

TCL: Seeking the Road to Product Innovation

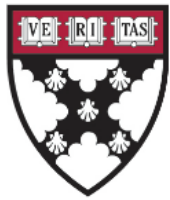


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# TCL: Seeking the Road to Product Innovation



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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 get 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*

*Now*

- competition make both them focus on the intellectual protection*



**SAMSUNG**

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**The Chinese Smartphone Market in 2015**

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