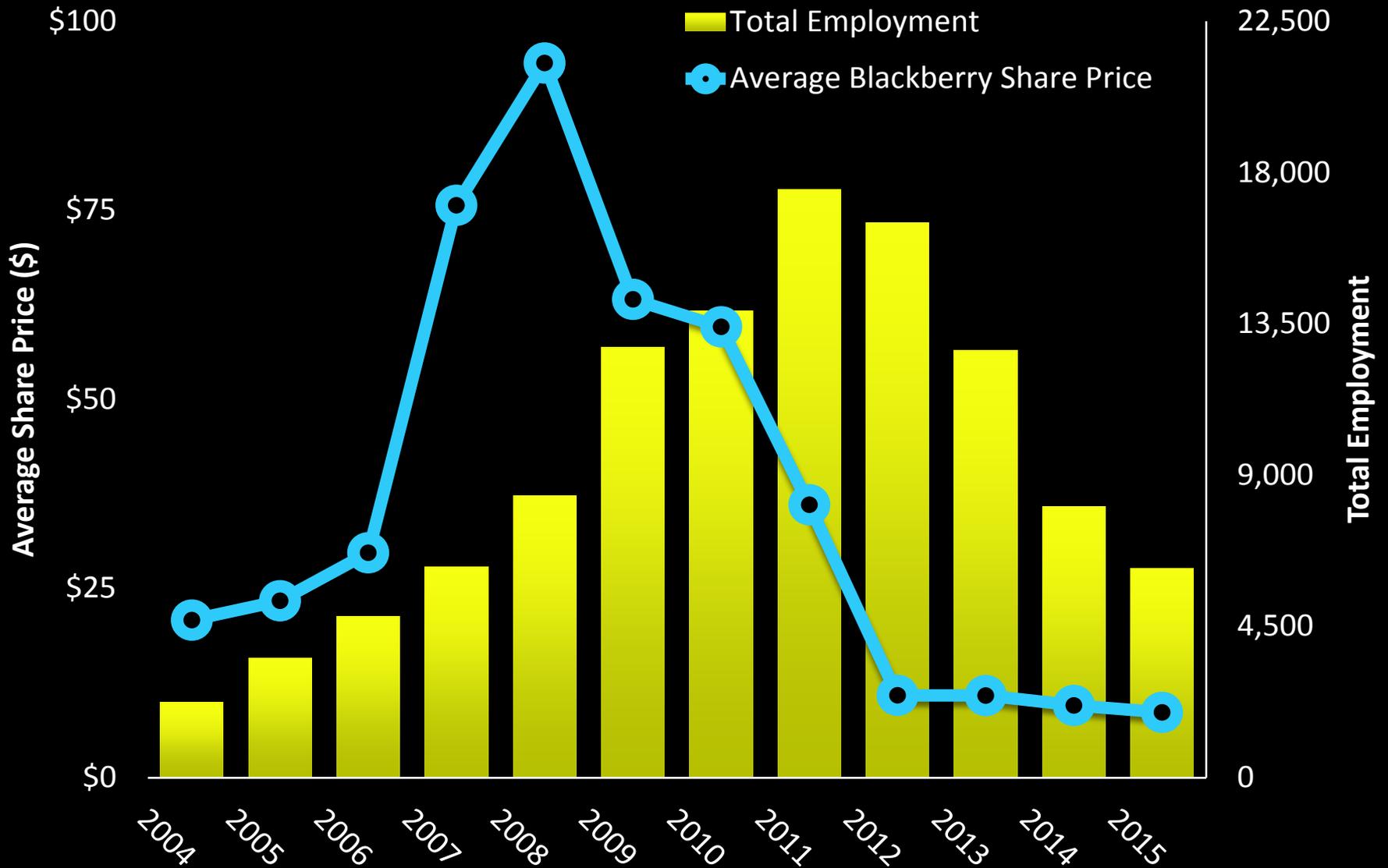


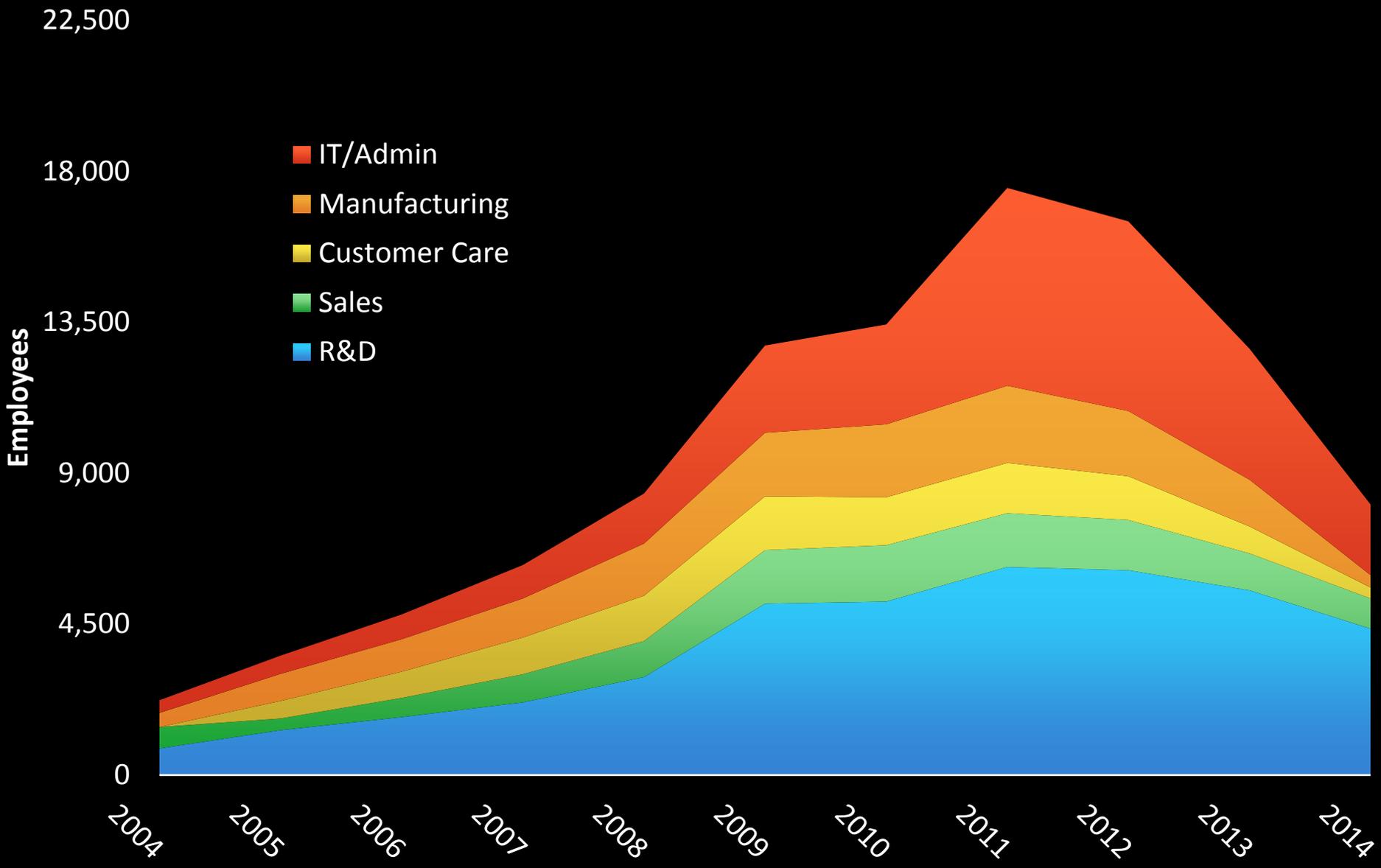
BLOSSOM OR ROT?

1. Entrepreneurial eco-systems and labour markets
 - The case of Blackberry / Kitchener-Waterloo
2. Studying eco-systems? Using novel data sets
3. What did we find? Results
4. Where are we going? Next steps



Source: Blackberry Annual Reports (various years), Yahoo Finance

BLACKBERRY: EMPLOYMENT & STOCK PRICES, 2004-2015



Source: Blackberry Annual Reports (various years)

BLACKBERRY: EMPLOYEES by TYPE, 2004-2014



Inside the fall of BlackBerry: How the smartphone inventor failed to adapt

SEAN SILCOFF, JACQUIE MCNISH AND STEVE LADURANTAYE

The Globe and Mail

Published Friday, Sep. 27 2013, 7:03 AM EDT

Last updated Wednesday, Nov. 06 2013, 10:09 AM EST



Why BlackBerry has a fighting chance at a comeback

RAY SHARMA

Contributed to The Globe and Mail

Published Thursday, Mar. 05 2015, 2:46 PM EST

Last updated Friday, Mar. 06 2015, 7:05 AM EST



INNOVATE OR DIE

The end of BlackBerry as we know it

RYAN CALIGIURI

Special to The Globe and Mail

Published Tuesday, Feb. 03 2015, 5:00 AM EST

Last updated Wednesday, Feb. 04 2015, 10:45 AM EST

THE FIRM IN THE REGION, THE REGION IN THE FIRM

Tracing the BlackBerry diaspora

BlackBerry's workforce has shrunk dramatically since 2011. Here's where a lot of those people went.

Jason Kirby and Matthew Allen

July 21, 2015

Help wanted: Waterloo firms scramble to attract new talent

IAIN MARLOWO

00:00 EDT Monday, April 09, 2012



DEBATE THIS: INNOVATION IN EDUCATION

Innovation in Waterloo won't die with BlackBerry

FERIDUN HAMDULLAHPUR

Contributed to The Globe and Mail

Published Tuesday, Oct. 08 2013, 7:00 AM EDT

Last updated Wednesday, Oct. 09 2013, 11:19 AM EDT

ANCHOR FIRM DEMISE, DIGITAL DIASPORA?

- What is the nature of inter-firm, inter-industry/cluster, and geographic mobility for digital talent?
- What is the impact and influence of key events (e.g. demise/restructuring of local anchor firm) on
 - local labour market dynamics?
 - new firm/cluster formation and entrepreneurship?

RESEARCH QUESTIONS

- High levels of labour market mobility contribute to knowledge circulation and innovation
- Inter-cluster mobility: 'Brain circulation' (Saxenian 2006)
- Intra-cluster mobility: Localized knowledge spillovers embedded in regional labour markets (Angel 1991; Almeida & Kogut 1999)
- National context / economic system matters (Vinodrai 2013; Storz et al. 2014)

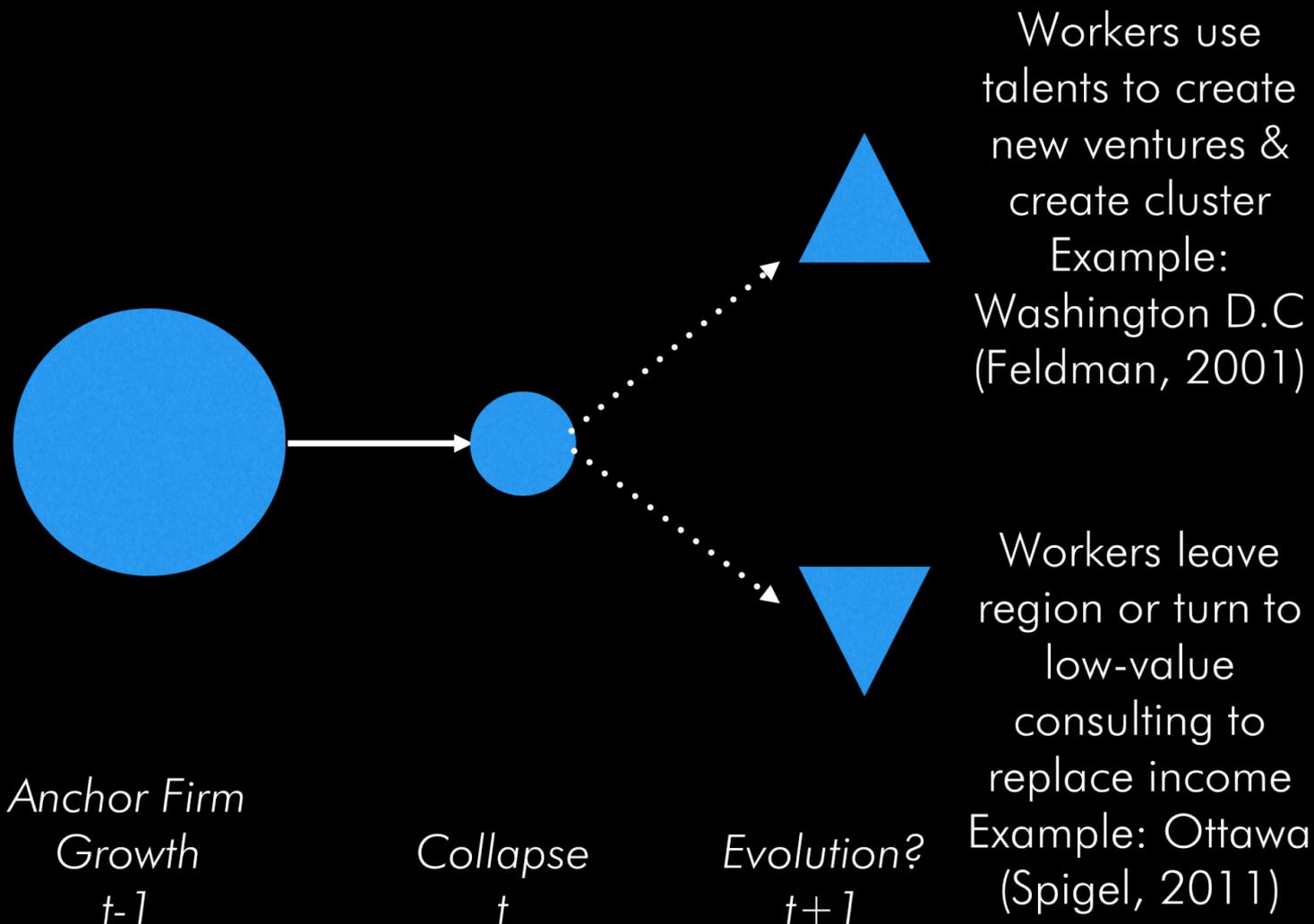
LABOUR MARKET MOBILITY

- Collapse of anchor firms releases significant human capital back into the (local?) labour market
- Resilient regions can capture and re-bundle this talent
- Threat of outmigration if skilled workers cannot be re-employed locally in existing or new ventures

ENTREPRENEURIAL ECOSYSTEMS & LABOUR MARKET EVOLUTION

- Local entrepreneurial culture and support network can encourage entrepreneurship amongst laid off workers
- Entrepreneurial employees can employ technical knowledge and market insight to launch high quality firms
- But assumes entrepreneurial ability & mindset amongst workers in large firms

ENTREPRENEURIAL ECOSYSTEMS & LABOUR MARKET EVOLUTION



ENTREPRENEURIAL ECOSYSTEMS & LABOUR MARKET EVOLUTION

- Need to embrace alternative data sources to ask new questions and go beyond the firm level (Kitchin 2013; Feldman 2015; Feldman and Lowe 2015)
- Social media job data offer a potentially rich source of individual-level data with high geographic/sectoral resolution
- Previous studies: Feldman and Lowe 2015 (founder career history and education); Jiang et al 2014 (career paths of credit analysts); Mendel 2014 (regional 'connectedness' and growth); State et al 2014 (migration of highly skilled workers)

EXPLORING NOVEL DATA SOURCES

- Social media profiles contain information on location, employer, job titles and histories, educational attainment
- Incentive for individuals to keep data accurate and up to date, especially in occupations / industries with high labour mobility

EXPLORING NOVEL DATA SOURCES

- Identify individuals who identified as a founder and employed by Blackberry / Research in Motion (n = 1,166)
 - Founders: Any individual who had job title containing Founder, Co-Founder, Owner, President, CEO, Chief Executive Officer
- Narrowed focus to people who had worked at Blackberry in Waterloo in past five reported jobs (n=183)
 - Selected only those who were a founder after leaving Blackberry HQ in Waterloo, post-2010 (n=134)

DATA PREPARATION

- Very structured data but also very messy
- Unclear job titles
- Interns and co-op students
- Missing temporal / geographic data
- What types of entrepreneurship matter?

CHALLENGES

City-region	Count	%
Waterloo	64	47.8
Toronto	28	20.9
Other Canadian cities	27	20.1
Bay Area	5	3.7
Other US Cities	6	4.5
Outside North America	4	3.0
TOTAL	134	100.0

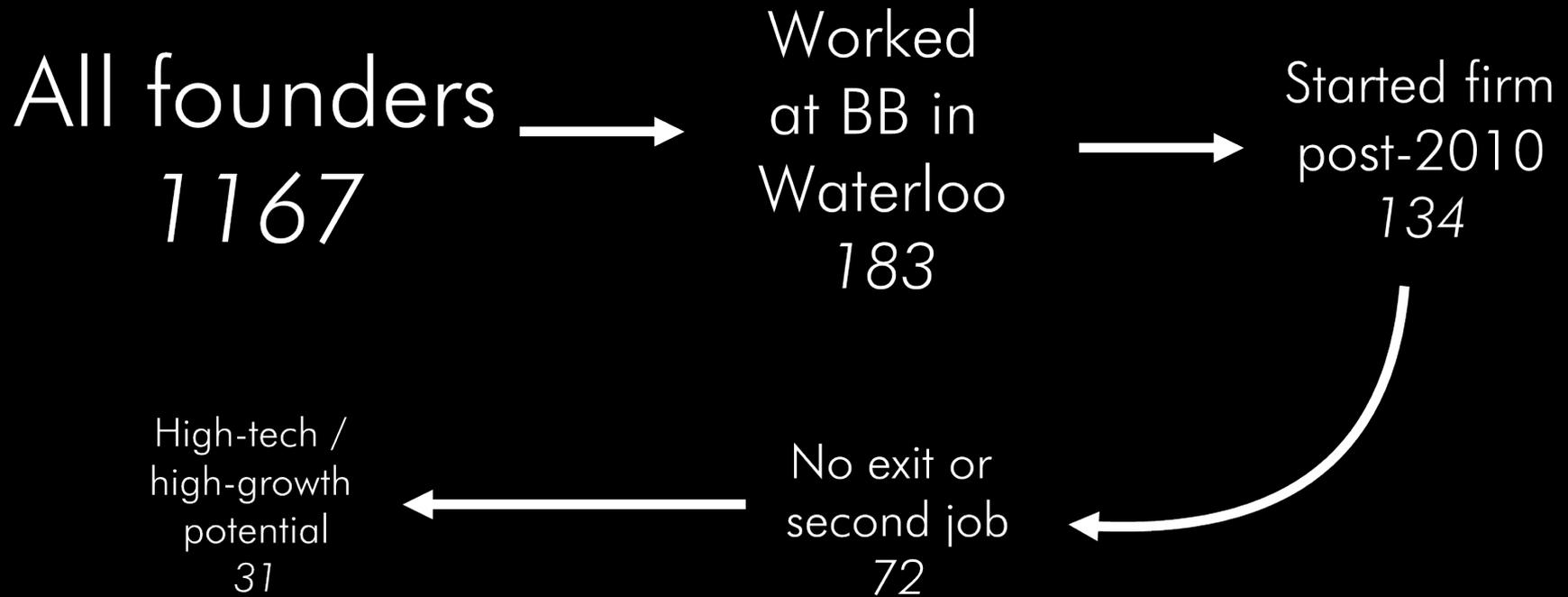
STORY 1: ENTREPRENEURIAL TALENT @ BLACKBERRY HQ

Years of Experience	Count	%
1 to 2 years	6	4.5
3 to 5 years	15	11.2
6 to 10 years	47	35.1
More than 10 years	66	49.3
TOTAL	134	100.0

STORY 1: ENTREPRENEURIAL TALENT @ BLACKBERRY HQ

- Slightly more individuals who had only worked at Blackberry HQ in Waterloo stayed in Canada (90.4%) compared to those who had also worked at other Blackberry locations (84.8%)
- Career stage mattered to whether or not entrepreneurs remained in Canada
 - 1 to 2 years experience (83.3%)
 - 3 to 5 years experience (86.7%)
 - 6 to 10 years (80.9%)
 - More than 10 years (95.5%)

STORY 1: ENTREPRENEURIAL TALENT @ BLACKBERRY HQ



STORY 1: ENTREPRENEURIAL TALENT @ BLACKBERRY HQ

City-region	Count	%
Waterloo	20	66
Toronto	4	13.3
Boston	1	3.3
Calgary	1	3.3
Unknown	4	13.3
TOTAL	30	100.0

STORY 1: HIGH-TECH STARTUPS @ BLACKBERRY HQ

Years of Experience	Count	%
1 to 2 years	1	3.3
3 to 5 years	3	10
6 to 10 years	7	23.3
More than 10 years	19	63.3
TOTAL	30	100.0

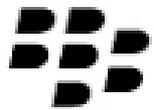
STORY 1: HIGH-TECH STARTUPS @ BLACKBERRY HQ



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THE ASTONISHING TRIBE

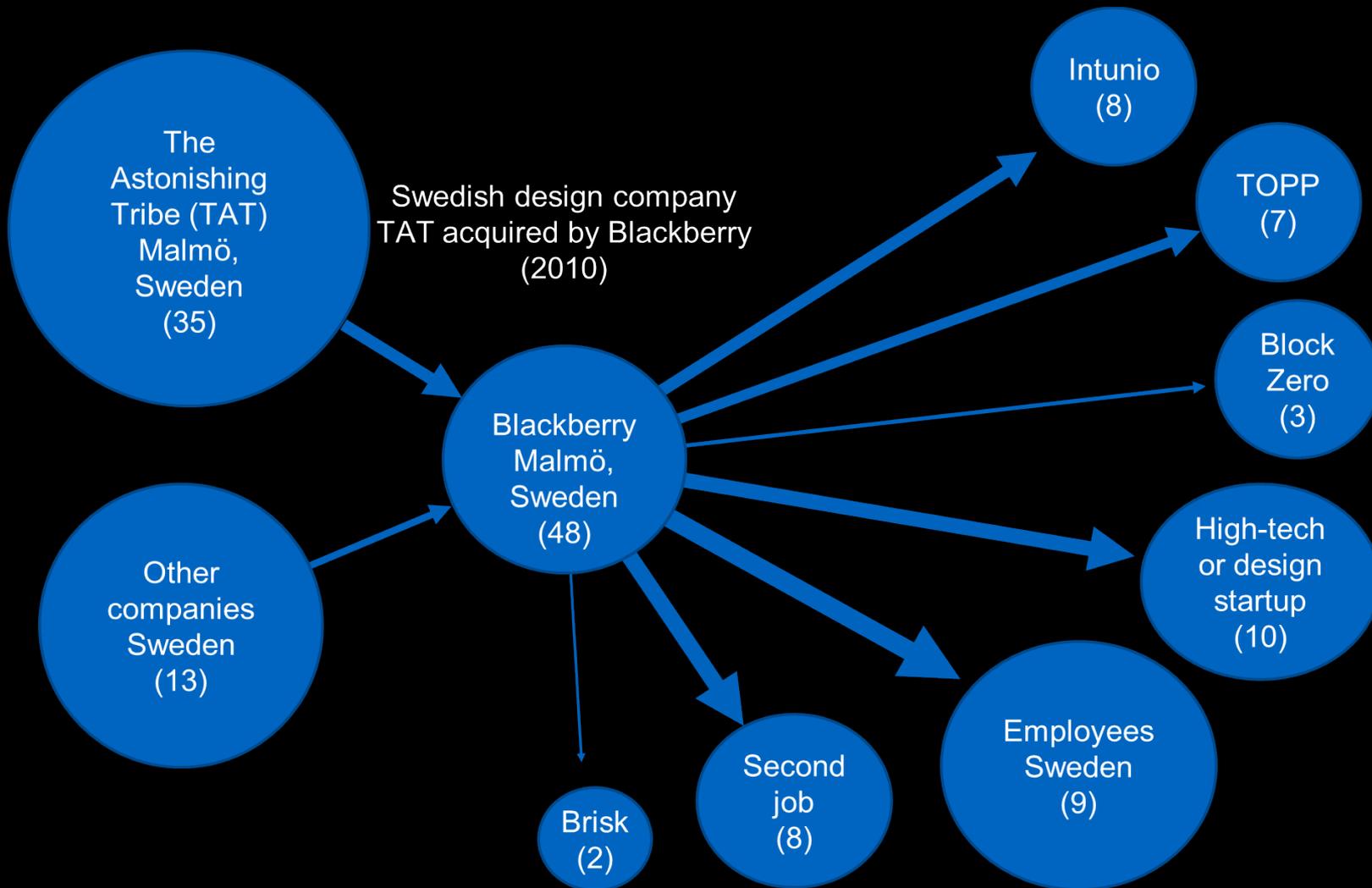
- High proportion of former BlackBerry employee-turned-entrepreneurs appear to be from other locations in Canada and globally



QNX™

- Corporate acquisitions by BlackBerry in 2010
 - QNX (Ottawa)
 - TAT (Malmö)
 - And others ...

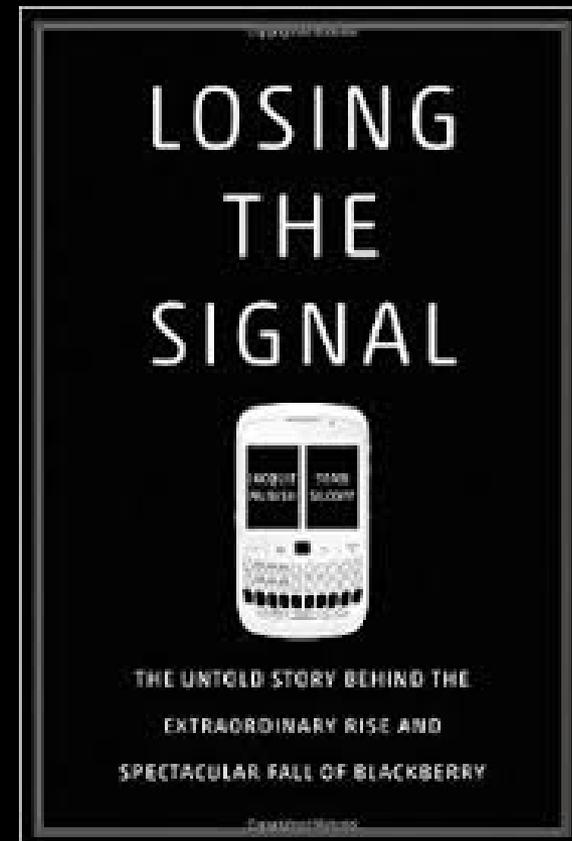
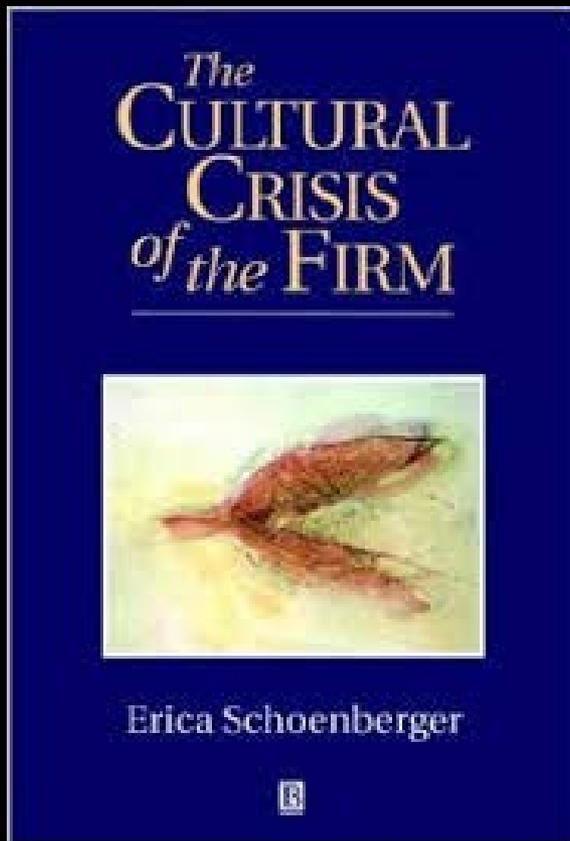
STORY 2: HIGH-TECH STARTUPS @ GLOBAL BLACKBERRY



STORY 2: HIGH-TECH STARTUPS @ GLOBAL BLACKBERRY

	Waterloo	Malmö
Blackberry employees who were also founders	183	48
Founders (<u>after</u> leaving BB)	134	39
No exit / No second job	72	31
High-tech / growth start-ups		
- Individuals	31	30
- Firms	29	14

STORY 2: HIGH-TECH STARTUPS - LOCAL vs. GLOBAL BLACKBERRY



THE FIRM IN THE REGION, THE REGION IN THE FIRM?

ANCHOR FIRM DEMISE AND DIGITAL OPPORTUNITY

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- Contact us:
 - tara.vinodrai@uwaterloo.ca
 - Ben.Spigel@ed.ac.uk
- Cover photo source
 - <http://fusion.net/story/45438/the-life-death-and-rebirth-of-blackberrys-hometown/>

QUESTIONS?