

15.905 Technology Strategy (Spring 2007)

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Class # 8: Nokia, Symbian and Motorola

Please note that you are *not* required to submit a write-up. However, writing down your thoughts may help you during class discussion.

There is fierce competition in the mobile devices market, and the two leading players are Nokia and Motorola. At the upper end of the market, devices are becoming more capable, and there is a battle underway to control the operating systems and software environments that these devices user.

We are going to start shifting our focus from being descriptive, what is happening, to being prescriptive, what should we do about it.

Preferably working in your study groups, but otherwise individual please give some thought to the following questions:

- who are the key players within the mobile devices business ecosystem?
- what are each of their motivations and payoffs?
- what should each of them do?
- how do you think this contest will play out?
- what are the key scenarios?
- how does technological innovation shape the outcome?
- how does the evolution of the demand opportunity shape the outcome?

You may find it helpful to focus on the perspective of an individual player, such as Nokia, Motorola or Microsoft.