

Case Title: Make or Break at RIM: Launching BlackBerry 10

Unique ID: MHE-FTR-020-1259927628

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Abstract: From 2009 to 2012, BlackBerry's market share in the smartphone market declined from twenty percent to five percent. The rise of the iPhone and the Android operating system left BlackBerry struggling to compete. CEO Thorsten Heim must decide what the next moves for BlackBerry are. BlackBerry 10, a new phone and operating system, is about to be released after numerous delays, and investors are calling for a sale or breakup of the firm. Heim considers his options: sticking with the current strategy and seeing how BlackBerry 10 sales, forming new alliances, licensing BlackBerry's software to other manufacturers, or an outright sell of the company are all on the table.

Concepts: Mission/Vision, Strategic Planning, External Analysis, Competition, Business Strategy, Technology, Corporate Strategy

Context:

- Ticker Symbol: BBRY
- Protagonist: Thorsten Heins
- Country: Canada
- Sector: Telecommunications
- Company Employee Count: 7260
- Company Revenue: \$11.073 billion
- Event Year Begin: 2013
- Event Year End: 2013

Teaching Note: Available