



ESD.S51 SL&M *Praxis*

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‘Smartphone Wars’
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Agenda for ‘Smartphone Wars’

- ~09:05 • Briefing on the mobile marketplace
- ~09:15 • Develop strategy for 2015
- ~09:45 • Present strategy for 2015
- ~09:55 • Panel evaluation and feedback
- ~10:05 • Develop strategy for 2016
- ~10:35 • Present strategy for 2016
- ~10:45 • Panel evaluation and feedback
- ~10:55 • Develop strategy for 2017
- ~11:25 • Present strategy for 2017
- ~11:35 • Panel evaluation and feedback
- ~11:45 • Final results

The mobile marketplace in 2014...

- In September, **Apple** launches iPhone 6 with a larger 4.7” sapphire display, thinner and with better battery life, and expands its accessories for the ‘connected home’
- **Samsung** simplifies its product portfolio, but expands its scope, going upmarket with Galaxy S Prime which has premium steel and glass aesthetics, and mass market with Galaxy S World, and abandons the ‘featurephone’ market and its efforts with the Tizen platform for smartphones
- **Google** continues to (1) work to make Android more uniform, and (2) to expand its scope of activities, investing in and acquiring companies in music, entertainment, ‘connected home’ and ‘connected health’
- **Microsoft** consolidates around a single OS and expands its product portfolio to the low end, emphasizing games that work across smartphones, tablets and Xbox
- **Amazon** expands its scope, building on the Fire smartphone and Fire TV with a broader range of devices for the connected home
- BlackBerry goes bankrupt; Canadians weep, and agree to sell it to Northrop Grumman
- **Huawei** and **ZTE** continue to compete aggressively on price in developing markets worldwide, driving low-end LTE devices in particular

Key questions

- Which *customer* groups, and where and when are you targeting?
- What *applications*, ‘jobs to be done’, will you focus on?
- What *products and services* will you offer, as both core and complements, and how will your products and services be positioned and *differentiated*?
- What will be the scope of your *activities*, where will you make, buy or partner, and what will you focus your investment on, to build *core competences and capabilities*, inimitable resources?
- Which partners will you work with to build your *ecosystem*?
- What investments will you make in *R&D* and in *platforms*?

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