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The Business Skills Olympics 2019 Case Guidelines

Dear Students,

This year's case is:

Voice War Hey Google vs. Alexa vs. Siri

This case focuses on the competitive landscape in the area of *Intelligent Assistants* (also known as virtual or voice assistants) which are applications that translate conversational text or spoken language into completed services.

After the January 2018 Consumer Electronics Show (CES) in Las Vegas, Google's CEO needed to do an assessment of the company's progress in capturing market share for its Google Assistant technology (widely recognized at CES as superior) and projecting the growth opportunities for the platform.

This case raises for consideration, Google's almost unprecedented growth as a company with revenues of \$110.9 billion and a market valuation of \$272 billion and how the company might replicate that success for its Intelligent Assistant technology.

Key Competitive Issues:

- Apple was first to the market with the launch of "Siri" in 2011 on the iPhone 4S.
- In 2014, Microsoft rolled-out "Cortana" across its Windows ecosystems.
- That same year, Amazon created a new market by introducing the Echo smart speaker powered by "Alexa".
- In 2016, Google Assistant was introduced for public use via the "Pixel" smartphone.
- By early 2018, there was emerging competition from China via companies such as Alibaba Group Holdings, Baidu and Tencent Holdings.

Uses of the Technology:

- Smartphones
- Smart Speakers
- Connected Home
- Cars and other Hardware Platforms
- Enterprise

Google is faced with one of two strategies for its Intelligent Assistant product:

1. Should Google keep the technology in-house to drive Google services and google products?
2. Should Google license the technology broadly to third parties?

Your team should select and defend one of the two strategies shown above or present a strategy of your own which can include components of either of the two strategies considered.

Your team will have four minutes to present your solution to the judges. You will be judged on the following components:

- *Identification of the critical issue(s) presented by the case;*
- *Your proposed solution and the logic supporting it;*
- *The projected impact of your solution;*
- *The resourcefulness of your team;*
- *Your overall presentation.*

Although you are expected to develop your solution as a team, the number of team members who present is up to you.