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# Yale Next-Gen Smart Home Security - EMEA Strategy

# Cem Sumengen

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# Meet Cem Sumengen

A Product Leader specializing in IoT and smart home innovation.

- **Manager, Product Management – IoT, Data & AI**

Beko Corporate (2021-2025)

- **Senior Product Manager TV**

Beko Corporate (2016-2021)

- **R&D Embedded Software Engineer**

Beko Corporate (2013-2016)

## Education:

Master, Electronics Engineering, Bogazici (2014)

Bachelor, Industrial Engineering, Electronics Engineering, ITU (2011, 2010)



# Agenda

- Introduction
- Smart Home Security Market Analysis
- Key Growth Drivers & Customer Needs
- Competitor Benchmark
- SWOT Analysis
- Strategy Proposal
- Execution Roadmap (2025-2030)
- Key Performance Indicators





# Yale Next-Gen Smart Home Security Strategy

**Assignment:** As a PM for the Smart Alarm category within Yale EMEIA, look at the next generation of product to be developed.

## Vision

To become leader in smart security solutions in in EMEIA market through innovation, sustainability and trust for a more open world.

## Mission

Deliver intelligent, reliable, user-friendly solutions. Empower seamless control, awareness, and peace of mind.

## Objectives



### 1. Market Penetration & Growth

- Increase smart alarm market share and profitability in EMEIA.
- Expand service offerings and subscription models.



### 2. Customer-Centric Innovation

- Enrich smart alarm ecosystem
- Integrate AI-driven features
- Simplify mobile app experience



### 3. Interoperability & Ecosystem Integration

- Achieve seamless interoperability.



### 4. Sustainability & Compliance

- Ensure 100% compliance with data privacy, safety, and wireless standards.
- Incorporate eco-friendly materials, production, operation and low-power design.



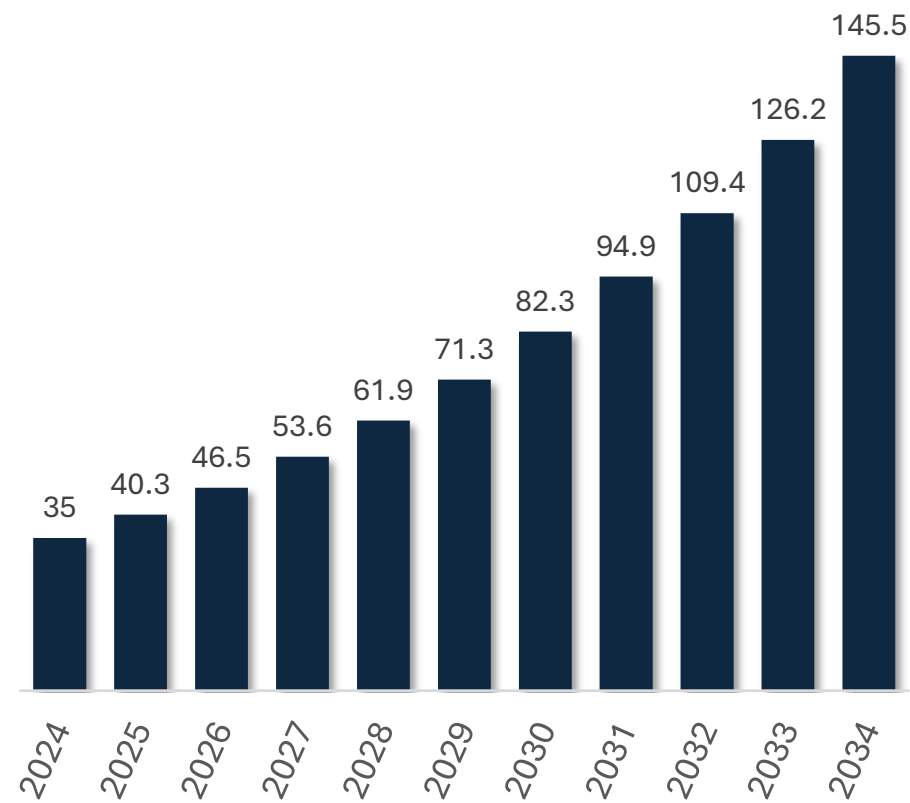
### 5. Operational & Partner Excellence

- Establish new commercial partnerships with telcos, insurers, and energy companies.
- Strengthen post-sales support infrastructure.



# Smart Home Security Market

Smart Home Security Market Size  
(USD Billion)



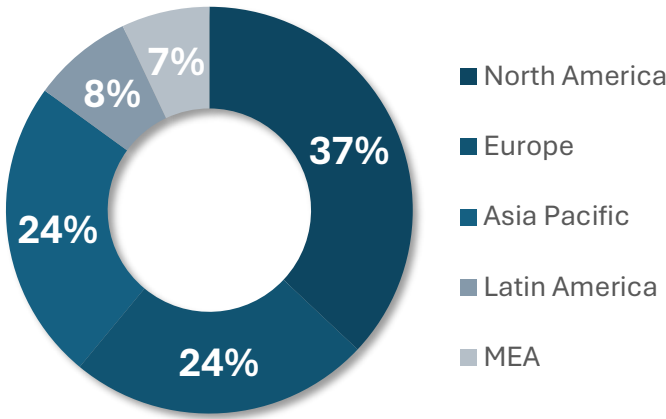
• The smart home security market in Europe is expected to reach a projected revenue of 19.1M\$ by 2030 with a compound annual growth rate of 14.9%.

Market Size in 2024	USD 35.02 Billion
Market Size in 2025	USD 40.38 Billion
Market Size by 2034	USD 145.54 Billion
Growth Rate	CAGR of 15.31%
Dominating Region	North America
Fastest Growing Region	Asia Pacific 17.5% (And Europe with 14% attributed to adoption of IoT devices)
Largest Device Type	Smart Camera and monitoring

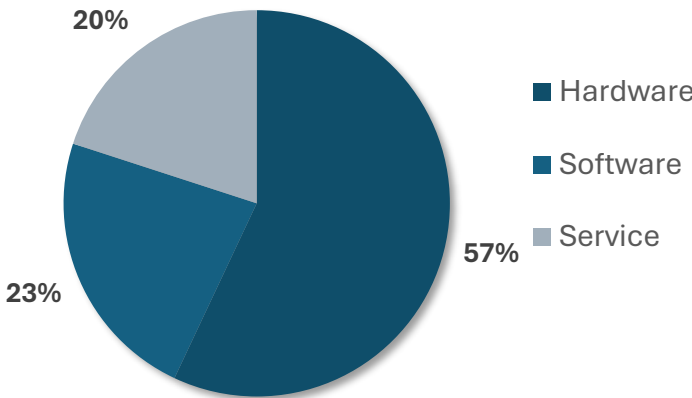
## Key Players In The Market

- Assa Abloy
- SimpliSafe
- Arlo
- Ring (Amazon)
- Nest (Google)
- Johnson Controls
- Eufy
- ADT
- Abode
- Honeywell
- Resideo
- Vivint

Smart Home Security Market Share, By Region, 2024 (%)



Smart Home Security Market Share, By Component (%)



# Regional Analysis

## Tier 1 Mature, High- Potential Markets

Country/Region	Market Size	Penetration	Install Preference	Price Sensitivity	Yale Awareness
UK	€1.2B	12%	DIY-dominant	Low	High
Germany	€600M	13.7%	Mixed	Moderate	Moderate
France	€723M	15.6%	Mixed	Moderate	Moderate
Nordics	€500M	20–36%	DIY-heavy	Low	Moderate

Focus on **differentiation through innovation** (e.g., AI, ecosystem integration, energy efficiency), strengthen **service models**, and build **long-term loyalty** through premium offerings and value-added services.

## Tier 2 Growing Markets with Strategic Leverage

Country/Region	Market Size	Penetration	Install Preference	Price Sensitivity	Yale Awareness
Italy	€676M	11%	Pro-dominant	High	Low
Spain	€106M	12.5%	DIY-dominant	High	Low
Eastern Europe	€368M	9%	DIY-dominant	High	Low
Middle East	>€300M est.	Moderate	Mixed	Low	Medium

Prioritize **market expansion** and **education**, with a focus on **easy-to-install, affordable smart security products**.

## Tier 3 Emerging / Watchlist Markets

Country/Region	Market Size	Penetration	Install Preference	Price Sensitivity	Yale Awareness
India, Africa	N/A	Low	Pro-dominant	High	Low

Focus on **brand awareness and trust-building**, launch **entry-level smart security solutions**, and explore **partnerships with telecoms, insurance, and utilities**.



## Key Growth Drivers



### Convenience & Lifestyle

- Remote Monitoring, Control
- Automation & Voice Assistant Integration
- Bundled Ecosystem & Interoperability



### Safety & Security

- Rising Crime & Burglary Concerns
- Multi-Hazard Safety (Fire, CO, Water Leak)
- Natural Disaster Preparedness



### Demographic & Lifecycle

- Aging Population & Elderly Care
- Families with Children & Pet Owners



### Economic & Financial

- Insurance Incentives & Discounts
- Cost Savings via Energy Management



### Technological & Innovation

- AI & Analytics Capabilities
- Connectivity & Protocol Improvements

## Customer Expectations

- Trusted security
- Data privacy
- Reliable connectivity
- Fast, and easy setup
- Simple, user-friendly interface
- Seamless interoperability
- Speed
- No or low monthly fees
- Expandability
- Future-proofing

## Further Data Needed





### Quantitative Analysis

- Sales numbers and profitability
- Mobile App analytics
- Conduct surveys in top markets
- Regional sales data & returns/complaints

### Qualitative Analysis





- Local office inputs
- In-Depth Interviews
- Support tickets
- Online reviews
- Social media analysis
- Retailer/installer feedback

# Competitor Benchmark (UK)

					
Category	Features	Yale	Ring	SimpliSafe	Eufy
Devices	Alarm Hub, Siren, Motion detector, Keypad, Door/Window Contacts, Smart Video Doorbell, Indoor/Outdoor cameras	●	●	●	●
	Smart Lock	●	○	○	○
	Smart Safe	●	○	○	○
	Gate Opener	●	○	○	○
	Pre Break-In Sensor	●	○	○	○
	Smoke Sensor	●	○	●	○
	Floodlight Camera	○	●	○	●
	Water leakage sensor	○	○	●	●
	Glass Break Sensor	○	○	●	○
Camera	AI human, package, vehicle, pet detection	(Premium)	(Premium)	Limited	● (Free, Edge AI)
	AI Face recognition	○	○	○	● (Free, Edge AI)
	Local Storage	●	○	○	● (Expandable to 16TB)
	Battery/Solar Powered cameras	●	●	●	●
	Camera quality	1080p	1080p, 2K	1080p	4K, 3x Optical Zoom
	Pan/Tilt	○	●	○	●
	Camera Cellular Connection	○	○	○	●
Alarm	Cellular Connection	(Premium)	(Premium)	No info	○
	Battery backup	●	●	No info	●
	Range	1km	Needs range extender	Needs range extender	Mesh Supported



# Competitor Benchmark (UK)

				
Features	Yale	Ring	SimpliSafe	Eufy
Mobile App	4.5 Stars	4.5 Stars	4.8 Stars	4.4 Stars
Interoperability	Apple, Google, Alexa, Philips Hue, Samsung SmartThings	Alexa	O	Apple, Google, Alexa
Additional Features	<ul style="list-style-type: none"><li>4 Alarm areas</li><li>Multi-home support</li></ul>	<ul style="list-style-type: none"><li>AI Video Search</li><li>Motion detection zones</li><li>All weather motion detection</li></ul>	N/A	<ul style="list-style-type: none"><li>Cross Camera Tracking</li><li>Subscription free security. Edge Ecosystem with 24/7 recording.</li><li>Business oriented solutions.</li></ul>
Company Focus	Smart Locks	Video Doorbells	Business solutions	Cameras
Services	<ul style="list-style-type: none"><li>Camera (1 device): <b>3.5£</b></li><li>Alarm Plan (Cellular backup): <b>5£</b></li><li>Camera (All devices), cellular backup, automated call alerts: <b>9£</b></li><li>+Call alerts (Securitas), 24/7 Professional monitoring: <b>36£</b></li></ul>	<ul style="list-style-type: none"><li>Camera (1 device): <b>4.99£</b> (Event playback only)</li><li>Camera (All devices), alarm, cellular backup: <b>7.99£</b></li><li>24/7 recording, smart video search: <b>15.99£</b> (no professional security service)</li></ul>	<ul style="list-style-type: none"><li>Notifications, Live stream, cellular backup: <b>15.9£</b></li><li>24/7 Premium protection and cloud storage: <b>27.9£</b></li></ul> <p>(Free use only has siren. No notifications)</p>	<ul style="list-style-type: none"><li>Cloud camera storage (1 device): <b>3.99£</b></li><li>Cloud camera storage (All devices): <b>12.99£</b></li></ul> <p>(No professional security package)</p>

# SWOT Analysis

## Strengths

- Yale (ASSA ABLOY) is a trusted heritage brand (180+ years in locks) with strong distribution in Europe and partnerships with installers.
- Notable market share in smart lock market.
- No monthly fees offer.
- Broad range of sensors (motion, door/window, smoke, flood, etc.).
- Works with Alexa and Google Assistant.
- Some systems now Matter-compatible.

## Weaknesses

- App experience needs revision.
- Limited anti-jamming protection.
- Occasional connectivity issues.
- Not known as a software company.
- The premium positioning of Yale's new products may be a hurdle against cheaper Chinese alternatives.

## Opportunities

- DIY users who already have Yale locks
- Users who want a fee-free system.
- Growing market: rising security concerns, smart home adoption, and energy efficiency trends.
- AI & Analytics: Yale can leverage AI to reduce false alarms and add "behavioral" smart home features.
- Develop new subscription services for recurring revenue.
- Partner with European insurers or energy companies.

## Threats

- Competing against big tech brands (Amazon, Google) challenges Yale among younger users.
- Low-cost Chinese brands (e.g. Hikvision's EZVIZ) are entering Europe with budget cameras.
- Privacy regulations (GDPR) and growing cybersecurity concerns impose development costs.
- Economic pressure (cost-of-living) could slow consumer upgrades, making price/value crucial.

**Strategic Leverage:** Bridge the trusted Yale security heritage with a smarter, more modern user experience.

# Strategic Pillars

## Sustainability

- Embrace sustainability practices, comply with regulations.

## Profitable Growth

- Strengthen key markets with innovation, strong retail and operational channels.
- Improve presence in the new markets.
- DIY and professional installation.
- Offer complete device ecosystem (New sensors, etc.).

## Customer-Centric Innovation

### Design

- State of art design must blend-in the environment.

### Hardware

- Keep up with cost competitiveness.
- Launch improved hardware to adapt users needs (4K, Pan/Tilt, etc.)

### Software

- Utilize AI and data to develop customer focused innovative features.

## Service Business Models

- Offer value added service models to increase continuous revenue flow.

## Ecosystem Expansion

- Ensure seamless interoperability with product/service ecosystems.
- Develop partnerships with seller, installer and service ecosystems.

## Simple, Reliable and Secure User Experience

- Focus on fast, simple and reliable app experience, long battery life.
- Assure long-term support for hardware and software updates. Ensure flawless cybersecurity and data security.

# Value Propositions And Project Proposals

1

## **Embrace “trusted security” brand perception and position Yale as a premium hi-tech company.**

- Revise mobile app for a slick, polished app experience.
- Learn household patterns (behavioral analytics) to reduce false alarms, auto-arm/disarm intelligently.
- State of art product designs must blend-in the environment.

2

## **Continue no-subscription offer to gain new customers. Offer customer-focused value-added services to increase service revenue.**

- Baby care & elderly care features.
- Face recognition.
- Customer referrals can earn 1-month free subscription.

3

## **Enlarge product portfolio and partnerships with products to offer a complete security ecosystem.**

- Alarm Hub: Sleek tabletop or wall-mounted hub, with touchscreen, matter support to manage complete smart home.
- Glass break detection sensor, water leakage sensor.
- Wellness (Air quality, CO2, temperature, humidity), energy efficiency products (Smart thermostat, smart meter).

4

## **Utilize superiority in smart locks to gain new customers.**

- Support wearables (Watch OS, Apple Watch, Garmin). Customers can go for a jog without phone or keys (Google Play review).
- Synchronize door lock with auto-arm/disarm. (Long term: Face recognition may unlock and disarm.)

5

## **Launch business focused product and services.**

- Develop premium camera with Edge AI.
- No down-payment option for businesses / leasing model.
- Expandable local storage.

## 2025 | Short Term Gains

- Customer focused innovations.
  - UX improvements.

## 2026-2027 | Mid Term Plans

- B2B offerings
- Announce strategic partnerships

## 2028-2029 | Long Term Achievements

- Introduce region-specific solutions
- Integrate advanced AI services

# Execution Roadmap (2025-2029)

Execution

Research &  
Ideation

Prioritization

Evaluation

## Customer Focused Innovation

- Market research
- Customer pain points
- Gap analysis

## 5 Key Aspects For Prioritization

- Customer Value
- Commercial Value
- Strategic Impact
- Cost
- Technical Effort

## Innovation Funnel

- Partner with local teams
- Concept Testing
- Prototyping

## & Financial Feasibility



# Key Performance Indicators

## 1. Customer Experience KPIs

- **Net Promoter Score (NPS):** Increase by 10% across key markets (UK, France, Germany).
- **Customer Effort Score (CES):** Reduce by 30%
- **Customer Support Ticket Volume:** 25% fewer tickets after roadmap rollout.

## 2. Product Usage KPIs

- **App Activation Rate:** *Target:* 85%+ active users.
- **Daily Engagement Rate:** Target 15% increase.

## 3. Commercial KPIs

- **Sales revenue:** *Target* 15% YoY increase.
- **Subscription Conversion Rate:** Target 25% increase
- **Average Selling Price (ASP):** Target 5% increase

## 4. Operational KPIs

- **Roadmap Adherence (%):** Target 80%+

## Tracking and Reporting

- Monthly dashboards
- Quarterly business reviews
- Real-time app analytics
- Continuous VoC feedback loops



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