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vs

Third Party Ecosystems

# 2003

His (Jobs) biggest selling point during this period was demonstrating early versions of the iTunes Store for label executives. Everybody who saw it was ultimately willing to make a deal.

"He pushed us in ways we needed to be pushed," Roger Faxon, CEO of EMI Group

"My view was this was exactly what we needed." Ames, the former Warner chief



2003

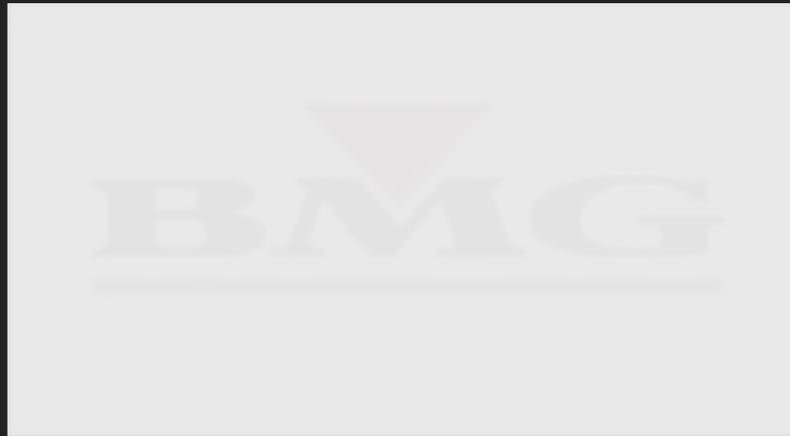


# 2012

From 2003 to 2010, music sales dropped 32 percent, according to the International Federation of the Phonographic Industry.

"His stock went from \$8 billion to \$80 billion and ours went in reverse," Warner's Ames said in 2007

(EMI out of business after 115 years)



# 2008

Mark Siegel, a Cingular spokesman, said, "We think this is a win for Apple, and it is a win for Cingular."

"I don't want to leave the impression that these (iPhone) customers are not ours. They are."

-USAToday



For Cingular, Apple's ambitions were both tantalizing and nerve-racking. A cozy relationship with the maker of the iPod would bring sex appeal to the company's brand.

"We're thinking about the market differently," Roth says. It took Steve Jobs to show them that  
-Wired

# 2010



Eric Schmidt tells mobile operators at their biggest annual gathering, MWC, that he wants to partner (rather than compete) with them to find value for all

Schmidt assured worried attendees that Google comes in peace. He said he disagreed that Google is trying to make wireless operators "dumb pipe providers."

-CNET

# 2010

It seems as if Google has not considered the strategic implications of its actions on wireless operators.

This is a strategic blunder on Google's part. This is bad news for Google because the wireless operators are in a much stronger position than Google.

They didn't let Intel and Microsoft turn them into "dumb pipe providers" and they won't allow Google and Apple to do it either.

-ZDNET



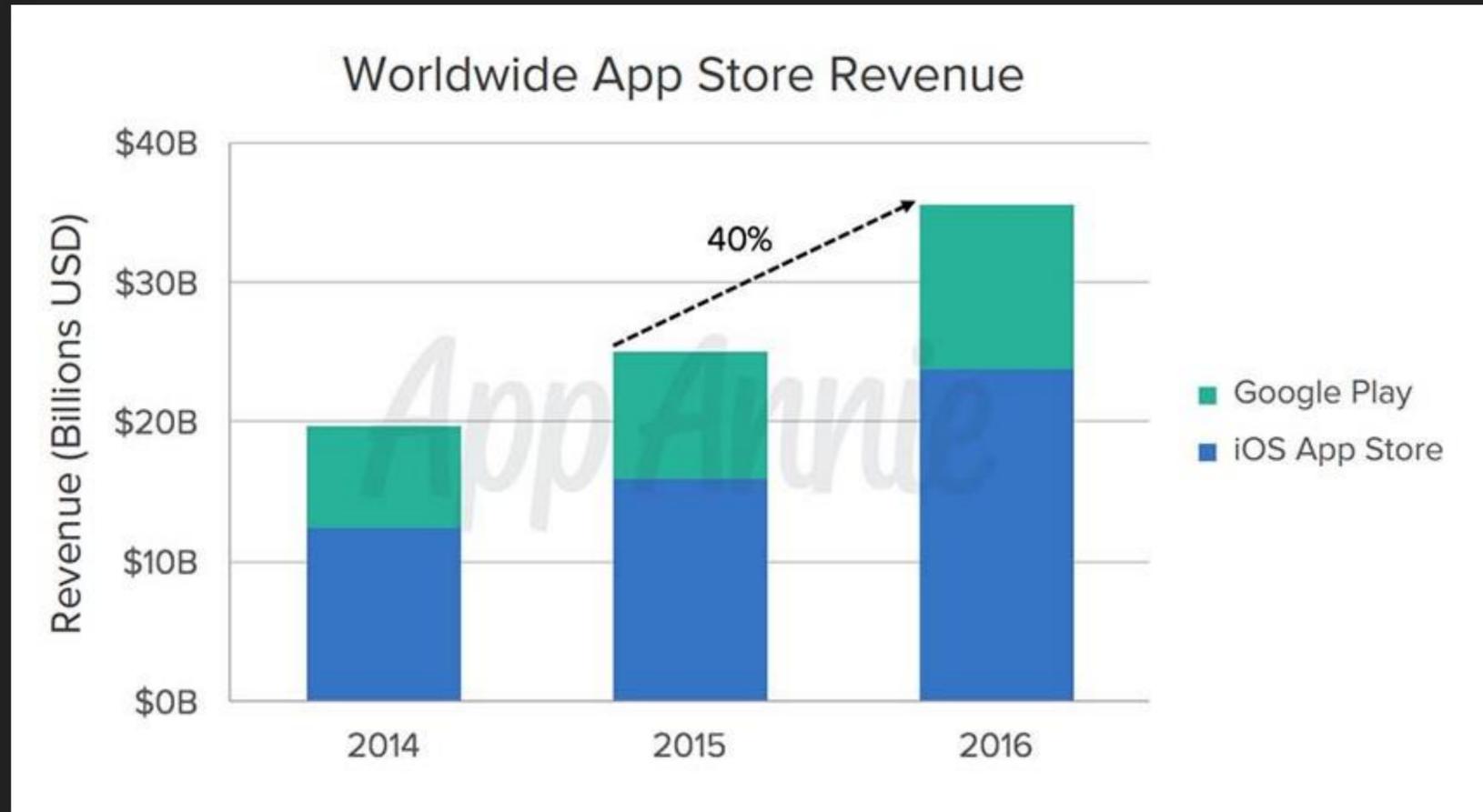
It's worth noting that mentions of the Apple iPhone declined significantly at this year's show.

After an entire year barraged by iPhone news, the attendees didn't need to hear it.

Maybe the fearsome "dumb pipe" metaphor really is as tired as it sounds.

-FierceWireless

# 2016



"By owning Time Warner content, we will be able to innovate more quickly, experiment more readily, tweak our offerings as we gauge customer response and bring consumers the options they seek," Randall Stephenson, AT&T CEO

Verizon, of course, thinks it can stop the decline, perhaps by combining Yahoo with AOL, which it bought in 2015, to create a competitor to Google or Facebook /. But YahooOL has a lot of catching up to do.

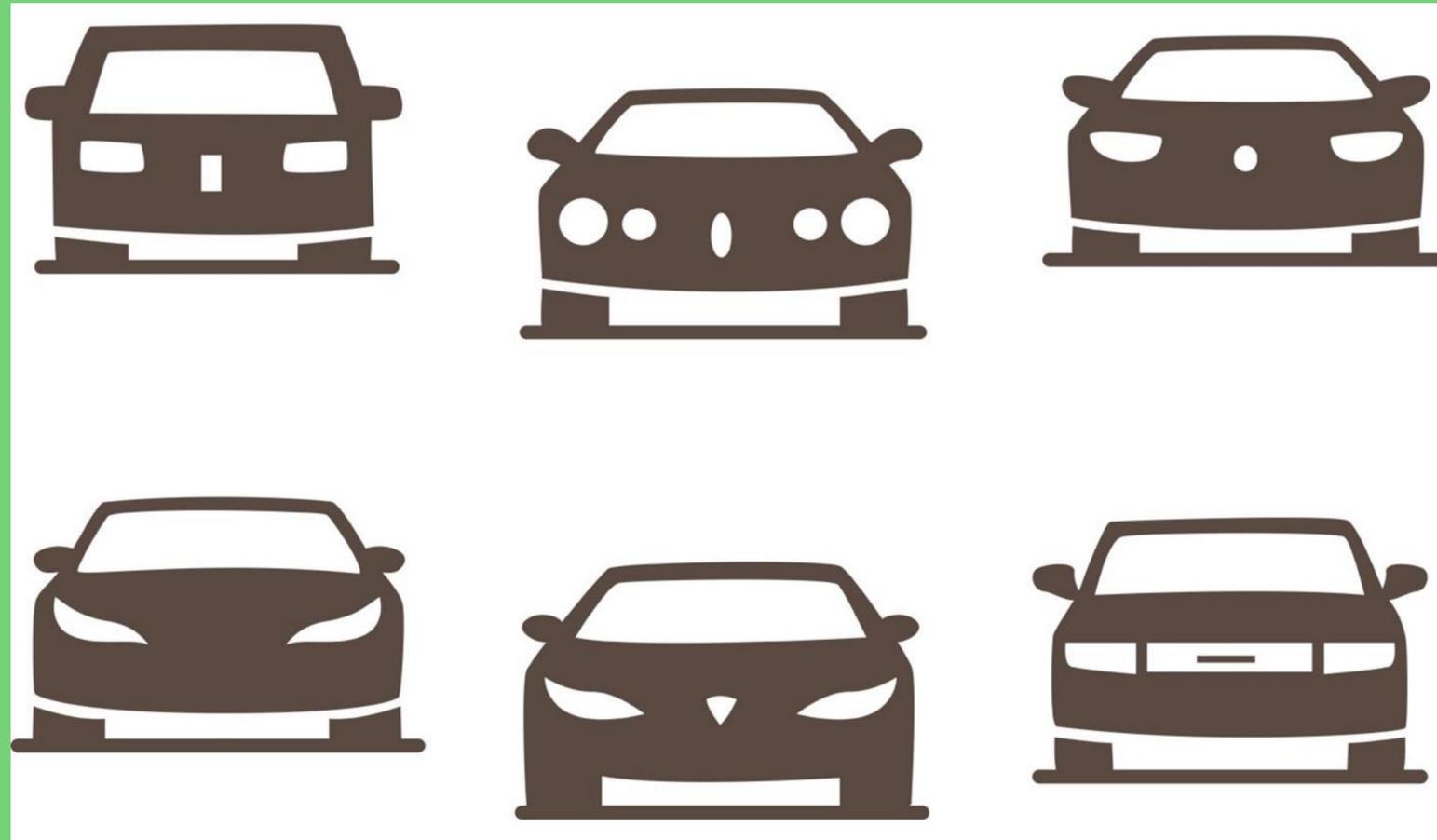
App Store sales were 22% bigger than Mac sales for the year and 35% larger than iPad sales for the year. -ZDNet

-Fortune

# 2015

As for Android and Apple muscling their way into the automotive space, He says, “We don’t see it as competition. We see it as an opportunity to create more engagement with customers.”

-, communications director



Our company, like most carmakers, is supporting both Google’s Android Auto and Apple’s CarPlay.

CTO said part of the reason behind that is ensuring that car buyers have choice.

# 2015

**Silicon Valley has a new target and it's the auto industry.**

The auto industry has never done software and connectivity well, but Silicon Valley excels at them both.

*Silicon Valley already did it to the most popular consumer electronics product of all time: the smartphone.*

When developers are given powerful platforms to write software on, they change the world. We've seen that with PCs, the internet and our phones.

**It's time Silicon Valley did the same thing with the computers we drive.**

*“How Silicon Valley Will Reinvent the Auto Industry” -Forbes*

# 2017

When the situation was manageable

It was neglected

and now that it is thoroughly out of hand

we apply too late the remedies which then might have effected a cure.

Want of foresight, unwillingness to act when action would be simple and effective, lack of clear thinking, confusion of counsel until the emergency comes, until self-preservation strikes its jarring gong

...these are the features which constitute the endless repetition of history

Churchill Address to the House of Commons. May 2, 1935



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