



Alphabet

GOOGLE PIXEL 9

Team B16

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1. Introduction

Despite years of innovation and a solid foundation in the Android ecosystem, Google's Pixel series has yet to fully achieve the market share of its competitors like the iPhone and Samsung. With its unique features and software integrations, Pixel 9 provides a great opportunity to redefine the Pixel brand and increase its appeal to consumers. Google's journey into the smartphone market began with the Nexus series in 2010, which laid the foundation for the Pixel series launched in 2016. While the Pixel has been praised for its camera capabilities and software integration, it faces challenges in gaining widespread adoption. This analysis focuses on two fundamental symptoms hampering Pixel's market growth: unclear brand positioning and low brand awareness, along with their associated internal and external challenges.

Project Goals:

- **Increase Pixel 9 market share:** Our primary goal is to increase the market share of the Pixel 9 series through target strategies and market positioning.
- **Improve brand positioning:** We aim to redefine the Pixel position and emphasize its unique features from competitors.

Statement: By implementing a new marketing strategy that highlights Pixel 9's unique features and strengths, and addresses consumer concerns, we can ensure Pixel's market growth and establish a stronger competitive position in the smartphone industry.

2. Marketing Situation Analysis

2.1 Market Analysis

The global smartphone market presents both significant opportunities and challenges for the Google Pixel series. According to Statista's latest report, the market reached a revenue of \$60.8 billion in 2024 and is expected to grow annually at a rate of 0.68%¹. Within this market, Android devices dominated with an impressive rate of 70% market share, yet the Pixel series currently

¹ From the Internet: Statista. Report on the Global Smartphone Market: Statista. "*Smartphone market revenue worldwide in 2024*". 2024. Retrieved from <https://www.statista.com/outlook/cmo/consumer-electronics/telephony/smartphones/united-states>

only captures only 4.97% of this segment. This showcases Pixel’s struggle to establish itself as a major player in the competitive smartphone market.

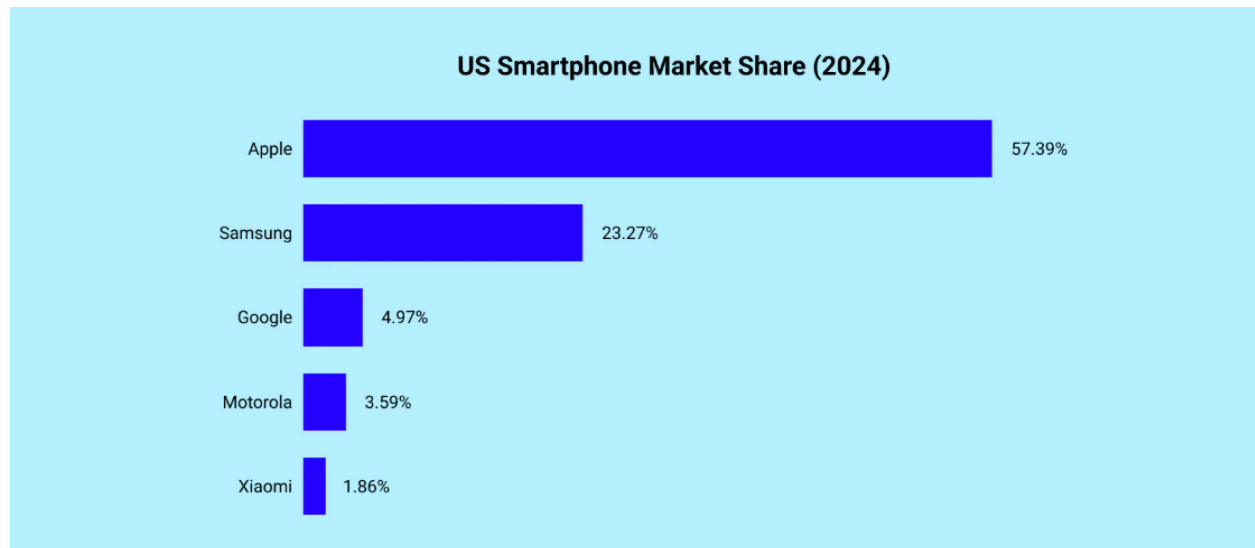


Figure: US Smartphone Market Share 2024(Source: Oberlo, 2024)

One of the most promising areas in the smartphone market lies in the premium segment, where the Pixel series primarily competes. This segment is characterized by increasing consumer demand for advanced features, particularly in artificial intelligence and advanced photography, areas where Pixel has proven to be strongly capable. Due to the market research done by YouGov, consumers are increasingly prioritizing battery life and camera capabilities in their purchasing decisions, aligning well with Pixel’s core strength²

Ultimately, while the global market keeps expanding, particularly in the premium segment, the Google Pixel series must address significant challenges to capitalize on its full potential. Strengthen its marketing strategy, embracing its unique features to a wider audience to improve its competitive position.

² From the Internet: YouGov Research on Smartphone Consumer Priorities: YouGov. (2023). “*What features do premium smartphone buyers prioritize when picking a new device?*”.2024 Retrieved from <https://business.yougov.com/content/46265-us-features-premium-smartphone-buyers-prioritise-when-picking-a-new-device>

2.2 Competitors Statistics

The competitive environment presents significant challenges for Pixel's market expansion. Apple maintains market leadership with 57.39% US market share, followed by Samsung at 23.27% according to Oberlo's latest research data³. These established companies benefit from strong brand recognition, extensive distribution networks, and integrated ecosystems. These factors contribute to the difficulties for smaller players, such as Google Pixel to carve out a significant share of the market.

Apple's iPhone series dominates the premium segment, driven by unmatched brand loyalty and a deep integrated ecosystem. It simplifies the user experience, connects devices like Apple Watch, iPads, and Macbooks, and ensures that customers lock into the Apple ecosystem. This makes other companies more difficult to lure customers in. Meanwhile, Samsung takes leadership in the Android market with a diverse product portfolio including multiple price points from entry-level smartphones like the A series to the ultra-premium flagships-S24 Ultra, Samsung successfully captured a diverse consumer base.

For Google Pixel to succeed in this highly competitive environment, it must overcome these challenges by differentiating itself from its competitors. Leveraging its strengths in AI, photography, and integration with Google's services could help position Pixel as a unique product in the premium segment. However, achieving such will also require increased investment in marketing and a stronger focus on creating an ecosystem that can compete with Apple and Samsung.

2.3 Target Consumer Analysis

Google Pixel's primary target market consists of tech-heavy consumers aged between 25 and 45, a demographic that values innovation and premium features. These consumers are highly engaged with advanced technology and prioritize devices that offer maximum performance, software updates, and unique functions. Within this group, Pixel also focuses on photography

³ From the internet: Oberlo, "*U.S. Smartphone Market Share Data: Oberlo*". 2024.Retrieved from <https://www.oberlo.com/statistics/us-smartphone-market-share>

enthusiasts who demand amazing camera quality and a battery that can last all day with intensive usage.

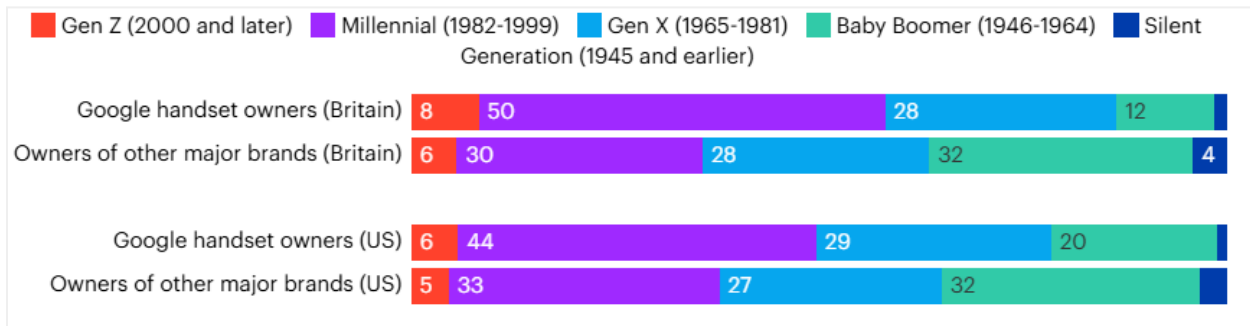


Figure 2 Pixel's Popularity Among Consumer (Source: YourGov, 2022)

This target audience is characterized by a willingness to premium prices for smartphones that deliver great user experience, particularly in areas like AI, photography, and battery life. This aligns perfectly with Pixel's core strength.

2.4 Current Marketing Strategies

2.4.1 Product Strategy

Google Pixel's product strategy focuses on technological innovation, especially in the areas of artificial intelligence and computational photography. Its streamlined Android experience and regular software updates provide a significant competitive advantage, attracting tech-savvy consumers. However, its limited model range compared to competitors limits its ability to penetrate different price segments, especially in the high-demand mid-range and budget markets.

Expanding the Pixel product line to include mid-range or entry-level models could bridge this gap, helping Google appeal to a wider audience while maintaining its reputation for quality and innovation. Balancing its high-end focus with greater accessibility is critical to increasing market share and competing more effectively across price tiers.

2.4.2 Pricing Approach

Google Pixel's current pricing places it firmly in the premium segment, competing directly with Apple's iPhone models and Samsung's flagship devices. This strategy fits with the product's

value proposition, which highlights its advanced AI capabilities, computational photography, and premium features. However, such pricing could limit accessibility and restrict the brand's appeal to a wider range of market segments, especially in price-sensitive or newer markets.

To achieve greater market penetration, launching more competitively priced models or offering flexible financing options could make the Pixel line more accessible without diluting its premium image. Balancing premium positioning with affordability could help Google expand its audience while maintaining its reputation for innovation.

2.4.3 Distribution Channels

Google primarily relies on its online store and a limited number of carrier partnerships for Pixel's distribution. While this approach provides a controlled retail experience, it significantly restricts market penetration, particularly in regions where carrier partnerships take the majority of smartphone sales. Competitors like Apple and Samsung benefit from extensive carrier networks, allowing their devices to be bundled with phone plans, and increasing accessibility.

To address this limitation, Google could expand its carrier partnerships more and improve in-store availability. Collaborating with more service providers and retailers would help Pixel reach a wider audience, increase sales volumes, and strengthen its competitive position in markets where carrier-driven sales dominate.

2.4.4 Promotional Activities

Google's current marketing strategy primarily focuses on digital channels and engaging with tech communities. While this approach reaches a niche audience of tech enthusiasts, it may not be efficient to engage mainstream consumer segments. While it works on some level, attracting a specific, highly-targeted group, the strategy lacks the connection and broader appeal needed to drive mass adoption.

To expand its reach, Google could incorporate more diverse marketing tactics, such as mainstream media advertising, partnerships with influencers outside of the tech sphere, and more emotionally driven campaigns that resonate with a wider audience. Strengthening the brand's

narrative and showcasing the practical, everyday benefits of the Pixel could help build stronger connections and increase its appeal to a larger, more diverse customer base.

2.4.5 Environmental Analysis

The smartphone industry faces several external factors that can impact growth potential. Economic uncertainties, such as inflation and fluctuating consumer confidence, affect overall consumer spending. However, the premium smartphone segment has shown resilience in the face of these challenges, with consumers continuing to prioritize high-end features and performance.

Technological advancements, particularly in AI and battery life, are driving differentiation among brands. These innovations create competitive advantages for brands that can effectively integrate them into their devices. Google's emphasis on AI positions the Pixel series well in this area.

Additionally, growing sustainability concerns present an opportunity for Google, as these issues increasingly influence consumer purchasing decisions. Google's commitment to sustainability aligns well with its brand values, and Pixel's trade-in program offers a tangible way for consumers to reduce e-waste and upgrade responsibly. By emphasizing these sustainability efforts, Google can enhance its appeal to eco-conscious consumers while also positioning itself as a leader in responsible innovation within the smartphone industry.

2.5 Summary

While the Google Pixel line shows strong potential in artificial intelligence, computational photography, and sustainability, it faces significant challenges in distribution, marketing, and product range. To strengthen its competitive position in the premium segment, Google must expand its product line, strengthen carrier partnerships, and adopt a more inclusive marketing strategy. By leveraging its unique strengths and addressing these key areas, Pixel can better compete with dominant players such as Apple and Samsung in the evolving global smartphone market.

3. Marketing Issue Identification

3.1 Problem Statement

Google Pixel's marketing challenges are rooted in its limited market penetration and low brand recognition in the smartphone industry. This is despite its impressive technological advantages, such as AI features and amazing photo quality. Analyzing these challenges through the SWOT framework highlights some weaknesses in its marketing strategy, which require attention to drive growth in market share.

Google needs to address its weaknesses such as reliance on limited distribution channels, and a narrow product range. Furthermore, coupled with intense competition from industry leaders like Apple and Samsung, showcases the difficulty of breaking into the mainstream market.

To overcome these obstacles, Google must leverage its strengths in innovation and seamless integration with the Google ecosystem while tapping into opportunities like the growing premium smartphone market and increasing demand for sustainability. Addressing these issues will be essential to enhancing the Pixel brand's visibility and accessibility, paving the way for greater success in the highly competitive smartphone market.

SWOT Analysis for Google Pixel

Strengths	Weaknesses
- Superior camera and AI capabilities	- Limited market penetration
- Seamless integration with Google services	- Unclear brand positioning
- Unique software and hardware synergies	- Perception of poor battery performance
	- Internal communication issues
Opportunities	Threats
- Growing demand for AI-powered smartphones	- Intense competition from Apple and Samsung
- Expansion into untapped markets	- Consumer loyalty to competitor brands
- Sustainable technology interest	- Economic uncertainties affecting spending

3.2 Symptoms and Root Cause Analysis

3.2.1 Symptoms Analysis

Google Pixel's marketing challenges stem primarily from **unclear brand positioning and low brand awareness**, which reduce its ability to compete effectively in the competitive smartphone market. While the Pixel offers amazing features such as AI-driven photography, a seamless Android experience, and regular software updates, it struggles to carve out a distinct identity. Competitors such as Apple and Samsung have clear brand positioning that resonates deeply with their target audiences—Apple is a symbol of premium lifestyle and innovation, and Samsung is a versatile, reliable brand that caters to all segments. In contrast, Pixel's positioning is ambiguous and lacks a compelling narrative that effectively communicates its value proposition to potential customers. This makes it more difficult for consumers to understand why they should choose the Pixel over more established alternatives.

These challenges are further exacerbated by the problem of low brand awareness. The Pixel isn't relatively well-known among mainstream audiences, and its marketing efforts have focused primarily on digital platforms and tech-savvy consumers. While this approach resonates with a niche audience, it limits the Pixel's reach and prevents it from gaining overall recognition. Lacking a broader marketing strategy (such as traditional media campaigns or high-profile sponsorships), the Pixel has remained in the shadow of its competitors. Additionally, Pixel's limited retail presence and reliance on Google's online store limited its accessibility in key markets such as the US and Europe, where physical retail and carrier partnerships dominate smartphone sales. This limited visibility prevented the brand from reaching new customers and converting awareness into sales.

3.2.2 Root Cause Analysis

The root cause of these symptoms lies in a large gap in marketing strategy and distribution. Without a clear and unique brand positioning, Pixel was unable to stand out in a crowded market. Furthermore, its low brand awareness and limited accessibility prevented it from building trust and credibility with a wider audience. Addressing these root causes requires focusing on refining Pixel's brand image, investing in diverse and inclusive marketing campaigns, and expanding

distribution through stronger retail and carrier partnerships. By addressing these issues, Google Pixel can increase its visibility, improve customer engagement, and gain a stronger foothold in the competitive smartphone industry.

3.3 External Threats and Competitive Analysis

3.3.1 External Threats

Google Pixel faces several external threats in the highly competitive smartphone market. One significant one is economic uncertainty, with inflation and fluctuating consumer spending potentially impacting demand for premium devices. While the premium segment has shown resilience, price-sensitive buyers may gravitate toward more affordable alternatives offered by competitors. Additionally, technological advancements in areas like foldable displays, battery efficiency, and ecosystem integration are raising consumer expectations, putting pressure on Pixel to continually innovate and differentiate itself. The growing importance of sustainability also poses a threat, as consumers increasingly prioritize eco-friendly practices in their purchasing decisions. Although Google has made strides with its trade-in programs, competitors like Apple have set a high benchmark with their carbon-neutral initiatives.

3.3.2 Competitive Analysis

The competitive market is dominated by well-established brands such as Apple and Samsung, both of which present significant market share and create barriers to entry for Pixel. Apple holds an astonishing 57.39% market share of the US market, while Samsung follows with a 23.27% market share, both are significantly larger than Pixel's 4.95%. Apple's dominance is driven by its seamless ecosystem integration, strong brand loyalty, and effective lifestyle branding, which positions the iPhone as a desirable product. Samsung, on the other hand, leads the Android market with a diverse portfolio that covers all price points and includes innovative technologies such as foldable devices. Both competitors have extensive carrier partnerships and deep marketing budgets that the Pixel struggles to match. Other Android brands like Motorola, Xiaomi, and Oppo further intensify the competition, particularly in cost-sensitive markets. These brands offer high-performance devices at competitive prices, capturing significant market share in lower-end markets. To compete effectively, Google must address these gaps by refining its

distribution strategy, investing in marketing campaigns that resonate with broader audiences, and leveraging its technological strengths to carve out a unique identity in the crowded smartphone market.

3.4 Internal Issues Analysis

3.4.1 Lack of Cross-Department Communication

The late introduction of AI features to Google Pixel devices compared to its competitors can be attributed to a lack of communication and coordination between different departments within Google. Specifically, there appears to be a disconnect between the Pixel team, which focuses on hardware and user experience, and the AI/Android team, which develops AI and software technologies. While Google has strong AI capabilities, including advances in machine learning and computational photography, the lack of seamless communication between these teams has led to missed opportunities to integrate AI features into Pixel devices in a timely manner. For example, AI innovations—such as enhanced camera modes or real-time AI-powered optimizations—are often first released on other Android devices like Samsung’s Galaxy phones instead of Pixel. This misalignment leads to delays in rolling out the latest AI-driven functionalities on Pixel, even though Google is often the first to develop these features. This miscommunication problem not only prevents Pixel from leading the AI race but also affects the overall competitiveness of the product in the market. To address this, Google needs to improve collaboration between the Pixel team, the Android team, and the AI department to ensure that breakthrough AI technologies are integrated into Pixel devices in a timely and seamless manner. Improving internal communication will enable Google to maintain its AI leadership, deliver innovative features on Pixel first, and create a more cohesive user experience across all Google products.

3.4.2 Underutilization of Google’s Ecosystem for Pixel’s Advantage

Although the Pixel phone is part of the Google ecosystem, it does not fully leverage the synergies between Google's various services and devices. Google offers a wide range of services, including Google Home, YouTube, Google Assistant, Google Photos, and Google Drive, but these products are not sufficiently integrated with the Pixel experience. By failing to fully

leverage this ecosystem, the Pixel misses a significant opportunity to create a more compelling, seamless, and connected experience for users. For example, deeper integration of the Pixel with Google's smart home devices and AI capabilities could improve user convenience, making it a more attractive option for consumers seeking a unified technology ecosystem. In addition, the Pixel could provide exclusive or enhanced access to services such as Google Photos or YouTube, creating added value that differentiates it from competitors. Without this level of integration, Pixel fails to fully leverage the potential benefits of being part of the Google family and misses an opportunity to strengthen customer loyalty and stand out in a crowded market.

3.5 Strategic Recommendations

Based on the analysis of Google Pixel's challenges, it is obvious that the brand faces issues with brand positioning, low brand awareness, and limited market presentation. To address these challenges and achieve growth, a set of strategic recommendations and solutions has been identified. These strategies focus on clarifying the brand's identity, improving consumer awareness, and utilizing Google's technological strengths to create a unique market position.

3.5.1 Recommendation 1: Highlight Technological Strength

Google Pixel should emphasize its unique AI capabilities, particularly the Gemini AI, which sets it apart from competitors. By promoting Pixel's advanced AI-powered features such as personalized experiences and enhanced photo editing tools, Google can differentiate Pixel from Apple's and Samsung's offerings. Focusing on the camera technology, Pixel should highlight its superior performance, especially among younger consumers who value high-quality photography and photo-editing tools. The brand should showcase these innovations in targeted campaigns, positioning the Pixel as the leader in AI and photography.

3.5.2 Recommendation 2: Target Marketing Strategies

Google should implement data-driven marketing campaigns that target both younger and older demographics. For Gen Z and Millennials, the focus should be on social media marketing, influencer collaborations, and experiential marketing to engage with these groups. Google can also incorporate gamification and interactive experiences to build stronger connections with younger users. For Baby Boomers and Gen X, Google should leverage traditional media such as

TV and print ads, as well as in-store promotions, to address the specific needs of these groups. Highlighting the user-friendly features of Pixel, such as accessibility options, will appeal to older generations who may find iPhones or Samsung devices too complicated.

3.5.3 Recommendation 3: Merge Pixel and Android Teams

To foster greater innovation and accelerate product development, Google should consider merging the Pixel and Android teams. This would facilitate better communication and collaboration between hardware and software teams, enabling faster integration of new AI and technology features into the Pixel product line. Reducing internal silos would help Google leverage its full technological potential, making Pixel more competitive in the market.

3.5.4 Recommendation 4: Resource Prioritization for Pixel Devices

Given the growing importance of AI in smartphones, Google should prioritize the Pixel 9 series in terms of resource allocation. Focusing on promoting the Pixel 9 and ensuring it receives adequate support in marketing, development, and sales channels will allow Google to position it as the leading AI smartphone. Investing in product quality, branding, and market expansion is essential to improving Google Pixel's overall performance in the market.

3.6 Conclusion

Key recommendations include emphasizing Pixel's technological advantages, especially its AI and photography capabilities, to differentiate it from competitors. Data-driven marketing campaigns tailored to different demographics can help bridge the gap between brand awareness and ownership. Strengthening internal collaboration, especially between the Pixel and Android teams, will streamline innovation and enhance the overall product experience. Additionally, prioritizing resources for the Pixel 9 series will solidify its position as an AI smartphone leader.

By implementing these recommendations, Google Pixel can enhance its market presence, build a closer connection with consumers, and establish itself as a strong competitor in the smartphone industry. These strategies will not only address current challenges but also lay the foundation for long-term success.

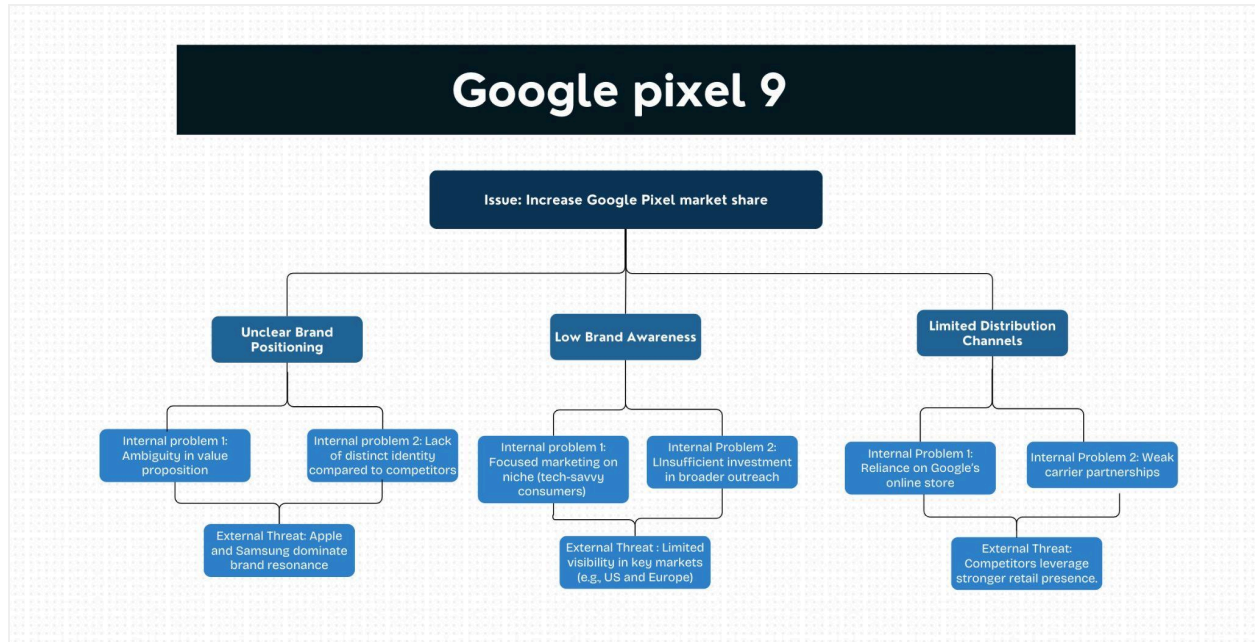


Figure 3: The problem tree

4. Identification of Possible Solutions

It has been more than five years since Google launched its first Pixel phone in 2016, and the brand has gone through several generations of smartphones. However, it has yet to establish itself as a mainstream product in the market. Using the *Problem Tree* for analysis, we identify one of the key causes: Google Pixel suffers from **unclear brand positioning** and **lack of brand awareness**.

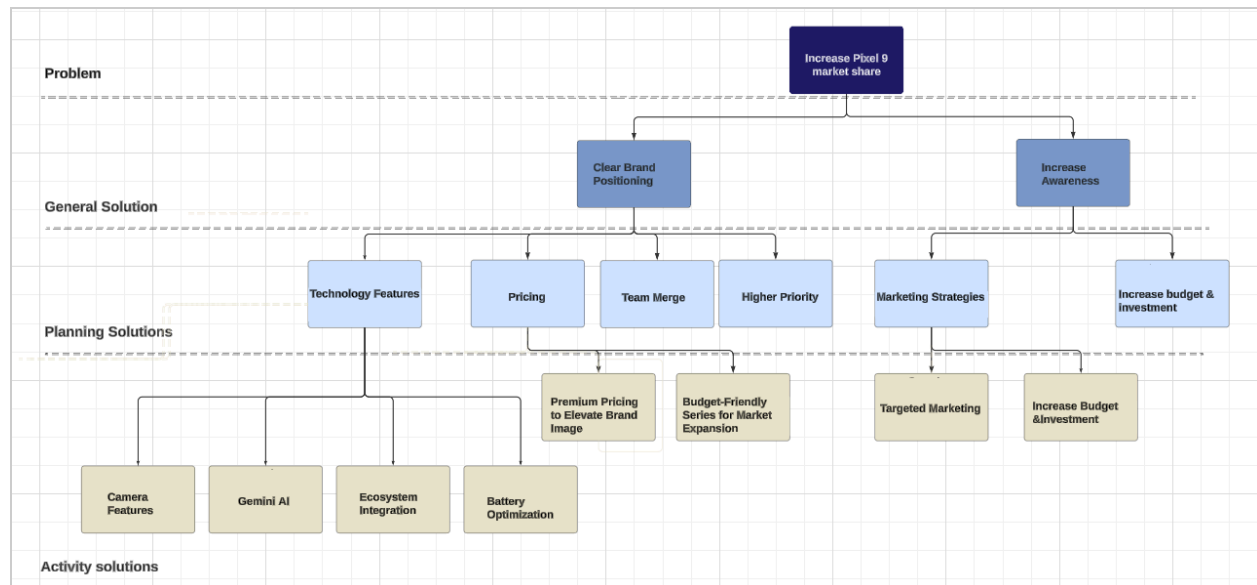


Figure 4 : The Solution tree

We listed planning solutions with their activity solution for suggestions to enhance the marketing strategies and further increase market share.

4.1 General Solution 1: Clear Brand Positioning

In comparison, Apple iPhone has successfully leveraged technological innovation as a core factor in its market strategy. As one of the leading technological companies, Apple consistently capitalizes on emerging technological trends, creating an image of being on the cutting edge⁴.

This image deeply resonates with consumers, influencing their psychological and sociocultural decision-making processes. Owning an iPhone is perceived as a symbol of wealth and status, allowing customers to align their actual self with their ideal self. This result gives the Apple iPhone more market share.

Google, another top technology company, also possesses significant advantages in technology. In addition to high-quality hardware such as the camera lens, Google offers advanced software systems and an integrated ecosystem that provides convenience and seamless user experiences. However, Google Pixel has yet to effectively communicate these strengths to consumers. By

⁴ Van De Vliert, D. (2021). "Apple iPhone: A Market Case Study". MacEwan University Student eJournal, 5(1). (<https://doi.org/10.31542/muse.v5i1.2010>) License: CC BY-NC 4.0

strengthening its brand positioning, Google Pixel has the potential to secure a larger market share. To address this issue, we propose a solution focused on leveraging Google's technological strengths to establish a clearer brand identity for Pixel phones.

4.1.1 Planning Solution 1: Highlighting Technology Features

Google should prioritize highlighting its technological advantages and superior product features to differentiate Pixel phones in the competitive smartphone market.

According to the **Made by Google 2024** event, the latest Pixel 9 was unveiled with exciting updates. In addition to hardware improvements, Google announced new Gemini capabilities in Android 15, including the launch of *Gemini Live*. These AI-powered features extend beyond Gemini, enhancing photo editing, phone calls, and more⁵.

With its expertise in artificial intelligence, Google developed its first AI-powered smartphone and equipped the Pixel phone with the advanced features of Pixel Camera Lens. These innovations showcase Google's strength in both software and hardware.

To effectively strengthen the positioning of Google Pixel's product design, we have identified four specific feature areas for targeted activity solutions:

4.1.1.1 Activity Solutions: Strengthen Camera Features:

The Pixel 9 series camera stands out in several areas, such as superior lenses, higher resolution, and better angle coverage, giving it a distinct edge over the iPhone in software-driven photography. According to a 2024 comparison by Amy Davies (see Figure 5), Pixel 9 outperforms the iPhone 16 Pro Max in overall camera performance. It is widely regarded as one of the best options for photographers, especially for those prioritizing advanced camera specifications over other features⁶.

⁵ From the internet: Wan, K., & Ortiz, S.” *Everything announced at Made by Google 2024: Pixel 9 Pro, Fold, Gemini, Watch 3, and more.*” ZDNet, August 13, 2024. Retrieved from <https://www.zdnet.com/article/everything-announced-at-made-by-google-2024-pixel-9-pro-fold-gemini-watch-3-and-more/>

⁶ From the internet: Davies, A. “*iPhone 16 Pro Max vs Google Pixel 9 Pro XL: Which flagship is best for photographers?*” Amateur Photographer, October 29 2024. Retrieved from

Additionally, Google Pixel can position itself to appeal more to younger generations. In today’s era of thriving social platforms, users are eager to take high-quality pictures to gain likes, reposts, and social engagement. By combining its camera capabilities with AI-enhanced features like Magic Eraser and Real Tone, Pixel offers unparalleled photo-editing flexibility, making it highly attractive to this demographic.

Name	iPhone 16 Pro Max	Google Pixel 9 Pro XL	Comparison
Main Camera	48MP f/1.78, OIS, 24MP output, 24mm	50MP f/1.68, OIS, 12MP output, 25mm	Pixel (higher resolution)
Ultrawide Camera	48MP f/2.2, 12MP output, 13mm	48MP f/2.8, 12MP output, 12mm	iPhone (wider angle)
Telephoto Camera	12MP f/2.8, 5x optical zoom, 120mm	48MP f/2.8, 5x optical zoom, 113mm	Pixel (higher resolution)
Selfie Camera	12MP f/1.9, AF	42MP f/2.2, AF	Pixel (higher resolution)
Video Recording	4K 120fps	4K 60fps / 8K “upscaling” via the cloud	iPhone (higher frame rate)
Display	6.9-inch XDR OLED Super Retina, 2368x1320, 2000 nits	6.8-inch Super Actua OLED, 2992x1344, 3000 nits	Pixel (brighter display)

Figure 5: Camera Feature Comparison Between Pixel 9 and iPhone 16 Pro Max (Source: Amy Davies, 2024)

4.1.1.2 Activity Solutions: Google's Gemini AI

Promote its cutting-edge AI features to differentiate the product in the market. Apple has developed its own AI, Apple Intelligence, available in the latest iPhone 16. However, reviews suggest that features like AI emoticons, summarization, and transcription are not highly disruptive, reflecting Apple's cautious approach. In contrast, Google's Pixel 9 series, powered by Gemini AI, offers more flexibility and functionality. Therefore, Google should focus on deeply embedding Gemini AI within its operating system, delivering smarter, more personalized experiences across devices.

4.1.1.3 Activity Solutions: Strengthen Ecosystem Integration

To remain relevant and competitive in the AI-driven era, Google should focus on enhancing the integration between Pixel phones and its suite of services to deliver a seamless user experience. Leveraging Gemini AI, a well-developed and deeply integrated technology, Google can highlight unique advantages such as intelligent task automation, real-time personalization, and superior cross-device compatibility to attract users and differentiate from competitors.

<https://amateurphotographer.com/latest/photo-news/iphone-16-pro-max-vs-google-pixel-9-pro-xl-which-flagship-is-best-for-photographers/>

Marketing efforts should emphasize the real-world benefits of this integration, such as using Google Assistant to seamlessly schedule events in Calendar, suggest personalized edits in Google Photos, or boost productivity with third-party apps. By showcasing how Pixel phones, powered by Gemini AI, simplify and enhance everyday interactions, Google can solidify its position as a leader in user-centric innovation while ensuring a unified ecosystem and a strong competitive edge in the evolving AI landscape.

4.1.1.4 Activity Solutions: Continue Optimization in Battery

Battery performance has historically been a persistent issue for Google Pixel, significantly affecting user satisfaction and the brand's reputation. Resolving this challenge is critical for maintaining customer trust and market competitiveness.

In recent years, Google has made strides in improving battery performance. For example, the Pixel 9 series, powered by the Tensor G4 chip, demonstrates advancements in web browsing efficiency, 5G connectivity, and heat reduction.

Despite these improvements, battery optimization remains a long-term priority. As Google continues to expand its hardware portfolio and integrate AI-powered features, energy demands will only increase. A study by Hugging Face and Carnegie Mellon University found that generating a single image with a powerful AI model consumes as much energy as fully charging a smartphone⁷. While users value Google Pixel's advanced AI search and camera capabilities, ensuring the battery supports these functions sustainably is essential.

Ongoing innovation in battery technology will play a pivotal role in addressing customer concerns and solidifying Google Pixel's position in the competitive smartphone market.

4.1.2 Planning Solution: Pricing

Leveraging Premium Pricing to Enhance Brand Perception

⁷ Melissa Heikkiläarchive (2023, December 1). *Making an image with generative AI uses as much energy as charging your phone*. *MIT Technology Review*. Retrieved from <https://www.technologyreview.com/2023/12/01/1084189/making-an-image-with-generative-ai-uses-as-much-energy-as-charging-your-phone/>

Pixel should position itself within the premium smartphone market, offering high-quality features at a slightly lower price point compared to competitors like Apple. This strategy will appeal to value-conscious consumers who seek advanced features without paying the full premium price of high-end brands.

While Pixel is not the cheapest option on the market, its pricing strategy can attract consumers looking for premium features without the full premium price tag. The goal is to offer value without compromising on the technological advancements that make Pixel unique.

Expanding Market Reach with Budget-Friendly Series

On the other hand, the premium price tag may limit appeal to certain value-conscious consumers who prioritize affordability over cutting-edge features. This could create a barrier to entry for users who might be hesitant to invest in a premium device⁸. To mitigate this barrier and avoid limiting market access, Google should consider introducing a more affordable series, similar to the iPhone SE series, which would allow Pixel to compete in the budget-friendly segment as well.

By balancing its premium pricing strategy with potential budget-friendly options, Pixel can appeal to a wider range of consumers while maintaining its position as a technology leader.

4.1.3 Team Merge

AI is playing an increasingly important role at Google, driving major changes within the company. To accelerate technological development and optimize resource allocation, Google should merge its Android, Pixel, and other hardware and software teams. This consolidation will reduce internal competition between departments and foster greater collaboration, leading to faster innovation and seamless integration of AI advancements into Pixel devices.

In fact, Google has already recognized this need. In April of this year, CEO Sundar Pichai announced significant internal reorganizations, including the creation of a new team called

⁸ Dhara Mandaliya(2024, February 24) "*Pixel Perfect: Google's Smartphone Marketing Strategies*," Retrieved from Marketing Monk, <https://www.marketingmonk.so/p/pixel-perfect-google-s-smartphone-marketing-strategies>.

"Platforms and Devices." This team will oversee all of Google's Pixel products, Android, Chrome, ChromeOS, Photos, and more⁹.

Overall, to enhance technological innovation and accelerate AI development, Google should merge related departments. This strategic move will streamline workflows, minimize redundancies, and position Google to lead in AI-powered devices.

4.1.4 Resource Allocation Priorities

With the rise of AI, AI-powered smartphones are expected to become the new trend. Therefore, Google should prioritize the Pixel 9 in resource allocation and ensure that brand promotion activities are adequately funded and supported.

By maintaining leadership in technology and innovation, Google Pixel has the opportunity to capture consumers' attention. With its simple operating system, users transitioning from iOS to Google's platform will quickly adapt, making it an attractive choice.

4.2 General Solution 2: Increase Awareness

Despite strong brand awareness, Google Pixel faces significant challenges in converting awareness into ownership. While over 86% of US smartphone owners are familiar with the brand, only 8% currently own a Pixel. This contrasts sharply with competitors like Samsung Galaxy and Apple iPhone, which boast 95% brand awareness and substantial market share.

Pixel's strongest appeal lies with younger demographics, particularly Gen Z and Millennials. However, it struggles to resonate with older generations, unlike Samsung Galaxy, which enjoys high brand awareness and ownership rates among Baby Boomers. Apple iPhone, on the other hand, maintains a strong position across all generations, with significant brand awareness and ownership rates among both younger and older demographics.

⁹ Pierce, David. "Google is Combining Its Android and Hardware Teams — and It's All About AI." The Verge, April 18, 2024. <https://www.theverge.com/2024/4/18/24133881/google-android-pixel-teams-reorg-rick-osterloh>.

Key findings from recent research¹⁰ include:

- **High Brand Awareness, Low Ownership:** A significant number of US smartphone users recognize Google Pixel, yet only a small percentage actually own one.
- **Generational Divide:** Younger demographics, especially Gen Z and Millennials, are more receptive to the Pixel brand. However, older generations, particularly Baby Boomers, are more likely to choose Samsung or Apple.
- **Competitive Landscape:** Strong competitors like Samsung Galaxy and Apple iPhone dominate the market, particularly among older demographics.

To address these challenges, Google should focus on:

4.2.1 Planning Solution: Implement Data-Driven Marketing Strategies

To effectively address the gap between brand awareness and ownership, Google should implement a comprehensive data-driven marketing strategy, targeting both younger and older demographics.

4.2.1.1 Activity Solutions: Targeted Marketing

Google Pixel can tailor marketing campaigns to specific demographics.

For Younger Demographics (Gen Z and Millennials):

- **Leverage Social Media:** Utilize platforms like Instagram, TikTok, and YouTube to create engaging content, including short-form videos, user-generated content, and influencer partnerships.
- **Gamification:** Incorporate gamification elements into marketing campaigns, such as challenges, quizzes, and contests to encourage user interaction.
- **Experiential Marketing:** Organize pop-up shops, interactive installations, and photography workshops to create memorable brand experiences.

¹⁰ Google Pixel brand profile in the U.S

<https://www.statista.com/insights/consumer/brand-profiles/3/40/google-pixel/united-states/>

Samsung Galaxy brand profile in the U.S.

<https://www.statista.com/insights/consumer/brand-profiles/3/39/samsung-galaxy/united-states/>

Apple iPhone brand profile in the U.S.

<https://www.statista.com/insights/consumer/brand-profiles/3/38/apple-iphone/united-states/>

- **Influencer Collaborations:** Partner with tech and lifestyle influencers who resonate with younger audiences to promote the Pixel 9's features and benefits.

For Older Demographics (Baby Boomers and Gen X):

- **Traditional Marketing:** Utilize television, radio, and print advertising to reach a wider audience.
- **Retail Partnerships:** Collaborate with major retailers to improve product visibility and accessibility.
- **Educational Content:** Create informative content, such as blog posts and videos, that highlight the Pixel 9's user-friendly features and benefits.
- **Senior-Friendly Features:** Promote the Pixel 9's accessibility features, such as larger fonts, voice commands, and easy-to-use interfaces.

4.2.1.2 Activity Solutions: Sentiment Analysis

To measure the effectiveness of these marketing initiatives, Google should conduct regular sentiment analysis of online and social media conversations about the Pixel 9. This will help identify key trends, consumer perceptions, and areas for improvement. By tracking brand sentiment and customer feedback, Google can refine its marketing strategies and optimize future campaigns.

4.2.2 Planning Solution: Increase Budget and Investment

To effectively implement these strategies, Google should increase the marketing budget and invest more in the channels with the highest potential return on investment (ROI), based on data-driven insights. Specifically, Google should prioritize:

- **Digital Advertising:** Investing in targeted digital advertising campaigns on Google Ads, social media platforms, and other relevant online channels.
- **Influencer Marketing:** Expanding partnerships with influential figures in the tech and lifestyle industry.
- **Retail Marketing:** Increasing investments in in-store promotions, displays, and training for retail staff.
- **Experiential Marketing:** Allocating more budget for immersive brand experiences and events.

5. Evaluation and Choice of Solution

5.1 Evaluation Criteria and Evaluation of the two General Solutions.

To determine the most effective marketing strategies, we developed an Evaluation Matrix to assess our two proposed general solutions. This assessment focuses on five key evaluation areas:

5.1.1 Financial

In the financial evaluation, the primary criteria include revenue and profit, focusing on both short-term and long-term perspectives.

First, the criteria in the revenue part are weighted slightly differently, with short-term growth in revenue assigned a weight of 15%, and long-term growth in revenue assigned a higher weight of 20%. This reflects the importance of sustainable development and innovation as a long-term goal for IT companies, especially those operating in competitive and rapidly evolving industries. Furthermore, we use a two-year period to evaluate revenue growth, allowing us to adapt to strategic changes.

The second criterion under Financial evaluation is profit. In this evaluation, profit is given the weight of 5% which is lower than revenue, as Google prioritizes leading innovation and market development, even at the cost of short-term profits, placing greater importance on long-term growth through sustained investment in R&D and market development.

Revenue

- Short-term growth in Pixel product revenue (< 2 years)
Measures the immediate impact of the strategy on sales within a shorter time frame.
- Long-term growth in Pixel product revenue (> 2 years)
Assesses the sustainability and potential for continued revenue growth over a longer period.

Profit

- Short-term profitability (ROI within 1 year)

Evaluates the strategy's ability to generate profits in the short term, looking at immediate financial returns.

- **Long-term profitability (beyond 1 year)**

5.1.2 Risk

The primary criteria in the risk evaluation include general risk and probability as well as scalability, both emphasizing different aspects of strategic viability.

General Risk and Probability are assigned a weight of 15%, focusing on the likelihood of failure in terms of market entry and product performance risks. This weighting reflects the significance of managing uncertainties in competitive industries, where mitigating high-risk scenarios is essential for long-term stability.

Scalability is also weighted at 15%, highlighting the importance of a strategy's potential to scale production and market presence without operational strain. This equal weighting demonstrates that future growth and adaptability are as critical as immediate risk management, especially for companies seeking to secure a competitive edge in dynamic markets.

This balanced approach ensures that both immediate risks and long-term growth potential are carefully evaluated, aligning with the strategic priorities of sustainable development and market adaptability.

General risk and probability

- **General risk:** Assesses the overall risk associated with the strategy, including market risks, operational risks, and financial risks.

Scalability

- **Potential for future growth:** Assesses the strategy's ability to scale and adapt to changing market conditions.

5.1.3 Strategic

In evaluating strategies, it is crucial to consider their alignment with the company's core strengths and their broader impact. For this reason, we assign both criteria a Medium importance level, with Brand Reputation weighted slightly higher due to its significance in reflecting the effectiveness of positioning and marketing strategies.

The Strategic criteria focus on leveraging Brand Reputation to enhance the company's competitiveness and sustain an edge over competitors.

Competitive Advantage Fit (1%, Medium)

- Evaluate whether the strategy aligns with the company's core strengths.

Brand Reputation (4%, Medium)

- Impact on brand image and reputation: This criterion evaluates how the strategy will impact the brand's reputation. A strategy that enhances the brand's image and reputation will score higher.

5.1.4 Process

The Process criteria assess the practicality of implementation, including resource requirements and customer satisfaction. We set 5% higher than the resource requirement this is because the criteria reflect evaluations to ensure a balanced approach to strategic planning and execution.

Resource Requirements (5%, Medium)

- Budget and personnel: Evaluate the required resources to implement the strategy.

Customer Satisfaction (10%, Medium)

- Measures customer loyalty and satisfaction. Using the tools such as Net Promoter Score (NPS) and other satisfaction-related feedback after purchase.

5.1.5 Market

A strategy that aligns with emerging trends and consumer preferences is more likely to succeed. Therefore, we assign it a high importance level with a 10% weight. Being well-positioned and aligned with current market trends demonstrates a clear strategy, which significantly increases the potential to grow market share.

Market Trends

- Alignment with current smartphone trends (AI features, market demands) The measurement of market trends can be surveys, market share, and sentiment analysis.

5.2 Choice of Solution

After evaluating each performance criterion (Figure 6), the results highlight the need to prioritize marketing solution strategies, with Clear Brand Positioning emerging as the top recommendation.

Evaluation Area	Performance Criteria	Key Performance Indicator (Specific Measurement)	Importance level (weight)	Score definitions			Alternative 1	Alternative 2
				Worst	Medium	Best		
				1	3	5	Clear Brand Positioning	Increase Awareness
Financial	Revenue	Short-term growth in Pixel product revenue (< 2 years)	Medium	Low	Medium	High	High	High
		Long-term growth in Pixel product revenue (> 2 years)	0.15	< 5 mill.	2-5 mill.	> 2 mill.	5	5
			High	Low	Medium	High	Medium / High	Medium
	Profit	Short-term profitability (ROI within 1 year)	0.2	< 5 mill.	2-5 mill.	> 2 mill.	4	3
			Medium	Low	Medium	High	Medium / High	Medium
Risk	General risk and probability	Likelihood of failure (market entry or product performance risks)	0.05	< 5 mill.	5-20 mill.	> 2 mill.	4	3
			Medium	High	Medium	Low	Medium	Low
	Scalability	Potential for scaling production and market presence without operational strain	0.15	High risk	Moderate risk	Low risk	5	3
			Medium	Low	Medium	High	Medium / High	High
			0.15	limited scalability	moderate scalability	high scalability	4	5
Strategic	Competitive Advantage Fit	Whether it can match the company's core advantages	Medium	Low	Medium	High	Medium / High	High
			0.01	Negative impact	Neutral impact	Positive impact	4	5
	Brand Reputation	Impact on brand image (KPI measured by surveys, market share, and sentiment analysis)	Medium	Low	Medium	High	Medium / High	High
0.04			Negative impact	Neutral impact	Positive impact	4	5	
Process	Resource Requirements	Budget and personnel required	Medium	High	Medium	Low	High	Medium
			0.05	significant resources	moderate resources	minimal resources	3	1
	Customer Satisfaction	Net Promoter Score impact	Medium	Low	Medium	High	Medium / High	Medium
Market	Market Trends	Alignment with market trends	0.1	< 5	5-19	>20	4	3
			Medium	Low	Medium	High	Medium / High	High
			0.1	misaligned with trends	partially aligned with trends	strongly aligned with trends	4	5
			100%				4.25	3.8

Figure 6: Evaluation Matrix

Financial (Revenue and Profit)

Alternative 1 outperforms long-term revenue growth, achieving a higher alignment with sustained profitability (<2 million). Alternative 2 lags slightly due to medium growth. In the part of the profit, we can see both strategies demonstrate similar performance, reflecting moderate ROI within one year.

Risk (General Risk and Scalability)

Alternative 1 performs better in mitigating risks and demonstrates scalability with high ratings, while Alternative 2 scores lower in scalability due to limited operational adjustments.

Strategic (Competitive Advantage and Brand Reputation)

Alternative 1 enhances brand and competitive edge, receiving high scores across these criteria. On the other hand, alternative 2 aligns well but focuses more on awareness-building, resulting in slightly lower ratings.

Process (Resource Requirements and Customer Satisfaction)

While Alternative 1 efficiently utilizes resources, Alternative 2 requires higher resource input. However, customer satisfaction levels are comparable.

Market Alignment:

Alternative 2 excels in aligning with market trends, scoring high in capturing new trends, but Alternative 1 remains strong, reflecting robust adaptability.

Final Scores:

- Alternative1: Clear Brand Positioning: **4.25**
- Alternative2: Increase Awareness: **3.8**

Based on the higher overall score and balanced performance across criteria, Alternative 1: Clear Brand Positioning is recommended. This strategy not only strengthens long-term financial stability and brand reputation but also ensures scalability and competitive fit, positioning Google Pixel for sustainable growth.

6. Outline of Action Plan to Implement a Solution

6-Month Detailed Plan to Strengthen Google Pixel's Positioning as "High-End Technology"



Figure 7: AI synthesis renderings to show example of offline advertising

Pixel faces challenges in positioning itself within the market. To overcome this, the strategy will leverage the superior camera capabilities of the Pixel 9 as the primary entry point, showcasing its high-end technology through widespread publicity. With the Pixel 9 already available, the marketing plan will be executed over six months, focusing on establishing a unified and strong positioning in customers' minds. By following this plan, Google Pixel can solidify its reputation as the epitome of high-end technology in the smartphone market.

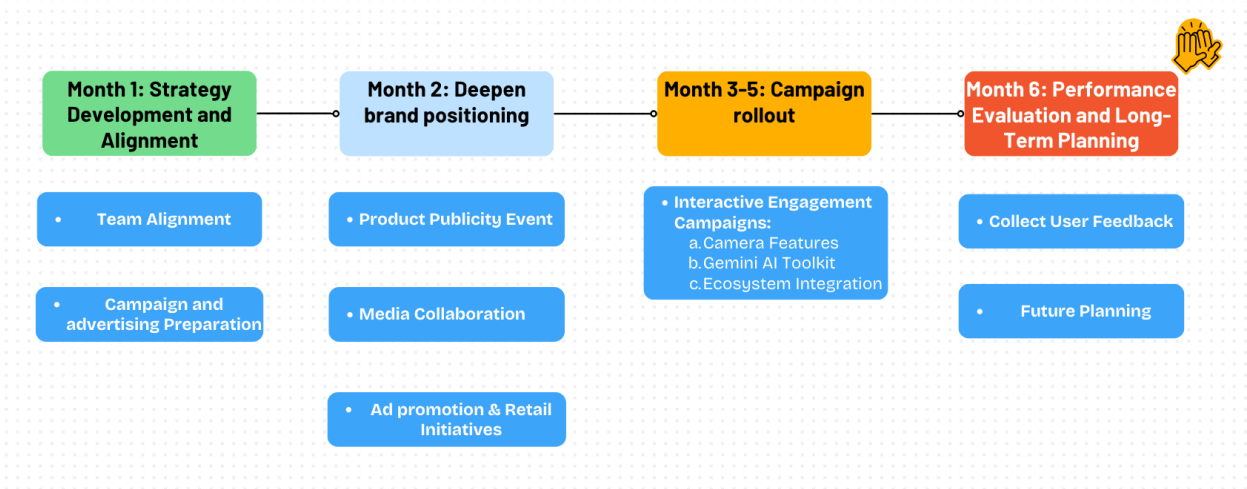


Figure 8: 6 Months Plan

6.1 Month 1: Strategy Development and Alignment

Overview: Laying the foundation for a unified strategy that highlights Google Pixel's High-end technology.

Key Actions:

1. Team Alignment:
 - Host a cross-functional meeting to enhance communication efficiency (Marketing, Product Development, Pixel team, AI/Android team, and Sales).
 - Ensure that the next-step plan prioritizes resource allocation for Pixel 9 activities, providing maximum support to drive the success of key initiatives.
 - Finalize the 'High-End Technology' messaging framework, highlighting the strengths of AI, camera, and ecosystem, anchored by the slogan: 'Google Pixel: High-End Technology, Capturing Perfection with Every Shot.'
2. Campaign and advertising Preparation:
 - Draft ad campaigns focusing on Gemini AI and Pixel's camera superiority.
 - Develop creative assets, including visuals, and impactful advertising.
 - Identification of advertising channels, including digital platforms (TikTok, Instagram, Facebook) and traditional outlets such as public transportation, shopping malls, and in-store promotions.

Responsible Teams: Marketing, Product Management, Pixel team, AI/Android team, and Research Teams.

Timeline: Complete by the end of Month 1.

Resources:

- Budget for market research, creative design tools, and consulting services.
- Collect previous competitive analyses (Apple, Samsung) to identify gaps and strengths in Pixel's positioning.

6.2 Month 2: Deepen brand positioning

Overview: Emphasize the High-end technology positioning of Google Pixel 9 through advertising and targeted promotions.

Key Actions:

1. Product Publicity Event:
 - Host a global hybrid event to showcase live demonstrations of the Pixel 9's groundbreaking features. This event will highlight the superior capabilities of Gemini AI, the advanced camera system, and seamless ecosystem integration.
 - Highlight real-world use cases.
2. Media Collaboration:
 - Partner with tech journalists, bloggers, and influencers to learn about Pixel's standout features.
 - Show the comparison of photos taken using ordinary mobile phones (such as iPhones) and Pixel 9
3. Ad promotion & Retail Initiatives:
 - Launch an overwhelming comprehensive marketing promotional activities across both online and offline channels, prominently featuring the slogan: "Google Pixel: High-End Technology, Capturing Perfection with Every Shot" in all marketing materials.
 - Partner with retailers to create immersive in-store displays, ensuring prominent placement and engaging product demonstrations to attract and inform customers.

Responsible Teams: Marketing, Product Development, Retail Partnerships, PR, Social Media Teams and E-Commerce Teams.

Timeline: Throughout Months 2.

Resources: Event budget, digital ad spend, Social media ads, partnerships with influencers, and PR team support.

6.3 Month 3-5: Campaign rollout

Overview: Deepen consumer understanding of Pixel's high-end features and collect feedback.

Key Actions:

1. Interactive Engagement Campaigns:

- **Camera Features:** Launch a photography contest using Pixel's advanced camera and AI features, encouraging social media sharing with the hashtags #Google pixel 9 and #Capturing Perfection with Every Shot.
- **Gemini AI:** Launch an interactive microsite where users can experience Gemini AI features in a simulated environment before purchase.
- **Ecosystem Integration:** Set up pop-up store in high-traffic areas like shopping malls and tech expos. Visitors can interact with Pixel phones to experience the real-world benefits of this integration.

Responsible Teams: Social Media, Customer Support Teams, Marketing team, Financial team.

Timeline: Begin engagement campaigns in Week 1 of the Month 3.

Resources: Incentives for contest participants, production budget.

6.4 Month 6: Performance Evaluation and Long-Term Planning

Overview: Evaluate overall strategy success and provide consistency for ongoing brand positioning.

Key Actions:

1. Collect user feedback:

- Gather user feedback and insights on Gemini AI, the camera system, and ecosystem integration to inform ongoing product refinements and optimize the overall user experience.
- Participants who join the photography contest will be invited to rate and showcase the standout features of the Google Pixel 9."

2. Future Planning:

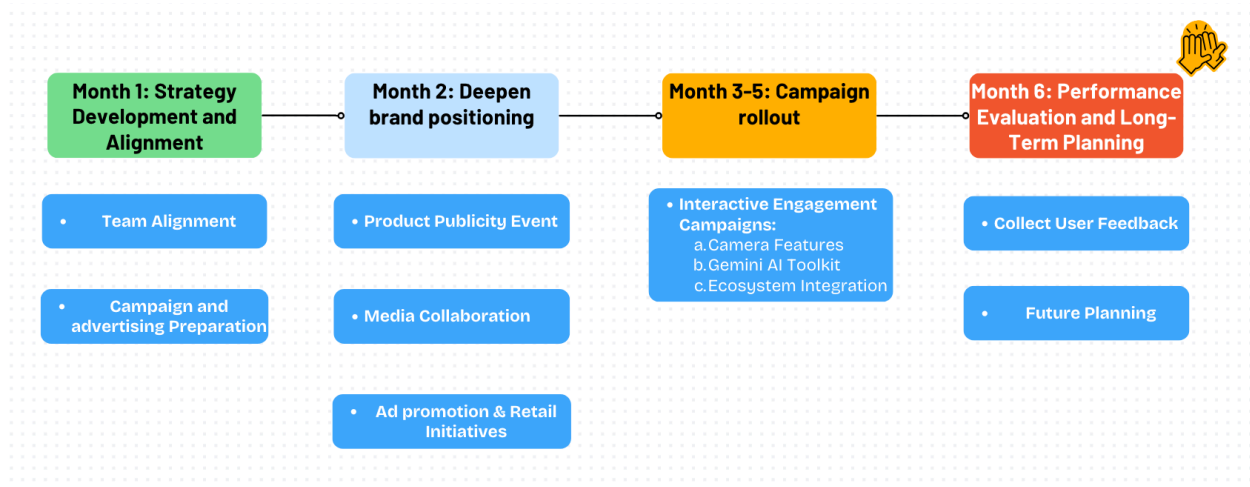
- Strategize for future iterations of Pixel and Gemini AI enhancements.

- Continuous marketing and promotional initiatives, highlighting the advanced technology of Google Pixel 9, to reinforce its position as a leader in high-end smartphone innovation.
- Pricing: Adjust pricing strategy based on market feedback and launch affordable series

Responsible Teams: Pricing team, Marketing Teams, Customer Support Teams, Product Development Team and R&D (Research and Development) Team.

Timeline: Begin evaluation in Week 1 of Month 6.

Resources: Analytical tools, market reports.



7. Attachment

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