



Fall 2015 Leadership Challenge

Organization Iridium
Dates September 3, 2015 – November 23, 2015

Background

Iridium launched their new Iridium GO! device in 2014 and is marketing it as a way for a smartphone to be used when a customer is out of reach from a cell phone network. Users can stay in touch with voice, text and select Internet sites via an Iridium GO! app on their phone, providing peace of mind and a connection to family, friends or business colleagues when out of reach of traditional cell coverage (which is on about 90% of the earth's surface). The product has been a success, and as a first generation product, the company believes it has much more potential and is repositioning the product, and will eventually introduce a faster, more capable device once its new satellites are launched (currently scheduled starting in December and completing in 2017). It wants to maximize the sales of the existing product by finding new channels and markets, and helping its partners address new opportunities.

The Challenge

Explore the opportunity for marketing the Iridium GO! to a typical student or young traveler (safety and value conscious) – as this market remains elusive for the Iridium team.

- Evaluate product strengths, desirable enhancements, and the opportunity for this segment
- Develop a marketing, advertising, and/or promotion strategy
- Create a plan to generate sales and recommend optimal sales channels

Parameters & Objectives

Based on the results of the Predictive Index (PI) process (which is a process Iridium has recently introduced internally to hire new employees), four team leads were selected. The team lead will select their remaining 4-5 team members based on anonymous PI results. Then, after each team is identified, they will work competitively during the semester to accomplish the following objectives:

1. Identify Product Enhancement Opportunities
 - a. New features or apps
 - b. New or unique pricing plans
 - c. Flexible purchasing or rental programs
 - d. Support, instructional, or training needs
2. Develop a marketing plan to target student travelers at Ohio State or other collegiate markets
 - a. Develop messaging and images to resonate with your target customer (Iridium is making their marketing firm available with a team budget to support each team)
 - b. Identify and promote Iridium GO! on relevant websites
 - c. Implement social media campaigns



- d. Create unique website or blog site or other ways to engage customers
3. Make a recommendation on optimal sales approaches and channels
 - a. Explore “Where to Buy” section on Iridium.com
 - b. Contact existing sales channels (partners and dealers)

Bonus Opportunity: Identify other market segments or target customers, offering innovative ideas and marketing strategies to reach them.

As with any Buckeye Leadership Challenge, these objectives may be accomplished through a variety of means. Ultimately, the most successful team will:

- Develop a “persona” for your target user
- Identify the specific features and benefits to highlight in promotion and messaging
- Create a tag line and call to action
- Determine promotional strategy and tools that would create the highest visibility and resonate with the target market
- Coordinate with Iridium Product and Marketing teams as well as their creative agency to support the marketing plan
- Create concept(s) to support your promotional strategy with assistance from the Iridium marketing team and creative agency (as necessary)
- Be able to support recommendations on sales channels and advertising strategies ensuring recommendations are financially sound with potential for a strong ROI

Leadership Challenge Logistics

Over the course of this challenge, each team will engage in required check-in meetings with Iridium. Within these check-in meetings, teams will offer an update on their work, as well as address any progress deadlines for the particular check-in.

Subject	Date	Time	Location
PI & PLI Debrief	Wednesday, September 2	7-9:30p.m.	TBD, Ohio State campus
Challenge Kickoff	Thursday, September 3	11:30a.m.-1:30p.m.	Sphinx Room, Ohio Union
Challenge Check-In #1: <ul style="list-style-type: none"> • Target Customer/Persona • Product Rec’s • Promo Strategy 	Monday, September 21	4-4:30p.m.	Derby Hall, Room 48 – virtually
Challenge Check-In #2: <ul style="list-style-type: none"> • Marketing & Promo concepts/activities • Sales Channels 	Monday, October 19	4-4:30p.m.	Derby Hall, Room 48 – virtually
Challenge Check-In #3	Monday, November 2	4-4:30p.m.	Derby Hall, Room 48 – virtually
Final Challenge Presentations	Sunday, November 22 – Monday, November 23	All-Day	Iridium HQ in McLean, VA



About Iridium¹

Truly Global Communications

Iridium Communications Inc. is the only satellite communications company that offers truly global voice and data communications coverage. A technology innovator and market leader, Iridium is advancing the way global enterprises conduct daily mission-critical activities through reliable, near real-time, communications services.

Iridium's 66 low-Earth orbiting (LEO) cross-linked satellites – the world's largest commercial constellation – operate as a fully meshed network.

Reaching over oceans, through airways and across the Polar Regions, Iridium solutions are ideally suited for industries such as maritime, aviation, government/military, emergency and humanitarian services, mining, forestry, oil and gas, heavy equipment, transportation and utilities. Iridium provides service to subscribers from the U.S. Department of Defense, as well as other civil and government agencies around the world. Iridium sells its products, solutions and services through a network of service providers and value-added dealers.

Iridium NEXT: Expanding the Possibilities

Iridium is constantly finding new ways to expand possibilities, including our next-generation constellation, [Iridium NEXT](#). Scheduled to begin launching in 2015, Iridium NEXT will bring enhanced and entirely new services and capabilities to our customers.

Connecting People, Businesses and Organizations

Iridium voice services are provided via various [handsets](#) and installed communications systems onboard ships, aircraft and land-based vehicles. [Iridium's machine-to-machine \(M2M\) transceiver](#), incorporated into an ever-increasing number of applications, provides data connections to every corner of the Earth, transferring location information, weather reports, email, or any other data requiring a reliable, global, two-way connection.

Iridium addresses new and emerging markets, like the Internet of Things (IoT) market for two-way, satellite-based location, tracking and messaging to all kinds of vehicles, machines, and systems. Iridium also provides complete high speed voice and data coverage for ships at sea, as well as over 30,000 aircraft in the skies, delivered over the world's largest and only completely global commercial satellite constellation.

FAST FACTS

A publicly traded company headquartered in McLean, Va., Iridium manages several operations centers, including Tempe, Arizona and Leesburg, Virginia, U.S.A. The U.S. Department of Defense, through its own dedicated gateway, relies on Iridium for global communications capabilities.

- Nasdaq: IRDM
- Corporate Headquarters: McLean, Virginia, U.S.A.
- Operations Centers: Tempe, Arizona and Leesburg, Virginia, U.S.A.

¹ Information retrieved from: <https://www.iridium.com/About/CompanyProfile.aspx>



- Value Added Partners: Iridium offers global voice and data services through more than 240 qualified distribution partners worldwide.

Learning Outcomes

By engaging in this leadership challenge, Fellows:

1. Understand the work of Iridium, specifically learning about their market and products, learning about how product and marketing strategy works for a high tech company.
2. Formulate and execute a comprehensive strategy to enhance, market, and sell the product Iridium GO!
3. Recognize the strengths of working within teams of differently-minded individuals, through use of the Predictive Index.
4. Manage their effort within a team by exhibiting positive group processes (expectation- and goal-setting; teamwork; follow-through; proactive communication; and continuous feedback exchange) to successfully navigate this leadership challenge.
5. Deliver tangible, quantifiable results which comprise a sustainable solution for Iridium.

Resources

Each team will have access to a \$3k marketing budget, offered ONLY through Iridium and their affiliate marketing resources. To access their budget, teams must have a detailed and legitimate planned and plan, receive feedback from the Iridium and affiliate marketing teams, and provide ample lead time to enact the plan.

Listed below are the Iridium and Iridium Affiliate personnel resources for this challenge:

Name	Role	Email	Category
Joel Thompson	Vice President and General Manager, Terrestrial Business Unit	Joel.Thompson@iridium.com	Iridium Resources: Product Lead
Jai Dialani	Manager, Product Management	Jai.Dailani@iridium.com	Iridium Resources: Product Lead
Sandi Dudley	Executive Director, Global Marketing and Public Relations	Sandra.Dudley@iridium.com	Iridium Resources: Marketing
Ashley Eames	Associate Director, Global Marketing	Ashley.Eames@iridium.com	Iridium Resources: Marketing
Trovon Williams	Manager, Marketing Operations	Trovon.Williams@iridium.com	Iridium Resources: Marketing
Matt Desch	CEO	Matt.Desch@iridium.com	Iridium Resources: Executive Mentor
Jill Piovano	Director, Human Resources	Jill.Piovano@iridium.com	Iridium Resources: Executive Mentor
Diane Hockenberry	Director, Communications and Public Relations	Diane.Hockenberry@iridium.com	Industry Resources: Media Contacts
Crosby Volmer	Public Relations Agency		Industry Resources: Media Contacts
Hinge	Creative Agency		Industry Resources: Marketing Agency