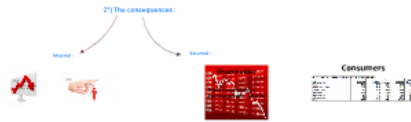


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4*) Our Analysis :



Operating system (OS)

	2010	2011
 Android	36%	44%
 iOS 4	20%	28%
 Palm OS	22%	20%
 Windows Phone	10%	6%
 symbian OS	10%	2%



Smartphone

NOKIA vs.

Media

Even if the facts were already there, the media had a real impact on it. They have increased the fear of consumers, influenced their exchange, by broadcasting information they created crises, emergency measures ...



Motorola DynaTAC



Nokia 2110



Ericsson 768



Motorola Timeport P7389



Ericsson T28



Ericsson T20e



Ericsson T65



Sony Ericsson T610



Nokia 6600



Sony Ericsson K750



SPV M600



Nokia n80



Nokia n95



Nokia n82

NOKIA

Connecting People

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NOKIA

Connecting People

NOKIA: A FIRM IN CRISIS

Connecting People

NOKIA: A FIRM IN CRISIS

By Juliette BOULEAU
& Thomas HENAULT

FIRM IN CRISIS

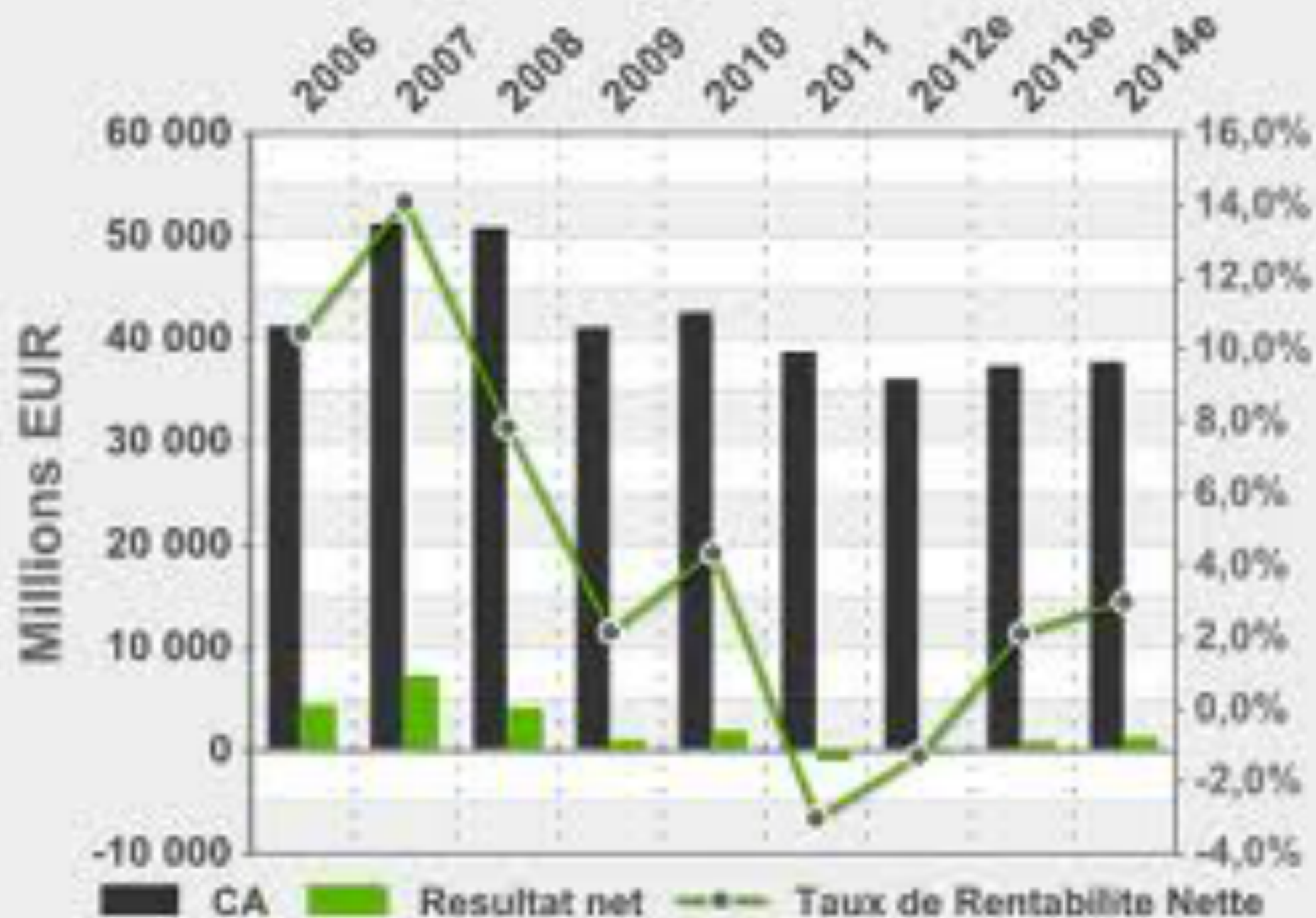
By Juliette BOULEAU
& Thomas HENAULT

Worldwide Mobile Device Sales to End Users by Vendor in 3Q11 (Thousands of Units)

Vendor	3Q11 Units	3Q11 Market Share (%)	3Q10 Units	3Q10 Market Share (%)
Nokia	105,353.5	23.9	117,461.0	28.2
Samsung	78,612.2	17.8	71,671.8	17.2
LG Electronics	21,014.6	4.8	27,478.7	6.6
Apple	17,295.3	3.9	13,484.4	3.2
ZTE	14,107.8	3.2	7,817.2	1.9
Research In Motion	12,701.1	2.9	12,508.3	3.0
HTC	12,099.9	2.7	6,494.3	1.6
Motorola	11,182.7	2.5	8,961.4	2.1
Huawei Device	10,668.2	2.4	5,478.1	1.3
Sony Ericsson	8,475.9	1.9	10,346.5	2.5
Others	148,990.9	33.8	135,384.1	32.5
Total	440,502.2	100	417,085.7	100

Source: Gartner (November 2011)

NOKIA



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