

Analytical Report (“BlackBerry”), Model outline & report

Company & **BlackBerry**

Prompt

Blackberry: describe the company’s history and growth and then give two reasons for the downfall of its mobile phone product line.

Introduction	
* General topic of research	B.B. once no. 1. In Business world
* Aim of report	Analyse 2 reasons for ‘collapse’ >> purpose = provide Lessons >> relevant = all companies
* Background and/or history of the focus company	R.I.M. - “BlackBerry” - “Research in Motion” Canada - founded 1984: by 2 engineering students (Vara, 2013) -- BB was bus. exec. must > “iconic keyboard” (Savov, 2016) > a [business] status symbol... went high... then low (Fildes, 2016)
* Why topic interesting and/or important	
* Sequence of the main points	(1) history/growth of BB (2) 1 st KEY Reason (3) 2 nd KEY Reason

Body Paragraph 1: B.B. History + Growth	
* Main idea (a sentence setting out the paragraph’s focus)	Stated in Canada - global - once 1. Beginnings
* Supporting details, explanations & examples	- 1984 BB stated (was “RIM - Research In Motion”) - founders == Mike Lazaridis + Douglas Fregin (Fildes, 2016) - 1990s communication products
[History and background to the company]	2. Product & Key-event TIMELINE - 1998 1 st phone w/ email keyboard/“BB Thumb” (Fildes, 2016) - BB “6210” in 2002 >> device was “must-have” tool because the keyboard (Fildes, 2016) - 2007 Shares = \$263 ... 2013 Shares = \$10 (Vara, 2011) - 2011 “PlayBook (=iPad) didn’t sell much (Vara, 2011)

Body Paragraph 2: REASON 1 for DOWNFALL = Customer Focus

<p>* Main idea (a sentence setting out the paragraph's focus)</p> <p>* Supporting details, explanations & examples</p> <p>[Evidence, facts & figures to demonstrate the first reason for failure/success of the company/product line]</p>	<p><i>R1. "Customer issues"</i></p> <p><i>IMP: <u>conservatism</u> and <u>complacency</u></i></p> <p><i>-- "Adapt or Die" ... Change = The KEY</i></p> <p><i>^^ (Sarov, 2016)</i></p> <p><i>((IMP: BB focused old customers Not new cust. - means = millions business people only not billions of consumers)))</i></p> <p><i>^^ (Sarov, 2016)</i></p> <p><i>> > ((2012))) By time BB realised it needed to reach consumers directly [not just bus. Execs. was too late (Vara, 2013)</i></p>
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Body Paragraph 3: REASON 2 = follow trend not make trend

<p>* Main idea (a sentence setting out the paragraph's focus)</p> <p>* Supporting details, explanations & examples</p> <p>[Evidence, facts & figures to demonstrate the second reason for failure/success of the company/product line]</p>	<p><i>R2. "Product mistakes"</i></p> <p><i>> > if don't adapt [change innovate] will fail</i></p> <p><i>!!! use e.g. Apple ex. Jobs >> iPod iPhone iPad</i></p> <p><i>^^^ (Arthur, 2013)</i></p> <p><i>!!! use e.g. Nokia. EX. (The Economist, 2013)</i></p> <p><i>> > most tech. comp. fail within 5 years (Arthur, 2013)</i></p> <p><i>> > BB PlayBook 11 {2012} X launch of BB 10 {01/13} X {Q2, 2013} BB sell just 6.8mn smartphones, Apple sell approx. 35 million</i></p> <p><i>^ (Fildes, 2016)</i></p>
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Conclusion	
<p>* Restate the aim</p> <p>Summarise the main ideas covered</p> <p>Select 2 or more of the following:</p> <ul style="list-style-type: none"> • Personal opinion • Suggestions • Lessons learned 	<p>[In conclusion,] aim of report - to provide lesson = BB mistakes can help <u>all</u> companies</p> <p>?? started with BB's history/growth ?? R1 = XXXX R2 = XXXX</p> <p>Our view ?? [hindsight] - innovation/risk is a must even though it is risky/dangerous</p> <p> </p> <p> Technology sector = rapid change/innovation ∴ companies</p> <p> must change // make trends <u>not</u> follow trends</p>

Sources to APA-formatted (in-text) citations
<p>Text 1. (Vara, 2013)</p> <p>Text 2. (Savov, 2016)</p> <p>Text 3. (Arthur, 2013)</p> <p>Text 4. (The Economist, 2013)</p> <p>Text 5. (Fildes, 2016)</p>

Sources to APA-formatted (post-text) references
<p>Arthur, C. (2013, Nov 05). Why BlackBerry failed, <i>The Guardian</i>, p. 28. Retrieved from https://search.proquest.com/docview/11448437563</p> <p>Fildes, N. (2016, Sep 29). Too little, too late for the once must-have business tool, <i>Financial Times</i>, p. 15. Retrieved from https://search.proquest.com/docview/11833390900</p> <p>Savov, V. (2016). BlackBerry's success led to its failure (with a little help from Apple and Google). <i>The Verge</i>. Retrieved from http://www.theverge.com/blackberry-failure-success</p> <p>The Economist. (2013). Only thorns; BlackBerry. <i>The Economist</i>, 409(8982), pp. 70-72.</p> <p>Vara, V. (2013). How Blackberry fell. <i>The New Yorker</i>. Retrieved from http://www.newyorker.com/tech/elements/how-blackberry-fell</p>

Teacher's name:

EXAMPLE Report

Between 2005 and 2012, most business executives had Blackberry smartphones. Analysts argue that Blackberry was once the pioneer of the smartphone industry (The Economist, 2013). The purpose of this report is to show how and why Blackberry collapsed and stopped making smartphones in 2016. This topic is important because the story of Blackberry could help other companies to avoid the mistakes it made. For a while, Blackberry was the number one phone for business people (Fildes, 2016). BlackBerry was established in 1984 and is most famous for its 2002 smartphone, which had a keyboard for sending emails (Savov, 2016). This report will begin by providing some background information on the company. It will then analyse the two main reasons for its crash. Firstly, focusing on existing customers, not new ones. Secondly, being too conservative, not being at the cutting edge of innovation.

The history of BlackBerry is quite short, it began in the mid-1980s reached a peak in 2007-11 and stopped manufacturing phones in 2016. In 2007, each share was worth \$263, but by 2013, this had fallen to just \$10 (Vara, 2011). BlackBerry began as a company called: "Research In Motion". It was established by two engineers in Canada, Mike Lazaridis and Douglas Fregin (Fildes, 2016). The first smartphone in the world was BlackBerry's 1998 device. It had a keyboard and was designed to read and send emails. According to Fildes (2016), by 2002 with the launch of the 6210 smartphone, it became a "must-have" tool because of the keyboard (Fildes, 2016).

The first reason for the fall of BlackBerry was because it focused on existing customers. According to Savov (2016), BlackBerry focused on its millions of business customers and ignored the billions of ordinary consumers. By the time the company realised this mistake, it was too late (Vara, 2013). Apple focused on a phone that could be used by customers for work and for leisure. Although it seemed to be a good strategy to focus on the customers you have, many analysts said that the mistake was BlackBerry only has a relatively small number of customers (Fildes, 2016). A good example is in the second quarter of 2013, BlackBerry sold only 6.8mn smartphones whereas in the same quarter, Apple sold around 35mn smartphones.

The second key reason for BlackBerry's fall was not investing enough in innovation. As Arthur (2013) argues, if technology companies do not take risks, they will fail. A good example of this is Nokia's phone business (The Economist, 2013). As Arthur (2013) explained, in 1990 Apple was almost bankrupt but Steve Jobs took big risks to make the company successful once more. Apple innovated with the iPod and then the iPad and the iPhone. After 2010 BlackBerry realised it was losing its market share but instead of innovating it started copying. In 2012, it launched the "Playbook" tablet, but this was a copy of the iPad. It then launched the BB 10 operating system, but that was a copy of OSX. Therefore, by not investing in the latest touchscreen features, BlackBerry became yesterday's technology.

In conclusion, BlackBerry's story is one of a sharp rise (2005-2011) and then a sharp fall (2012-2015). The share price peaked at \$17bn but then crashed to around \$1bn in 2016. The first reason for the decline was too much focus on existing customers. The second reason was not being at the cutting edge of innovation. The topic is important because it teaches a lesson to all companies but especially technology companies. The lesson is: you cannot be too complacent and conservative. If companies do not take risk and make trends, they will fail. Therefore, Apple and Samsung must pay attention.

Words = 614