

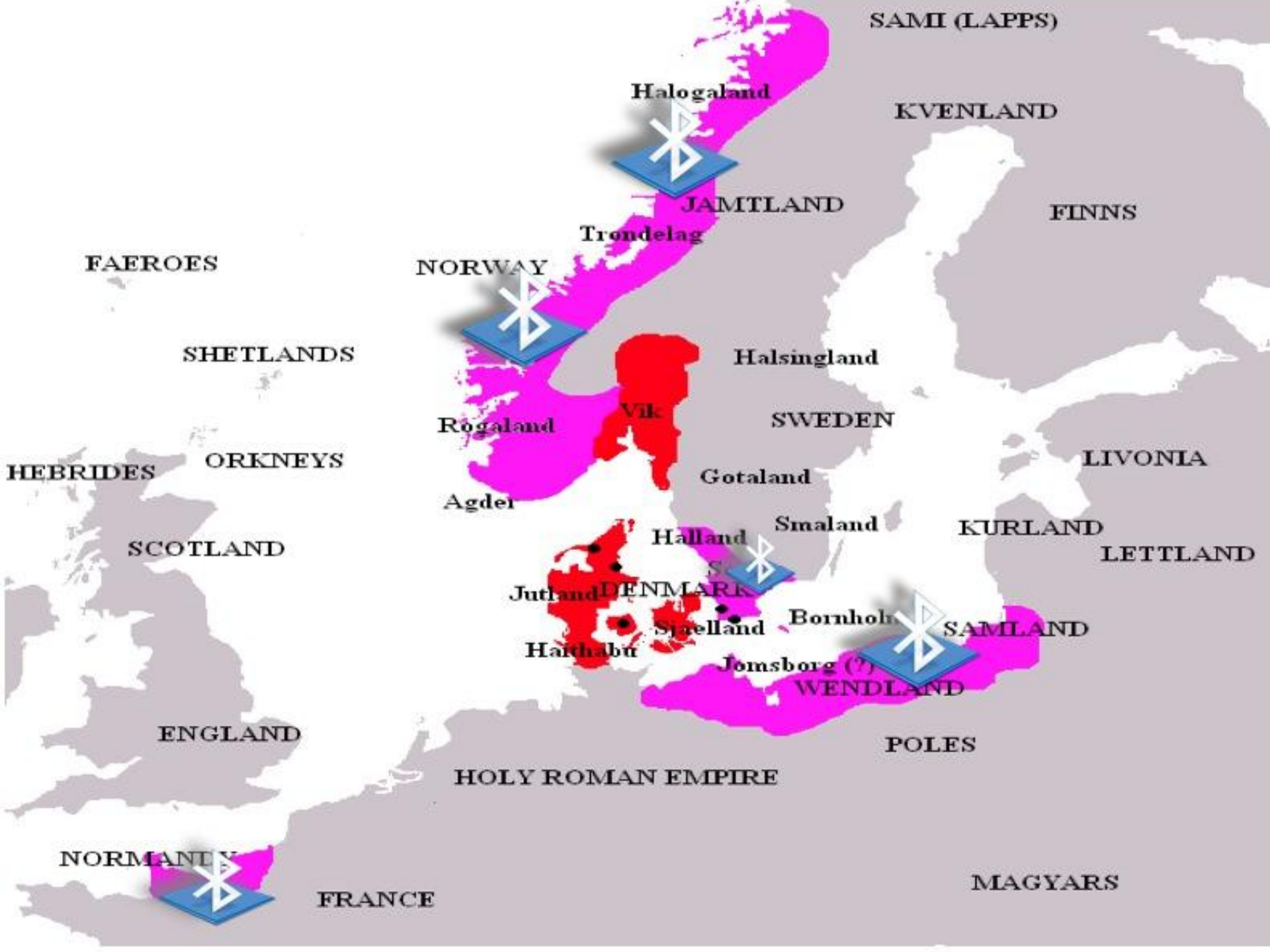
# CSR

An example of how to grow your venture

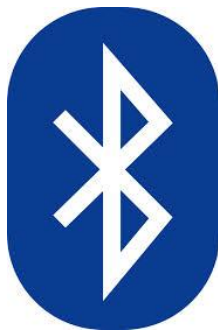
Glenn Collinson  
11<sup>th</sup> February 2014

**What exactly is the market opportunity?**









Nov 1998

'MCLink'  
invented  
1994

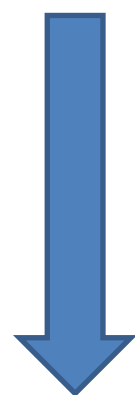
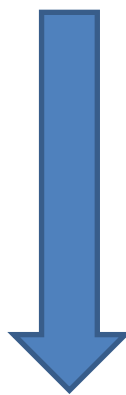
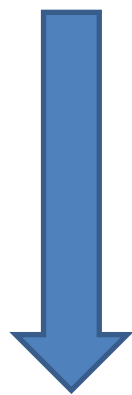
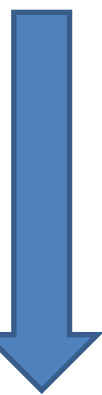
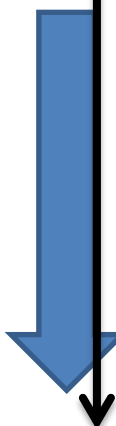
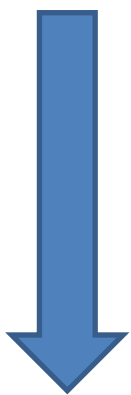
Bluetooth  
Launched  
1998

First  
product  
2000

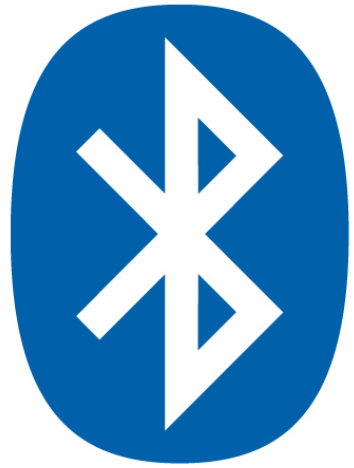
250  
million  
2004

1  
billion  
2006

> 4  
billion  
to date



**Who invented**



**Bluetooth<sup>®</sup>**

**?**

The Bluetooth SIG:  
Intel, Ericsson, Nokia  
IBM & Toshiba







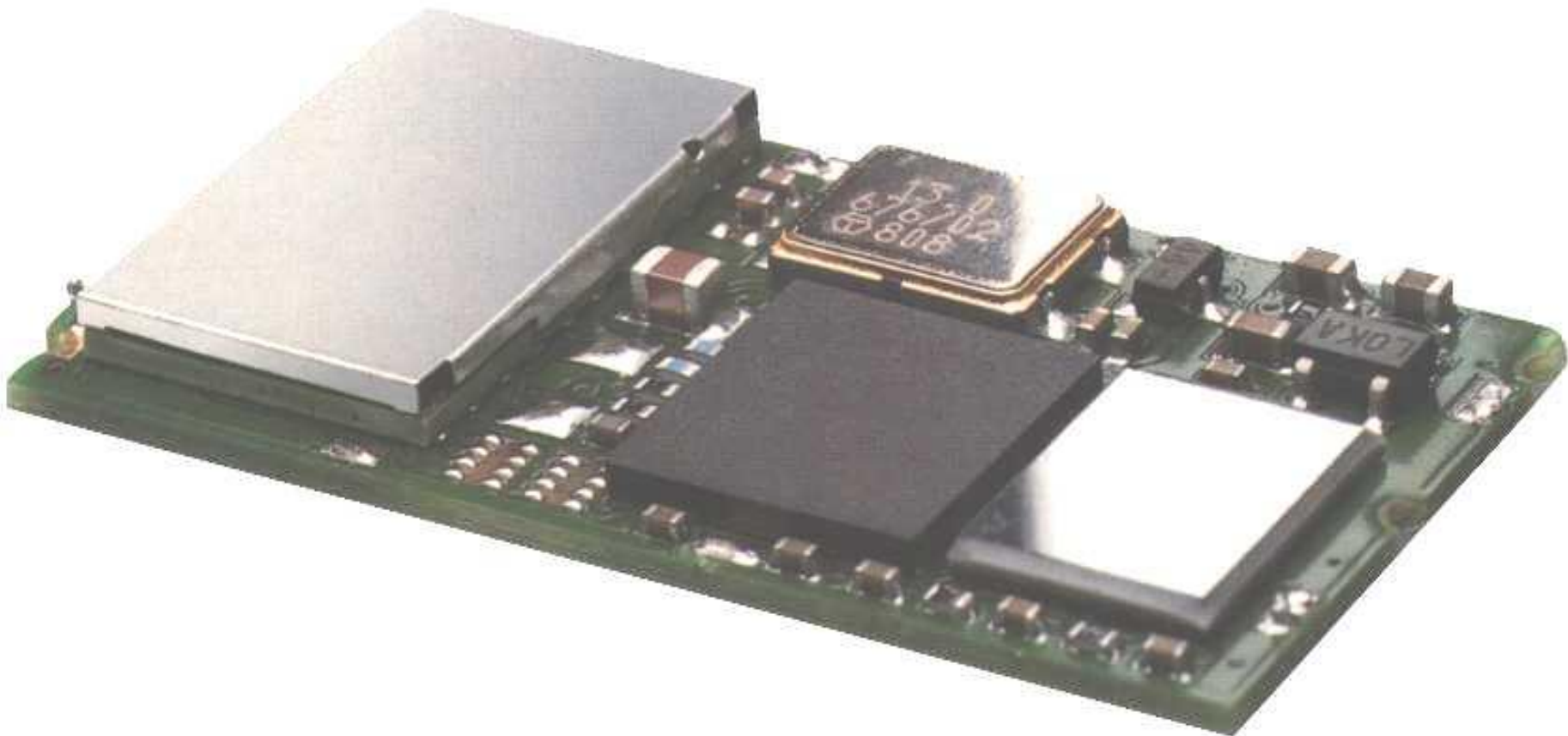
**What exactly are you going  
to do?**



**TEXAS  
INSTRUMENTS**



cambridge silicon radio





1998



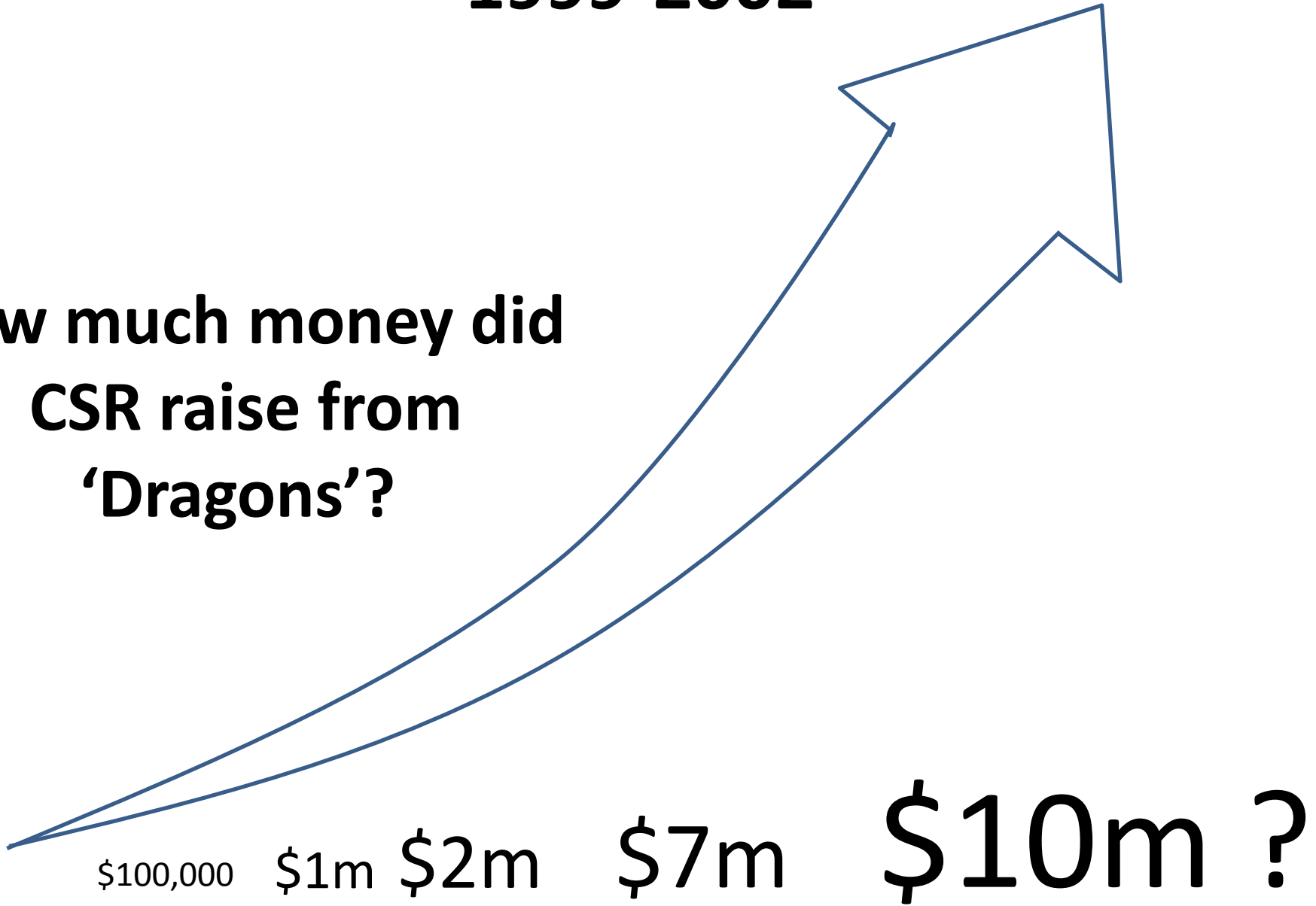
**Have you got enough  
money?**





**1999-2002**

**How much money did  
CSR raise from  
'Dragons'?**

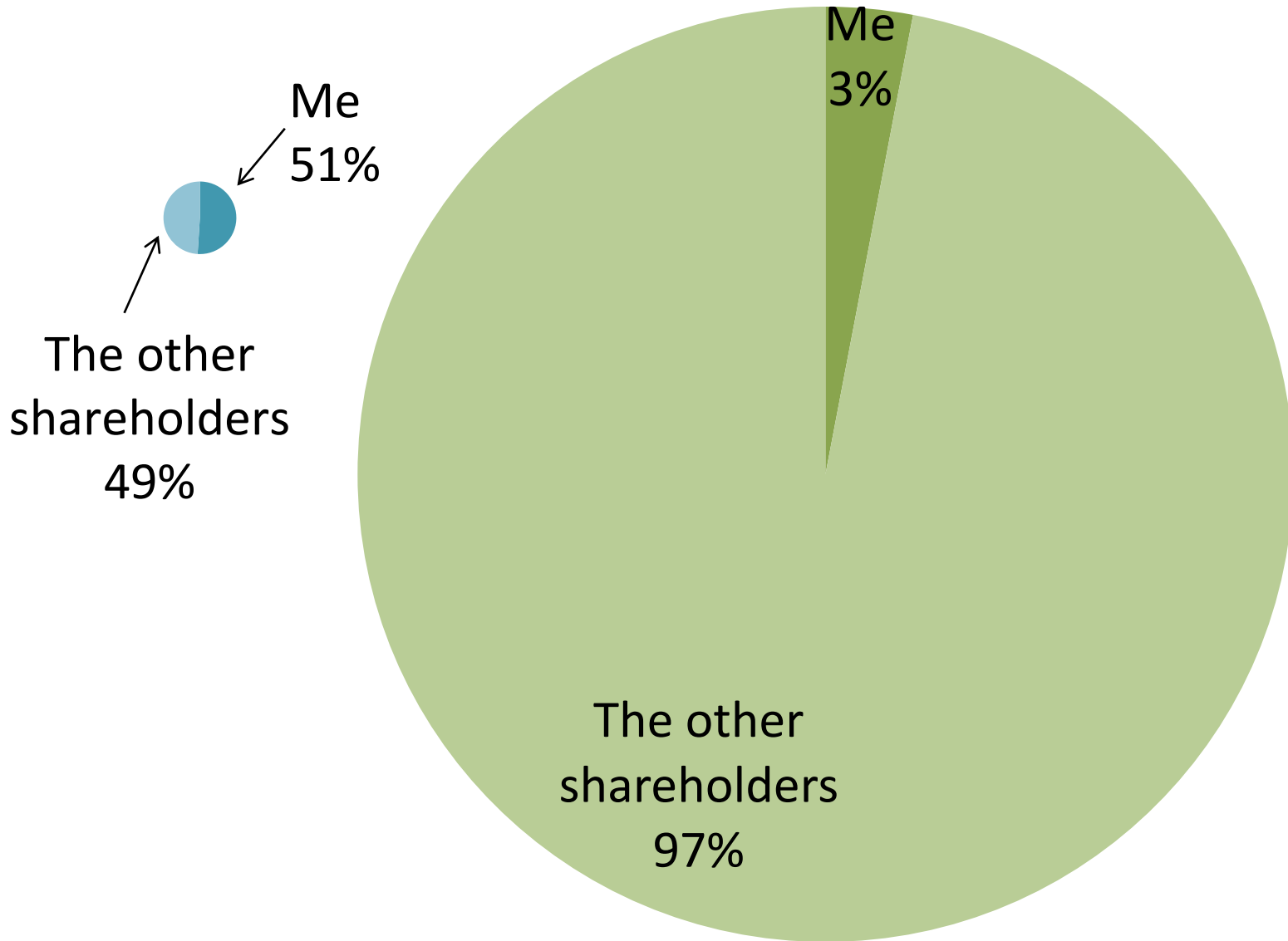


**1999-2002**

**\$85m**

**2000**







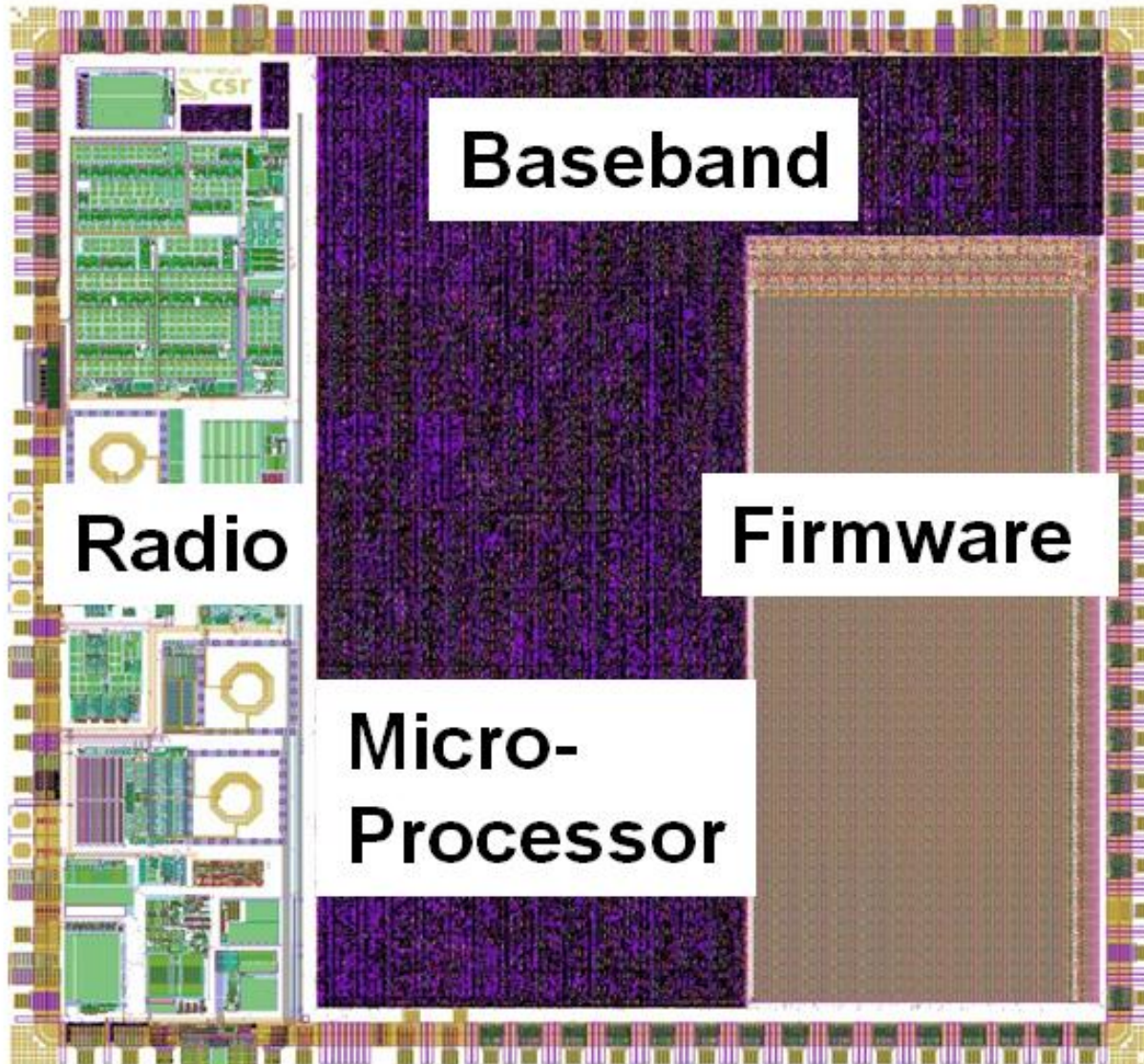
26<sup>th</sup> February 2004



**Can you really do what you  
said you were going to do?**

**2000**

# **BlueCore: Wireless System-on-Chip**





**How big should your sales  
organisation be?**



SAVE THE PLANET

**Hard Rock**

CAFE

LOVE ALL SERVE ALL





CS  
CASYRA

0 3 5 6 7  
Bluetooth.  
BlueCore™  
evaluation system





**2002**



2002

**NOKIA**

Connecting People



3 ATM / 358 405 902 917

44. 7787 632313

Bullock is preferred

Long co-operation planned

We would like to <sup>be</sup> CSK Technology leader in future

We will need to do cost reduction in future

We plan to bring Bullock solution into ~~ASIA~~ solutions.

What are main challenges.

We will said you.

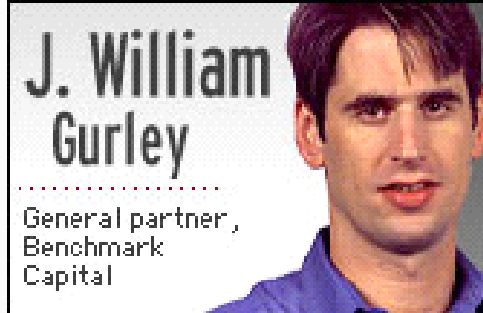
**Monday  
18<sup>th</sup> March  
2002**

**Who should you listen to:  
'experts' or customers?**

# 2001

## Bye-bye, Bluetooth

By [J. William Gurley](#) Published: August 13, 2001 4:00 AM PDT

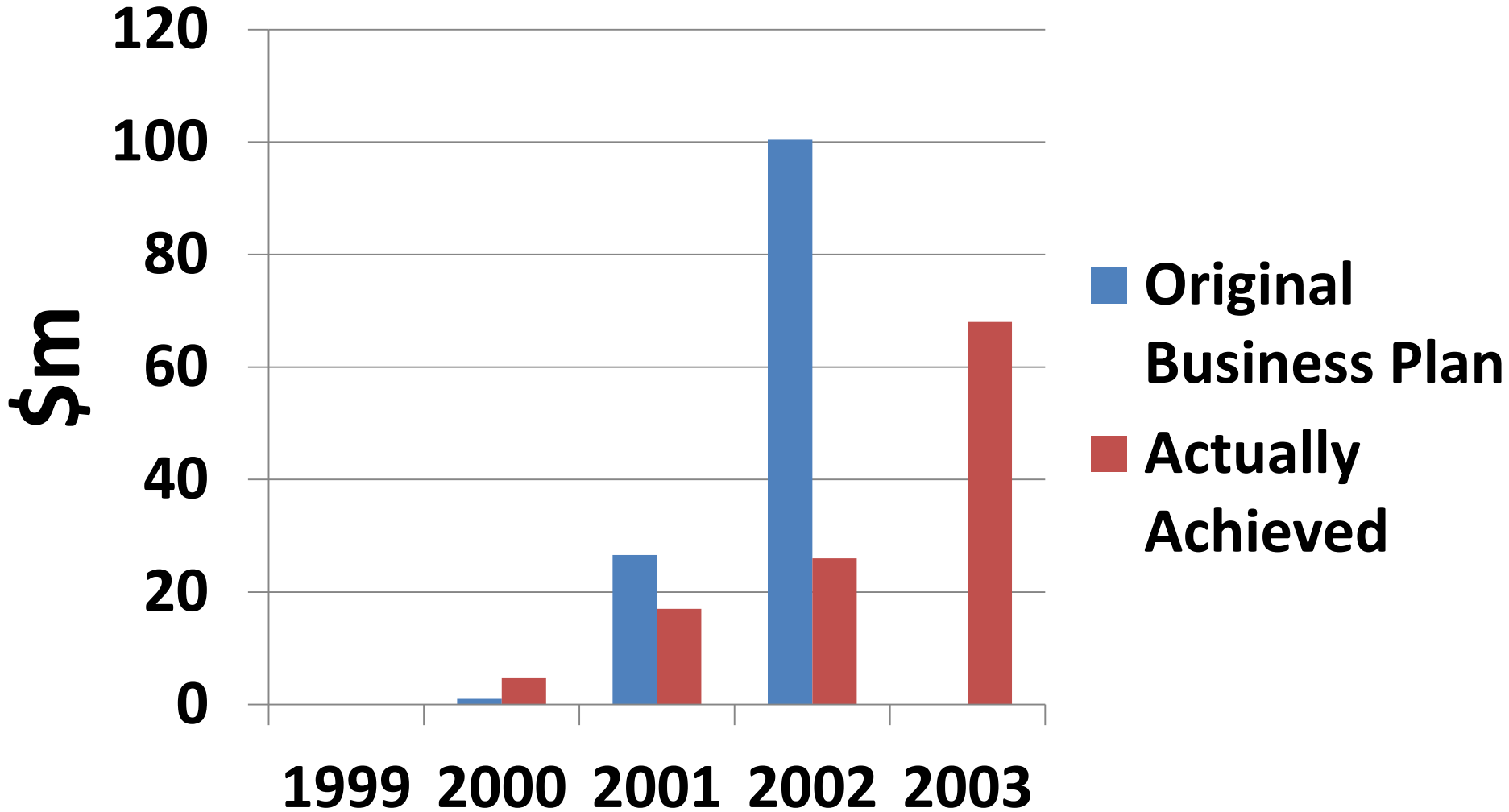


**It is time to say goodbye to Bluetooth, the much-marketed and much-mentioned technology standard for connecting mobile devices to one another.**

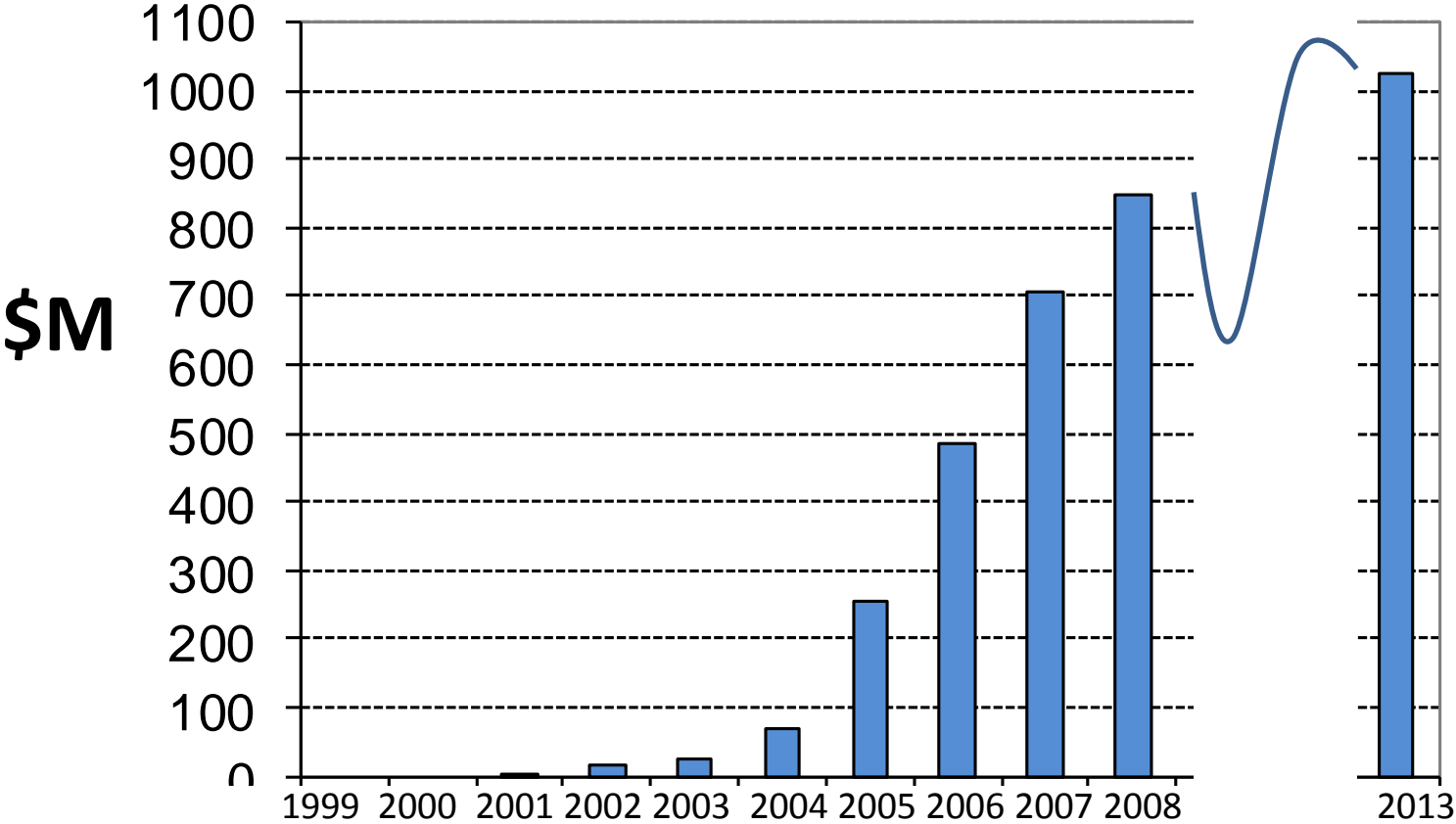
Such a drastic statement is likely to draw criticism, especially from those still hard at work on Bluetooth-related products. However, think of it this way--if this article leads toward an earlier termination of those efforts than would have happened through natural evolution, you are probably better off.

Bluetooth will fail to be relevant.

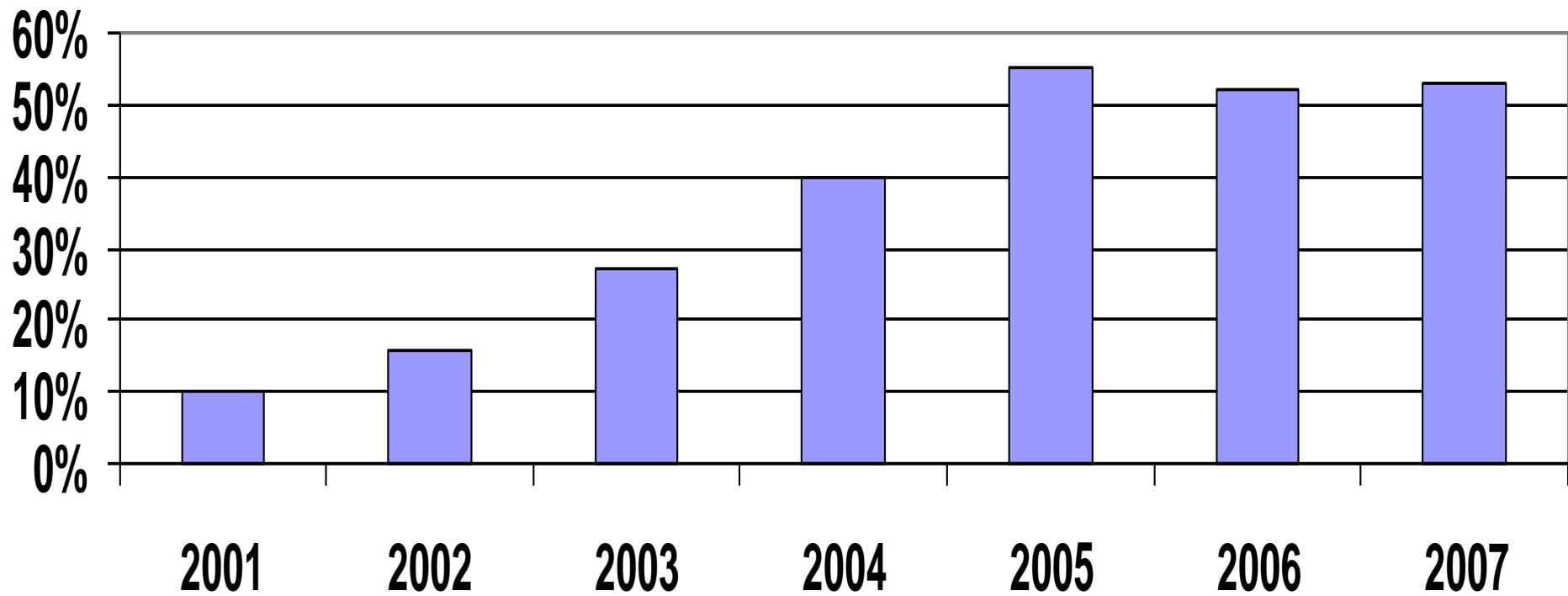
# Revenue Plan vs Actual



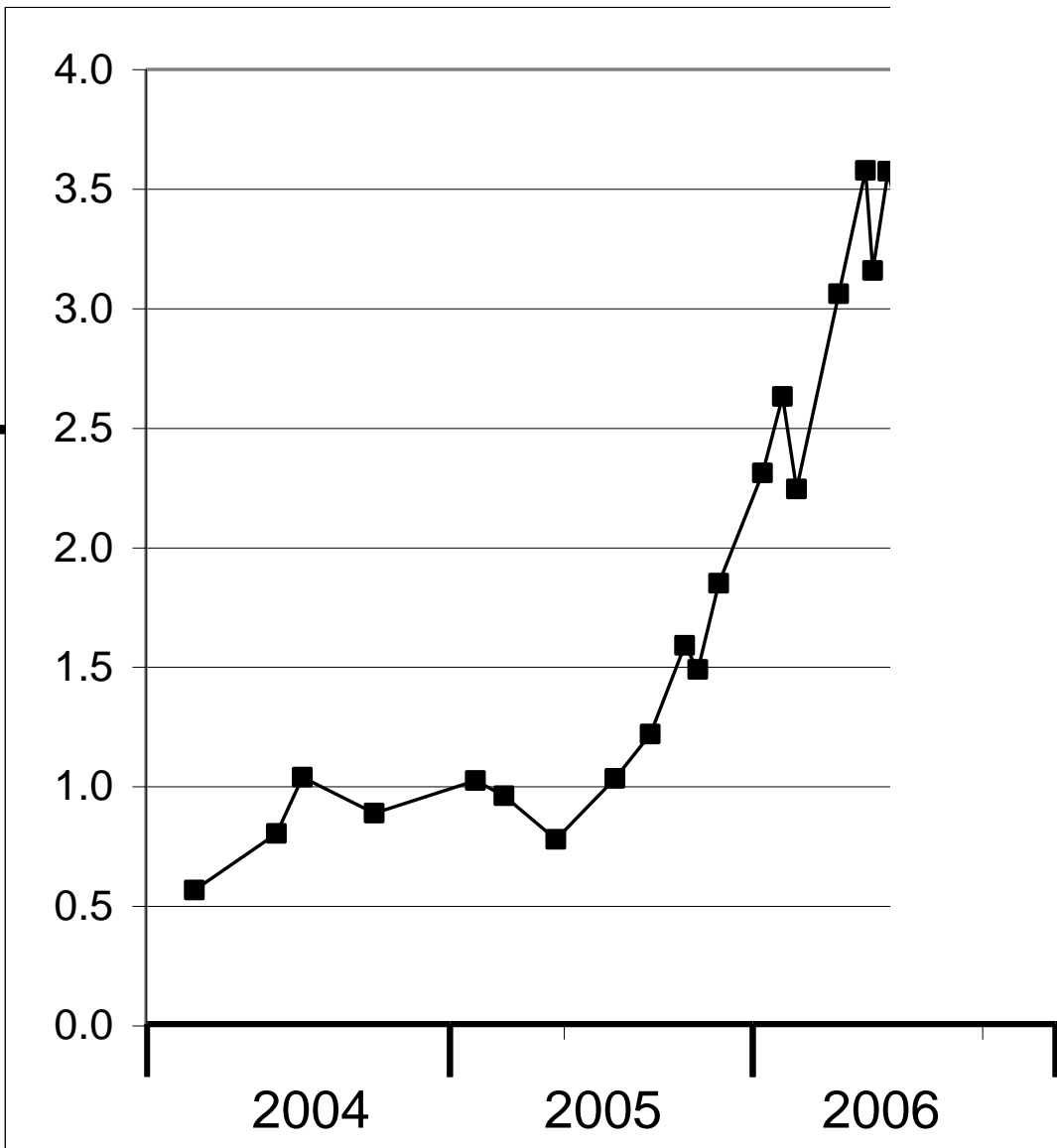
# CSR Revenue (\$M)

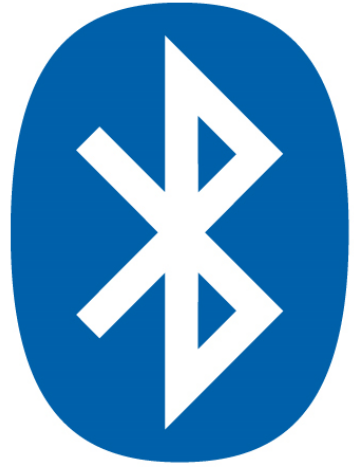


# CSR's Market Share of Bluetooth chips



Market Cap \$bn





**Bluetooth<sup>®</sup>**

Made in Cambridge



**Do you need new skills to  
grow to the next level?**



UbiNetics™

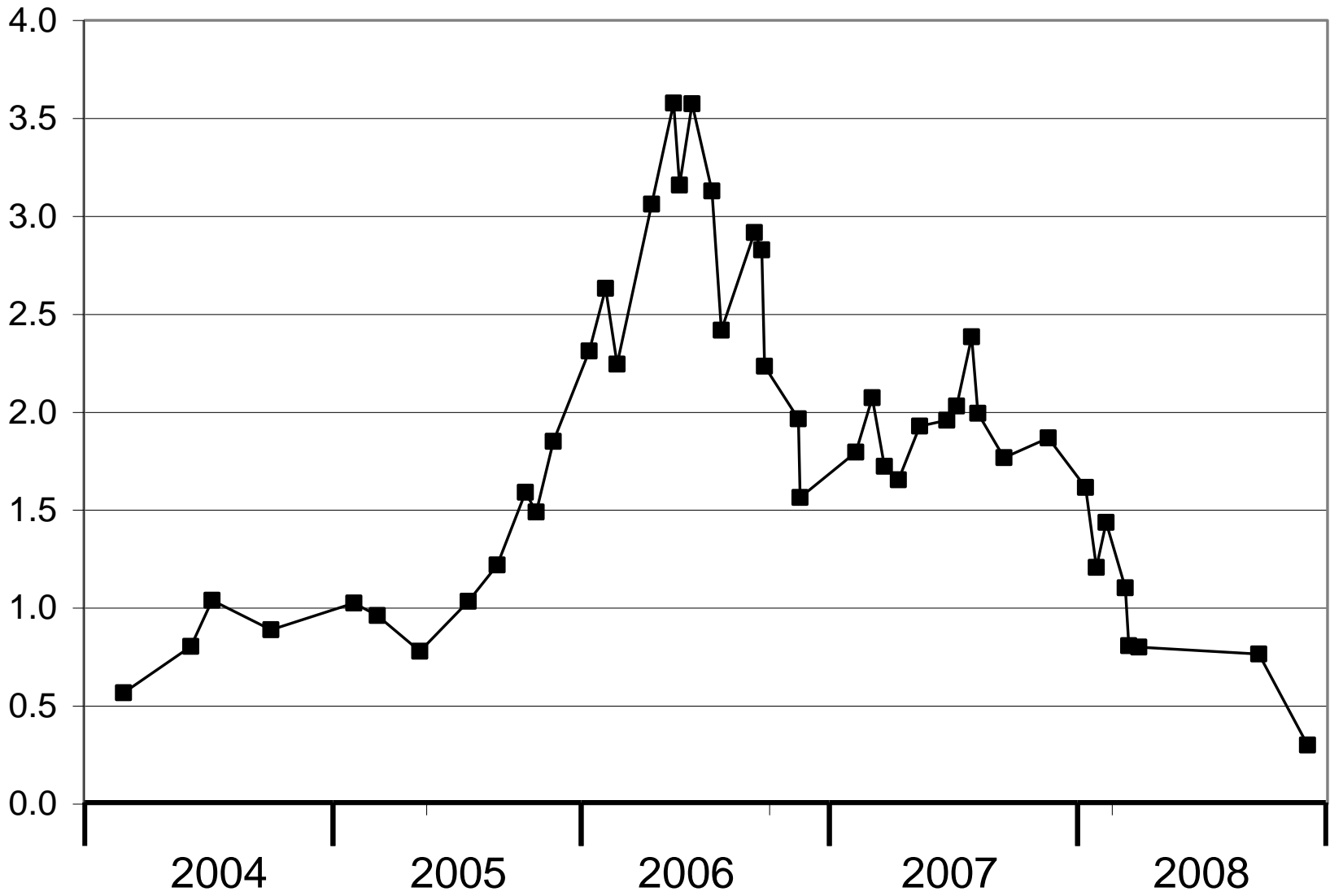
**NORDNAV**  
Seamless Location

> cps <

**DVB H**



Market Cap \$bn





\$1.8bn  
2,000  
1998

\$21bn  
2,000  
1990

\$1.9bn  
2,000  
1998

\$126bn  
26,000  
1985

\$472bn  
80,000  
1976

**CSR** **ARM**<sup>®</sup> **QUALCOMM**<sup>®</sup>



## In summary...

1. Define very carefully your market opportunity
2. Know exactly what you are really going to do
3. Don't run out of money
4. Really do what you said you were going to do
5. Sales doesn't fit neatly inside an 'Organogram'
6. The next stage does require different skills...

But most important of all...



**Choose... and then be chosen by... a winning team...**



Thank you!