



Building a high growth organization

Cadbury's Cascade
June 30, 2008, Mumbai
Shiv - Nokia

Company Confidential

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NOKIA

The

Context is

Important



Finland and Nokia Culture

The Industry Drivers

The Strategy

Finland , USSR and Nokia



- Russian Rule
- 1865
- 1991
- 2001
- Honesty ranking

Rank	Country
1.	Denmark
	Finland
	New Zealand
2.	Singapore
	Sweden
3.	Iceland
4.	Netherlands
	Switzerland
5.	Canada
	Norway

The Handset Industry

- Rapid Innovation
- Price Erosion
- Speed
- Global Scale, 15 pc

1998



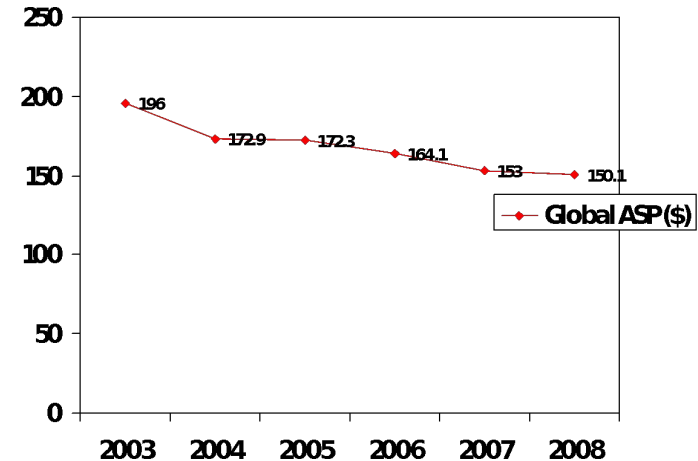
2001



2004



2007



Source : Gartner, Dec 2007

Production units

June 2008



combination of

Strategy,

People,

Capital,

Execution,

Collaboration.

Infosys®



Google™

NOKIA

Connect the
next Billion to
each other and
to their
prosperity.

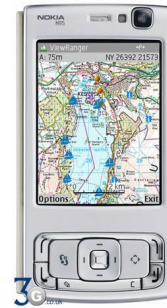


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**Grow the
Market, Hold
Share.**

Assumptio ns

1. Penetration Consumption Replacement



Care



vs



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2. Building an Organization vs. Building an Institution

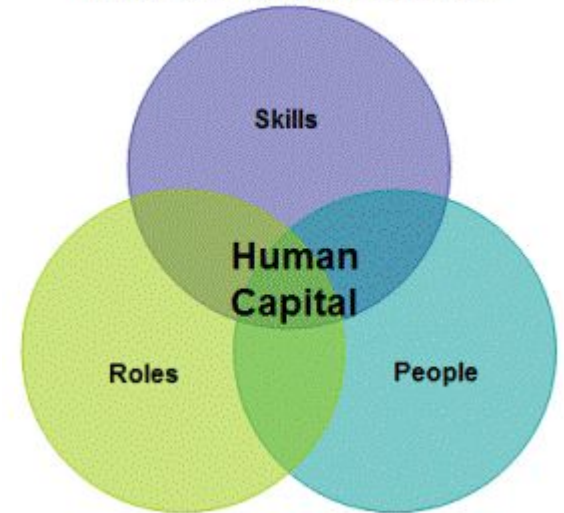


Both Require HC

Is it **Headcount** or

Human capital

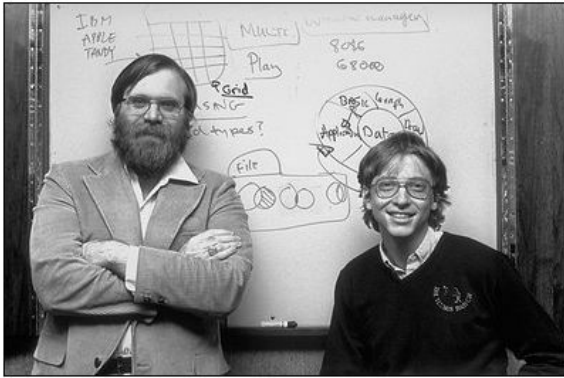
What is Human Capital?



3. Learning to make decisions as a community.

Failure is collective, **SO**
is Success





4. First set of Hires

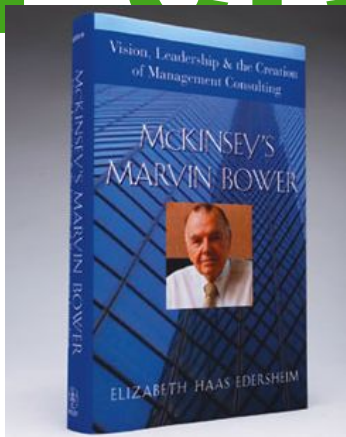
Vs New Hires



5. Business

Growth Vs

Personal Growth



In 1993, *Business Week* wrote that Bower's 1968 decision, on reaching the age of 65, to "sell his stock to the other partners at book value, rather than at a vast premium that might have forced the company into debt, helped make McKinsey an enduring institution. He also required older partners to sell their stock to younger partners well before they retired. 'Young people have got to get some shares,' he said. 'They have to gain a sense of ownership.'"

Da Vinci's idea of aero plane



**6.Spend
Imagination
before you
spend money**

Fixed Costs vs. Variable Costs

**WE need Rs 1000
Crores of extra
distribution
investment every
year between 200
and 2012**



8. In our situation,
the cost of
Inaction is higher
than the cost of
failure.



We lost share
as we were
late to gauge
the potential
of clamshell

9. Collaboration
means making
concessions for
a WIN – WIN.



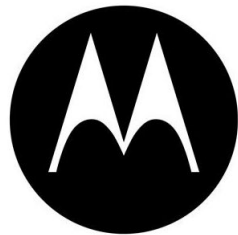
In 2007, Nokia
closed with a
US\$ 4.93
Billion in
India.



The India Opportunity has been the same for all. The No 2 handset brand in India has changed hands every year for the last three years.



LG



10. Society
applauds Humble
success vis a vis
arrogant success.

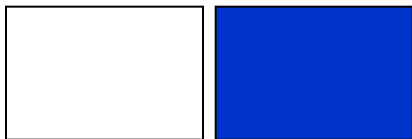
Thank You

Masterbrand color palette

Note:

To prevent printing a hidden slide (like this), de-select "Printing hidden slides" option in print menu.

Core white & blue



R 255	R 000
G 255	G 051
B 255	B 204

Neutrals



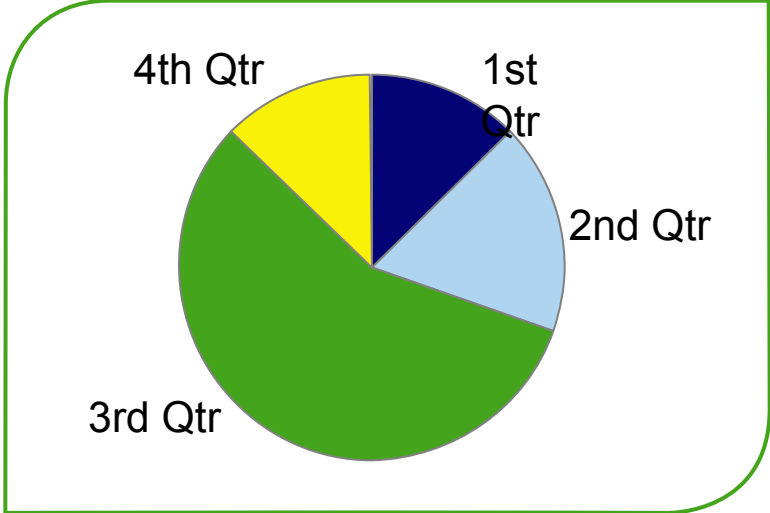
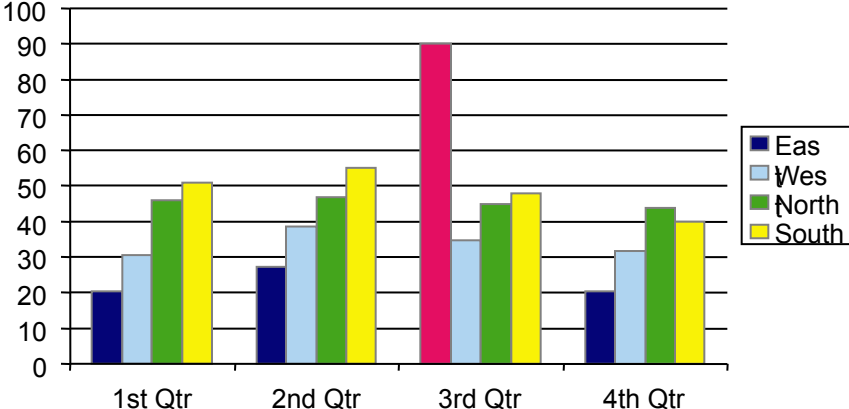
R 004	R 002	R 224	R 175
G 004	G 076	G 219	G 212
B 119	B 028	B 202	B 240

Brights



R 249	R 068	R 228
G 242	G 165	G 014
B 006	B 028	B 098

The pink highlight color is to be used sparingly, not in large areas and can only be used as 100%, never as a tint.



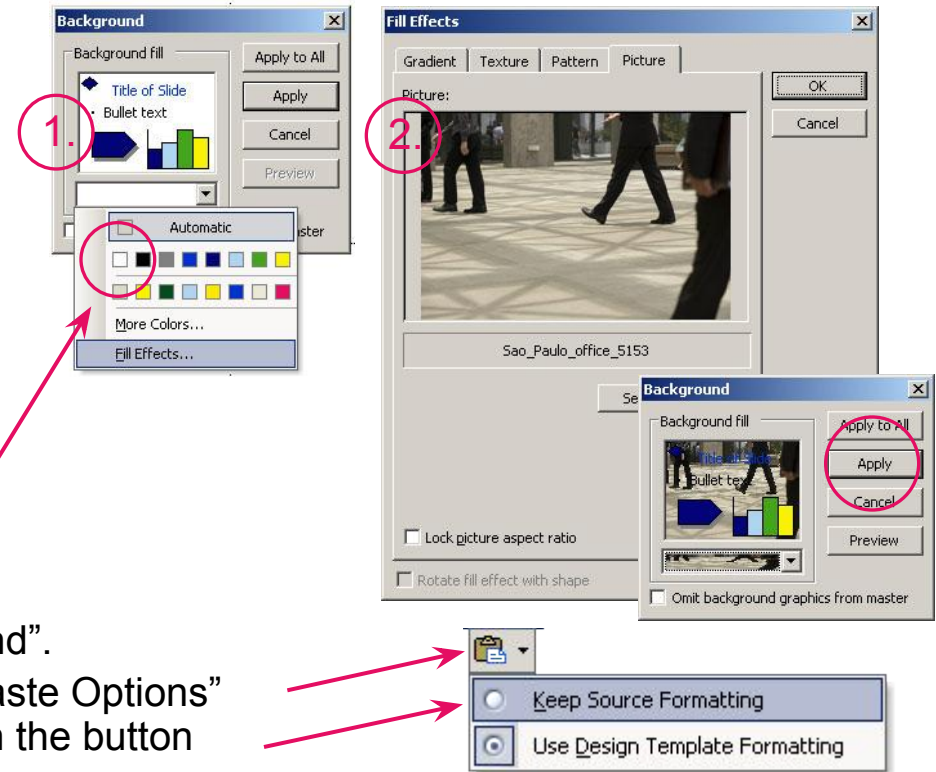
Working with images

Adding a background (full bleed) image

- 1) Right-click on a blank space on a slide (or, Format > Background)
- 2) Select: Fill effects > Picture > Select picture, and browse to find wanted background picture > Apply (or Apply to all).

Note: ensure that the dimensions are according to PowerPoint page setup (A4 by default).

- To **delete existing background** (picture or color), select white color from “Background fill” color palette.
- To **save the background image**, right-click the slide outside of any placeholders and click “Save Background”.
- To **retain the slides' original formatting**, click the “Paste Options” button which appears under the slides you pasted > on the button menu, click “Keep Source Formatting”.
- If you decide you want the **current design template** styles to apply, click “Use Design template formatting” (this is the default).



For more info and advanced options go to “Consumer touch points” / “Corporate applications” / “Office templates” in Nokia Brand Book.