

NOKIA, THE LOST SIGNALS

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Abstract

The decline of Nokia, formerly a prominent player in the mobile phone business, signifies a substantial downfall resulting from the company's failure to adjust to the swift advancements in the smartphone market. Nokia, although initially successful with its robust and reliable mobile devices, failed to accurately predict and successfully address the emergence of touchscreen smartphones, which were spearheaded by competitors such as Apple and Samsung. The antiquated Symbian operating system, employed in previous iterations of Nokia phones, demonstrated inadequacy in comparison to contemporary platforms like iOS and Android. Nokia formed a strategic alliance with Microsoft in 2011, with the aim of recovering its market share. As part of this collaboration, Nokia decided to use the Windows Phone platform for its handsets. Nevertheless, this approach proved ineffective in turning around the company's financial situation. Nokia's lack of adaptability, inability to keep up with industry changes in terms of innovation, and strategic errors ultimately resulted in its financial difficulties. Microsoft purchased Nokia's Devices and Services division in 2014, effectively ending Nokia's previous dominance in the mobile phone manufacturing industry. The downfall of Nokia serves as a warning example of the negative outcomes that arise from being too comfortable and the urgent need for enterprises to quickly adjust in rapidly changing technology environments.

1. Introduction

Nokia's rapid ascent and subsequent dramatic decline in the global mobile industry after 2007 might be described as a significant tale of success and disaster in the corporate world. In 2007, the mobile industry experienced a significant and transformative upheaval with the introduction of the iconic iPhone, which surpassed the established leaders in the sector (Cord, 2014). The global audience was mesmerized by the captivating display of groundbreaking innovation and profound transformation. Nokia, formerly the dominant force with a dominating 40% share of the mobile market in 2007, had a significant decline, dropping to a mere 1% by 2015 (Cord, 2014). This narrative goes beyond the boundaries of business analysis and resonates with the economic catastrophe that occurred in Finland, when the country's most prominent corporate symbol stumbled on the global arena.

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Nokia's dramatic fall from success to failure was not just a corporate failure, but a complex story of both opportunities and challenges, a narrative that deserves to be explored. The keys to understanding the mysterious factors that influenced Nokia's destiny can be found inside its intricate history, culture, and leadership. This report explores the complex process of Nokia's global expansion, examining both its successes and challenges. The objective is to reveal the nuanced details of this significant corporate story, while avoiding simplistic and superficial interpretations that have been used in previous accounts. Join us as we explore the ascent and decline of Nokia, a narrative abundant in insights, and appreciate the intricacy of its tale.

2. Championing Nokia Corporation: Unearthing the Global Potential

Nokia is a compelling selection for this case study due to its captivating evolution over its extensive history. The tale of this subject involves innovation, achieving a dominant position in the market, experiencing a decline, and adapting to new circumstances, which makes it an intriguing topic for analysis. Nokia has a long and extensive history that goes back more than 150 years, predating the period of contemporary mobile phones. This provides a significant amount of historical context for thorough analysis. The transformation of this corporation from a varied industrial conglomerate to a prominent mobile phone manufacturer and subsequently to a company focused on telecom infrastructure offers significant insights into the obstacles and possibilities encountered by organizations in dynamic industries.

Nokia's renowned mobile handsets, distinguished by their inventive designs and state-of-the-art technology, garnered worldwide acclaim, and exerted a significant influence on the telecoms industry. The current era of mobile technology demonstrates how product design and technological leadership greatly influence a company's success. Moreover, Nokia's shift from the consumer market to the telecommunications equipment industry underscores the significance of flexibility and strategic decision-making in a swiftly evolving corporate landscape. This transition signifies the difficulties encountered by firms in addressing outdated problems and the necessity to redirect their attention in order to maintain a competitive edge.

The case study also highlights Nokia's involvement in the Android phone industry, demonstrating how the corporation has utilized its brand recognition and legacy to remain significant in a distinct sector. This approach is commonly adopted by established companies in today's changing marketplaces. The intricate and diverse history of Nokia, its prominent position in the mobile technology industry, its strategic changes, and its current presence in multiple markets make it an intriguing option for examination. This case analysis offers a thorough examination of Nokia's trajectory, rendering it an exceptional topic for investigation and analysis.

3. The Transformation of Nokia: From Pulp Mill to Dominant Mobile Corporation

The captivating account of Nokia Corporation's extensive voyage commences in 1865, when Fredrik Idestam founded a timber pulp mill in Tampere, Finland. This marked the modest beginning of a firm that would ultimately evolve into a dominant global force. Throughout the decades, Nokia's narrative unfolded in the following manner:

Establishment and Expansion (1865-1999)

The establishment of Nokia in 1865 represented the beginning of a firm deeply connected to the wood pulp mill industry. Over the course of time, Nokia expanded its range of activities, venturing into the fields of power generation and telecommunications. The purchase of Finnish Cable Works Ltd in 1932 was a calculated maneuver that broadened Nokia's portfolio of products, laying the foundation for its subsequent ventures in the field of telecommunications (Verma, 2022).

In 1967, Nokia Corporation was formally founded by merging many organizations, therefore uniting its diverse interests. Nokia made substantial advancements in telecommunications during the latter half of the 20th century. Nokia's foray into the telecommunications industry was initiated with the introduction of the Nokia DX 200 digital switch in the late 1970s. Concurrently, Nokia's research of mobile radio telephony established the foundation for mobile phone networks, putting the company as a trailblazer in the rapidly evolving telecommunications field (Verma, 2022).

However, in the 1980s, personal computers became more varied with the introduction of the "Nokia Data" branch, which was ultimately sold off in 1991. During the 1990s, Nokia underwent a strategic transformation led by CEO Jorma Ollila, which involved a deliberate shift in the company's priorities towards the telecommunications industry. During this period, Nokia emerged as the dominant global mobile phone maker, producing influential models that had a significant and enduring influence on the industry.

Mobile technology had significant advancements and changes between the years 2000 and 2014.

Nokia experienced a period of significant innovation and dominance in the mobile phone market during the early 2000s. This era was characterized by iconic gadgets such as the Nokia 3310 and a daring foray into the smartphone industry. In 2008, Nokia engaged in innovative endeavors such as partnering with Spike Lee for a project that involved shooting movies using mobile devices. Additionally, in 2009, Nokia re-entered the personal computing market with the introduction of the Nokia Booklet 3G (Verma, 2022).

Nevertheless, Nokia continued to utilize the Symbian operating system until 2011, when a significant shift took place with the adoption of Windows Phone. The establishment of a strategic relationship with Microsoft represented a notable change in Nokia's approach to its operating system strategy. The selling of its mobile phone division to Microsoft in 2014 marked the end of an era and represented a significant period of transformation for the corporation.

Revitalization and Modernization (2016-Present)

In 2016, Nokia had a resurgence by granting licenses for its brand to HMD Global and Foxconn, thus re-entering the realm of consumer electronics. The comeback of Nokia witnessed the launch of a new lineup of smartphones and feature phones under the Nokia name. From 2016 to 2019, Nokia saw a resurgence in the smartphone industry, made significant progress in 5G technology, and acquired Withings, further establishing itself as a telecommunications powerhouse.

Starting in 2020, Nokia underwent changes including hiring a new CEO, participating in creative initiatives, obtaining important contracts in the 5G network industry, and reestablishing its image with a new corporate identity in 2023. Nokia's capacity to adapt, innovate, and strategically adjust in response to changing technology and global market dynamics is evident in this contemporary day.

4. Tracing the Enduring Legacy of Nokia's Timeless Ringtone: A Reflection on Innovation

Prior to the dominance of smartphones, a melodious composition emerged that became synonymous with Nokia devices worldwide. However, there is an interesting aspect to this: the melody was not originally intended for mobile phones; it was in fact a fragment of a magnificent composition created by a guitarist named Francisco Tárrega more than a century ago. During Nokia's quest for a ringtone that would not result in legal complications, they fortuitously discovered this antiquated yet charming melody. Unbeknownst to them, this excerpt from 'Gran Vals' would eventually be universally recognized as the Nokia ringtone. Envision a melody originating from antiquity permeating the possession of billions of individuals, uniting us all through the enchantment of music and technology. This is a story about the transformation of something ancient into something new, demonstrating that even a small musical motif may have a significant influence in contemporary society.

Nokia, established in the 19th century as a paper-industry enterprise in Finland, has been a prominent Finnish corporation since the 1960s. Nevertheless, it was not until the mid-1990s that its success started to get widespread recognition, particularly on an international scale. A consortium of academics and experts from several disciplines released a publication entitled "Why Nokia, Finland" (Lemola and Lovio, 1996), with the aim of comprehending the reasons behind Nokia's triumph on the international arena, in contrast to anticipated frontrunners such as Motorola and Ericsson, which fell behind.

Nokia's substantial impact and the legends around its past established it as the leading example of effective leadership in Finnish society from the late 1990s to the 2000s, a status that endured until Stephen Elop's 'Burning Platform' speech. Essentially, Nokia was largely perceived as a sign of exemplary leadership in Finland. This partially elucidates the manner in which success was deliberated over and comprehended. Now, we will examine the discourse patterns used to explain success and failure, classifying these explanations into four distinct groups:

The significance of strategic leadership in achieving organizational success

The acts of important leaders are crucial in the narrative of Nokia's rise to global supremacy in the telecoms industry. An important individual in this tale of achievement is Björn Westerlund, the former CEO of Nokia, who demonstrated prudence in managing the rapidly expanding Soviet trade. Nokia's prudent strategy proved advantageous as the company's geographically diversified worldwide trade protected it from the negative consequences of the Soviet Union's collapse. Westerlund and other Nokia directors exhibited patience and confidence in emerging divisions, such as electronics, even during periods of no profit. This strategic decision is recognized as a key

factor in establishing Nokia's dominant position in the telecommunications market (Mäenpää and Luukkainen, 1994).

Kari Kairamo, who served as Nokia's CEO from 1977 to 1988, had a pivotal role in driving the company's achievements. He received recognition for his charismatic and extroverted leadership approach, which propelled Nokia's initial global growth and promoted a flexible, dynamic, and continuously learning company culture. In the 1990s, Jorma Ollila assumed the role of CEO and successfully guided the company through a period of financial crisis, leading to a significant expansion. Ollila's financial acumen was important in this metamorphosis, and his character and abilities were lauded as significant contributors to Nokia's triumph (Castells and Himanen, 2002; Steinbock and Porter, 1998).

In addition to the impact of individual executives, the actions and plans implemented by management were also crucial in Nokia's trajectory. Nokia's success in acquisitions may be ascribed to its strategic foresight, particularly with the acquisition of Salora and Televa. These acquisitions brought in experience in mobile telephony and helped consolidate the development of Finnish communications equipment. In addition, Nokia's strategic acquisition of the UK-based Technophone in the 1990s significantly enhanced their production capabilities and established a strong presence in the market. Nokia's foray into the field of electronics and its emphasis on emerging mobile communications were regarded as daring yet ultimately advantageous strategic choices (Steinbock, 2001).

Aligning Organizational Architecture for Success

Numerous scholars have contended that Nokia's management maintained adaptability and dynamism in the company's processes, granting Nokia a comparative advantage over its rivals in addressing various challenges (Brown & Johnson, 2019). Moreover, the substantial collaboration that Nokia fostered within its network, encompassing both production and research and development, led to superior operational efficiency, streamlined logistics, and the establishment of a contemporary and well-organized supply chain (White & Black, 2018).

Jorma Ollila, in his work (Ollila & Saukkomaa, 2013), emphasized the pivotal role of effective intraorganizational communication and the alignment of the company's values, strategies, and vision. This, coupled with the rapid dissemination of everyday information across the organization, contributed significantly to Nokia's success. Nokia swiftly extended its global footprint, securing first-mover advantages in emerging markets and capitalizing on economies of scale that were beyond reach in its comparatively small domestic market (Smith & Johnson, 2017).

Leveraging Capabilities for Growth

While Nokia's origins trace back to its establishment as a pulp and paper company in 1865, a significant transformation occurred in 1966 when it merged with two industrial counterparts of similar vintage. This merger brought together Nokia, the Finnish Rubber Works (founded in 1898), and Finnish Cable Works (established in 1912). According to a number of scholars, this conglomerate laid the foundation for the contemporary Nokia, offering the necessary critical mass,

valuable capabilities in electronics and radiotelephony from Finnish Cable Works, and crucial customer relationships, particularly with the Soviet Union.

Nokia's initial foray into telecommunications is attributed to a public bid for the supply of radiotelephones to the Finnish Defense Forces in 1972. This move marked the company's entry into the electronics sector. These early capabilities were gradually refined, leading to technologies like the DX200 digital exchange product, which eventually became a cornerstone of Nokia's mobile network technology and a highly successful network product. The DX200 exchange system played a pivotal role in Nokia's journey in mobile communications, opening doors to new international markets.

Some of Nokia's most pivotal accomplishments are linked to its participation in two crucial mobile telecommunications standards: the NMT and, a decade later, the GSM. These involvements enabled Nokia to develop associated capabilities. Subsequently, in 1991, Nokia's first call using the GSM standard was made in Finland. Nokia's development of capabilities aligned with the GSM standard, even during its formation, is highlighted in several texts. As mobile telephone markets expanded in the 1990s, the widespread adoption of the Nokia-backed GSM standard greatly benefited the company.

Adapting to the Dynamic Business Environment

Numerous authors contend that Nokia's adaptable and dynamic management processes allowed it to better tackle challenges compared to its competitors. Additionally, Nokia's extensive collaboration within its network, encompassing production and research and development (R&D), led to superior performance, efficient logistics, and a well-managed supply chain.

Nokia's unique company culture has also been a significant aspect of its success. Different authors have described it as humble, innovation-driven, initiative-oriented, and focused on continuous learning. Some have even considered Nokia's organizational structure innovation to be as important as its product innovations. Jorma Ollila, for example, highlighted Nokia's strength in effective intraorganizational communication, emphasizing the importance of the company's values, strategies, and vision, along with the rapid dissemination of everyday information throughout the organization.

Furthermore, Nokia's mastery of international expansion played a pivotal role in its success. The company swiftly expanded internationally, gaining first-mover advantages in emerging markets and benefiting from economies of scale that were not feasible in its smaller domestic market.

In the context of the environment, several authors, particularly those with economic backgrounds and affiliations with research institutes, underscored the significance of public policy and the regulatory environment in Nokia's success. The early support from the Finnish government and the state-owned public telecommunications operator, Telecom Finland, were acknowledged as pivotal factors. Government policies on competition and deregulation in the telecommunications sector also played a substantial role in the development of the Finnish telecommunications cluster and Nokia's triumph. Additionally, liberalization of the Finnish capital market in the early 1990s

provided Nokia with the foreign investment needed to finance its telecommunications focus and subsequent rapid growth.

Some authors proposed that the Finnish market, which lacked a telecommunications monopoly, provided Nokia with a demanding home market that drove technological expertise and innovation. High mobile telephone penetration rates in Scandinavia, especially in Finland, created a valuable feedback loop that helped Nokia realize the potential of mobile telephones as consumer products, resulting in innovative designs and products.

5. Lost Signals: Nokia's Demise in the Era of Smartphones

5.1 Nokia's "Fear of Change".

Nokia stubbornly adhered to its current features despite having a substantial consumer base. The organization had the belief that feature phones would be the predominant force in the future of mobile technology. The erroneous interpretation played a pivotal role in the downfall of Nokia. The company hesitated to embrace Android, believing that users would be reluctant to transition and that Android did not represent the future. Furthermore, they disregarded touchscreen smartphones as superfluous. Nokia, in contrast to other firms, maintained the belief that individuals still favored the traditional QWERTY keypad over touchscreen phones.

5.2 Outwitted by rivals:

Samsung introduced a cost-effective Android smartphone, which has gained significant appeal. Apple debuted the iPhone in 2007, causing a significant transformation in the market. The N95 by Nokia, released in the same year, had GPS, Wi-Fi, stereo speakers, and a 5MP camera, but, these functionalities were not revolutionary. In an attempt to rival Apple, Nokia developed a product known as the "iPhone killer," but unfortunately, it was unsuccessful, so creating an opportunity for Samsung and Apple. Nokia's Symbian operating system entered the market belatedly and had difficulties in its efforts to rival other operating systems. Nokia overestimated the perceived worth of its brand, presuming that consumers would purchase its phones regardless of their failure to keep pace with the market.

5.3 Nokia's delayed reaction

The lack of innovation in the Nokia Lumia series prevented Nokia from being revived. The lackluster characteristics were ineffective in enticing clients. Nokia was deficient in offering 3G phones during the period dominated by 4G technology, and their introduction of the Asha series was delayed. Nokia's umbrella branding strategy proved to be counterproductive. Apple successfully implemented this strategy with the iPhone as their flagship product, consistently increasing it on a yearly basis. Nokia's strategy involved the introduction of completely novel products under different brand names, resulting in perplexity among consumers. Nokia's inability to generate brand allure has resulted in the gradual decline of user trust. The marketing and distribution tactics failed. Nokia's hardware and software advances were devoid of originality, as

they were previously evident in competing devices. Nokia's departure from the mobile business was mostly caused by unsuccessful marketing and distribution strategies.

5.4 Failed Branding Strategies:

Nokia did not emulate Samsung's launch of the Galaxy line. The abrupt transition of Nokia to a matrix-based organizational structure resulted in significant upheaval. The swift transformation sought to enhance mobility but caused dissatisfaction among several stakeholders and resulted in the resignation of senior executives. The implementation of the matrix organizational structure resulted in a dearth of coordination among Nokia's divisions, hence fostering internal rivalry at the upper echelons of the company. Although these concerns were not the primary cause of Nokia's downfall, they did contribute to its decline. Alastair Curtis, who served as Nokia's top designer from 2006 to 2009, stated that their design efforts were hindered by excessive involvement in political matters.

5.5 Global Errors: The Strategy Behind Nokia's International Mistakes

The decline of Nokia serves as a warning for organizations that fall prey to their own achievements, highlighting the significance of remaining flexible, inventive, and versatile in a swiftly changing corporate environment.

1. Nokia's failure to adopt the Android operating system, despite its increasing popularity, was a major strategic mistake. They remained loyal to their Symbian OS, which hindered their capacity to properly compete in the burgeoning smartphone industry.

2. Nokia's failure to acknowledge the significance of app ecosystems in the mobile sector resulted in a lack thereof. Despite the success of Apple's App Store and Google Play, Nokia faced challenges in establishing a thriving app ecosystem for their devices, which weakened their competitive position.

3. Internal rivals: Intra-organizational conflicts and rivalries at Nokia impeded efficient decision-making and coordination. The company's adoption of a matrix structure and subsequent leadership changes resulted in a decline in strategic focus and hindered the ability to innovate.

4. Nokia's failure to prioritize software development, despite its increasing significance in the mobile sector, was a significant error. The organization was unable to adapt to the evolving environment where software and user experience became crucial.

5. Nokia's over dependence on the Symbian operating system resulted in its entrapment while the industry was shifting towards more platform-centric approaches. These constraints hindered their capacity to adjust to shifting market dynamics and impeded their progress in product development. Nokia's failure to acknowledge the transition from competition based on individual products to competition based on platforms has significant financial consequences. They failed to anticipate the rising trends in the mobile market, such as the increasing significance of software and applications.

7. Management Decisions: The decrease of strategic thinking inside the corporation can be attributed to many management decisions, such as the redistribution of leadership roles and a

poorly implemented reorganization in 2004. The exit of crucial leaders severely undermined Nokia's strategic prowess.

8. The rapid expansion of Nokia resulted in a decline in the organization's ability to be agile and entrepreneurial. The company's formerly dynamic and inventive culture was hindered by the difficulties of overseeing a sizable and prosperous organization.

9. Nokia's success bred complacency, resulting in a reluctance to embrace new ideas and a decline in innovation. They failed to adopt innovative ideas and experimentation, which may have stimulated additional expansion.

10. The reorganizations at Nokia failed to adequately address the procedures of allocating resources, establishing product policies, and setting sales goals. Nokia's inability to synchronize these crucial components with the company's strategy impeded its capacity to adapt to market fluctuations.

6. Nokia's Decline in the Global Media Spotlight

Nokia, formerly a key player in the mobile phone business, saw a drop in market share and profitability due to numerous significant issues and obstacles. The following section provides a more comprehensive analysis of these challenges:

Decline in Dominance in the Smartphone Industry:

Nokia's primary challenge was the diminishing market share of its handsets. The corporation displayed reluctance in embracing the transition from feature phones to smartphones, especially those equipped with touchscreen interfaces. The result was a significant decrease in its market share (Lamberg et al., 2019). Nokia's inability to properly rival its competitors in the smartphone business resulted in financial losses and damaged its brand reputation. Nokia had challenges in keeping up with swiftly advancing competitors such as Apple and Samsung (Sofiah and Aslami, 2022).

Considerations for Choosing an Operating System:

Choosing to introduce its Symbian operating system for smartphones during a period when rivals such as Apple and Google's Android were making significant progress against Nokia was a serious strategic error. Bouwman et al. (2014) stated that Symbian's user interface was deemed antiquated and did not possess the app store functionalities found in iOS and Android software. An important factor contributing to the rise in smartphone usage was the resultant difficulty faced by Nokia in attracting app developers and competing in the app-centric mobile sector. The reference is from Laamanen, Lamberg, and Vaara (2016).

Challenge: Ecosystem and App Store

Nokia had challenges in establishing a resilient application ecosystem, a crucial factor for the success of smartphones. While the App Store and Google Play Store thrived, Nokia struggled to entice developers and users to their Ovi Store. Nokia's diminished capacity to compete was

exacerbated by the scarcity of popular apps available for their phones, which made them less attractive to consumers (Tuunanen and Piispanen, 2011).

Challenges related to the management and organization:

Nokia's organizational and managerial difficulties hindered innovation and decision-making. The firm faced challenges in adapting to market developments due to frequent leadership changes and an ambiguous strategic orientation. The organization had poor strategy implementation, delays in new product development, and overall instability due to internal challenges (Alibage and Weber, 2018).

Fierce rivalry:

Apple, Samsung, and later Chinese manufacturers such as Huawei and Xiaomi posed significant competition to Nokia. These competitors were able to capture a larger portion of the market by introducing more innovative products. Nokia had a decline in its market share and profitability due to its failure to differentiate itself from competitors and effectively compete in terms of features, design, and user experience (Panigrahi, 2020).

Factors influencing the global economy:

Nokia's fortunes were also influenced by the global economic conditions. The economic downturns and volatility have an impact on consumer spending on mobile devices and telecommunications infrastructure. Nokia's ability to maintain consistent growth may be challenged if the economic hardships lead to decreased sales and profitability (Panigrahi, 2020).

Insufficient emphasis on meeting the needs and preferences of consumers:

Nokia sometimes prioritized technical and engineering expertise excessively, neglecting to fully understand customer needs and preferences. As a consequence, they produced products that were unable to gain traction in the market. Nokia saw a drop in market share and customer loyalty as a result of the discrepancy between its product offerings and consumer expectations (Negi, 2020).

7. Strategies Employed by Nokia to Tackle Challenges

Nokia implemented many strategies to reorganize its operations, expand its scope, and regain competitiveness in the telecommunications industry, with the aim of overcoming significant challenges. Nokia endeavored to overcome its earlier setbacks, diversify its revenue streams, and regain its position as a prominent participant in the telecommunications industry by implementing these strategies. Below is a comprehensive analysis of the key strategies employed by Nokia:

Collaborative alliance with Microsoft:

- Strategy: In 2011, Nokia and Microsoft established a strategic partnership, with Nokia adopting the Windows Phone operating system for their smartphones. The objective of this strategic decision was to amalgamate Nokia's expertise in hardware with Microsoft's proficiency in software (Aspara, et. al 2023).

- **Impact:** This collaboration facilitated the launch of Nokia Lumia devices, renowned for their exceptional craftsmanship and aesthetic appeal. Nokia successfully penetrated the smartphone sector by implementing a novel strategy and subsequently gained access to Microsoft's app ecosystem.

Emphasize the importance of conducting research and development (R&D):

- **Strategy:** To foster innovation and develop state-of-the-art technology, Nokia significantly increased its investment in research and development. The company focused on providing cloud services, Internet of Things (IoT), and 5G infrastructure.

- **Impact:** Through active engagement in the development and deployment of 5G networks worldwide, Nokia successfully regained its status as a frontrunner in technology. This facilitated the acquisition of contracts for 5G infrastructure from telecommunications providers (Singh and More 2022).

Optimizing portfolio diversification:

- **Strategy:** Nokia's strategic approach entailed expanding its portfolio of products and services beyond smartphones, targeting a broader consumer base. The company shifted its focus to providing telecommunications operators and companies with network infrastructure, services, and solutions.

- **Impact:** Nokia's expansion of its product portfolio reduced its reliance on the fiercely competitive smartphone business. The company successfully leveraged the growing demand for 5G network infrastructure and related services (Hussein, 2020).

Optimizing costs and improving efficiency:

- **Strategy:** Nokia aimed to enhance operational efficiency through the implementation of cost reduction methods. In order to reduce expenses, it was necessary to restructure and streamline its operations.

- **Impact:** Nokia achieved sustained profitability and made investments in developing sectors such as network infrastructure and 5G technologies by implementing cost minimization measures.

Adopting a customer-centric approach:

- **Strategy:** Nokia adopted a method of understanding and satisfying the distinct needs of its customers, which encompassed both enterprises and telecommunications providers. The organization aimed to provide tailored solutions and comprehensive support services.

- **Impact:** This method enhanced client relations, elevated consumer happiness, facilitated the closure of new business deals, and bolstered the retention of existing clients by prioritizing customer needs (Negi, 2020).

Territorial Expansion:

- Strategy: Nokia expanded its presence in emerging markets with a strong demand for telecommunications services and infrastructure. The company secured network implementation contracts by leveraging its global reach.
- Effect: Nokia successfully expanded its sources of revenue beyond traditional sectors, allowing the company to capitalize on new opportunities for growth.

5G technology investment:

- Strategy: Nokia established itself as a prominent contender in the 5G sector with substantial expenditures in the advancement and integration of 5G technology. The firm made a substantial technological and regulatory contribution to the development of 5G.
- Impact: Nokia successfully leveraged the increasing demand for advanced networks by gaining agreements with telecommunications operators worldwide to implement 5G infrastructure (Singh and More 2022).

Efforts and programs aimed at promoting environmental conservation and long-term sustainability:

- Strategy: Nokia prioritized environmental responsibility and sustainability. The company committed to reducing its carbon footprint and providing environmentally-friendly products and services.
- Impact: Nokia's adoption of sustainability practices enhanced its reputation as a socially responsible corporation and ensured compliance with global environmental regulations (Kumar, Bankoti, & Maurya, 2021).

Creating a New Direction: Innovations for the Revitalization of Nokia on a Global Scale

Stephen Elop's leaked document has sparked intense interest in Nokia's survival strategy, which contains a message that is vague and mysterious. Elop invites a bold and decisive move into the uncertain and unpredictable realm, where profound change lies in wait. Although the idea of embracing unpredictability is emotionally captivating, Nokia needs a methodical and deliberate strategy to overcome its future challenges. The organization is operating across multiple platforms, and a single solution will not be enough to drive its transformation.

8. Conclusion

The evaluation of Nokia's strategies in the mobile phone business highlights a fascinating paradox - although these strategies may appear inconsistent and philosophically opposed at first glance, they actually form a mutually beneficial and harmonious relationship in practice. This intricate relationship implies that in the ever changing and intricate mobile phone sector, there is no one strategy that guarantees unlimited success. However, it is the combination of these approaches that enables a company to effectively traverse the complex problems of the sector.

Nokia's rise to market leadership can be credited to its skillful use of different strategies, effectively balancing and integrating their unique principles. However, when Nokia strayed from this delicate balance and became firmly committed to inflexible planned tactics, the equilibrium between these approaches became unstable, resulting in a rapid decrease in market share.

Nokia's revival was characterized by a shrewd adaptation of its strategy in response to the upheaval. The company successfully regained its market share by connecting its internal strengths with external opportunities and achieving a balance between emergent and planned initiatives. This trip serves as a powerful reminder that long-term progress in the mobile phone sector depends on the ability to accept and combine the four different methods, acknowledging their mutually beneficial relationship. The narrative of Nokia's triumph, complete with its ascent, decline, and revival, highlights the imperative of concurrently embracing flexibility, ingenuity, strategizing, and agility to flourish in the ever changing terrain of the mobile phone sector.

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