



Entrepreneurship & Innovation Council,
IIM Rohtak



Presents

E-WEEK NEXUS ROUND- 2

"Building Bridges in Business"

Reinvention of BlackBerry

TEAM RGK Consulting



Indian Institute Of Technology,
Guwahati



Case Study
Breakdown



Blackberry
Business Analysis



Synergy
Identification



Strategic Fit
& Rationale



Financials & Risks

Current Situation



Revenue Growth in Key Divisions

- **IoT Division:** In the second quarter of fiscal year 2025, BlackBerry's IoT division reported revenue of \$66 million, marking a year-over-year growth of 18%.
- **Cybersecurity Division:** The same quarter saw the Cybersecurity division achieve revenue of \$92 million, contributing to the company's overall financial performance.



Cash Position

- As of the end of Q2 FY2025, BlackBerry reported cash and cash equivalents totaling \$175 million, reflecting prudent cash management strategies.



Profitability Milestone

- In Q2 FY2025, BlackBerry achieved breakeven adjusted EBITDA and non-GAAP earnings per share, indicating progress toward profitability.

About the CEO



Entrepreneurial Vision

Founded InMobi with a mission to innovate mobile advertising and drive global growth



Global Perspective

Expanded InMobi into a leading global mobile advertising platform with a presence in over 100 countries



Naveen Tiwari



Data-Driven Decision Maker

Advocates for leveraging data and technology to revolutionize marketing and advertising.



Resilient Leadership

Steered InMobi through the competitive and fast-evolving tech landscape, achieving notable successes



Naveen Tiwari Portfolio



INMOBI

THE BOMBAY
CANTEN

mettl



Sliderule



nestaway

[Problem Statement](#)

[Failure and challenge](#)

[Strategy](#)

[Revenue](#)

[User personas](#)

[Mitigations](#)

[Growth](#)

BLACKBERRY: ANALYSIS OF CHALLENGES & ROOT CAUSES OF FAILURE

KEY REASONS FOR FAILURE



Slow Reaction to Competition
Delayed response to touchscreen



Weak App Ecosystem
Limited third-party app



Leadership Conflicts
Resistance to rapid innovation



Wrong Market Focus
Prioritized enterprises over mass consumers



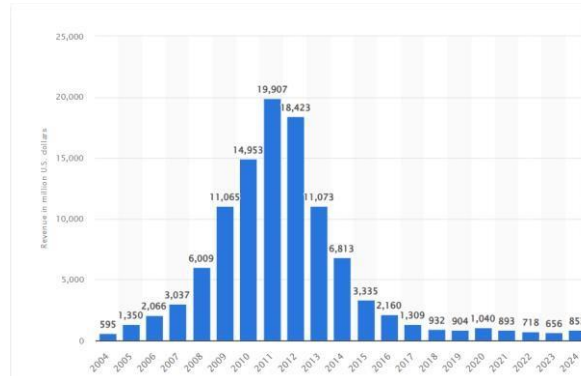
Flawed Product Launches
Poor quality devices incomplete features



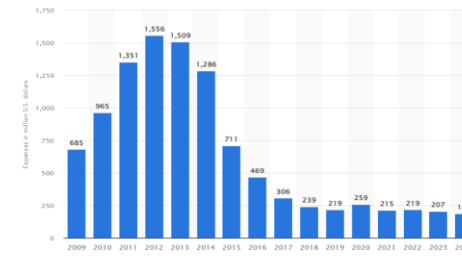
Ineffective Monetization
Failed to capitalize

FINANCIALS AND MARKET SHARE

- The steep revenue decline highlights BlackBerry's inability to sustain its market leadership and transition effectively during the smartphone industry's rapid evolution.
- The decline in R&D spending in the hardware innovation side reflected BlackBerry's shift to software and reduced focus on hardware innovation contributing to its inability to regain a competitive edge in the market.



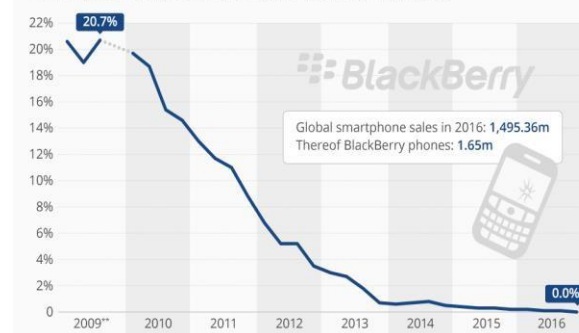
The bar graph illustrates BlackBerry's annual revenue (in million U.S. dollars) from 2004 to 2024



The bar graph displays BlackBerry's annual research and development expenses from 2009 to 2024

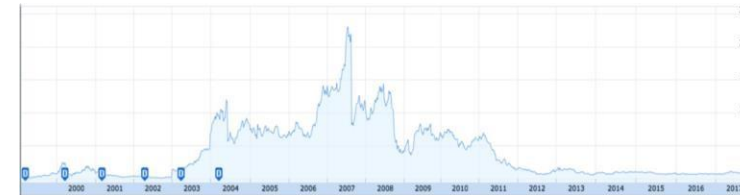
The Terminal Decline of BlackBerry

Worldwide market share of BlackBerry smartphones (% of unit sales)*



* includes only those BlackBerry phones running the company's own operating system
** no data available for Q4 2009

The graph illustrates BlackBerry's global smartphone market share from 2009 to 2016.



The chart shows BlackBerry's stock price performance from the early 2000s to 2017.

- It highlights a sharp decline in market share from **20.7%** in 2009 to **0%** in 2016
- This demonstrates BlackBerry's failure to compete with rapidly evolving competitors like Apple and Google, leading to its exit from smartphone manufacturing.
- The price chart visualizes BlackBerry's journey from its peak in 2007, with a stock price exceeding **\$230**, to its downfall, where prices stagnated in **single digits** by 2017.

Timeline

1984



Founded as RIM, focused on connectivity tech

1999



Launch of BlackBerry devices and services

2007



BlackBerry was valued at \$67 billion with 50% US market share.



Apple launches the iPhone

2008



Google introduces Android and Play Store.



Launch of BlackBerry Storm, poor reviews.

2010



Release of PlayBook tablet, lacked essential apps.

2013



New CEO appointed; shift from hardware to Software

2016



BlackBerry exits smartphone manufacturing.

[Problem Statement](#)

[Failure and challenges](#)

[Strategy](#)

[Revenue](#)

[User personas](#)

[Mitigations](#)

[Growth](#)

Strategy: Re-launching Blackberry as a one of a kind Cybersecurity and data encryption platform. Collaborating with industry giants rather than competing with them with the forward thinking and approach of Naveen Tewari !

Strategy

The key aspect in which Blackberry was undefeatable was cybersecurity and the encryption of messages in the BB messenger. With the experience and expertise in this domain the company is bound to have a strong foothold in the market under the innovative and risk taking Naveen Tewari's leadership. We introduce:
Blackberry Secure Shield



**BLACKBERRY
SECURE
SHIELD**

Message Encryption

The BB messenger app had world renowned safety and encryption. Leveraging the position and expertise in this field to raise money.

IDS and VPN services

Intrusion detection system and Virtual private networks are the need of everyone, be it a single individual or a large corporation

Why this ?

According to us Blackberry should not re-enter the hardware market due to reputation. Competing with giants- Apple, Samsung, Google isn't feasible. Instead help them in cybersecurity through collaboration



Compete



Collaborate

Serving Whom ?

Taking care of all the Security requirements of the industry leaders, A to Z. Helping and security consultation services plus regular check and balance system to ensure top level encryption.



Features
Deployed



WIPDS



Block chain for Finance

The financial world processes millions of crucial transactions each day and with the growing need of block chain technology, this is the perfect opportunity for the security systems pioneers to try their hand out.



Cloud Security

Companies use the cloud storing facilities in order to store humongous amounts of important data and hence comprising in this field can be fatal, and we at BB securities keep this in mind at all times.

[Problem Statement](#)

[Failure and challenges](#)

[Strategy](#)

[Revenue](#)

[User personas](#)

[Mitigations](#)

[Growth](#)

Strategy Continued: Financial breakdown of the new venture including streams of revenue based on the timeline and detailed phases of operation.

Initial Capital



Sale of Patent-
600-800 Mil \$



Real estate divestment:
200-300 Mil \$



Discontinuation of
hardware: 100 Mil \$



Loans and
partnerships: 200Mil
\$

By diluting some of the resources and other income of current billing day, BB can amass a total of 1100 to 1400– million dollars

Initial costs:



R&D (5 years)
200Mil \$



Assets and Infra(5
years) 500Mil \$



Rebranding
50Mil \$



Legal compliance
50Mil \$



Manpower (5
years) 50Mil \$

Considering a run and floating period of at least 5 yrs we get a total cost of re-launching to be: 850 Mil \$

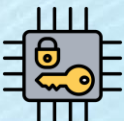
Future
revenue
streams



Subscription-Based SaaS
(Software-as-a-Service) Revenue



Licensing Encryption and
Security Technologies



Hardware-Enabled Cybersecurity
Solutions



Cybersecurity Consulting Services



Government and Enterprise
Contracts

Phase I:
Market Re-Entry (0–2 Yrs)

Goal: Re-establish BlackBerry as a security-focused company.



Enterprise
Cybersecurity



Rebranding



Mobile
Partnerships:

Phase II:
Scaling (2–4 Years)

Goal: Build advanced cybersecurity solutions-expand into critical sectors.



Critical
Infrastructure
Security



AI-Powered
Threat Detection



Developer Ecosystem

Phase III:
Quantum Encryption Leadership
(4–6 Years)

Goal: Lead the market with post-quantum solutions.



Quantum Cloud
Services



Quantum-Ready
Encryption:



Standardization

Phase IV:
Growth based on feedback & innovation

Goal: Expand globally and secure the future of cybersecurity.



Consumer
Products



Next-Gen Technologies:



Global
Presence

[Problem Statement](#)

[Failure and challenges](#)

[Strategy](#)

[Revenue](#)

[User personas](#)

[Mitigations](#)

[Growth](#)

User Personas



Name: Nikki Jones
Age: 27
Occupation: **Freelance Designer**
Location: Canberra

Traits

- Concerned about **privacy breaches** and **secure communication**.
- Uses **multiple devices** for work and personal life.

Needs

- Seamless **end-to-end encryption** for messaging and file sharing.
- Secure access to online services with **multi-factor authentication (MFA)**.
- Reliable and easy-to-use **VPN** for safe browsing on public Wi-Fi.

Pain Points

- Worries about hacking, phishing, or data theft on **public Wi-Fi**.
- Distrust of **commercial-grade tools** due to data-sharing concerns.



Name: David Ortega
Age: 45
Occupation: **CTO** at Meta
Location: Silicon Valley

Traits

- Focused on integrating future-proof **encryption into enterprise** applications.
- Needs to protect billions of users' data while meeting **compliance** standards.

Needs

- Scalable **end-to-end encryption** for global communication networks.
- **Developer tools** to integrate encryption into apps and services.
- Advanced systems for securing **cloud-based** workloads.

Pain Points

- Growing pressure to adopt **quantum-safe encryption** before quantum computers become viable.
- Balancing **high performance** with **robust security** across distributed networks.



Name: Sarah Lopez
Age: 38
Occupation: **Cybersecurity Director** at AWS
Location: London

Traits

- Oversees **security** for mission-critical systems such as power grids, defense networks, and healthcare data.
- Requires real-time **threat detection** and mitigation tools.

Needs

- Proactive **AI-driven threat detection** systems to identify and neutralize threats in real-time.
- Solutions to counter **quantum computing threats**

Pain Points

- Increasing sophistication of **state-sponsored** cyberattacks targeting critical infrastructure.
- **Long certification** and compliance processes slowing down innovation.

BlackBerry Security solutions* tailored to Meet their needs:

- Quantum-Ready Encryption Protocols
- AI-Powered User Behavior Analytics (UBA)
- Zero-Trust Architecture
- Quantum-Safe VPN



- Elliptic Curve Cryptography (ECC) + Quantum-Resistant Algorithms
- BlackBerry SDK for Encryption Integration
- Confidential Computing Solutions







- AI-Powered Anomaly Detection
- Quantum-Safe PKI (Public Key Infrastructure)
- Distributed Security Models (DSM)

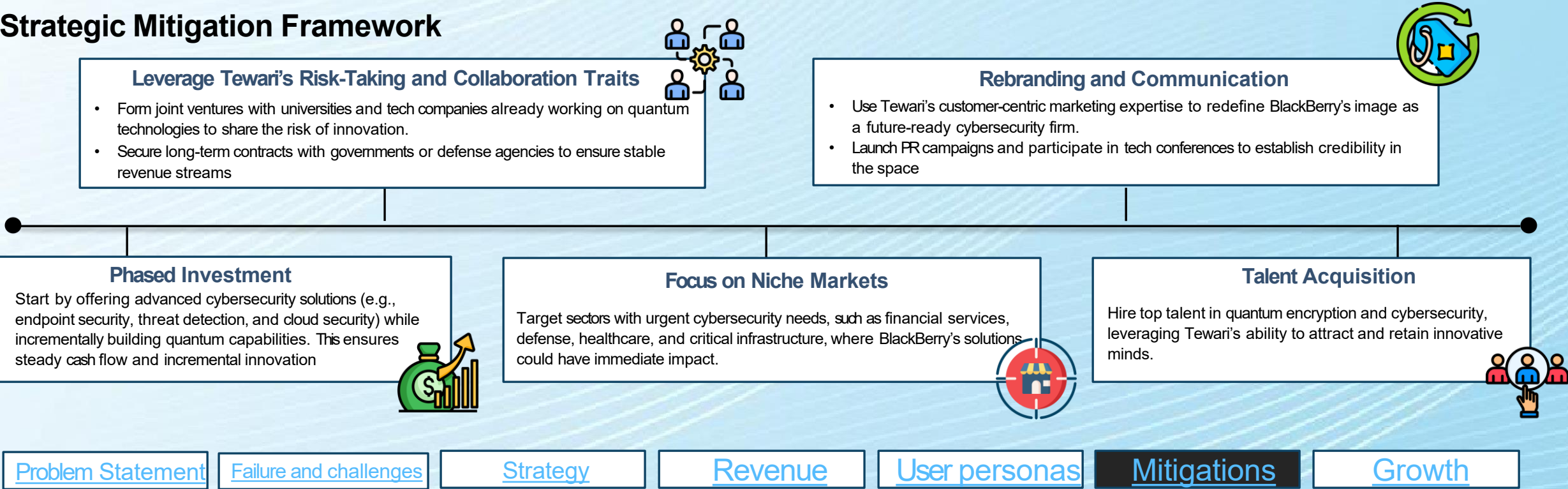


**Technical Summary is Attached herewith*

Risks And Mitigations

 High R&D Costs and Uncertain ROI = Financial Strain	 Competitive Pressure from big firms Like IBM, Paul Alto Networks	 Execution Risks: Operational Missteps	 Global Geopolitical and Regulatory Challenges
Mitigation- Focus on phased product development by starting with scalable encryption solutions for current cybersecurity needs while gradually building quantum capabilities.	Mitigation- Leverage Tewari's collaboration skills to partner with academic and tech institutions, gaining a first-mover advantage in niche markets like quantum-resistant encryption for IoT infrastructure.	Mitigation- Set realistic milestones, and implement strong project management frameworks to ensure the strategy stays on track. Regularly review progress and adjust priorities based on market conditions.	Mitigation- Establish a dedicated compliance and legal team to navigate regulatory landscapes. Collaborate with government entities to ensure alignment with standards and gain credibility.

Strategic Mitigation Framework



Sustainability and Growth:



Strategic Repositioning

BlackBerry will focus on **secure enterprise solutions** and **cybersecurity services**, targeting critical sectors such as:



Government



Financial Services (Blockchain security for transactions)



Cloud Infrastructure Security

By **Year 2**, BlackBerry aims to capture **10-15% of the global enterprise cybersecurity market**, projected to be worth **\$250 billion by 2025**.



Innovation-Led Growth

To drive sustainability, BlackBerry will invest in:



R&D Spending: \$200M over the next 5 years to develop quantum-ready encryption and AI-powered threat detection solutions.



Quantum Encryption Leadership: Achieve **25% market adoption** in post-quantum security solutions by **Year 6**, as quantum threats are expected to impact **20% of global systems** by 2030.



Financial Sustainability

Initial Capital: \$1.1–\$1.4B generated through patent sales, real estate divestment, and loans.

Revenue Streams:



Subscription SaaS Revenue: \$100M annually by **Year 4**.



Licensing Revenue: \$50M by **Year 3**.



Government Contracts: \$200M+ secured over the next **5 years**.

By **Year 5**, BlackBerry aims for profitability with a **20% EBITDA margin** and annual revenues surpassing **\$500M**.



Collaboration for Growth

Collaborate with major tech giants (Google, AWS, Samsung) for enterprise solutions.



Environmental Sustainability Green Data Centers: Adopt energy-efficient infrastructure for cloud security services, reducing energy consumption by **30%**.



Carbon Footprint Goals: Offset operational emissions by **50%** within 5 years through sustainable practices.

Naveen Tiwari's Role



Visionary Strategist: Redefine BlackBerry's mission to focus on enterprise security and software innovations.



Innovation Enabler: Drive R&D for post-quantum encryption, blockchain, and AI-powered security products.



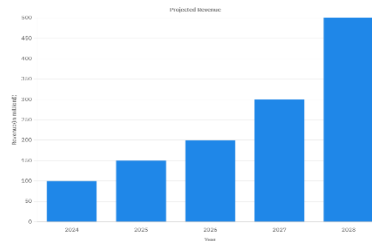
Strategic Collaborator: Partner with global tech players to expand market reach and capabilities.



Revenue Architect: Implement sustainable business models, including subscription-based SaaS and licensing solutions.



Growth Champion: Lead BlackBerry to capture **10-15% market share** in enterprise cybersecurity by Year 2 and establish a **global presence** by Year 6.



BlackBerry's projected revenue growth from **\$100 million in 2024** to **\$500+ million by 2028**

[Problem Statement](#)

[Failure and challenges](#)

[Strategy](#)

[Revenue](#)

[User personas](#)

[Mitigations](#)

[Growth](#)

Reference:

1. BlackBerry Financial Report
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Thank You.