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MGT 345

OPERATIONS MANAGEMENT

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BACKGROUND

Motorola RAZR V3 is a series of mobile phones by Motorola, part of the 4LTR line. The first developed was in July 2003 and were released in the market in the third quarter of 2004. Because of its striking appearance and thin profile, it was initially marketed as an exclusive fashion phone, but within a year, its price was lowered and it was wildly successful, selling over 50 million units by July 2006. Over the RAZR's four-year run, the V3 model sold more than 130 million units, becoming the best-selling clamshell phone in the world to date.

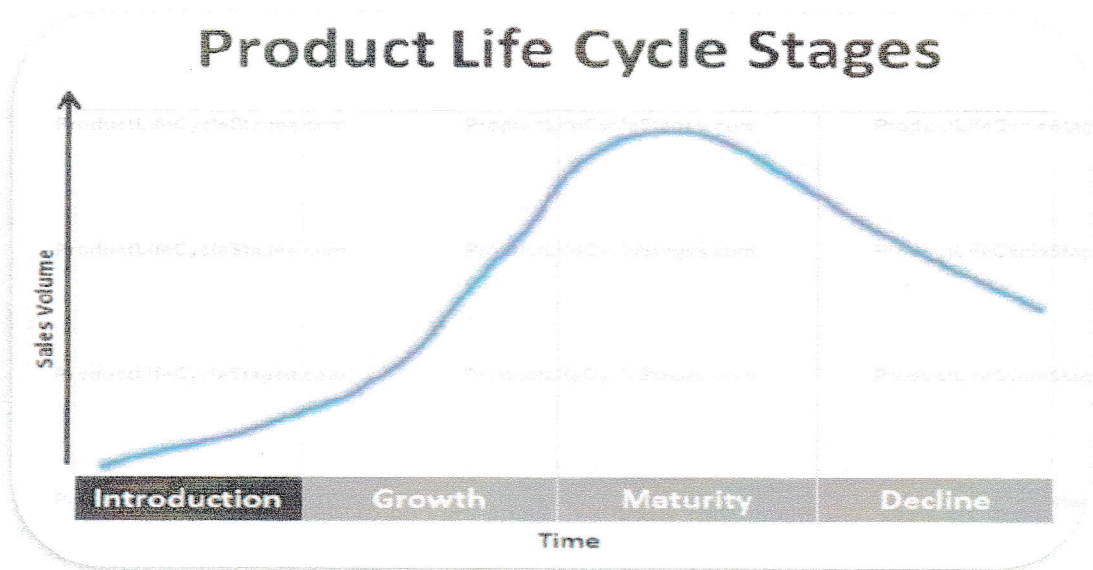
The RAZR V3 series was marketed until July 2007, when the succeeding Motorola RAZR 2 series was released. Marketed as a sleeker and more stable design of the RAZR, the RAZR 2 included more features, improved telephone audio quality, and a touch sensitive external screen. The new models were the V8, the V9, and the V9m, and VE20.

However, RAZR 2 sales were not as good as the original, with consumers moving to competing products. Because Motorola relied so long upon the RAZR and its products. It was slow to develop new products in the growing market for feature-rich touchscreen and 3G phones, the RAZR appeal declined, leading Motorola to eventually drop behind Samsung and LG in market share for mobile phones. Motorola's strategy of grabbing market share by selling tens of millions of low-cost RAZOR's cut into margins and resulted in heavy losses in the cellular division.

In October 2011, Motorola resurrected the RAZR brand for a line of Android smartphones; the Droid RAZR for Verizon Wireless, otherwise also known simply as "Motorola RAZR" on other networks, improved variant Droid RAZR Maxx. The new "RAZR" line shares the trademark thinness as well as stylized tapered corners with the original.

Motorola V3 was the first and main phone of the series. The team of the V3 put together a number of design choices that set the device apart from the competition. The phone had the thinnest profile at the time on a clamshell set, sported an electroluminescent keypad made out of a single metal wafer and used an industry standard mini USB port for data, battery charger and headphones, all in an aluminium body with an external glass screen.

INTRODUCTION STAGE



A product's life cycle involves the introduction, growth, maturity and decline of the product. Motorola began manufacturing the original RAZR V3 cellular phone in 2004, and the model experienced considerable success prior to Motorola's decision to discontinue it. The product life cycle of the original RAZR V3 phone lasted for approximately four-years. Motorola continues to develop and manufacture new RAZR V3 devices that have their own product life cycles. As of December 2011, the Droid RAZR is the latest incarnation of the Motorola RAZR.

The first of the four product life cycle stages is the introduction stage. Any business that is launching a new product needs to appreciate that this initial stage could require significant investment. This means that spending a lot of money at this stage will guarantee the product's success. Any investment in research and new product development has to be weighed up against the likely return from the new product, and an effective marketing plan will need to be developed, in order to give the new product the best chance of achieving this return.

Introduction stage of the cycle could be the most expensive for a company of Motorola launching a new product. The size of the market for the product is small, which means sales are low, although they will be increasing. On the other hand, the cost of things