

Shortlisted for the FT/McGraw-Hill
Business Book of the Year Award 2015

LOSING THE SIGNAL



THE UNTOLD STORY BEHIND THE
EXTRAORDINARY RISE AND
SPECTACULAR FALL OF BLACKBERRY

LOSING THE SIGNAL

JACQUE MURPHY
SEAN SILCOFF



Losing The Signal The Untold Story Behind The Extraordinary Rise And Spectacular Fall Of Blackberry

Ram Babu Sao



Losing The Signal The Untold Story Behind The Extraordinary Rise And Spectacular Fall Of Blackberry:

Losing the Signal Jacquie McNish, Sean Silcoff, 2015-11-05 Shortlisted for the FT McKinsey Business Book of the Year Award 2015 In 2009 BlackBerry controlled half of the US smartphone market Today that number is less than one per cent What went so wrong Losing the Signal is the riveting story of a company that toppled global giants before succumbing to the ruthlessly competitive forces of Silicon Valley This is not a conventional tale of modern business failure by fraud and greed instead the rise and fall of BlackBerry reveals the dangerous speed at which innovators race along the information superhighway With unprecedented access to key players senior executives directors and competitors Losing the Signal unveils the remarkable rise of a company that started above a bagel store in a small Canadian city and went on to control half of the US smartphone market However at the very moment BlackBerry was ranked the world's fastest growing company internal feuds and chaotic growth crippled the company as it faced its gravest test the entry of Apple and Google into the mobile phone market Expertly told by acclaimed journalists Jacquie McNish and Sean Silcoff this is an entertaining whirlwind narrative that goes behind the scenes to reveal one of the most compelling business stories of the new century

Losing the Signal Jacquie McNish, Sean Silcoff, 2015-05-26 Short listed for the 2015 Financial Times and McKinsey Business Book of the Year A Wall Street Journal Best Business Book of 2015 A Best Business Book of the Year Forbes Magazine A Times of London Book of the Week Best Narrative Business Book of 2015 by Strategy Business In 2009 BlackBerry controlled half of the smartphone market Today that number is less than one percent What went so wrong Losing the Signal is a riveting story of a company that toppled global giants before succumbing to the ruthlessly competitive forces of Silicon Valley This is not a conventional tale of modern business failure by fraud and greed The rise and fall of BlackBerry reveals the dangerous speed at which innovators race along the information superhighway With unprecedented access to key players senior executives directors and competitors Losing the Signal unveils the remarkable rise of a company that started above a bagel store in Ontario At the heart of the story is an unlikely partnership between a visionary engineer Mike Lazaridis and an abrasive Harvard Business school grad Jim Balsillie Together they engineered a pioneering pocket email device that became the tool of choice for presidents and CEOs The partnership enjoyed only a brief moment on top of the world however At the very moment BlackBerry was ranked the world's fastest growing company internal feuds and chaotic growth crippled the company as it faced its gravest test Apple and Google's entry in to mobile phones Expertly told by acclaimed journalists Jacquie McNish and Sean Silcoff this is an entertaining whirlwind narrative that goes behind the scenes to reveal one of the most compelling business stories of the new century

[Losing The Signal](#) Jacquie McNish, Sean Silcoff, 2015-05-26 It was a classic modern business story two Canadian entrepreneurs build an iconic brand that would forever change the way we communicate From its humble beginnings in an office above a bagel store in Waterloo Ontario BlackBerry outsmarted the global giants with an addictive smartphone that generated billions of dollars Its devices were so ubiquitous that even

President Barack Obama favoured them above all others But just as it was emerging as the dominant global player BlackBerry took a dramatic turn Losing the Signal is the riveting never before told story of one of the most spectacular technological upsets of the 21st century Unlike Enron which was undone by its executives illegal activities or Lehman Brothers which collapsed as part of a larger global banking crisis BlackBerry s rise and fall is a modern day tale of the unrelenting speed of success and failure It is a thrilling account of how two mismatched CEOs outsmarted more powerful competitors with a combination of innovation and sharp elbowed tactics and how once on top of the world they lost their way The company responded too slowly to competitors innovations and when it finally made its move it stumbled with delayed poorly designed and unpopular smartphones A little more than a decade after Research In Motion introduced the BlackBerry it is now struggling to survive Its share of the US phone market fell from 50 per cent in 2009 to about one percent in 2013 showing just how aggressive fast and unforgiving today s global business market can be

Losing The Signal Jacquie McNish, Sean Silcoff, 2016-04-05 1 National Bestseller Losing the Signal is the riveting untold story of how BlackBerry engineered one of the most spectacular technological upsets of the twenty first century before it lost its way in the fog of smartphone wars management indecision and the breakdown of one of the most successful partnerships in the history of Canadian business Its rise and fall is a cautionary tale of the unrelenting speed of modern success and failure At the heart of the story are two mismatched co CEOs Mike Lazaridis a bookish innovator and Jim Balsillie an aggressive entrepreneur who grew their company from humble beginnings above a bagel store in Waterloo Ontario Harnessing innovation and sharp elbowed tactics BlackBerry s bosses outsmarted powerful international competitors and built a global business in a little more than a decade with an addictive phone that changed the way we communicated BlackBerry s devices were so ubiquitous that even President Barack Obama favoured them above all others Just as BlackBerry was emerging as the dominant global player internal fault lines hobbled the company at the very moment its smartphone crown was challenged by stronger competitors Apple Google and Samsung When the Canadian company finally made its move it stumbled with delayed poorly designed and unpopular handheld devices that took it out of the race Only fifteen years after the BlackBerry was launched the company is struggling to survive Its share of the U S phone market fell from fifty per cent in 2009 to less than one percent by the end of 2014 Written by veteran journalists Jacquie McNish and Sean Silcoff Losing the Signal is an enduring study of a technology that defined a generation in a ferocious industry that leaves little margin for error

Losing the Signal Jacquie McNish, Sean Silcoff, 2015-05-26 A breathtaking inside account of one of the most dramatic business triumphs and flameouts in recent history

IP Accidents Patrick R. Goold, 2022-03-17 Introduces the concept of IP accidents to establish a new way to look at intellectual property law and its enforcement

The Shopify Story Larry MacDonald, 2024-10-08 The story of Shopify one of Canada s largest publicly traded companies is all about starting and growing businesses In this inspirational corporate history follow the company s rocket like growth over its first two decades

and meet its major players such as Tobias L tke who co founded the company in 2004 transitioned from programmer to CEO in 2008 and thereafter steered Shopify to its incredible growth trajectory relying more on first principles thinking than the business nostrums of MBA classes Learn more about the executive team that contributed to Shopify s performance during the years leading up to its initial public offering IPO which turned them into multimillionaires and paved the way for Shopify to enable millions of entrepreneurs to start businesses and enrich the global economy In The Shopify Story economist and business journalist Larry MacDonald investigates the factors behind Shopify s growth and shares lessons for entrepreneurs business managers employees programmers policymakers and investors **Androids** Chet Haase,2021-08-13 In 2004 Android was two people who wanted to build camera software But they couldn t get investors interested Today Android is a large team at Google shipping an operating system including camera software to over three billion devices worldwide This is the inside story told by the people who made it happen What are the essential ingredients that lead a small team to build software at the sheer scale and impact of Android We may never fully know but this first person account is probably the closest set of clues we have Dave Burke VP of Android Engineering Androids captures a strong picture of what the early development of Android as well as the Android team was like Dianne Hackborn Android Framework Engineer Androids is the engaging tale of a motley group of coders with a passion to make insanely great products who banged out the operating system when that idea seemed nuts True to his geek genes Chet Haase tells this remarkable tale of technical and business success from the trenches an inspiring massive collective effort of dozens of programmers who flipped their seemingly late timing to their advantage and presaged a generation of platform builders Read Androids to discover what it takes to create a hot tech team that shipped a product running today on more than 3 billion devices Jonathan Littman co author of The Entrepreneurs Faces How Makers Visionaries and Outsiders Succeed and author of The Fugitive Game All profits from the book will be donated to charity Entrepreneurship Adnan ul Haque,2025-07-30 Entrepreneurship A Contemporary Perspective emphasizes theories and practices related to entrepreneurship as it is found in the real world The book provides in depth insights into entrepreneurship concepts and offers practical learning solutions through its many and varied case studies The book explores the attributes of successful entrepreneurial ventures in a changing business environment and explains how key concepts approaches and practices have evolved over time The unique focus of this textbook is that it steps away from the traditional views of entrepreneurship and instead looks at entrepreneurship through a number of distinct lenses including gender geopolitical trends and the social environment The book also examines the optimal conditions and strategies for the survival and sustenance of entrepreneurial ventures in an ever changing business world With a future facing focus Entrepreneurship A Contemporary Perspective shines a light on what entrepreneurship will be like in the next few likely transformative decades Suitable for students at advanced undergraduate and postgraduate levels this textbook will find a home wherever modern entrepreneurship is taught and studied **Backstage Leadership** Charles

Galunic,2020-06-10 Most of us would recognize a star leader by their charisma emotional intelligence and public communication prowess What is truly impressive but often overlooked is the silent work of leadership that garners real results Exercising influence in a complex and global organization whilst also shaping and executing strategies across borders in a disruptive age is the true mark of success as a leader Backstage Leadership takes a comprehensive look at the background processes that leaders must master in order to shape the culture direction and capability of a successful company With an emphasis on strategy the author provides an integrated toolkit for developing your knowledge and skills as a backstage leader You will learn how to Mobilize people towards new strategic directions Scan your business environment for threats and disruptive forces Diagnose and help to shape the culture of your organization Develop talent and capabilities towards a specific goal Focusing on the key and consistent underlying processes of leadership this book is essential reading for managers who wish to bring focus and coherence to their leadership role and integrate themselves within the engine of the organization

The Disruption Dilemma Joshua Gans,2017-04-21 An expert in management takes on the conventional wisdom about disruption looking at companies that proved resilient and offering managers tools for survival Disruption is a business buzzword that has gotten out of control Today everything and everyone seem to be characterized as disruptive or if they aren t disruptive yet it s only a matter of time before they become so In this book Joshua Gans cuts through the chatter to focus on disruption in its initial use as a business term identifying new ways to understand it and suggesting new tools to manage it Almost twenty years ago Clayton Christensen popularized the term in his book The Innovator s Dilemma writing of disruption as a set of risks that established firms face Since then few have closely examined his account Gans does so in this book He looks at companies that have proven resilient and those that have fallen and explains why some companies have successfully managed disruption Fujifilm and Canon for example and why some like Blockbuster and Encyclopedia Britannica have not Departing from the conventional wisdom Gans identifies two kinds of disruption demand side when successful firms focus on their main customers and underestimate market entrants with innovations that target niche demands and supply side when firms focused on developing existing competencies become incapable of developing new ones Gans describes the full range of actions business leaders can take to deal with each type of disruption from self disrupting independent internal units to tightly integrated product development But therein lies the disruption dilemma A firm cannot practice both independence and integration at once Gans shows business leaders how to choose their strategy so their firms can deal with disruption while continuing to innovate

Intelligent Change Alexander Budzier,Thomas Gottschalck,Kim Bjørn Thuesen,Astrid Lanng,2025-01-28 Shepherd your firm through its next digital transformation initiative Only 1 in 200 digital transformations finish on time within budget and realize the planned benefits To avoid the same fate you must understand why so many fail and some succeed In Intelligent Change The Science Behind Digital Transformations a team of renowned project management and digital transformation experts delivers a how to manual for expansive technology change initiatives

at firms of all types and sizes The authors rely on a systematic review of over 1800 publications interviews with 160 top level managers and fieldwork studying 150 digital transformation projects to bring you research and data backed strategies you can implement at your own organization to ensure your own project provides business value Learn what strategies work and why Understand which strategies don t work and what pitfalls to avoid You ll find step by step guidance on how to execute a digital transformation using the keys to successful change initiatives including Establishing ownership amongst your front line managers and staff that goes beyond mere support and promotion of the change Building trusting relationships between the different levels of your organization Creating effective two way communication between the planners of the technology change and the ground level staff implementing it Perfect for managers executives entrepreneurs founders and other business leaders Intelligent Change is also a must read for project managers and IT professionals tasked with shepherding their companies through their next major technological change

VUCA in Start-ups Dr. Aseem Chauhan, Prof. (Dr.) Manoj Joshi, Prof. (Dr.) Ashok Kumar & Suhayl Abidi, 2021-12-25 How to Thrive as a Start Up in an Uncertain World What motivates a start up in its journey Wealth and fame Or is it hunger for innovation VUCA in Start Ups attempts to capture a start up s entrepreneurial journey and find out why some do well when others don t It s a highly volatile environment out there for entrepreneurs and start ups thanks to the unprecedented Covid 19 crisis filled with volatility uncertainty complexity and ambiguity VUCA Many businesses that did well in the past had to shut shop as a result So what went wrong To find the answer it s important to understand what worked in the past and why a new venture must discover fresh and innovative opportunities to survive Learn from those who chose the road less travelled including Zomato Paytm Flipkart Ola Cabs and Quikr and discover the underlying causes for start up successes and failures These well researched case studies aim to inspire those who wish to embark on an entrepreneurial journey

Agile Processes in Software Engineering and Extreme Programming - Workshops Peggy Gregory, Philippe Kruchten, 2021-10-21 This open access book constitutes papers from the 5 research workshops the poster presentations as well as two panel discussions which were presented at XP 2021 the 22nd International Conference on Agile Software Development which was held online during June 14 18 2021 XP is the premier agile software development conference combining research and practice It is a unique forum where agile researchers practitioners thought leaders coaches and trainers get together to present and discuss their most recent innovations research results experiences concerns challenges and trends XP conferences provide an informal environment to learn and trigger discussions and welcome both people new to agile and seasoned agile practitioners The 18 papers included in this volume were carefully reviewed and selected from overall 37 submissions They stem from the following workshops 3rd International Workshop on Agile Transformation 9th International Workshop on Large Scale Agile Development 1st International Workshop on Agile Sustainability 4th International Workshop on Software Intensive Business 2nd International Workshop on Agility with Microservices Programming

Technics Nicholas Baer, Annie Oever, 2025-10-01 Featuring 28

leading international media scholars Technics rethinks technology for the contemporary digital era with cutting edge theoretical historiographical and methodological interventions The volume s contributors explore the ideas of Walter Benjamin Ursula Le Guin Bernhard Siegert Gilbert Simondon and Sylvia Wynter in conjunction with urgent questions concerning algorithmic media digital infrastructures generative AI and geoenengineering An expansive collection of writings on media technologies in the digital age Technics is an essential resource for students and scholars of film and media studies digital humanities science and technology studies and the philosophy of technology *Mobile Repairing Handbook II* Ram Babu Sao,2025-11-12 It gives me great pleasure and a sense of deep satisfaction to publish this book Mobile Repairing Handbook II Mobile technicians are skilled professionals who identify and repair issues related to mobile technology such as smartphones tablets and laptops Mobile Repairing Technicians repair all types of smartphones and tablets including iPhones iPad and Chinese smartphones They repair both GSM hardware and software They know the basics of electronics and go up to troubleshooting problems As certified mobile technicians they are required to provide troubleshooting and support to resolve the mobile operating issues of customers They must perform safety audits to ensure the functionality of security mechanisms and compliance with the Occupational Safety and Health Administration OSHA Mobile technicians must also complete quality repairs on time to satisfy their customers Mobile phone repair technicians run tests to assess the mobile phones functionality install and update the phone software troubleshoot wiring problems and replace damaged parts and components such as batteries LCD screens keypads and buttons They also advise their clients on warranty issues and recommend products based on their expertise Mobile Phone Repairers are responsible for fitting testing analyzing and repairing different kinds of mobile phones and smartphones If they work for large retailers they have to work nearly 9 10 hours daily or they may also work in shifts If they are self employed they may set their work timings and income They need to dismantle parts of the phones identify the defects or defective parts repair or replace the defective parts and then test them to check whether the phones are working properly You can learn all android smartphones hardware software repairing courses in this book In this book you will complete Redmi Oneplus Realme Vivo Oppo and Samsung smartphones repairing You will also learn the basics to advanced level android mobile repairing This book is very useful for beginners who want to repair any mobile phone like Redmi Vivo Oppo Samsung Oneplus Realme other android OS smartphones etc This teaches you android hardware software repairing within 1 month and starts your mobile repairing shop institute This is Mobile repairing book is easy to learn with mobile repairing photos or diagrams *Understanding New Media* Eugenia Siapera,2017-11-27 The new media landscape touches every aspect of our social political and cultural lives It is more important than ever therefore that we are able to understand and explain the complexity of our digital world Understanding New Media gives students the tools and the knowledge they need to make sense of the relationship between technologies media and society This best selling student introduction Makes complex ideas accessible clearly explaining the key thinkers theories and

research students need to understand Brings theory to life with a range of new case studies from selfies or trolling to the app economy and algorithms in social media Gets students started on projects and essays with guided research activities showing them how to successfully put learning into practice Provides guided further reading helping students to navigate the literature and extend their studies beyond the chapter Understanding New Media remains the perfect guide to the past present and future of the new media world It is a vital resource for students across media and communication studies and sociology and anyone exploring new media social media or digital media

Digital Immigrants and Media Integration

Sally J. McMillan, 2023-07-03 In Digital Immigrants and Media Integration The Smartphone Is the Synthesizer Sally J McMillan draws insights from the lived experience of digital immigrants who are Baby Boomers and who grew up without digital mobile technologies and have transitioned to become smartphone users McMillan traces key points in media evolution that shaped the communication tools that digital immigrants use today demonstrating that continued incremental change has led to a shift in focus from media types to media interfaces with smartphones becoming ubiquitous and indispensable the smartphone she posits is now firmly tied to identity Although the telegraph was the first medium to allow the message to arrive before the messenger and initiated the transition from cool to hot media it is the smartphone that has fully synthesized communication forms and functions into a single digital and mobile device Through collecting and analyzing these personal and public histories McMillan finds that digital immigrants continue to seek a balance between value and ease and between breadth and depth of communication Scholars of communication media ecology and technology will find this book of particular interest

Artificial Intelligence and Computing Logic

Cyrus F. Nourani, 2021-12-22 Focusing on the cutting edge applications of AI cognitive computing from neuromorphic to quantum cognition as applied to AI business analytics this new volume explores AI's importance in managing cognitive processes along with ontological modeling concepts for venturing into new business frontiers The volume presents a selection of significant new accomplishments in the areas of AI cognitive computing ranging from neurocognition perception and decision making in the human brain combining neurocognitive techniques and effective computing to basic facial recognition computing models Topics include Agent neurocomputing techniques for facial expression recognition Computing haptic motion and ontology epistemic Characterizations of morph schemas for visual analytics Learning and perceptive computing Functional and structural neuroimaging modeling Observed links between facial recognition and affective emotional processes Interaction of cognitive and emotional processes during social decision making Neurocognitive processing of emotional facial expressions in individuals Neurocognitive affective system for emotive robot androids Virtual reality based affect adaptive neuromorphic computing Executive surveys indicate that cognitive adoption is very important in business strategy for success and to remain competitive Employing cognitive based processes provides the way to get the right information in the right hands at the right time which is the key to winning in the digital era and to driving business value that emphasizes competitive

differentiation Several chapters of the volume address the goal of using cognitive technology to improve search capabilities to provide personalized customer service in business and in health and wellness and to create better workflow management Key features Looks at the newest frontiers on very popular AI and analytics topics Discusses new techniques for visual analytics and data filtering Shows how AI and cognitive science merges with quantum neurocognitive computing Presents ontology models with ontology preservation data filtering techniques Provides a cross transposition on AI and digitizations for business model innovations Artificial Intelligence and Computing Logic Cognitive Technology for AI Business Analytics is a valuable resource that informs businesses and other enterprises the value of artificial intelligence and computing logic applications

The Grid Matt Watkinson, 2017-08-24 _____ This ground breaking book from award winning author MATT WATKINSON reveals the fundamental inseparable elements behind the success of every business The Grid provides the mental scaffolding to help you Evaluate and refine product and service ideas Reduce risk by considering the broader impact of strategic decisions Identify the root causes of business challenges Anticipate the impact of changes in the market and turn them to your advantage Collaborate more effectively across teams Combining practical guidance with real world examples The Grid will bring clarity and confidence to your business decision making _____ The Grid provides you with a simple way to look at the complex system which is your business With the possible exception of Warren Buffett everyone needs to read this book RORY SUTHERLAND VICE CHAIRMAN OGILVY GROUP The Grid provides a systematic framework for looking at virtually all the critical aspects of your business and maybe more valuable at how each affects the others It ll be a rare reader who doesn t come away with fresh useful insights into his or her enterprise WALTER KEICHEL III author of The Lords of Strategy Matt Watkinson distils strategic know how into nine ingenious perspectives and with the use of clever examples shows us how to apply this technique of thinking to any business problem or market opportunity An extraordinarily powerful book DR JULES GODDARD author of Uncommon Sense Common Nonsense The Grid presents a unique joined up approach to decision making revealing both the holistic nature of business and all the key elements a business must consider I can safely say that if you only read one business book in your life it should be The Grid PHILIP ROWLEY Chief Finance Officer Sony Pictures Entertainment

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Introduction

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