



BRIEF CASES

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AUGUST 28, 2016

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CRAIG STEPHENSON

Flash Memory, Inc.

In May of 2010, Hathaway Browne, the CFO of Flash Memory, Inc., was preparing the company's investing and financing plans for the next three years. As a small firm operating in the computer and electronic device memory market, Flash competed in product markets that reflected fast growth, continuous technological change, short product life cycles, changing customer wants and needs, a large number of competitors, and a high level of rivalry within the industry. These factors combined to produce low profit margins and a continual need for additional working capital, which adversely impacted Flash's financial position and its ability to finance important investment opportunities.

Background

Flash was founded in San Jose, California, by four electrical engineers during the high tech boom of the late 1990s. The common stock of the company was originally owned 100% by the founders, and additional shares were subsequently sold to two engineers who joined the company as both employees and owners. In 2010 these six individuals held the top management positions, comprised the board of directors, and still owned the entire equity in the firm.

The company had enjoyed considerable success since its creation. As computers and other electronic devices became increasingly complex and powerful, the demand for high performance components, particularly memory, increased rapidly. From its founding, Flash had focused on solid state drives (SSDs), which comprised the fastest growing segment in the overall memory industry. Industry data showed the SSD market grew from approximately \$400 million in 2007 to \$1.1 billion in 2009, and was further projected to grow to \$2.8 billion in 2011 and \$5.3 billion in 2013. SSDs were particularly well suited for use in smart phones, laptop computers, and net books, and sales of these products were expected to drive this robust growth.

Flash was just one of many companies in the industry. Giants like Intel and Samsung, as well as smaller specialized firms like Micron Technology, SanDisk Corporation, and STEC, Inc., all saw the industry's potential and competed for market share. This resulted in intense competition between product offerings, high rivalry, and low profit margins as a percent of sales.

HBS Professor William E. Fruhan, Jr., and Babson College Professor Craig Stephenson prepared this case solely as a basis for class discussion and not as an endorsement, a source of primary data, or an illustration of effective or ineffective management. This case, though based on real events, is fictionalized, and any resemblance to actual persons or entities is coincidental. There are occasional references to actual companies in the narration.

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Flash Memory Inc Harvard Case Solution

Dong-Won Kim

A red circular graphic with a gradient, appearing as a semi-circle or a partial circle, located to the right of the name bar.

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Disruptive Innovation: The Christensen Collection (The Innovator's Dilemma, The Innovator's Solution, The Innovator's DNA, and Harvard Business Review article "How Will You Measure Your Life?") (4 Items) Clayton M. Christensen, Michael E. Raynor, Jeff Dyer, Hal Gregersen, 2011-07-19 Clayton Christensen's definitive works on innovation offered together for the first time Will you fall victim to disruptive innovation or become a disruptor yourself Tip the odds in your favor with the bestselling books that have made Christensen one of the world's foremost authorities on innovation You'll also get his award-winning HBR article full of inspiration for finding meaning and happiness in your life using the principles of business The 4 volume collection includes The Innovator's Dilemma When New Technologies Cause Great Firms to Fail In one of the most influential business books of our time Christensen introduced the world to the concept of disruptive innovation showing how even the most outstanding companies can do everything right yet still lose market leadership Don't repeat their mistakes The Innovator's Solution Creating and Sustaining Successful Growth Citing in depth research and theories tested in hundreds of companies across many industries Christensen and co author Michael Raynor provide the tools organizations need to become disruptors themselves The Innovator's DNA Mastering the Five Skills of Disruptive Innovators Christensen and coauthors Jeffrey Dyer and Hal Gregersen identify behaviors of the world's best innovators from leaders at Amazon and Apple to those at Google Skype and the Virgin Group to show how you and your team can unlock the code to generating and executing more innovative ideas How Will You Measure Your Life HBR article At Harvard Business School Clayton Christensen teaches aspiring MBAs how to apply management and innovation theories to build stronger companies But he also believes that these models can help people lead better lives In this award winning Harvard Business Review article he explains how exploring questions everyone needs to ask How can I be happy in my career How can I be sure that my relationship with my family is an enduring source of happiness And how can I live my life with integrity , **Network World** ,1993-08-30 For more than 20 years Network World has been the premier provider of information intelligence and insight for network and IT executives responsible for the digital nervous systems of large organizations Readers are responsible for designing implementing and managing the voice data and video systems their companies use to support everything from business critical applications to employee collaboration and electronic commerce *Local Area Networks* Thomas Case,1995

Wireless PCS Telecommunications , *Communication Technology Update and Fundamentals* August E. Grant, Jennifer H. Meadows, 2016-11-03 Communication Technology Update and Fundamentals has set the standard as the single best resource for students and professionals looking to brush up on how communication technologies have developed grown and converged as well as what's in store for the future The 15th edition is completely updated reflecting the changes that have swept the communication industries The first five chapters offer the communication technology fundamentals including the ecosystem the history and structure then delves into each of about two dozen technologies including mass

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of Moore's law The semiconductor manufacturing industry is highly dynamic and releases new better and cheaper products day by day But what happens to long field life products like airplanes or ships which need the same components for decades How do electronic and also non electronic systems that need to be manufactured and supported of decades manage to continue operation using parts that were available for a few years at most This book attempts to answer these questions This is the only book on the market that covers obsolescence forecasting methodologies including forecasting tactics for hardware and software that enable cost effective proactive product life cycle management This book describes how to implement a comprehensive obsolescence management system within diverse companies Strategies to the Prediction Mitigation and Management of Product Obsolescence is a must have work for all professionals in product project management sustainment engineering and purchasing **Stratégie** Dr. Anupama Rajesh,Havish Madhvapaty,Vatsal Sahani,2017-07-06 Business

Intelligence and Analytics BI A has been one of the leading technological trends in recent years and is one of the top most priority technology investments Enterprises require the support of extensive data processing and analytical techniques to bolster their processes The book comes at an opportune time to provide a holistic overview of BI A along with its associated concepts components infrastructure etc It also details its applications in various verticals of management such as Marketing Finance and HR This book also discusses relevant software such as Excel SPSS R and Eviews STRATGIE can be an invaluable resource for students instructors and practitioners alike *Commerce Business Daily* ,2001 Small Business Sourcebook ,2010 **Making IT** Henry S. Rowen,William F. Miller,2007 This book is about the causes and major consequences of the

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Making a Semiconductor Superpower Dong-Won Kim,2023-09-29 This book provides real stories about the South Korean semiconductor community It explores the lives and careers of six influential semiconductor engineers who all studied at Korea Advanced Institute of Science and Technology KAIST under the mentorship of Dr Kim Choong Ki the most influential semiconductor professor in South Korea during the last quarter of the twentieth century Kim's students became known as Kim's Mafia because of the important positions they went on to hold in industry government and academia This book will be of interest to semiconductor engineers and electronics engineers historians of science and technology and scholars and students of East Asian studies They were called Kim's Mafia Kim Choong Ki himself wouldn't have put it that way But it was true what semiconductor engineers in South Korea whispered about his former students They were everywhere Kim was the first professor in South Korea to systematically teach semiconductor engineering From 1975 when the nation had barely begun producing its first transistors to 2008 when he retired from teaching Kim trained more than 100 students effectively creating the first two generations of South Korean semiconductor experts Source IEEE Spectrum October 2022 The Innovator's Dilemma Clayton Christensen,2013-11-19 An innovation classic From Steve Jobs to Jeff Bezos Clay Christensen's

work continues to underpin today's most innovative leaders and organizations. The bestselling classic on disruptive innovation by renowned author Clayton M. Christensen. His work is cited by the world's best known thought leaders from Steve Jobs to Malcolm Gladwell. In this classic bestseller, one of the most influential business books of all time, innovation expert Clayton Christensen shows how even the most outstanding companies can do everything right yet still lose market leadership. Christensen explains why most companies miss out on new waves of innovation. No matter the industry, he says, a successful company with established products will get pushed aside unless managers know how and when to abandon traditional business practices. Offering both successes and failures from leading companies as a guide, *The Innovator's Dilemma* gives you a set of rules for capitalizing on the phenomenon of disruptive innovation. Sharp, cogent, and provocative, and consistently noted as one of the most valuable business ideas of all time, *The Innovator's Dilemma* is the book no manager, leader, or entrepreneur should be without.

The Disruptive Innovation Set (2 Books) Clayton M. Christensen, Michael E. Raynor, 2024-04-30. The definitive books on one of the most influential business ideas of our time: disruptive innovation. His work is cited by the world's best known thought leaders from Steve Jobs to Malcolm Gladwell. In these classic bestsellers, innovation expert Clayton Christensen shows how even the most outstanding companies can do everything right yet still lose market leadership. In *The Innovator's Dilemma*, Christensen presents his theory of disruptive innovation and explains that no matter the industry, a successful company with established products will get pushed aside unless managers know how and when to abandon traditional business practices. In *The Innovator's Solution*, Christensen and his coauthor Michael Raynor expand on the idea of disruption, showing how companies can and should become disruptors themselves. Sharp, cogent, and provocative, these are the two books that no manager, leader, or entrepreneur should be without.

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[fitness gym swim lessons sports camp i ymca of south florida](#) - Aug 16 2023

web welcome to the y for 100 years the ymca of south florida has been dedicated to building healthy confident and secure children families and communities whether you re looking to get healthy meet new people or spend

ymca of south florida on linkedin summer camp training 2023 - Nov 07 2022

web today ymca of south florida staff members attended summer camp association training day to prepare to provide your children with the best summer

miami dolphins and ymca of south florida host summer camp - Dec 28 2021

web aug 2 2023 miami dolphins players bradley chubb and braxton berrios were part of the junior dolphins summer camp tour that brought together over 900 ymca of south florida summer campers from broward miami dade and monroe counties the occasion was presented by gatorade held at the y in weston in the company of junior dolphins

summer camp ymca of south palm beach county - Jul 03 2022

web aug 4 2023 ymca of south palm beach county camp is june 5 august 4 2023 select camp location below for registration information

locations ymca of southwest florida - Sep 05 2022

web 2023 ymca ymca of southwest florida is a 501 c 3 not for profit social services organization dedicated to youth development healthy living and social responsibility

ymca of south florida summer camp guide issuu - May 01 2022

web mar 29 2016 comunícate al 305guía del campamento 357 4000 en miami dade 954 334 9622 en broward o con tu centro los detalles del campamento incluidos son válidos a partir del 1 familiar de la ymca para

devos blum family ymca of boynton beach ymca of south - Mar 31 2022

web 9600 s military trail boynton beach fl 33436 the y offers a variety of day camps all year long basically when school is out the y is in y camp is a safe place which provides children the opportunity to explore new activities and skills learn about core values and make new friends the ymca of south palm beach county has family

ymca summer swim camp ymca of south florida doczz net - Aug 04 2022

web exploration children s services camps ymca exploration camp at david fairchild elementary school ct ages scouts ages 4 6 globetrotters ages 7 9 pioneers ages 10 12 location 5757 sw 45 street miami fl 33155 dates hours jun 9 aug 8 7am 6pm price per week 115 ymca exploration

summer camp ymca of southwest florida - Dec 08 2022

web are you ready to dive in to the best summer ever we are so excited to share with you what we have in store for 2023 and guarantee it ll be a summer you ll never forget our camps have been reimaged this year for children to

find your nearest ymca summer camp today ymca of south florida - Jun 14 2023

web apr 25 2019 kids summer camp at the ymca of south florida is where memories are made you name it we ve got it flag football basketball swimming art classes and more

yd summer camp miami schools ymca of south florida - May 13 2023

web the ymca summer programs are in partnership with florida department of education s 21st century community learning centers and miami dade county public schools registration is open starts june 12 2023

ymca of south florida ymcasoflo instagram photos and - Jan 29 2022

web 6 670 followers 2 187 following 1 503 posts see instagram photos and videos from ymca of south florida ymcasoflo

camps ymca of central florida - Jan 09 2023

web middle school summer day camps specialty summer camps holiday camps the 8 colors of fitness livestrong at the ymca locations back view all locations avalon park blanchard park downtown orlando dr p phillips frank deluca golden triangle j douglas williams lake nona leonard marjorie williams family ymca osceola

ymca of south florida linkedin - Feb 27 2022

web every day the y works hard to build healthy confident connected and secure children adults families and communities through over 200 afterschool preschool special needs sports camp and youth programs family centers and senior health outreach sites

summer camp ymca of south florida - Jul 15 2023

web from fun under the sun to making friends and learning life long lessons camp y is the number one summer camp in the nation register there s something for everyone at the y