

Microsoft Board of Directors

Chair:
Eileen Siow

Vice Chairs:
Nick Nasirpour
Niketan Valapakam



Dear delegates,

NOVEMBER 10-13, 2016 | MONTRÉAL, QUÉBEC



Microsoft Board of Directors

Dear delegates,

Welcome to the Microsoft Board of Directors! On behalf of my fellow dais members, I am pleased to welcome you all to SSUNS 2016, as well as to the lovely city of Montréal, should you be travelling to join us.

My name is Eileen Siow, and I am excited to serve as part of your dais for this session. In addition to being a MUN aficionado with a serious problem in TV binge-watching, I am currently pursuing a degree in Political Science and Psychology. I am joined by:

Our resident IT/Tech junkie, Nick is currently enjoying his fourth year at McGill in pursuit of a Bachelor of Science in Software Engineering. Born in Vancouver BC but raised in San Diego, California, Nick ultimately chose to complete his education in Montréal because of its great weather and amazing poutine.

Our numbers man, Niketan, studying Finance and Information Systems at McGill. He is a 'Die Hard' movie enthusiast and enjoys any topic of conversation, so feel free to test that out when you approach him.

Please feel free to contact us with any questions or concerns both before and throughout the conference. Ultimately, we are here to facilitate your conference experience, so please don't be shy!

As a member of Microsoft's board of directors, you have each been called to discuss three main issues for the upcoming fiscal year: the strategic placement of the corporation, the company's commitment to the mobile sphere, the future of and the recent acquisition of LinkedIn. Though Microsoft has remarkable brand recognition and



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continues to succeed in specific departments, its weaknesses are just as apparent.

Accordingly, the board must critically evaluate and create avenues of success lest

Microsoft meet an unsuccessful fate.

While we will be following through with traditional draft resolutions for the first topic, the latter two will enjoy more creativity and freedom in the form of short business pitches. Delegates are asked not to prepare anything specific for these pitches beforehand, but are highly encouraged to come well-armed in terms of ideas and research to further enrich the discussion.

We look forward to meeting and working with you all in November!

Best regards,

Eileen Siow



Topic 1: Strategic Placement

Introduction

Microsoft, one of the world's most ubiquitous tech giants, is currently at a crossroads. With stagnating or declining market share in virtually every existing sector^{1 2 3 4}, the once-dominant titan must prove to the world it can continue to develop products with the potential to attract the droves of consumers once loyal to the iconic brand. On the bright side, at the current day, its stock (MSFT) has essentially rebounded from the financial crisis of 2009⁵ and is back at the level it was when Windows was the operating systems of 97% of all computing devices, back at the turn of the millennium⁶. With loaded coffers, a large R&D budget, billions of potential customers worldwide, and the infrastructure and distribution chains to reach every corner of the planet, Microsoft's has the potential to rise to the top once again. It must simply make the right decisions. As members of the board of directors, it is your job to make sure that it does that.

¹ Bowden, Zac. "PC Market Share Sees Biggest Decline in History amidst Windows 10 Release." Web log post. *WinBeta*. N.p., 13 Jan. 2016. Web. 28 Aug. 2016.

² Warren, Tom. "Windows Phone market share sinks below 1 percent." Web log post. *WinBeta*. N.p., 23 May 2016. Web. 28 Aug. 2016

³ Dilger, Daniel Eran. "Despite 9% Growth, Microsoft Surface Sales Remain Stuck at around 1M Units." Web log post. *AppleInsider*. N.p., 19 July 2016. Web. 28 Aug. 2016.

⁴ Pearson, Dan. "Gaming revenues down 9% at Microsoft as hardware sales slow." Web log post. *Gamesindustry.biz*. N.p., 25 July 2016. Web. 28 Aug. 2016.

⁵ "MSFT: Summary for Microsoft Corporation -." *Yahoo! Finance*. N.p., n.d. Web. 5 Sept. 2016.

⁶ Gralla, Preston. "Microsoft CEO Nadella: Windows Is Over, the Future Is Mobile and the Cloud." Web log post. *Computerworld*. N.p., 10 July 2014. Web. 5 Sept. 2016



This discussion on Microsoft's strategic placement will begin directly after the removal of Steve Ballmer in February of 2014 after his tumultuous fourteen-year reign. Widely viewed as one of the least successful CEOs of all-time, Microsoft's previously stellar reputation crumbled under his leadership. A series of poor acquisitions, failures to capitalize on emerging markets, and a workplace environment that added to poor company culture lead Microsoft into its current laggard position⁷.

Company Overview by Division:

After the Ballmer era came to an end in early 2014, Microsoft was quick to rebrand itself as a "productivity and platform company for the mobile-first and cloud-first world" under the leadership of its new CEO Satya Nadella. From a consumer perspective, this was seen as an attempt to seemingly distance itself from its bread and butter PC software⁸. Microsoft denies this, adding that it sees itself as a company that can also compete against other giants in the tablet, smartphone, and cloud services industries. Some of its key products in these markets include the Surface Pro line-up, Windows Phone OS (now known in its latest iteration as Windows 10 Mobile), and Microsoft Azure – the company's cloud computing platform. However, each one faces fierce competition: the Surface Pro with Apple's iPad⁹, Windows Phone OS. with Apple and Alphabet's (previously known as

⁷n Hartung, Adam. "Oops! Five CEOs Who Should Have Already Been Fired (Cisco, GE, WalMart, Sears, Microsoft)." Web log post. *Forbes*. N.p., 12 May 2012. Web. 3 Sept. 2016.

⁸ Gralla, Preston. "Microsoft CEO Nadella: Windows Is Over, the Future Is Mobile and the Cloud." Web log post. *Computerworld*. N.p., 10 July 2014. Web. 5 Sept. 2016.

⁹ Shanklin, Will. "iPad Pro 9.7 vs. Microsoft Surface Pro 4." Web log post. *New Atlas*. N.p., 29 Apr. 2016. Web. 3 Sept. 2016.

Google) iOS and Android operating systems¹⁰, and Microsoft Azure with Amazon's AWS (Amazon Web Services)¹¹. The Surface Pro hasn't ever been able to crack a significant portion of the total tablet market share, save for the first quarter of 2013 (Figure 1).

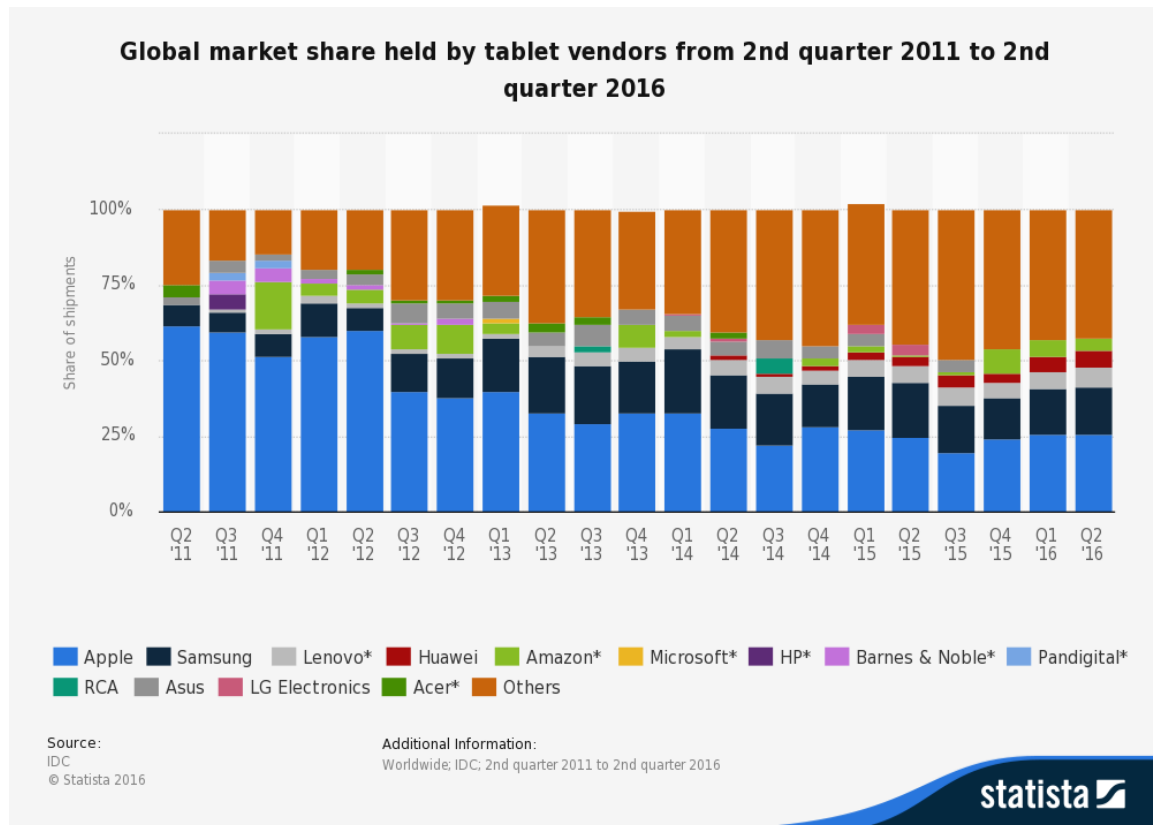


Figure 1: Global Market share held by tablet vendors from 2nd quarter 2011 to 2nd quarter 2016.

¹⁰ Thomas, Simon. "Windows Phone vs Android." 3G. N.p., 18 Jan. 2016. Web. 5 Sept. 2016.

¹¹ Finnegan, Matthew. "Microsoft Azure vs Amazon AWS: Which Cloud Is Best for the Enterprise?" Web log post. *ComputerworldUK*. N.p., 19 Jan. 2016. Web. 4 Sept. 2016.

Windows Mobile held steady between one and four percent of total smartphone shipments worldwide from the first quarter (Q1) of 2011 until Q1 of 2016, where its share fell below 1% for the first time (Figure 2).

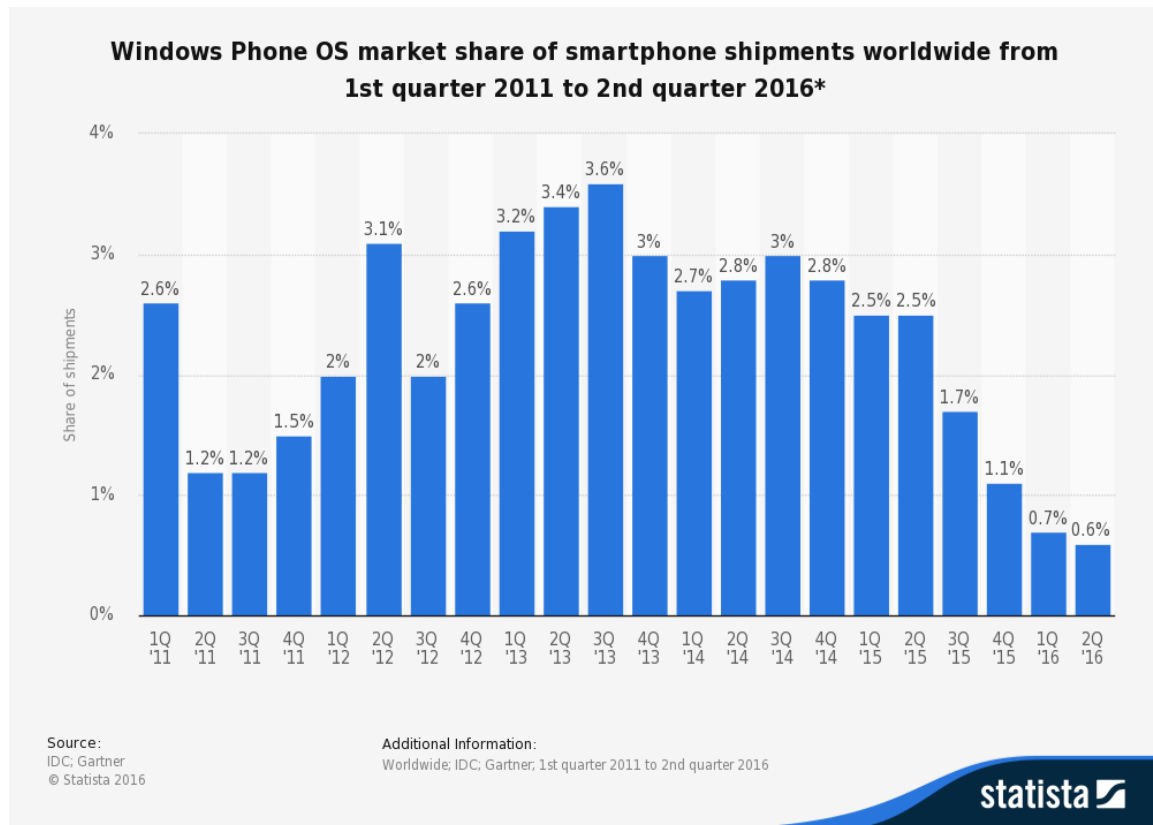


Figure 2: Windows Phone OS market share of smartphone shipments worldwide from 1st quarter 2011 to 2nd quarter 2016

Microsoft's cloud services, headlined by Azure, are a rare bright spot for the company. In its 2015 Q4 earnings report, Microsoft declared that its server products and

cloud services revenue grew 3%, driven by a 127% uptick in Microsoft Azure revenue¹².

It is not possible to distinguish how much of the \$5.1 billion Microsoft took in from the server part of its cloud division (which had revenues of \$8B in Q4 2015) is derived from Azure sales, as commercial cloud revenue is grouped together.

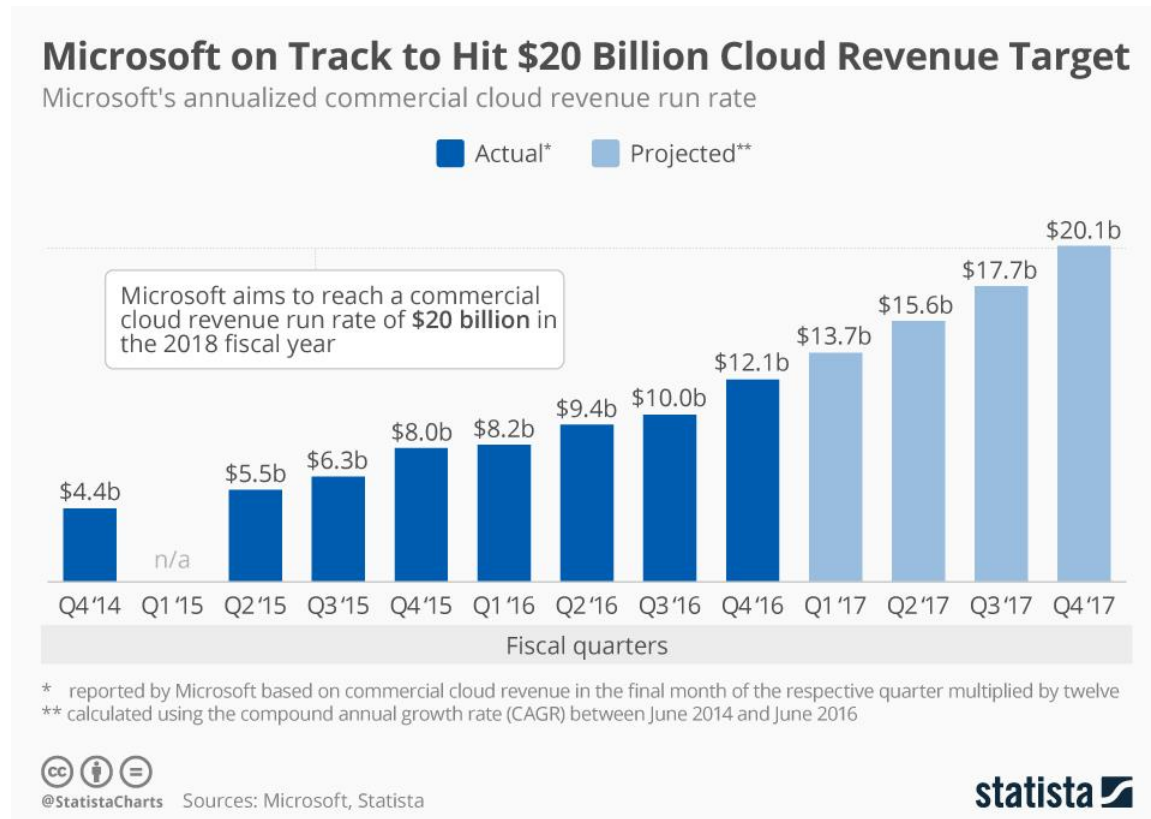


Figure 3: Microsoft's annualized commercial cloud revenue run rate

It is furthermore not possible to tell if Azure is even profitable at this point in time.

However, for comparison's sake, Amazon's AWS grew 69% between Q4 2014 and Q4

¹² Rosoff, Matt. "Microsoft Is Growing Its Cloud Revenue Faster than Amazon." Web log post. *Business Insider*. N.p., 28 Jan. 2016. Web. 3 Sept. 2016.

2015, grossing \$2.41 billion in revenue and tripling profits in that period from \$240 million to \$687 million¹³. It is thus clear that this is a rapidly growing and profitable sector, and Microsoft is clearly poised for strong growth (Figure 3).

Microsoft already has a strong lead over the competition in the commercial services and products industries, which accounts for over half of the company's revenue. Commercial licensing (volume licensing editions of Windows, Office for Business, and Windows Server products, etc.) alone accounts for just under half of total revenue. Another 13% of total revenue is accounted for by other enterprise services (Azure, Commercial Editions of Office 365, etc.)¹⁴.

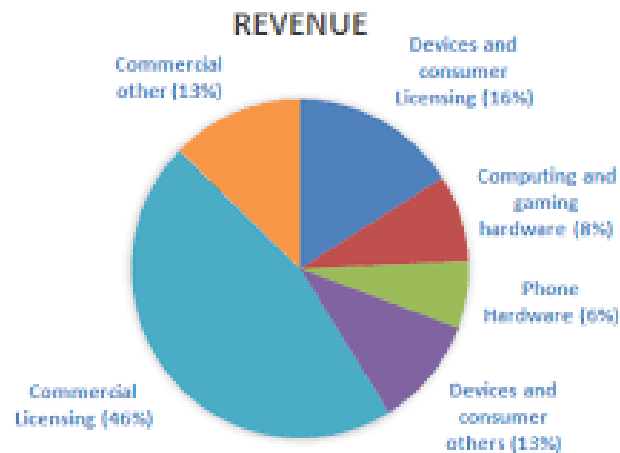


Figure 4: Microsoft 2015 Revenue Analysis. Source: Annual Report 2015 [1]

¹³ Rosoff, Matt. "Microsoft Is Growing Its Cloud Revenue Faster than Amazon." Web log post. *Business Insider*. N.p., 28 Jan. 2016. Web. 3 Sept. 2016.

¹⁴ "Annual Report 2015." *Microsoft*. N.p., 31 July 2015. Web. 3 Sept. 2016.

Although Microsoft competes with companies like Alphabet and Apple in the consumer world as well, in its current state it can most accurately be described as an enterprise technology company that also dabbles with consumer goods, such as the Xbox, Windows phones, PCs, the Surface, etc., which all make up less significant portions of Microsoft's

total revenue (see Figure 6) 15

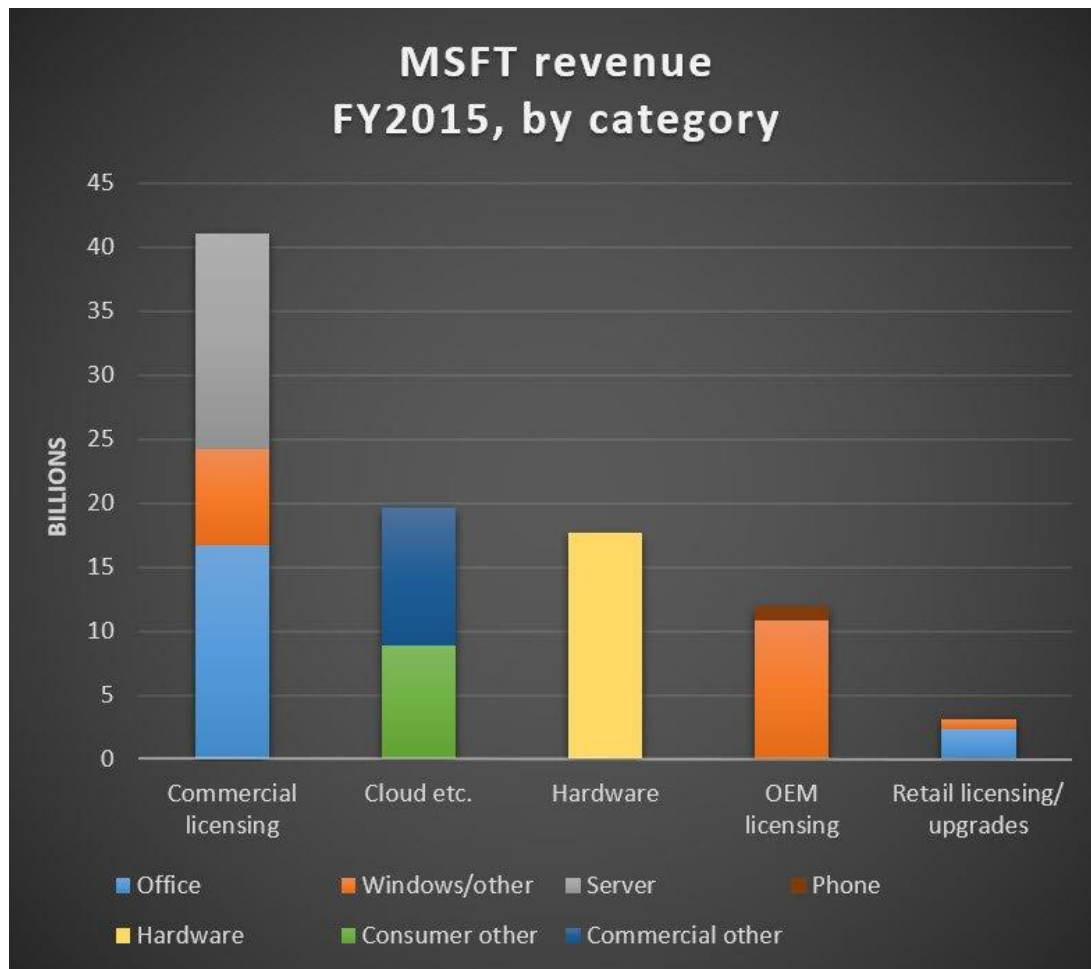


Figure 5: Microsoft revenue FY2015 Analysis, by category. Source: Microsoft Annual Report 2015, ZDNet

¹⁵ Yarow, Jay. "Here's The Only Thing Satya Nadella Needs To Realize About Microsoft." *Business Insider*. N.p., 04 Feb. 2014. Web. 10 Sept. 2016.



Conclusion

In order to make a decision on which direction will be best for Microsoft's future, it is crucial to keep in mind the key differences between the consumer and enterprise spheres. The consumer world includes every individual person on the planet, whereas the enterprise world incorporates whole businesses and organizations focused around a common, often complicated, objective that requires tools to organize and manage personnel¹⁶. With the enterprise market being smaller and more focused than that of the consumer's, Microsoft must decide whether or not to continue and grow with this established and profitable strategy or attempt to enter and re-establish its foothold amongst the consumer, which would potentially be a high-risk, high-reward venture that could turn around Microsoft's revenue, which, it is important to note, fell from \$93.6 billion to \$85.3 billion between 2015 and 2016¹⁷. This, along with whether to invest in emerging fields such as augmented reality and artificial intelligence, is the central question the Board of Directors will have to face.

Questions to Consider:

- **Which division should Microsoft be investing its resources in?**
- **Should Microsoft focus more on the consumer side or the enterprise side of its business?**
- **How can Microsoft stem the decline in revenues coming from Windows 10 licensing?**

¹⁶ Marks, Oliver. "The Difference between Consumer & Enterprise Software." *ZDNet*. N.p., 27 Oct. 2011. Web. 10 Sept. 2016.

¹⁷ "FY16 Q4 - Press Releases - Investor Relations." *Microsoft*. N.p., 19 July 2016. Web. 10 Sept. 2016.



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Topic 2: Microsoft's Commitment to the Mobile Space

Introduction

Despite producing ubiquitous and quality products for decades, Microsoft has faced a host of struggles in their mobile portfolio. A latecomer to the mobile revolution, their devices currently occupy only a small fraction of the market¹⁸. The company has been scarred by the development and subsequent failure of the Pocket PC, Windows Mobile, and Windows Phone – lessons from which the Board of Directors must learn from as they critically evaluate and determine the best course of action to reaffirm the brand's commitment to the mobile space.

History

Pocket PC – a Windows Mobile Classic Device

Launched in April 2000, Microsoft's entry into the mobile sphere began with the release of the Pocket PC (PPC), and the Pocket PC Phone. Both ran on Windows CE OS, the main difference being that the Phone had built-in wireless connectivity through external carriers such as T-Mobile¹⁹. As has become standard, both iterations included a host of basic applications designed to have the features and aesthetics of pre-existing desktop

¹⁸ "Microsoft Support Lifecycle." Microsoft. January 12, 2016.
<https://support.microsoft.com/enus/lifecycle/search?sort=PN&alpha=Windows+Mobile+2003&Filter=FilterNO&forceorigin=esmc>.

¹⁹ Segan, Sascha. "Windows Mobile 6.1." PCMag. March 31, 2008.
<http://www.pcmag.com/article2/0,2817,2280402,00.asp>.



versions of Windows. The PPCs serves the stepping stones between personal digital assistants (PDAs) and modern smartphones as we know them.

Windows Mobile 2003

In 2003, Windows Mobile was introduced as its own operating system – powering all Pocket PC devices, and eventually, the devices of other brands. Four editions were released²⁰:

- *Windows Mobile 2003 for Pocket PC Premium Edition*
- *Windows Mobile 2003 for Pocket PC Professional Edition*
- *Windows Mobile 2003 for Smartphone*
- *Windows Mobile 2003 for Pocket PC Phone Edition*

Although only the last edition was specially designed to host phone capabilities, Microsoft made good use of wireless technology and allowed for file beaming, headset and keyboard support. While the increased support and stability were applauded, the general consumer consensus claimed that though Microsoft took a small step in the right direction, there was still room for improvement^{21 22}.

Windows Mobile 5

Launched May 2005, Windows Mobile 5 was the first version of the OS to allow users to connect to an Exchange server and allow for push notifications (a critical tool for

²⁰ Gohring, Nancy. “New Windows Mobile UI Represents Big Change.” PCWorld from IDG. February 16, 2009. <http://www.pcmag.com/article2/0,2817,2280402,00.asp>.

²¹ Ibid.

²² Bright, Peter. “Windows Mobile 6.5 UI a big improvement; more work needed.” arsTechnica. February 16, 2009. <http://www.pcmag.com/article2/0,2817,2280402,00.asp>.



enterprise users). Other features, such as battery-saving capabilities, Bluetooth, media and video support, were added or enhanced,²³ in addition to a Microsoft Office Mobile bundle that included Word, PowerPoint and Excel – further catering to commercial clients.

Windows Mobile 6, 6.1 and 6.5

Windows Mobile 6 was released in February 2007 with three different versions: *Windows Mobile Standard* for phones without touchscreens, *Windows Mobile 6 Professional* for Pocket PCs with phone functionality, and *Windows Mobile 6 Classic* for Pocket PCs without cellular radios. Building on the features and functionality of Windows Mobile 5.0, the newest iteration focused on “advanced mobile communications, increased mobile productivity and integrated mobile business performance with a consistent and familiar Microsoft”²⁴. In April 2008, Windows Mobile 6.1 was released, with updates including but not limited to bandwidth optimization, a revamped, more user-friendly interface, on-device encryption etc.²⁵, all of which received generally positive reviews^{26 27}.

²³ Dolcourt, Jessica. “Windows Mobile 6.5: Everything you need to know.” Cnet. <http://www.pcmag.com/article2/0,2817,2280402,00.asp>.

²⁴ Grabham, Dan. “Hands on: Windows Mobile 6.5 review.” Techradar. September 15, 2009. <http://www.pcmag.com/article2/0,2817,2280402,00.asp>.

²⁵ Ziegler, Chris. “Windows Mobile 6.5 walkthrough with Engadget (now with video!).” Engadget. February 16, 2009. <https://www.engadget.com/2009/02/16/windows-mobile-6-5-walkthrough-with-engadget/>.

²⁶ Kolakowski, Nicholas. “Microsoft Explains Windows Phone Lack of Compatibility.” eWeek. March 15, 2010. <http://www.eweek.com/c/a/Mobile-and-Wireless/Microsoft-Explains-Windows-Phone-7-Lack-of-Compatibility-588900>.

²⁷ McCracken, Harry. “Starting Over: the Windows Phone 7 Review.” PCWorld from IDG. October 22, 2010. http://www.pcworld.com/article/208436/Starting_Over_The_Windows_Phone_7_Review.html.



Faithful Microsoft users were initially excited for the upcoming 6.5 update, especially given the leaks/announcements of a new (and more touch-friendly) user interface, application support and updates on both internet and backup services²⁸. Though the Windows Phone 7 was slotted to arrive soon after, several unexpected delays incited Microsoft to release this update in the interim, in February 2009. Windows Mobile Group Project Manager Scott Rockfeld stated that phones running on 6.1 could be upgraded to the new 6.5 version, but the onus was ultimately up to the device manufacturer to release it. Unfortunately, many vendors ultimately chose to launch new phones with the new software as opposed to allowing it to be preloaded onto existing/purchased hardware²⁹. Like its predecessors, the update was a step in the right direction, but consumers were quickly becoming increasingly frustrated with these incremental updates baby steps, and became hungry for more radical change³⁰.

²⁸ Topolsky, Joshua. "Windows Phone 7 Review." Engadget. October 20, 2010. <https://www.engadget.com/2010/10/20/windows-phone-7-review/>.

²⁹ Buchanan, Matt. "Windows Phone 7 Review: Ladies and Gentleman, We Have Ourselves a Race." Gizmodo. October 20, 2010. <http://gizmodo.com/5668738/windows-phone-7-review>.

³⁰ Cha, Bonnie. "Multiasking, IE9 coming to Windows Phone". Cnet. February 14, 2011. <http://www.cnet.com/news/multitasking-ie9-coming-to-windows-phone/>.

Discontinuation of Windows Mobile, Introducing the Windows Phone 7 and 7.5

Microsoft launched Windows Phone 7, a new name for a new aesthetic of the new and improved version of their operating system, in an effort to shift to target the consumer market as opposed to their previously enterprise user base. HTC and Samsung were the first original equipment manufacturers (OEMs) makers to release Windows Phone 7 devices, with Nokia



Figure 6: Windows Mobile 6 and Windows Phone 7 (left and right, respectively)

and others releasing devices shortly thereafter. While the new OS promised improved integration with existing Microsoft products (Windows Live, Zune, Xbox and a new modern Metro user interface, users on Windows Mobile 6.5 had to purchase a new phone altogether if they wished to try it out – with the lack of backwards-compatibility attributed to “an incredibly accelerated timeframe”³¹. While initial reviews raved over the new interface and excellent integration of pre-existing Microsoft products, there were still many concerned in regards to stability, the lack of multitasking functionality, and the dearth of applications³².

An update to the OS was released in September 2011 – Windows Phone 7.5 – which addressed many of the issues outlined previously: including the long-awaited cut-and-paste

³¹ Segan, Sascha. “Microsoft Windows Phone 7.5 ‘Mango’.” PCmag. September 27, 2011. <http://www.pcmag.com/article2/0,2817,2387131,00.asp>.

³² “Ready, set, mango: Windows Phone 7.5 review.” GSMarena. October 7, 2011. http://www.gsmarena.com/windows_phone_7_5-review-655.php.



functionality, and bug fixes and performance improvements. A second update brought about more substantial updates, including but not limited to third-party multitasking, improves support for Internet Explorer 9, cloud storage for Office documents, and Twitter integration³³. Despite garnering better reviews than the previous mid-product cycle update – Windows Mobile 6.5 – the general consensus amongst consumers was that though Windows Phone 7.5 fixed many issues of its immediate predecessor, it still wasn't as cutting-edge market leader³⁴, but given that the OS was only a year old at the time, it received generally positive reviews³⁵.

Windows Phone 8, 7.8 and 8.1

Released in October 2012, the second version of Windows Phone OS – Windows Phone 8 – improved upon its predecessor's success with a more user-friendly interface, increased support and stability, as well as excellent integration of Microsoft services. Generally favourable reviews were the norm, the main downside mentioned being the smaller app selection in the Windows Phone Store, especially in comparison with iOS and Android³⁶. Despite this drawback, critics and consumers alike began to recognize the

³³ Branscombe, Mary. "Windows Phone 7.5 Mango review." Techradar. October 4, 2011. <http://www.techradar.com/reviews/pc-mac/software/operating-systems/windows-phone-7-5-mango-1031171/review>.

³⁴ Molen, Brad. "Windows Phone 8 review." Engadget. October 29, 2012. <https://www.engadget.com/2012/10/29/windows-phone-8-review/>.

³⁵ "Str8 up: Windows Phone 8 review." GSMarena. October 29, 2012. http://www.gsmarena.com/windows_phone_8-review-839.php.

³⁶ Molen, Brad. "Windows Phone 8 review." Engadget. October 29, 2012. <https://www.engadget.com/2012/10/29/windows-phone-8-review/>.



Windows Phone as a viable competitor to its iOS and Android counterparts³⁷. As a result, the Windows Phone 8 overtook Blackberry OS as the third most popular smartphone operating system in the first quarter of 2013 – increasing market share by 2% to 3.2% according to the International Data Corporation³⁸.

As Windows Phone 8 had – again – no backwards-compatibility due to hardware restrictions, an OS update called Windows Phone 7.8 was released for Windows Phone 7 devices, with features including the Windows Phone 8 start screen, as well as more customization and themes than previously available³⁹. Fortunately for consumers, the 7.8 update was not operator-specific and was released directly from Microsoft to users.

Windows Phone 8.1 succeeded Windows Phone 8 and became publically available in July 2014, both on new devices for purchase as well as via upgrades on phones already running on 8.0. The most notable features included Cortana, a personal virtual assistant (similar to Google Now and Siri) and – finally – a notification centre^{40 41}. While 8.0 began changing consumer's perceptions of Windows Phones, the update was successful in adding

³⁷ “Str8 up: Windows Phone 8 review.” GSMarena. October 29, 2012.

http://www.gsmarena.com/windows_phone_8-review-839.php.

³⁸ Latif, Lawrence. “IDC figures put Windows Phone shipments ahead of Blackberry.” The Inquirer. May 16, 2013. <http://www.theinquirer.net/inquirer/news/2268684/idc-figures-put-windows-phone-shipments-ahead-of-blackberry>.

³⁹ Miles, Stuart. “What’s new in Windows Phone 7.8?” Pocket-lint. June 26, 2012. <http://www.pocket-lint.com/news/116025-windows-phone-7-8-new-features>.

⁴⁰ Flores, Marc. “Windows Phone 8.1 review.” Techradar. November 20, 2014. <http://www.techradar.com/reviews/phones/windows-phone-8-1-1239375/review>.

⁴¹ Mitroff, Sarah. “Windows Phone 8.1 Review.” Cnet. April 14, 2014. <http://www.cnet.com/products/windows-phone-8-1/review/>.



overdue features⁴², but little else; existing customers began abandoning what they saw to be a sinking ship⁴³, a fact reflected in both sales and market shares alike, according to figures from Kantar Worldpanel ComTech⁴⁴.

Windows 10 Mobile

Despite being the successor of Windows Phone 8.1 and the Windows Phone product line, the most recent iteration of Microsoft's venture into the mobile sphere is marketed under the Windows 10 umbrella⁴⁵, in order to better communicate unification of Windows PC, Windows Phone, and Xbox OSs into "one converged operating system"⁴⁶. To combat the application gap (as outlined further below in "the Death of the Windows Phone" section), Windows 10 Mobile boasts of a Universal Windows Platform, allowing developers to develop apps for mobile, and PC devices – stripping down the tedious process they previously endured to adjust their apps for a variety of Microsoft products^{47 48}.

⁴² Newman, Jared. "30 Days with Windows Phone 8.1" Time Magazine. June 24, 2014. <http://time.com/2918694/windows-phone-8-1-review-2>.

⁴³ Warren, Tom. "I've Given up on Windows Phone." The Verge. December 11, 2014. <http://www.theverge.com/2014/12/11/7377021/ive-given-up-on-windows-phone>.

⁴⁴ Tung, Liam. "Windows Phone sales are hitting new highs – but market share falls in Europe." Zdnet. October 29, 2014. <http://www.zdnet.com/article/windows-phone-sales-are-hitting-new-highs-but-market-share-falls-in-europe/>.

⁴⁵ Beavis, Gareth. "Windows Phone just died." Techradar. January 21, 2015. <http://www.techradar.com/news/phone-and-communications/mobile-phones/windows-phone-just-died-1281562>.

⁴⁶ Anthony, Sebastian. "Microsoft will unify Windows, Windows Phone, and Xbox into 'one unified operating system'." ExtremeTech. <http://www.extremetech.com/gaming/186745-microsoft-will-unify-windows-windows-phone-and-xbox-into-one-converged-operating-system>

⁴⁷ The next chapter of Office on Windows." Microsoft Office Blogs. February 4, 2015. <https://blogs.office.com/2015/02/04/next-chapter-office-windows/>.

⁴⁸ Lowensohn, Josh. "Microsoft previews universal apps for Windows 10 PCs, tablets, and phones." The Verge. January 21, 2015.



Despite generally favourable reviews highlighting again the user-interface and integration of Microsoft products and services, it seems as though the Universal Windows Platform has yet to close the app gap that has plagued Microsoft for years^{49 50 51}.

Partnership and Acquisition of Nokia

In February 2011, Microsoft and Nokia signed a strategic partnership: in addition to Nokia's agreement to use Windows Phone OS on all their devices, the company would help Microsoft further develop it, and build devices at every price point to further develop a market for the OS. Nokia CEO Stephen Elop – who previously worked for Microsoft – and Microsoft CEO Steve Ballmer boldly claimed that this union would create a third mobile ecosystem, one that would disrupt and eventually surpass the others⁵². This partnership began at a time in which both formerly formidable tech-giants were lagging in their respective fields; Nokia, whose sales peaked during the first quarter of 2007 (with a sales figure of 106 million units worldwide)⁵³, had their top position steadily eroded by the

<http://www.theverge.com/2015/1/21/7866941/windows-previews-universal-apps-for-windows-10-pcs-tablets-and-phones>.

⁴⁹ Peckham, James. "Windows 10 Mobile Review." Techradar. February 2, 2016. <http://www.techradar.com/reviews/phones/mobile-phones/windows-10-mobile-1286717/review>.

⁵⁰ Stevenson, Alastair. "Windows 10 Mobile Review." TrustedReviews. December 3, 2015. <http://www.trustedreviews.com/windows-10-mobile-review>.

⁵¹ Hardawar, Devindra. "Microsoft Windows 10 review: the best of Windows 7 and 8." Engadget. July 28, 2015. <https://www.engadget.com/products/microsoft/windows/10/>.

⁵² Shankland, Stephen. "Nokia, Microsoft becoming Windows Phone bedfellows." Cnet. Februar 11, 2011. <http://www.cnet.com/news/nokia-microsoft-becoming-windows-phone-bedfellows/>

⁵³ Cooper, Daniel. "The collapse of Microsoft and Nokia's mobile business." Engadget. April 22, 2016. <https://www.engadget.com/2016/04/22/microsoft-mobile-timeline/>.

popularity of iOS and Android devices, just as Microsoft's multitude of issues (such as the app gap) continued to cripple their respective market shares.

The efforts of Elop and Ballmer did not flourish as they had hoped. For instance, although their first brainchild, the Nokia 800, received positive reviews from critics,



Figure 7: Stephen Elop and Steve Ballmer celebrating the joint venture between their two companies

consumers remained largely apathetic⁵⁴ – a response that became a trend in the subsequent iterations of their collaboration.

After the launch of the Lumia 800, Nokia released a series of phones under the Lumia line, first introduced in November 2011. Just as Microsoft had been playing a game of catch up to their competitors, so too did Nokia; shortly

after the release of the Lumia 710 and 800, Nokia quickly developed the 900 responding to carriers' requests for an LTE-enabled device. While initial sales were promising, those too dwindled⁵⁵. Similarly, the Lumia 610, which was developed as a low-end alternative to break into emerging markets, had success marginal at best⁵⁶. While later iterations were more successful (such as the Lumia 820, 920, 720, 520, 925, 1020) – surpassing

⁵⁴ Ibid.

⁵⁵ Cheng, Roger. "Just how well did Nokia's Lumia 900 do?" Cnet. June 13, 2012. <http://www.cnet.com/news/just-how-well-did-nokias-lumia-900-do/>.

⁵⁶ "Gartner Says Emerging markets Drove Worldwide Smartphone Sales to 15.5 Percent Growth in Third Quarter of 2015." Gartner. November 18, 2015. <http://www.gartner.com/newsroom/id/3169417>.



BlackBerry sales at one point⁵⁷, Nokia sustained operating losses of around €4.1 billion⁵⁸ within the two years after it signed its joint venture.

In September 2013, in an attempt to stop the company's bleeding, Microsoft formally acquired Nokia's mobile device business – consolidating the Lumia line to fall within the purview of their mobile division. New Lumia – now Microsoft Lumia – devices were released running Windows Phone 8, 8.1, and subsequently Windows 10 Mobile. Later on in 2015, Microsoft's mobile division was restructured and joined the Operating Systems Engineering Group to form the Windows and Devices Engineering Group, of which includes current hardware products such as the Microsoft Band, HoloLens, and Xbox⁵⁹.

The Death of the Windows Phone: Apps, Consumers, Developers

Consumer analysts and casual technology observers alike generally point to Apple for initiating the smartphone revolution; the advent of the App Store in 2008 allowed third-party developers to easily sell their own software whilst augmenting the capabilities of the iPhone itself, generating positive user experiences and subsequently leading to arguably

⁵⁷ Cheng, Robert. "Nokia on the edge: inside an icon's fight for survival." Cnet. December 18, 2012. <http://www.cnet.com/news/nokia-on-the-edge-inside-an-icons-fight-for-survival/>.

⁵⁸ Blandford, Rafe. "Nokia Q2 2013 results – Lumia sales up against mixed background." All About Symbian. July 18, 2013. http://www.allaboutsymbian.com/news/item/17956_Nokia_Q2_2013_results-Lumia_sa.php.

⁵⁹ Viswav, Pradeep. "Surface Chief Panos Panay Is Taking Over Engineering For All Of Premium Devices Including Lumia Windows Phone." MSPoweruser. July 21, 2015. <http://mspoweruser.com/surface-chief-panos-panay-is-taking-over-engineering-for-all-of-premium-devices-including-lumia-windows-phones>.



one of the best symbiotic relationships of the technology world⁶⁰. Consumers, for their part, were given the opportunity to select from thousands of applications to better personalize and enhance their devices – some developers in process earning tens of millions of dollars from these applications. The iPhone became a household name seemingly overnight.

Recognizing this emerging market for software, Microsoft jumped onto the app wagon and slowly began to introduce their well-known productivity tools – such as Microsoft Office and Outlook – onto other platforms, beginning in 2014. The company also started buying productivity application developers, such as Wunderlist, Sunrise and Accompli, integrating their features into its flagship software apps. This approach was commercially successful, but led to a plethora of complaints from Windows users as Microsoft often update and introduced new features to the iOS and Android apps well before introducing them to Windows Mobile.

Peter Hoddie, CEO of Kinoma, identifies Microsoft's causes of death as the following⁶¹: first, despite their great mobile operating system, Microsoft's built-in apps were uninspiring and set a very low bar for developers joining the platform. A second cause was the segmentation of the hardware ecosystem; as Windows Mobile operated on a variety of manufacturers' hardware, coding becomes increasingly difficult as developers had to account for different UI styles, buttons, and screen sizes, giving the standardized hardware

⁶⁰ Chen, Brian. "How Microsoft Blew It With Windows Mobile." Wired. November 17, 2009. <https://www.wired.com/2009/11/microsoft-windows-mobile>.

⁶¹ Chen, Brian. "How Microsoft Blew It With Windows Mobile." Wired. November 17, 2009. <https://www.wired.com/2009/11/microsoft-windows-mobile>.



and software of the Apple's App Store a huge advantage. Instead of coding several versions of one app for different Windows Mobile smartphones, developers can work on a single code that works with over 40 million iPhone and iPod Touch devices; this in turn leads to a larger share of apps in the App Store, enabling Apple's hardware to appeal to a broader consumer audience⁶². A final cause would be that Apple and Google had a 4-year head start on developing an application ecosystem, giving it an advantage that proved insurmountable.

Thus, it comes to no surprise that Microsoft's sales and market shares decreased as Apple's soars. According to research firm Gartner, Windows Mobile has lost almost a third of its smartphone market share since 2008⁶³. By mid-2016, its market shares reached an all-time low of 0.7%, despite a marked increase in worldwide smartphone sales⁶⁴.

Beyond the Lumia, Microsoft has relied on other phone makers to support the Windows Phone, but as the company currently controls over 95% of all Windows Phone sales with the aforementioned device line, and as it is likely other phone makers will continue to largely ignore the Windows Phone as they have done so in the past, the current outlook is bleak⁶⁵. With no plans of any further devices releases in 2016, both sales and market shares are predicted to continue their fall.

⁶² Ibid.

⁶³ "Gartner Says Worldwide Smartphone Sales Grew 3.9 Percent in First Quarter of 2016." Gartner. May 19, 2016. <http://www.gartner.com/newsroom/id/3323017>

⁶⁴ Ibid.

⁶⁵ Warren, Tom. "Windows Phone market share sinks below 1 percent." The Verge. May 23, 2016. <http://www.theverge.com/2016/5/23/11743594/microsoft-windows-phone-market-share-below-1-percent>.



The Next Generation of Windows Mobile

In an internal email to Microsoft executives and partners, Terry Myserson, Vice President of the Windows and Devices Group, has reaffirmed Microsoft's commitment to Windows 10 Mobile, through the development of next generation products from both internal and OEM partners⁶⁶. While there has been speculation as to the upcoming release of a "Surface Phone", the board of directors should note that this is only the beginning of a new Microsoft mobile strategy.

The Board should collaborate and work on game-changing plans to produce innovative hardware and software offerings alike that can transform the mobile industry and disrupt the current status quo. In place of traditional draft resolutions, delegates will be expected to prepare business pitches that exceed no longer than 10 minutes in regards to Microsoft's next steps. In addition to creativity, a special emphasis should be placed on feasibility and implementation.

Questions to Consider

- **With unending competition from iOS and Android devices, what is the best route for Microsoft to pursue for a more effective and successful mobile portfolio?**
- **Should Microsoft integrate its existing innovations (ex. Xbox, HoloLens) to resurrect and rejuvenate their mobile market? If so, how?**

⁶⁶ Rubino, Daniel. "Microsoft's Terry Myerson 'committed' to Windows 10 Mobile for 'many years'." Windows Central. April 26, 2016. ⁶⁶
<http://www.windowscentral.com/microsofts-committed-windows-10-mobile>.



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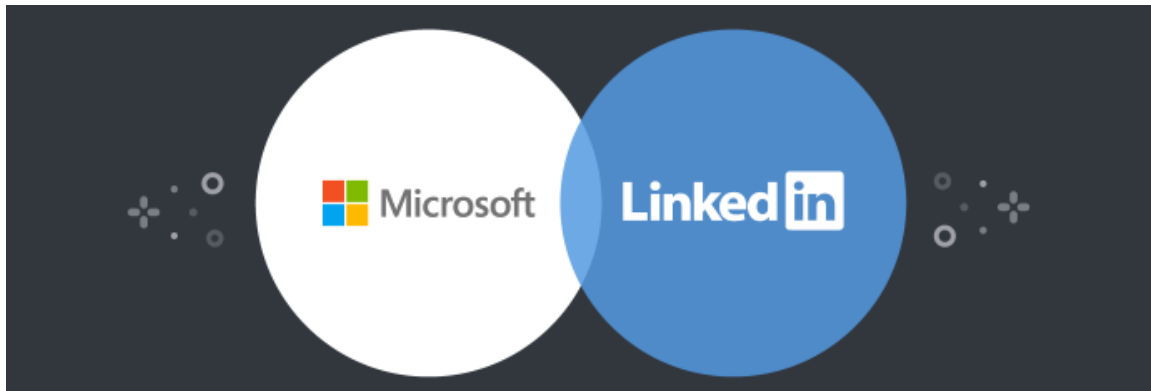
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Topic 3: LinkedIn Acquisition

Introduction to acquisition:



On June 13th 2016, Microsoft made the largest acquisition in its history when it acquired LinkedIn for \$26.2 billion. Under the terms of this acquisition, LinkedIn continues to run its operations as an independent entity, but reports to Microsoft's board of directors. Now that Microsoft has the world's leading professional network to complement its already existing enterprise-focused cloud services, there is a lot of anticipation as to the future integrated products that are to be rolled out.

Although many have criticized past acquisitions by the company, such as Nokia (2013) and Skype (2011), where business experts believe that Microsoft didn't successfully achieve the synergetic value additions that were expected (a synergy being when two or more companies when combined together, in this case LinkedIn and Microsoft, create a better value and performance as compared to if they were to run as individual entities). It is extremely important for Microsoft to roll out products/services that use LinkedIn's clout



in the enterprise markets to its utmost advantage, to carve out different revenue streams for the future of Microsoft and set a new innovation standard to disrupt industries.

LinkedIn – An Overview:

LinkedIn is an Internet platform company focused on connecting the world's professionals. Based in Mountain View, California, it was launched in 2003 and is the largest professional networking site in the world. The company also owns Lynda, a large online education website. It has a diversified business model with revenues driven from user subscriptions, advertising sales and software licensing. Their mission statement is: “To connect the world's professionals to make them more productive and successful. When you join LinkedIn, you get access to people, jobs, news, updates, and insights that help you be great at what you do.”

Their revenue streams are as follows:

- Premium subscriptions: accounting for about 20% of their revenue
- Marketing solutions: (i.e. advertising), accounting for about 25% of their revenue
- Talent solutions: (i.e. recruiting tools for HR), accounting for the remaining 55% of their revenue

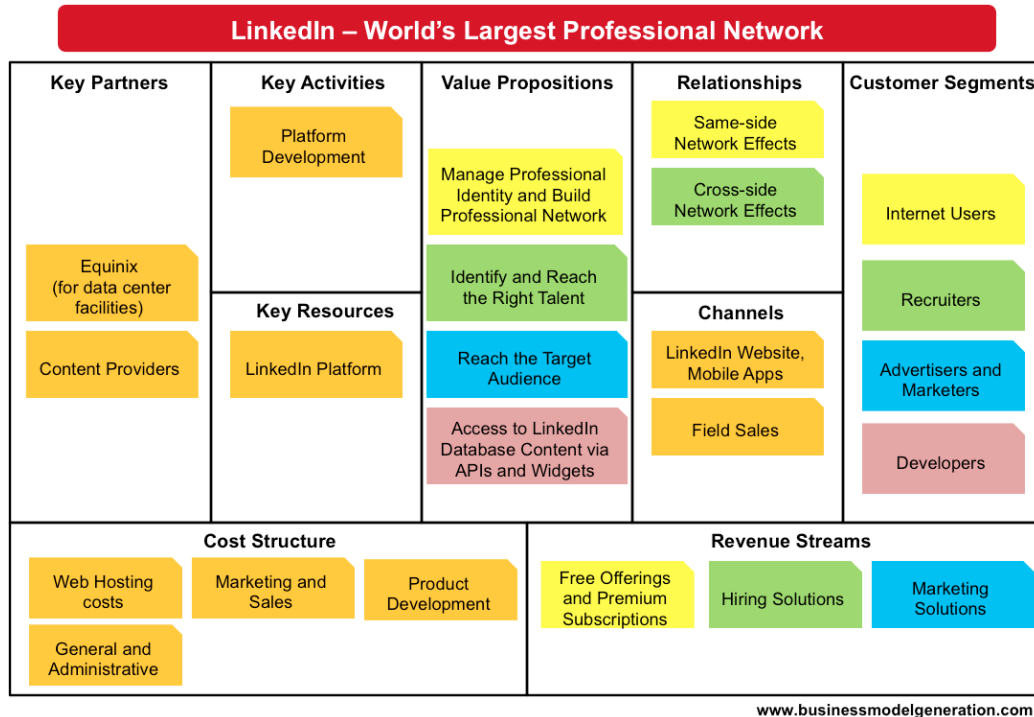


Figure 8: Major Components of LinkedIn's Revenue

Business Proposal:

For this topic, delegates will divide into groups and come up with a business proposal for a possible synergy/product idea that makes use of both Microsoft and LinkedIn's resource – while adding a new revenue stream to the company as well as a strong place in a new market.

Delegates will be judge on:

- Creativity: use of Microsoft's array of company or companies.



- Diplomacy: with the interest of all board of directors balanced.
- Implementation feasibility: realistic about implementing the stated product/service

Questions to Consider

- Which of Microsoft's current divisions can LinkedIn synergize with?
- What feasible is the stated recommendation of a product/service that is to be rolled out (factors such as: time, budget and physical resources)?
- What are the targets markets a certain product/service aim toward?
- Which industries/companies are expected to retaliate with a new product/service roll out?
- How will the stated new product recommendation lay the platform for the future of Microsoft?

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