

# LOSING THE SIGNAL



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

# Losing The Signal

**Hongru Du**



## **Losing The Signal:**

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 **China Satellite Navigation Conference (CSNC) 2020 Proceedings: Volume II** Jiadong Sun, Changfeng Yang, Jun Xie, 2020-06-06 China Satellite Navigation Conference CSNC 2020 Proceedings presents selected research papers from CSNC 2020 held during 22nd 25th November in Chengdu China These papers discuss the technologies and applications of the Global Navigation Satellite System GNSS and the latest progress made in the China BeiDou System BDS especially They are divided into 13 topics to match the corresponding sessions in CSNC2020 which broadly covered key topics in GNSS

Readers can learn about the BDS and keep abreast of the latest advances in GNSS techniques and applications **QST.**  
,1927 *The Army Quarterly* ,1925 **MRI of the Lung** Hans-Ulrich Kauczor,Mark Oliver Wielpütz,2018-11-28 This book provides a comprehensive overview of how to use MRI for the imaging of lung disease Special emphasis is placed on routine applications and the clinical impact of MRI in each setting In addition current technological developments are reviewed and information presented on dedicated applications of MRI in preclinical and translational research clinical trials and specialized institutions During the past two decades significant advances in the technology have enabled MRI to enter and mature in the clinical arena of chest imaging Standard protocols are now readily available on MR scanners and MRI is recommended as the first or second line imaging modality for a variety of lung diseases not limited to cystic fibrosis pulmonary hypertension and lung cancer The benefits and added value of MRI originate from its ability to both visualize lung structure and provide information on different aspects of lung function such as perfusion respiratory motion ventilation and gas exchange On this basis novel quantitative surrogates for lung function and therapy control imaging biomarkers are generated The second edition of MRI of the Lung has been fully updated to take account of recent advances It is written by an internationally balanced team of renowned authors representing all major groups in the field The Urinary Sphincter Jacques Corcos,2001-08-31 This up to the minute reference provides comprehensive coverage of the male and female sphincteric mechanisms and their connection to the pelvic floor as well as upper and lower urinary tract function emphasizing modern approaches to the epidemiology diagnosis and treatment of abnormalities including incontinence hypertonicity retention dyssyn **Validation of Communications Systems with SDL** Laurent Doldi,2003-09-12 Validation of Communications Systems with SDL provides a clear practical guide to validating by simulation a telecom system modelled in SDL SDL the Specification and Description Language standardised by the International Telecommunication Union ITU T is used to specify and develop complex systems such as GSM GPRS UMTS IEEE 802 11 or Hiperlan Since the downturn in the telecom industry validating a system before its implementation has become mandatory to reduce costs This volume guides you step by step through the validation of a simplified protocol layer from interactive simulation to proof of properties using reachability analysis combined with observers Every step is explained using the two main SDL tools commercially available ObjectGeodeTM and Tau SDLTM Suite both from Telelogic Contents Short tutorial on SDL Presentation of the protocol layer case study Interactive simulation MSC generation Scripting automatic non regression Auto matic validation against MSC HMSC etc Random simulation Exhaustive and bit state simulation Errors detected and not detected by simulation Other simulator features This book offers you the opportunity to Learn expert validation techniques and tips Master advanced simulation features of Telelogic ObjectGeodeTM and Tau SDL SuiteTM Practice 156 hands on exercises with solutions The SDL models and scripts used in the exercises can be downloaded from the Web Audio Production Tips Peter Dowsett,2015-10-16 Audio Production Tips Getting the Sound Right at the Source provides practical and accessible

information detailing the production processes for recording today's bands. By demonstrating how to get the sound right at the source, author Peter Dowsett lays the appropriate framework to discuss the technical requirements of optimizing the sound of a source. Through its coverage of critical listening, pre-production arrangement, drum tuning, gain staging, and many other areas of music production, *Audio Production Tips* allows you to build the wide array of skills that apply to the creative process of music production. Broken into two parts, the book first presents foundational concepts followed by more specific production advice on a range of instruments. Key features: Important in-depth coverage of music theory, arrangement, and its applications; Real-life examples with key references to the author's music production background; Presents concepts alongside the production of a track captured specifically for the book; A detailed companion website including audio, video, Pro Tools session files of the track recording process, and videos including accompanying audio that can be examined in the reader's DAW. Please visit the accompanying companion website available at [www.audioproductiontips.com](http://www.audioproductiontips.com) for resources that further support the book's practical approach.

**Railway Signal**, 1913      **The Art of Video Production** Leonard Shyles, 2007-02-09

*The Art of Video Production* by Leonard Shyles is a very thorough presentation of the techniques of professional television production, including electronic news gathering, electronic film production, and multicamera outside broadcast work. MEDIA INTERNATIONAL AUSTRALIA

Len Shyles' *The Art of Video Production* is a comprehensive text with descriptions of all of the necessary organizational, aesthetic, and technical elements a student needs to progress from a beginning level to an advanced level in one course. This book presents an overarching sensibility that links media production with the processes of communication, provides many practical examples, and adds industry voices and interviews that do a great job of telling about ways knowledge from the text may be applied in the real world. In short, Shyles's book is a clear and comprehensive text for a complete course in video production.

Barbara Ruth Burke, University of Minnesota

Morris Shyles writes with a clarity and simplicity that is often missing in textbooks. He is able to take complicated concepts and break them down so that anyone can understand them. Shyles adeptly includes not only the ancient history of early television production but the new frontiers of HD and digital technology. The book also contains fascinating interviews with industry professionals which students entering the workforce will find helpful. *The Art of Video Production* provides an excellent foundation for the video student both technically and aesthetically.

Rick Ricioppo, Illinois State University School of Communication

*The Art of Video Production* is a veritable compendium of practical advice, insights, and tips for aspiring videographers. Deftly written, effectively organized.

WISCONSIN BOOKWATCH

*The Art of Video Production* emphasizes the enduring principles and essential skills of the communication process AND the new digital technologies that are necessary for creating effective video content. In this exciting new book, author Len Shyles updates the latest developments in digital video production while preserving the fundamentals. In a style that's clear, comprehensive, and brief, *The Art of Video Production* shows you how to make air-quality television programs with emphasis on both content and production values so that you can get your points

across This user friendly text explains the methods for writing producing directing and editing successful television programs The Art of Video Production also features six interviews with industry professionals including network freelance and independent producers directors writers and editors offering practical advice for those planning careers in the field These Industry Voices speak to the profound shift from analog to digital platforms and offer invaluable insight about its impact In addition The Art of Video Production features Strong emphasis on audience analysis concepts useful in all phases of the production process In depth coverage of the nature of the digital shift and its impact on the convergence of media and telecommunications industries Review questions exercises and professional pointers designed to help you review and retain material Accompanying Instructor s Resource CD Rom An Instructor s Resource CD contains chapter objectives suggested activities test questions classroom handouts a list of helpful Web sites and more

**Introduction to Cognitive Radio Networks and Applications** Geetam Tomar,Ashish Bagwari,Jyotshana Kanti,2016-10-03 Cognitive radio is 5 G technology comes under IEEE 802 22 WRAN Wireless Regional Area Network standards It is currently experiencing rapid growth due to its potential to solve many of the problems affecting present day wireless systems The foremost objective of Introduction to Cognitive Radio Networks and Applications is to educate wireless communication generalists about cognitive radio communication networks Written by international leading experts in the field this book caters to the needs of researchers in the field who require a basis in the principles and the challenges of cognitive radio networks

**Oil** Zvi Alexander,2004 Zvi Alexander was a member of a small group that established the oil industry in Israel providing the State with this vital fluid and searching for oil in Israel and other countries Oil Alexander s personal story is also the story of the Israeli oil industry how Alexander was the first to bring to Israel non Jewish oil businessmen from the USA how these businessmen along with Israel s National Oil Company under Alexander s management funded and executed oil drilling in Israel and how Alexander s activities brought Signal an international oil company based in the USA to invest a large amount of money in Israel s National Oil Company despite the Arab embargo After the Yom Kippur War Alexander sold the company for 16 5 million

**Position, Navigation, and Timing Technologies in the 21st Century** Y. Jade Morton, Frank van Diggelen, James J. Spilker, Jr., Bradford W. Parkinson, Sherman Lo, Grace Gao, 2021-01-13 Covers the latest developments in PNT technologies including integrated satellite navigation sensor systems and civil applications Featuring sixty four chapters that are divided into six parts this two volume work provides comprehensive coverage of the state of the art in satellite based position navigation and timing PNT technologies and civilian applications It also examines alternative navigation technologies based on other signals of opportunity and sensors and offers a comprehensive treatment on integrated PNT systems for consumer and commercial applications Volume 1 of Position Navigation and Timing Technologies in the 21st Century Integrated Satellite Navigation Sensor Systems and Civil Applications contains three parts and focuses on the satellite navigation systems technologies and engineering and scientific applications It starts with a historical perspective of GPS development and other related PNT

development Current global and regional navigation satellite systems GNSS and RNSS their inter operability signal quality monitoring satellite orbit and time synchronization and ground and satellite based augmentation systems are examined Recent progresses in satellite navigation receiver technologies and challenges for operations in multipath rich urban environment in handling spoofing and interference and in ensuring PNT integrity are addressed A section on satellite navigation for engineering and scientific applications finishes off the volume Volume 2 of Position Navigation and Timing Technologies in the 21st Century Integrated Satellite Navigation Sensor Systems and Civil Applications consists of three parts and addresses PNT using alternative signals and sensors and integrated PNT technologies for consumer and commercial applications It looks at PNT using various radio signals of opportunity atomic clock optical laser magnetic field celestial MEMS and inertial sensors as well as the concept of navigation from Low Earth Orbiting LEO satellites GNSS INS integration neuroscience of navigation and animal navigation are also covered The volume finishes off with a collection of work on contemporary PNT applications such as survey and mobile mapping precision agriculture wearable systems automated driving train control commercial unmanned aircraft systems aviation and navigation in the unique Arctic environment In addition this text Serves as a complete reference and handbook for professionals and students interested in the broad range of PNT subjects Includes chapters that focus on the latest developments in GNSS and other navigation sensors techniques and applications Illustrates interconnecting relationships between various types of technologies in order to assure more protected tough and accurate PNT Position Navigation and Timing Technologies in the 21st Century Integrated Satellite Navigation Sensor Systems and Civil Applications will appeal to all industry professionals researchers and academics involved with the science engineering and applications of position navigation and timing technologies pnt21book com

**Cyber Defence in the Age of AI, Smart Societies and Augmented Humanity** Hamid

Jahankhani,Stefan Kendzierskyj,Nishan Chelvachandran,Jaime Ibarra,2020-04-06 This publication highlights the fast moving technological advancement and infiltration of Artificial Intelligence into society Concepts of evolution of society through interconnectivity are explored together with how the fusion of human and technological interaction leading to Augmented Humanity is fast becoming more than just an endemic phase but a cultural phase shift to digital societies It aims to balance both the positive progressive outlooks such developments bring with potential issues that may stem from innovation of this kind such as the invasive procedures of bio hacking or ethical connotations concerning the usage of digital twins This publication will also give the reader a good level of understanding on fundamental cyber defence principles interactions with Critical National Infrastructure CNI and the Command Control Communications and Intelligence C3I decision making framework A detailed view of the cyber attack landscape will be garnered touching on the tactics techniques and procedures used red and blue teaming initiatives cyber resilience and the protection of larger scale systems The integration of AI smart societies the human centric approach and Augmented Humanity is discernible in the exponential growth collection and use of



big data concepts woven throughout the diversity of topics covered in this publication which also discusses the privacy and transparency of data ownership and the potential dangers of exploitation through social media As humans are become ever more interconnected with the prolificacy of smart wearable devices and wearable body area networks the availability of and abundance of user data and metadata derived from individuals has grown exponentially The notion of data ownership privacy and situational awareness are now at the forefront in this new age      Analog-to-Digital Conversion Marcel J.M.

Pelgrom,2012-12-12 This textbook is appropriate for use in graduate level curricula in analog to digital conversion as well as for practicing engineers in need of a state of the art reference on data converters It discusses various analog to digital conversion principles including sampling quantization reference generation nyquist architectures and sigma delta modulation This book presents an overview of the state of the art in this field and focuses on issues of optimizing accuracy and speed while reducing the power level This new second edition emphasizes novel calibration concepts the specific requirements of new systems the consequences of 22 nm technology and the need for a more statistical approach to accuracy Pedagogical enhancements to this edition include more than twice the exercises available in the first edition solved examples to introduce all key new concepts and warnings remarks and hints from a practitioner s perspective wherever appropriate Considerable background information and practical tips from designing a PCB to lay out aspects to trade offs on system level complement the discussion of basic principles making this book a valuable reference for the experienced engineer      *Spatial Sound*

Bosun Xie,2022-10-17 Spatial sound is an enhanced and immersive set of audio techniques which provides sound in three dimensional virtual space This comprehensive handbook sets out the basic principles and methods with a representative group of applications sound field and spatial hearing principles and analytic methods of various spatial sound systems including two channel stereophonic sound and multichannel horizontal and spatial surround sound ambisonics wavefield synthesis binaural playback and virtual auditory display recording and synthesis and storage and transmission of spatial sound signals and objective and subjective evaluation Applications range from cinemas to small mobile devices The only book to review spatial sound principles and applications extensively Covers the whole field of spatial sound The book suits researchers graduate students and specialist engineers in acoustics audio and signal processing      *Handheld and Ubiquitous Computing* Peter Thomas,Hans-W. Gellersen,2003-07-31 The papers collected here are those selected for presentation at the Second International Symposium on Handheld and Ubiquitous Computing 2000 HUC 2000 held in Bristol UK in September 2000 The symposium was the second in a series of symposia which explores new research in the area of emerging mobile personal and handheld technologies The first event HUC 99 was held in Karlsruhe Germany organised by the Telecooperation Office TecO of the University of Karlsruhe in close collaboration with the Center for Arts and Media Technology ZKM This previous event the first of its kind in the world attracted a large number of paper submissions was attended by over 200 international delegates and demonstrated the growing international interest in the area with

contributions from the United States Japan and Europe The 18 papers collected here were chosen from 70 submissions to HUC 2000 and represent a valuable resource for those wishing to understand the themes being pursued in this vibrant and exciting area of technology The papers range from work on intelligent environment and devices user experience and interface design to research in context aware systems wearable computing and location based services Together the papers represent a snapshot of the state of the art in research in handheld and ubiquitous computing The symposium also attracted a large number of short paper submissions and these are available in the Springer journal Personal Technologies volume 4 number 4 which was published in tandem with these proceedings

## Unveiling the Magic of Words: A Report on "**Losing The Signal**"

In some sort of defined by information and interconnectivity, the enchanting power of words has acquired unparalleled significance. Their capability to kindle emotions, provoke contemplation, and ignite transformative change is truly awe-inspiring. Enter the realm of "**Losing The Signal**," a mesmerizing literary masterpiece penned by a distinguished author, guiding readers on a profound journey to unravel the secrets and potential hidden within every word. In this critique, we shall delve to the book is central themes, examine its distinctive writing style, and assess its profound effect on the souls of its readers.

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