

## CHAPTER 1



### *The Flame of Tar Valon*

*The Wheel of Time turns, and Ages come and pass leaving memories that become legend, then fade to myth, and are long forgot when that Age comes again. In one Age, called the Third Age by some, an Age yet to come, an Age long past, a wind rose in the Mountains of Dhoom. The wind was not the beginning. There are neither beginnings nor endings to the turning of the Wheel of Time. But it was a beginning.*

*Born among black, knife-edged peaks, where death roamed the high passes yet hid from things still more dangerous, the wind blew south across the tangled forest of the Great Blight, a forest tainted and twisted by the touch of the Dark One. The sickly sweet smell of corruption faded by the time the wind crossed that invisible line men called the border of Shienar, where spring flowers*

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*Kindle Fire* Mohanbir S. Sawhney,Joseph R. Owens,Pallavi Goodman,2017 This case is intended to illustrate to readers

the challenges faced in 2011-2013 by Amazon's CEO Jeff Bezos as he guided his company into the exploding tablet market. Faced with the tough decision between focusing on the e-reader market which Amazon had come to dominate with its Kindle product line and making a foray into tablets for which it had no expertise, Bezos chose the latter. Amazon sought to combine platform assets to create an end-to-end experience that would let users find a sweet spot in the mix of features and services. This strategy involved critical decisions such as selecting a customer segment to target and a positioning for the new product, dubbed the Kindle Fire, as the tablet market rapidly evolved. The Kindle Fire was designed to put the full Amazon experience right into the laps of customers and Bezos was betting that his customers would see the Kindle Fire as the physical manifestation of all things Amazon. To achieve this, Amazon was willing to heavily subsidize the Kindle Fire hardware device. The key assumption was that the superior end-to-end experience Amazon had carefully created would lead to incremental purchases of content as well as physical products and services and the margins thus gained would outweigh the hardware subsidy. Position and define target segments for a new product relative to competition as well as to a company's own products. Articulate a competitor's strategy and how to compete against an incumbent with a disruptive business model and a differentiated position. Discuss selling an experience as opposed to a product or device and how to create a differentiated service experience. Determine pricing, analyze business model and calculate revenue/profit for a technology product.

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