Nokia Case Study - 17th Jan 2017

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The Nokia Story:

- 1990s → global market leader in mobile phones (not smart phones).
- 2000 → profitable, but revenues under pressure.
- Sept 2010 → Appointed new CEO → Stephen Elop
- Feb 2011 → Elop issues 'burning platform' – bluntly explaining serious strategic challenges fa[illegible]
  - ↳ Elop also outlines results of [illegible] the company → [illegible] programme.
- Mid 2011 → Elop [illegible] partnership with Microsoft.

ELOP → LEADERS → COMPANY → [illegible]

- [illegible] leadership
- decision making is delegated
- → 'clarity and sense [illegible] direction'
- goals and incentives in place

Effects:

- Nokia saw rapid declines in sales (2012).
- Nokia announced laying off 4,000 employees.
- manufacturing moved from Mexico to Asia.
- 11,000 [illegible] and closure of [illegible] in Germany and Canada.

On his first day, Elop sent an email to all employees, with 3 simple questions:

- ↳ what do you think I need to change?
- ↳ what do you think I should not change?
- ↳ what are you afraid I am going to miss?

Elop moved to Microsoft as head of devices.

2013

→ Microsoft took over Nokia phone division.

→ Microsoft gave Elop €18 million after selling Nokia to Microsoft.

Perhaps Microsoft put Elop @ CEO in order to let them enter the smartphone market.

- 1998 → Nokia @ Top of their game..

  Overtook Motorola as No. 1 mobile phone producer.

- Nokia made mistake in 2002.

  Producing a mobile phone which could not compete with iPhones later on etc etc.

  Nokia's own operating system and app store was also no rival to Apple / Android.

  → MICROSOFT

  → e.g: Nokia Lumia (running Windows 8 mobile OS).

2014 = Nokia Brand gone

↓ ↓ ↓

Rebranded

↳ Microsoft Lumia

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