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blackberry Objective Regain blackberries 20% lost market share, and improve overall net profit vs. last year by 13% Offer the services that have already been introduced by competing company, and also work on providing customers with innovative applications Summary BLACKBERRY FOR BUSINESS Built to keep your business moving Where multiple devices ownership models, applications and operating systems exist, BlackBerry® perfectly balances end user and corporate needs to keep your business moving.

Blackberry is a brand that was created by Research in Motion’s (RIM) Founder Mike Lazaridis in 1996, providing wireless web enabled devices across multiple networks. RIM is a Canadian based company founded in1984that formally worked with RAM and Ericsson, developing a two way paging system and wireless email network. The company’s goal and vision is clear: “ to provide solutions for the worldwide mobile communications market, including the software that allows the BlackBerry Smartphone to provide mobile access to email, applications, media and the Internet. ” (RIM website: http://www. im. com/company) Since the creation of Blackberry, it commands over 20% of the world’s Smartphone sales, available in over 91 countries on over 500 mobile service operators. Blackberry has sold over 100 million devices and still trumps the Iphone is sales since its development. With the development of the New Blackberry Torch we see the progress that Blackberry has made. Not only does Blackberry dedicate so much time and funds to research and development, but they have successfully built the brand strong and have reached different demographics in the past 5 years than any other company.

There is no doubt that Blackberry has been, and will continue to be, the leader in research and development in wireless realm. Research In Motion (RIM), a global leader in wireless innovation, revolutionized the mobile industry with the introduction of the BlackBerry solution in 1999. Since then, BlackBerry products and services have continued to change the way millions of people around the world stay connected. With the launch of BlackBerry® 10, we have re-designed, re-engineered and re-invented BlackBerry.

Not only did we introduce a new mobile experience to our global community of BlackBerry users, but we are also introducing a new name for the company. Research In Motion now operates globally under the iconic name BlackBerry. CorporateResponsibilityGlobal Growth. BlackBerry is a company driven by ideas. We believe that innovation and collaboration will foster sustainable growth for our business. BlackBerry and its subsidiaries and affiliates (" BlackBerry") are committed to offering the best tools forcommunicationand social collaboration and working towards minimizing our environmental impact.

BlackBerry strives to act responsibly and expects the same of our partners and suppliers. Corporate Philanthropy BlackBerry BlackBerry seeks to make a positive impact in our communities, engaging the talents and resources of our people and partners to harness the power oftechnology. BlackBerry strongly believes in the importance ofeducationand works to inspire the next generation of minds, particularly in the areas ofscience, technology, engineering and math. Outreach efforts are concentrated on students at public elementary and secondary schools.

Proud2Be program BlackBerry supports employee efforts to give back to communities through Proud2Be, a set of internal programs which present several opportunities to support our communities through fundraising drives and volunteerism. Through the Volunteer Recognition Program and the Child and Youth Active Living Program, BlackBerry donated to 294 organizations around the world. Through these programs and a variety of corporately supported events and activities, employees volunteered more than 14, 800 hours in fiscal 2012. Junior Achievement Europe innovation camps

As part of our commitment to furthering science, technology, engineering and math (STEM), BlackBerry has partnered with JA-YE Europe, Europe’s largest provider of entrepreneurship education programs. Our partnership has supported the facilitation of one-day STEM innovation camps, which have provided real life technology based business challenges for the students to tackle with our employee volunteers. Over 900 students and 70 employees in Italy, Spain, South Africa, France, Sweden and the UK have all had the chance to participate in these forward-thinking innovation camps.

An employee volunteer from Italy explained: “ It was a fantastic experience, seeing how these young people were so engaged and energized. They loved to learn about BlackBerry and were able to use their creative skills to come up with some brilliant innovations. And for me personally, I really enjoyed being able to play my part in helping guide these students and see them gain confidence and get excited about innovation for the future”. Science, technology, engineering and math BlackBerry successfully reached over 1. million students over fiscal 2012 to encourage their interest in (STEM) through programs such as the Canada Wide Science Fair, FIRST Robotics, and the BlackBerry Hands On Workshops (BBHOW) series. The BBHOW program teaches 11 to 17 year olds the science behind mobile technology and explores careers in technology. Fiscal 2012 saw the expansion of this program into the U. K. , with employee volunteers delivering workshops to eager students. In all, more than 9, 000 students were able to participate in this learning program.

BlackBerry and Free the Children BlackBerry is proud to partner with and help build on Free The Children’s record of local and global youth engagement to take action towards an inspired vision for tomorrow. Free The Children has taken the unique notion of “ children helping children” to affect social change around the world. Its work has resulted in significant changes in two distinct areas, both of which BlackBerry is proud to support. The first and most direct is access to education.

The second is an increased level of awareness and engagement that changes the way the youth who volunteer view themselves and the world around them—a mechanism for shaping the leaders of tomorrow. Through domestic empowerment programs andleadershiptraining, Free The Children inspires young people to become socially conscious global citizens as well as agents of change for their peers worldwide. BlackBerry Build A Village Awards Going into its second year, the BlackBerry Build A Village Awards program sent 50 students to India and Kenya in July and August 2012.

These students helped provide access to basic needs in the context of Free The Children’s four pillars of community development: healthcare, water and sanitation, education, and alternative incomes. They also had the opportunity to see the development projects that last year’s award recipients completed, including the schools and classrooms that are now open and the water and sanitation stations which are so vital to improving quality of life in Eor Ewuaso, Kenya and Bagad, India. The school that BlackBerry award recipients helped build in Eor Ewuaso was honoured by Free The Children for severalacademicachievements.

More than 1, 000 students, teachers and parents attended the award ceremony which celebrated achievements from the previous year. Eor Ewuaso won eight awards, including best school overall. We Day Waterloo The third annual We Day Waterloo took place on Wednesday, November 14, 2012. Close to 6, 000 students from throughout southwestern Ontario came together to experience an event like no other. Free The Children co-founders, motivational speakers, and celebrity guests helped rally these young people to take on leadership roles in their communities.

With the help of social strategy consulting firm Mission Measurement, Free The Children was able to capture unprecedented insight into the impact of our last We Day Waterloo upon students, educators, and their schools. Highlights include: \* 97% of students believed they could make a meaningful difference, up from 66% last year \* 85% of students felt more educated aboutsocial justiceissues \* 96% of students planned to lead or play an active role in a social justice initiative \* More than half of the educators in the audience returned to their schools with a renewed sense of purpose and enthusiasm for

Public Policy and Government Relations BlackBerry As one of the world’s leading communications technology companies with customers in more than 175 countries, BlackBerry actively participates in governmental proceedings, industry associations and technology standards bodies. Shaping public policy and engaging in regulatory affairs BlackBerry helps to drive innovation, shape global policies and promote access to leading-edge technologies. BlackBerry partners with national and international organizations and industry bodies around the world to advance the development of wireless technology and mobile communications.

In fiscal 2012, BlackBerry participated in public consultations across multiple jurisdictions on a range of issues including spectrum, privacy, security, convergence, accessibility, intellectual property, and other issues. Lawful access Lawful access is a request by national or international law enforcement authorities to telecom carriers or technology suppliers for access to user communications for the purposes of law enforcement, investigation or prosecution as duly requested under the laws of a jurisdiction.

A common requirement around the world, lawful access may be required for reasons such as investigating, solving or prosecuting crime, or for ensuring national security. Like others in our industry, from time to time, BlackBerry may receive requests from legal authorities for lawful access assistance. We are guided by appropriate legal processes and publicly disclosed lawful access principles in this regard, as we balance any such requests against our priority of maintaining privacy rights of our users. We do not speculate or comment upon individual matters of lawful access.

Additionally, BlackBerry does not provide special deals for individual countries, and we clearly stipulate that BlackBerry has no ability to support the access of BlackBerry® Enterprise Server (BES) communications as only our enterprise clients have control over the encryption keys for these communications. BlackBerry is committed to operating its business in accordance with recognized industry standards of business and social responsibility in the markets we serve. BlackBerry will continue to evaluate the markets in which we operate, we will engage and express our views to government and we will continue to operate in a principled manner. Learn about BlackBerry lawful access principles Content filtering Content filtering refers to the ability to remove access to inappropriate and/or illegal Internet–based content. While often applied in the home or in a business to screen inappropriate content such as malware or pornography, content filtering requirements are generally established by national governments or voluntarily in many countries by Internet service providers, including telecom carriers. BlackBerry is not an Internet service provider.

Like our competitors, we support our carrier partners around the world to meet their obligations or commitments by working with them to ensure the availability of appropriate content filtering solutions for BlackBerry smartphones. Child online safety and protection Online safety and the protection of children and young people in the mobileenvironmentare especially important to BlackBerry. For BlackBerry smartphone and BlackBerry® PlayBook™ tablet applications, BlackBerry® World™ offers content rating and filtering options based on the CTIA Wireless Association’s “ Guidelines for App Content Classification and Ratings”.

This feature enables parents to set a rating filter in BlackBerry World to restrict content of specified ratings from being displayed or purchased. In addition, BlackBerry introduced new parental control features that give parents the ability to control and restrict their children's use of various services and applications on BlackBerry smartphones, such as browsing, text messaging, BlackBerry® Messenger and access to social networks. Furthermore, BlackBerry and other leading companies have joined the “ CEOCoalitionto make the Internet a better place for kids”, which is a voluntary initiative esigned to respond to challenges arising from the diverse ways in which young people go online. Product Sustainability BlackBerry Creating products with the earth in mind BlackBerry is always on the lookout for sustainable innovations that meet the needs of the present without compromising the future. Our commitment to reducing our environmental impact is visible throughout the lifecycle of our products—from initial concept to final delivery. Improving product sustainability

In fiscal 2012, BlackBerry worked with experienced sustainability consultants to conduct in-depth, baseline assessments of our sustainability policies, programs and product development activities. The Natural Step, an international non-profit research and advisory organization, conducted a Sustainability Life Cycle Assessment (SLCA). The SLCA provided a strategic overview of the sustainability of our products, highlighting the ecological and social impacts of current products throughout their life cycle.

To further assess the impact of our products, BlackBerry worked with Five Winds International, an experienced sustainability management consulting firm, to conduct comprehensive Life Cycle Assessment (LCA) studies on the BlackBerry® Torch™ 9810 smartphone and the BlackBerry PlayBook tablet. The assessment provided an in-depth view of each product’s environmental impacts at every stage in its life cycle, from the materials used in the product, to production and distribution, to its use, and for the end of its useful life.

Together, the SLCA and the LCA equip BlackBerry with information to help focus our efforts on reducing our overall environmental impact. \* Learn more about LCA \* Sustainable at the source Sustainable sourcing, conflict-free minerals and higher recycled content all play a role in the development of our products. Working with suppliers and manufacturers, processes and policies are established to help deliver more sustainable products and enhance the customer experience. \* Learn more about our materials \* It’s more than just a box Moving toward a more sustainable, holistic packaging approach reduces BlackBerry’s environmental footprint.

New eco-friendly packaging for BlackBerry® smartphones, along with reduced transportation emissions, paperless documentation and new BlackBerry accessories, help us deliver more sustainable products. Learn more about our packaging \* More energy, less waste \* One of BlackBerry’sgoalsis to design more sustainably at each stage in the product life cycle by adopting Design for Environment principles and formalizing energy efficiency considerations in the Research and Development design processes. New charger and battery-saving tips help increase the energy efficiency of BlackBerry products. Learn more about energy efficiency \* BlackBerry recycling BlackBerry offers a variety of options for customers to responsibly dispose of BlackBerry devices that have reached the end of their useful life. Learn more about BlackBerry recycling Responsibility at BlackBerry BlackBerry BlackBerry is committed to global sustainability by improving the economic, social and environmental impacts of our day-to-day operations. BlackBerry teams implement programs across the organization to identify, execute and measure sustainable initiatives.

Contact the BlackBerry Corporate Responsibility team 2012 Corporate Responsibility Report Download (PDF) Corporate governance Learn about corporate governance at BlackBerry (BlackBerry Code of Business Standards and Principles, information regarding the Board of Directors and more) Corporate carbon footprint Learn about BlackBerry’s initiatives to reduce our corporate carbon footprint: \* Learn about BlackBerry’s participation in the Carbon Disclosure Project \* Learn aboutclimate changeinitiatives \* Learn about BlackBerry greenhouse gas initiatives \* \* Corporate operations BlackBerry is committed to reducing the environmental impact of our operations. \* Energy Efficient Buildings \* New data center built to green standards \* Green IT \* Waste diversion \* Paper recycling \* Paper procurement \* View the BlackBerry Paper Procurement Policy (PDF) \* ISO 14001 Environmental Management System \* The wireless handheld manufacture and repair services operations in Ontario are certified to the ISO 14001 standard. In fiscal 2013, BlackBerry will continue the process of expanding the scope of our certification to include research and development activities. Learn more about the BlackBerry ISO 14001 program Recognition by others BlackBery strives to create the best work environment for employees through a variety of programs. We are proud to have these efforts recognized by others. \* 2012 Waterloo Region Top Employer \* 2012 Canada’s Top 100 Employers for Young People \* Randstad Canada’s Most Attractive Employer 2011 \* Philanthropic and Community Leadership Award, Greater Miami Chamber of Commerce \* Community Outreach Award, Rolling Meadows Chamber of Commerce \* Outstanding Corporate Chamber Partner of the Year Award, Greater Irving

Las Colinas Chamber of Commerce Finding success with BlackBerry Thousands of companies, government agencies and non-profit organizations worldwide have increased their success with the BlackBerry solution and are effectively improving people’s lives. Success stories, such as TDI, R3SM, Herrle’s Country Farm Market, International Medical Corps and Missing Children of South Africa, showcase how organizations are using the BlackBerry solution to benefit society. To find out why the BlackBerry solution was the best fit for these and other customers, visit the BlackBerry Customer Success website www. lackberry. com/go/success. Supply Chain BlackBerry BlackBerry is committed to ensuring that the management of our supply chain activities is socially and environmentally responsible. As a multinational company we recognize that our supply chain operations reach many parts of the globe and a diverse range of communities, each with their owncultureand business norms. As a responsible organization, we also recognize that there are certain standards of employment and environmental performance that must be respected wherever we operate or have business relationships.

These standards are encapsulated in our Supplier Code of Conduct, which was published in 2011. Supplier compliance with the BlackBerry Supplier Code of Conduct and Responsible Minerals Policy is an expectation for doing business and is fundamental to our supplier engagement activities. BlackBerry continues to be an active participant in the Electronic Industry Citizenship Coalition (EICC) and the Global e-Sustainability Initiative (GeSI). View the BlackBerry Supplier Code of Conduct (PDF) View the BlackBerry Responsible Minerals Policy (PDF) Learn about the EICC

Learn about the GeSI Supply chain social responsibility implementation BlackBerry uses a risk-based approach for monitoring supplier conformance to our Supplier Code of Conduct. In fiscal 2012, BlackBerry established an enhanced process for evaluating supplier social and environmental responsibility (SER) risk and prioritizing suppliers for assessments. The first step is a high-level risk assessment based on such factors as supplier location, commodity, relationship and history. The high-level risk assessment intended to be conducted annually on our identified supplier list.

The output of this assessment is a prioritized list of suppliers, who will be required to complete detailed self-assessments. BlackBerry intends to use the EICC-ON system to gather this information. BlackBerry supports a common industry solution to supplier SER management and is actively engaged in the continued development of the system through work with EICC. BlackBerry has formalized a process for reviewing the supplier self-assessments and plans to use the results as an input to BlackBerry’s SER audit schedule. Learn more about our auditing process Freely chosen employment in our supply chains BlackBerry supports the principle of freely chosen employment and does not support the use of slave labor in any of its forms, including forced labor and child labor. View the BlackBerry Statement Regarding Freely Chosen Employment In Our Supply Chains (PDF) Building capacity through training Like many other companies in our sector, we conduct on-site audits to check that our suppliers are complying with our Supplier Code of Conduct.

We also recognize that auditing is only one of a number of tools that can be used to help drive improvements in supply chain performance. We are interested in developing additional sustainable solutions and in thisrespectBlackBerry is a co-leader of the EICC/GeSI Learning ; Capability Work Group. During 2011 the group developed and launched supply chain training programs focused onhealthand safety in the workplace and worker-management communications, including sessions hosted by BlackBerry suppliers. Supply chain carbon reporting

BlackBerry is participating in the EICC’s carbon reporting system. Through this system we will survey many of our direct suppliers of materials, which will give us insight into the carbon emissions associated with BlackBerry’s supply chain. It will help us to identify areas for improvement and opportunities to work with suppliers on projects to reduce carbon emissions. It will also help to raise awareness within our supply chain of the impact of carbon emissions on the environment and the benefits that can be gained through reduction programs.

Conflict minerals It is widely recognised that control over the valuable raw material resources of the Democratic Republic of Congo (DRC) and surrounding countries has contributed to armed conflict and serious cases ofhuman rightsabuses in the region. BlackBerry does not support the use of minerals that are illegally mined, transported or traded, nor metals derived from such minerals, including gold, tantalum (columbite-tantalite), tin (cassiterite) and tungsten (wolframite).

In January 2012, BlackBerry published a Responsible Minerals Policy to clearly state our position. \* Learn more about BlackBerry work to address conflict minerals Solutions for Hope In fiscal 2012, BlackBerry joined the Solutions for Hope project which aims to create a process to deliver conflict-free tantalum material from the DRC in accordance with the OECD Due Diligence Guidance. The process is based on a " closed pipe" principle in which tantalite ore mined from specific sites within the DRC is traced along its secure supply chain to the smelter.

The smelter, who is a participant in the CFS Program, converts the ore to capacitor grade powder and wire that is then shipped to AVX Corporation, who in turn manufactures the capacitors and ships them to participating customers, including BlackBerry. Not only does this program help to ensure that tantalum used in our products comes from verifiably conflict-free sources, but it also provides hope to the small artisanal miners and communities who rely on this work to support themselves and their families. Learn about Solutions for Hope Supplier diversity Launched in the U. S. nd Canada in fiscal 2012, the BlackBerry Supplier Diversity Program works to create mutually beneficial business relationships with diverse suppliers that strengthen communities. The goal is to provide opportunities to diverse suppliers who satisfy purchasing and contractual standards. Diverse businesses include small businesses, businesses owned by veterans, minorities or women, and those in historically underutilized business zones. Sourcing areas of the corporation are encouraged to identify and include diverse suppliers and consultants in the procurement process. \* Learn about the BlackBerry Supplier Diversity Program