

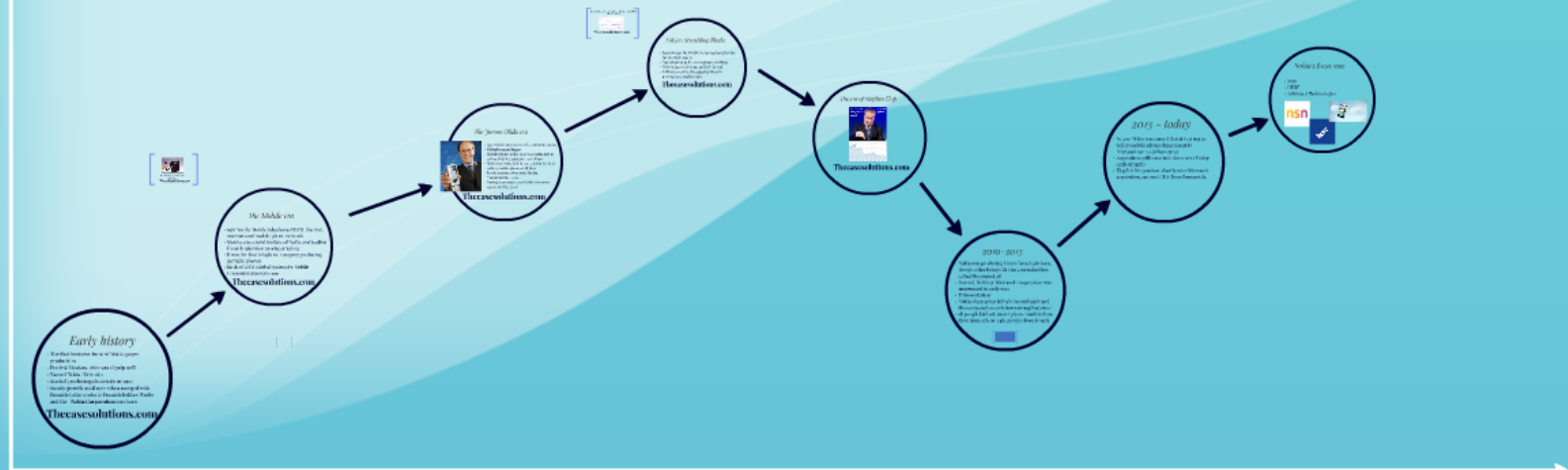


Danimal in South Africa: Management Innovation at the Bottom of the Pyramid

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Future?

- Still one of the biggest employers in Finland
- Mobile phone business - fast growth
- Talent retention issues
- Focus on development and growth of MSN
- Merging with Akamai-Lumeta? High-speed wireless
- Mobile-first, cloud-first



Niina Tuikka, Sarah Grün, Piia Ollikainen,
Tiara Kuutti, Aino Yrjänä

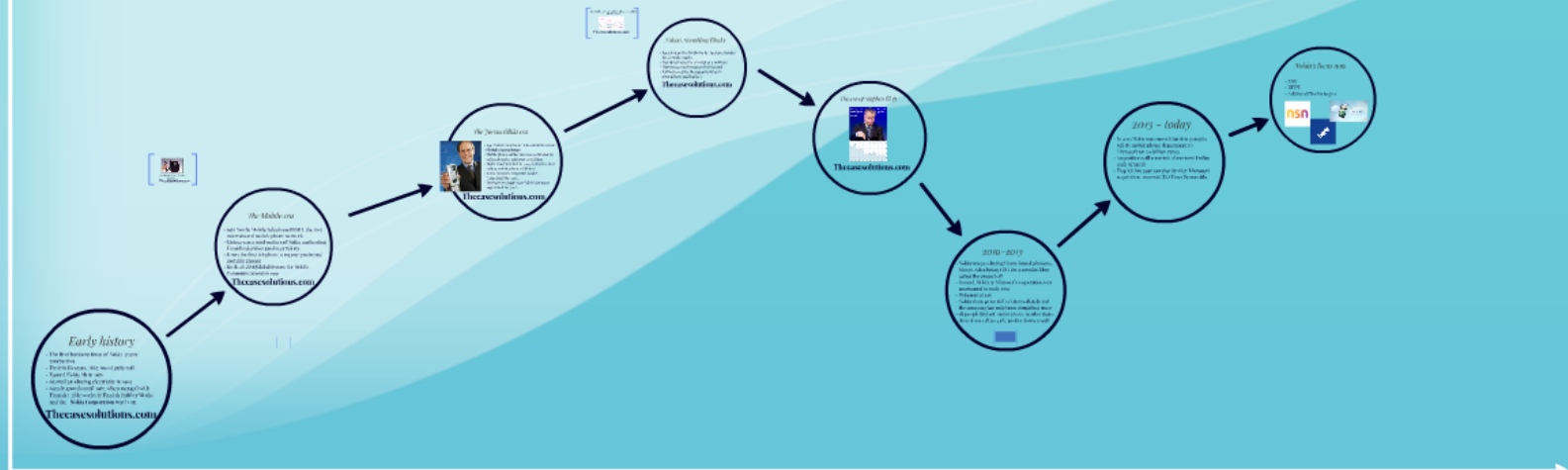


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Future?

- Still one of the biggest employers in Finland
- Mobile phone business – lost case?
- Patent litigation cases
- Focus on development and growth of SNS
- Merging with Akatek-Lucent? (both owned worldwide)
- Mikko first, cloud first



Niina Tuikka, Sarah Grönn, Piia Ollikainen,
Tiara Kuutti, Aino Yrjänä

Early history

- The first business form of Nokia: paper production
- Fredrik Idestam, 1865: wood pulp mill
- Named Nokia Ab in 1871
- Started producing electricity in 1902
- Steady growth until 1967, when merged with Finnish Cable works & Finnish Rubber Works and the **Nokia Corporation** was born

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The Mobile era

- 1981 Nordic Mobile Telephone (NMT), the first international mobile phone network
- Mobira was a joint venture of Nokia and leading Finnish television producer Salora
- It was the first telephone company producing portable phones
- Birth of GSM (Global System for Mobile Communications) in 1991

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1984: Mobira Talkman portable phone

Weight: 5 kilos

Battery life: 4 hours

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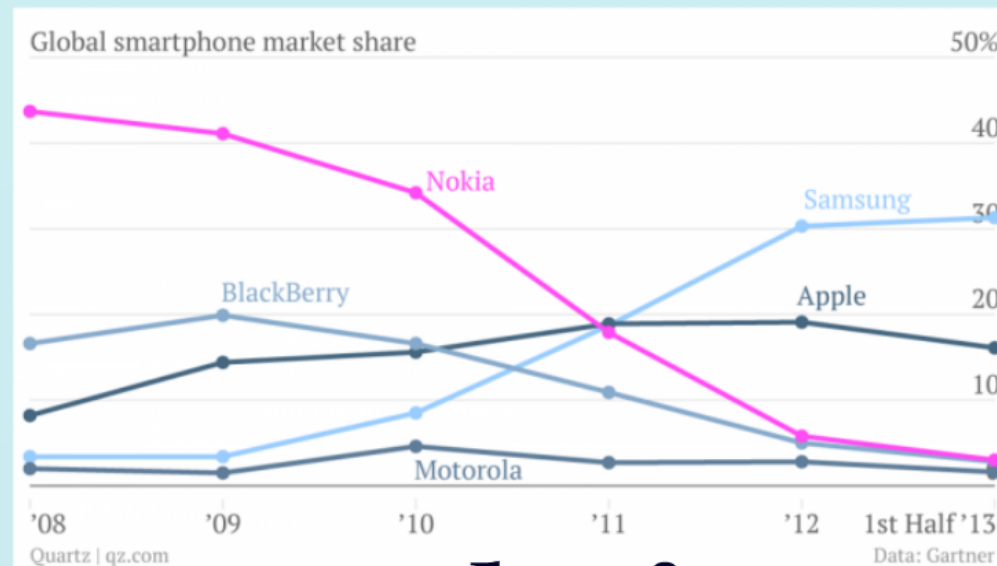
The Forma Ollila era



- 1992 Nokia's new focus: telecommunications
- **Global success began**
- Mobile phone series 2100 was estimated to sell 400k units; sold over 20 million
- Nokia 1100 launched in 2003, being the best selling mobile phone of all time
- Iconic features: ring tone, Snake, 'indestructible' 3310...
- During years 1998-2001 Nokia's turnover aggravated by 500%

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But nowadays Nokia's smartphone market share is only 3%.
What happened?



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Nokia's Stumbling Blocks

- Focusing on the hardware for too long (versus for example Apple)
- Not adapting to the smartphone markets
- Having too much trust on their brand
- Failing to realize the opportunities in smartphone applications

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The era of Stephen Elop



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