SAVING A CANADIAN ICON
- BLACKBERRY

Strategy Document

Submitted by Group 6 –

Zewei Yan	A00429842
Rishab Gupta	A00429019
Ravneet Singh Oberoi	A00426623
Ashwin Sivaraman	A00426488

Contents

Executive Summary

Blackberry is a Canadian-based company that was once a market leader in mobility solutions. However, its products have faced significant challenges from the leading industry players like Samsung, Sony, and Apple among many others.

The company with their strong reputation of ambient security has decided to offer the military organizations and military personnel with mobility solutions that can be very competitive in the market. The success of this ambitious strategy would remain a major area of interest for the company. Various informing elements like the risks, challenges, and opportunities surrounding the new strategy are the key factors focused on in this report. This report talks about the new strategy and the leadership development plan that would guarantee the long-term success of Blackberry, allowing it to embrace its key strengths, and meet market needs of this niche segment. The risks factors and the opportunities are also discussed in the report.

Strategy Statement

For several decades, Blackberry has led the mobile industry in security. Blackberry will now leverage its core strengths to expand into a critical market. The new service will address secure gaps and vulnerabilities that may exist with current military software as hardware services. Blackberry is recognized worldwide for the integrity and security of its software, often the providers of choice for many Governments.

Mission Statement

Create a seamless Blackberry ecosystem that allows for enhanced compatibility of various devices used in the military. Blackberry will achieve this by continuously innovating new approaches for mobile security to uniquely protect the 3 C's of data – content, credentials and configurations. In an environment where lives are often at stake, it's imperative that the technology can reliably safeguard the sensitive communications, personnel and mission critical systems for the military.

Plan

Element I - Create Sense of Urgency
In order to bring the development of the new military forward, leadership needs to create a sense of urgency with the project team. A diverse group has been brought together to understand the requirements of various countries militaries. By identifying gaps in current market offerings, the team will explore current capabilities of Blackberry, its competitors and plot a product path that could offer a unique service to militaries.

Element II- Build and Evolve a guiding coalition
A diverse group of employees, with varying roles, skills, experiences and tenure will be the driving force behind the new product development. With a broad effort by key leaders in the

company, employees with the most passion, creativity and drive will be brought into the new strategic team as full-time participants or brought is as consultants to offer perspective and a sounding board. Their involvement in the beginning will ensure they feel connected with the new product shift at Blackberry. This team spends time ensuring they fully understand the new product that needs to be created.

Element III: Form a change vision and strategic initiatives

With an idea in place and underdevelopment, the team leading the new military product development will gain full support from the executive team. This team evolves to work cohesively as a network and continue to evolve and adapt their way of developing a new product. They are encouraged to break from traditional approaches, such as waterfall, and take on more agile development to this new initiative. With involvement from all departments, the team begins to see how a cohesive group can more quickly advancement development but working together.

Element IV: Enlist a volunteer army

A list of supportive staff who would embrace the project to build the new product and service is created. This list would include those from the current team as well as those not involved in the military project. With a list of individuals from across the organization, regardless of job level or seniority, together they will make a place to influence detractors to become supporters for the initiative.

Element V: Enable action by removing barriers

With the support of the executive team and key leaders, the project team will have continued support to access appropriate resources, infrastructure and other non-tangible elements to help the project team, but also to provide tools to expand thinking across the organization, the comeback of Blackberry.

Element VI: Generate and celebrate short terms wins

As the team continues to build out the new product, the leaders of the new military product development must keep the team engaged. Their hard work and small advancements should be supported with tangible and intangible recognition. This will ensure the team is motivated to keep working towards the launch of the new product. It is also critical that leadership at Blackberry recognize other teams in the organization may feel undervalued if they see and hear strong support for the team working on the new military product. It is key to maintain a happy workforce, regardless of involvement in day-to-day operations or new strategic initiatives.

Element VII: Sustain acceleration

As the project team nears the launch of a new product, pressure must be kept on the team to continue to finalize the product development. As the launch date nears and significant effort is placed on addressing any outstanding defects, the team must fully understand the impact of their final efforts on perfecting the product.

Element VIII: Institute change

A new product has been developed and launched by Blackberry. With it has come an agile working team that can continue to evolve there diverse working group to serve as a DevOps team. As the team's skills grow, individuals can be moved into other teams across the company to transfer these skills, embedding a new level of engagement across other Blackberry teams.

SWOT Analysis

Strengths	Weaknesses
• Blackberry is competitive in security and has a formidable leadership team, with a diverse range of skills • The security features inherent in the devices are unmatched by any other mobile makers • It's rugged and tough devices are fit-for-purpose in the rough environments making it an ideal phone for the military • Focused approach on satisfying the needs of the narrow segment of customers	• Finding connections with the military organizations. • Understand the technology and security gaps in the organizations. • Owing to the downfall of the company, it may be difficult to set up the market again.
Opportunities	**Threats**
• All the competitors are focused towards the better user experience. This is a chance for blackberry to leverage this opportunity to exploit its competitive security and serve the government with its innovation. • Blackberry's past reputation with the government would help the company rise quickly in the market again.	• Blackberry will have to keep up with the rapid technological changes. • Military officials renew their contracts with suppliers every few years. • Being highly dependent on the military contracts, a loss of contract from one organization will result in substantially lower sales.

Industrial Analysis

The global rugged equipment market is expected to grow at a CAGR of close to 3% during the period 2019-2022, according to a new market research study by Technavio. The major market driver for the same is a global increase in military expenditure which is what the organization plans on capitalizing on by entering the global rugged equipment market.

According to a senior analyst at Technavio for embedded systems research, "The US usually has the highest military expenditure, and the country increased its military spending by 22% in 2016. This amounts to 36% of the global total and over three times the amount spent by second-placed China. Russia increased its outlay by nearly 6%, placing it in the third position in the global military expenditure. India moved from seventh place to fifth place in the largest military spending countries list after its largest annual spending increase since 2009."

Competitive Analysis

Security is a key concern, and among the top requirements of a mobile device for aerospace and defense applications. Several technology firms, including hardware and software vendors, are innovating to infuse mobile devices with enhanced security to meet current and future needs. Android is the most diffused OS, plus it is open source. Therefore, it is reasonable to state that, in terms of potential known hacks, Android is the least secure. Unfortunately, the operating system of choice for most manufacturers of rugged equipment devices is Android. Apple is not invulnerable to malware and is heavily dependent on Apple security practice. Also, while Apple products are generally priced higher than the Android, they don't guarantee 100% security and are still vulnerable to malware and hacking.

Smartphone security depends not only on the phones, but also on the mobile device management (MDM) technology installed on company servers, that controls and manages device security. Blackberry also tightly controls devices and apps. Moreover, it is built for MDM, making it easier for a company to manage and protect its devices. Blackberry is designed to provide industrial-strength enterprise security which can be extended to military application where security is a priority.

Marketing Plan

Using strategic relationships builds and full-scale pilots, Blackberry would target certain renowned military organizations to have their mobile phones being used free of cost. Once certain military organizations are hooked, their potential to reach other military organizations would lead the rest of the way into the profitability. Owing to the fact that the organization is dealing with projects that could greatly improve national security, Blackberry could solicit funding and other privileges from the government in order to help finance its new ventures.

Operations Plan

1. There exists a high demand for high performing, rugged and durable devices that can be used in the military. Devices that are also compatible with night-vision and other military-grade applications to help keep troops safe and in constant communication on the battlefield, as well as designed to provide easy access to vital storage components, so they can be quickly removed in instances where time is of the essence and protecting critical data is high priority. Features such as touchscreens that support the use of gloves, extreme environment durability, superhydrophobic nanotech coating for water resistance etc. are key factors that will be focused on.
2. Hire a set of skilled developers who will solely develop military/tactical applications that are exclusive only to military edition blackberry devices.
3. Enter the Internet of Things realm with a focus on military applications. Examples include:

- Logistics: To track supplies and equipment from source to destination
- Smart bases: Incorporate IoT sensors in military bases. E.g.: automated security screening, smart management of resources
- Data warfare: By collecting data from a wide range of military platforms like aircrafts, weapon systems etc. the military can increase the effectiveness of their intelligence, surveillance and reconnaissance systems.

References

- Jurevicius, O. (2019). BlackBerry SWOT analysis 2013. [online] Strategic Management Insight. Available at: https://www.strategicmanagementinsight.com/swot-analyses/blackberry-swot-analysis.html
- RE Factor Tactical. (2019). Top Military Apps | RE Factor Tactical. [online] Available at: https://blog.refactortactical.com/blog/top-militarytactical-apps/
- Military Aerospace. (2019). *Rugged and Reliable mobile devices*. [online] Available at: https://www.militaryaerospace.com/articles/print/volume-25/issue-7/technology-focus/rugged-and-reliable-mobile-devices.html
- analysis, B. (2019). *GRIN - Blackberry's new business strategy. An analysis*. [online] Grin.com. Available at: https://www.grin.com/document/358908