

# 15.965 Technology Strategy (Spring '09)

Professor Michael A M Davies

## Class 13 Ember Corporation

**Please note that you are *not* required to submit a write-up. However, writing down your thoughts may help you during class discussion.**

Ember is one of the pioneers of a new generation of low cost, low power wireless networking standards.

The case provides a snapshot of Ember's situation in October 2002, at the time of a key meeting of its strategic advisors. It has established an early lead, but the environment within which it operates is changing rapidly; it needs to reconsider its strategy and figure out what it should do now.

Please give some thought to the following questions:

- how do you believe the demand opportunity for low-cost mesh wireless networking will evolve over the short, medium and long-term?
- how do you believe is the likely trajectory for the evolution of the technological infrastructure?
- what are the resulting key episodes of co-opetition, and the eras in the co-evolution of the business eco-system?
- as a result, which customers and applications do you believe that Ember should be targeting - and why?
- how should Ember's products and offer be evolving - and why?
- what should Ember's strategy be for standardization: PHY, MAC and Data Link layer (IEEE802.15.4), *versus* network layers (ZigBee); open *versus* proprietary standards?
- what, if any, do you think is Ember's distinctive contribution, and how can it ensure that it captures value?
- what should be the scope of its activities - what should it build and what should it buy and with whom should it partner for key components?

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