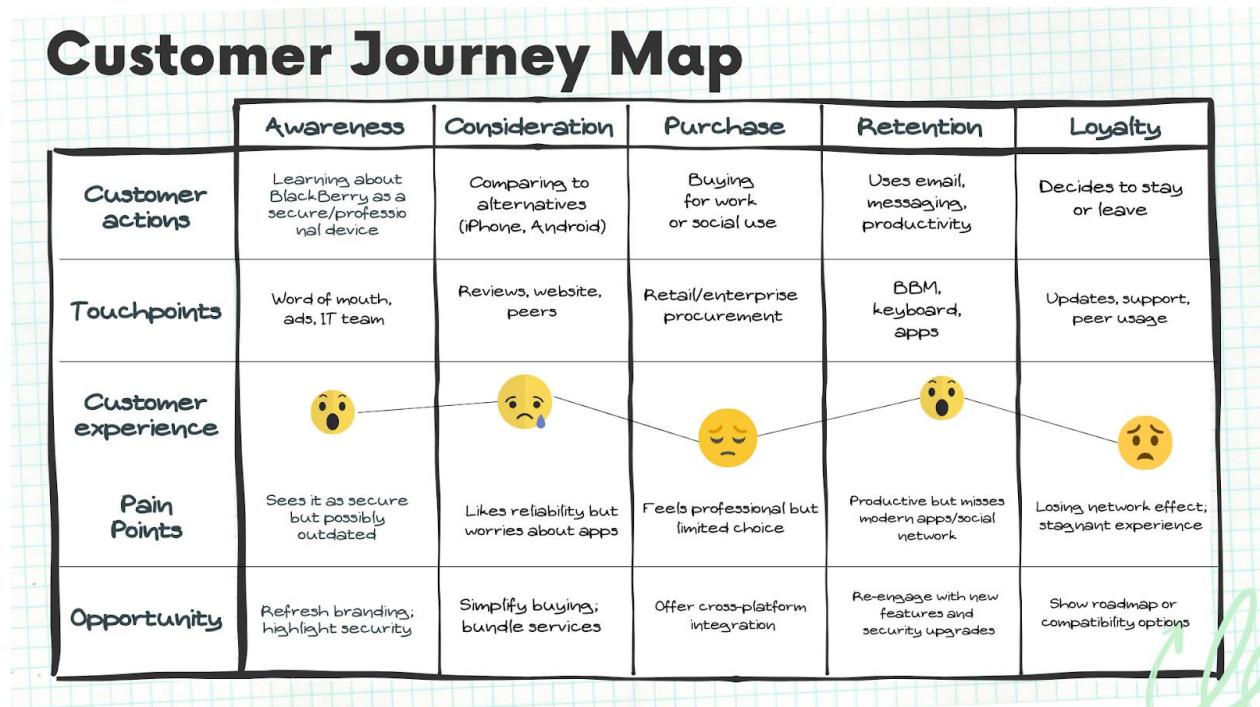
NAME	JAYASHREE
AGE:	33 YEARS OLD
OCCUPATION:	CEO, ENTREPRENEUR
LOCATION:	INDIA

USER DESCRIPTION:

Jay is a Founder & CEO of the Hair & beauty Products, busy bee who has a fast-paced lifestyle. She believes skill acquisition, collaboration and hard work are the key to success.
"I need a phone that helps me get work done — which helps me to interact with my customers, promotes my products with the latest online business apps and platforms."

PERSONAL CHARACTERISTICS:	PAIN POINTS:
• Organized • BusyBee	• No access to popular apps • BBM felt outdated; customers are placing orders on WhatsApp & Instagram
GOALS:	CHALLENGES:
• Stay connected with customers through WhatsApp, Instagram, and Twitter for Promotions and Order placements. • Keep everything synced across devices	• To promote the products Apps are key • To monitor the order details syncing across apps and device are mandatory and only through emails are unfit.
TECH BEHAVIOR: • Switched to iPhone for better app experience and Using cloud-based tools daily • Active on social media platforms	

Customer Journey Map:



Turnaround for the failure:

Reposition BlackBerry from a failing smartphone brand to a Secure AI-powered Communication & Device Security Platform for regulated industries like finance, healthcare, and government.

Methods:

User Interviews: Do users value the security + AI automation combo?

Interview 10–15 IT managers and business owners.

Surveys (open-ended): What are users' concerns with current solutions?

Distribute to existing enterprise customers.