

Product Innovation at Agnias Danone,
Portuguese Version

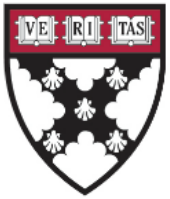
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Xisomi

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Product Innovation at Aguas Danone, Portuguese Version



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Harvard Case Study

Xiaomi: A Winning Formula?

Group #7

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The global smartphone industry in 2015

- *History of the Mobile Phone Industry*
- *The characteristic of mobile industry: quick-changing, winner take most*

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From 1980 to 1998



Motorola held the lead

- 1. Analog AMPS(Advance Mobile Phone System)
Standard in the US*
- 2. Mid 1980s,Motorola developed the DynaTAC
small, easy to carry compared to the phone at that time*
- 3. Years later,a category of fashionable handsets
RAZR,one of the best-selling handsets of all-time*



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Since 1998

Motorola lost its market share

- 1. Relied heavily on the success of RAZA and focused on analog AMPS in the US*
- 2. As arrogant about the success of RAZA, it lost many important talents and got behind the development curve*
- 3. Slow reaction to new standards*
- 4. It could not keep pace with shifting consumer demands*



MOTOROLA



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From 1998 to 2012

New market leader - Nokia (Finland)

- 1. Cell phone=personal identity
unique ring tones and phone cases*
- 2. Invested a lot in understanding consumer desires*
- 3. Established global coalitions of industry players that allowed to innovative technology*

Nokia failed to hold its dominance around 2010.

- 1. Failed to keep up changes in consumer demand*
- 2. Focused more on hardware focus rather than on software
Google developed - Android and Apple-IOS*
- 3. Too many types of products made it big and bureaucratic.*

NOKIA



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Since 2012

Samsung and Apple - dominate

1.A combination of technology & strong global brands

2.Multiplied technology into one device

phone,camera,music player and internet browse

3.Investing heavily in R&D,marketing and intellectual property acquisition and protection

4.Varied channels

Both of them made use of the wireless service providers

5.Improving software

Apple with IOS ans Samsung with Android



SAMSUNG

Now

- competition make both them focus on the intellectual protection*

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The Chinese Smartphone Market in 2015

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