2. What problems did the company face in 2010?  
<http://news.sky.com/home/business/article/15668207>

1. Nokia – Background Information  
<http://en.wikipedia.org/wiki/Nokia>

Nokia is a global brand, a market leader and a firm rich in heritage. But it faces a strategic crisis which is caused by a range of external and internal factors that are core to A2 and similar business strategy specifications.

You are going to research some of the main strategic issues facing Nokia.

This is an important part of the course. If you can’t talk about current issues in the news, you will not do well in your exam.

**Topic: NOKIA & STRATEGIC CHANGE**

3. Stephen Elop was appointed in Sept 2010 (background information)  
<http://www.bbc.co.uk/news/business-11268747>

4. What competition does Nokia face in its market?

5. The Burning Platform memo & its consequences  
<http://www.guardian.co.uk/technology/blog/2011/feb/09/nokia-burning-platform-memo-elop>

6. What has happened to Nokia’s share price since the memo?  
<http://www.bbc.co.uk/news/business-15383195>

**How Nokia links in with AQA BUSS4**  
**New leadership** (internal causes of change): an outsider arrives to shake up the way Nokia does business!  
**Retrenchment** (closing down Symbian) followed by strategic partnership with Microsfoft (another major internal cause of change)  
**Strategic decision-making / corporate planning**: Nokia’s decision-making had become ineffective - too slow; inconsistent  
**Technology** (smartphone ecosystems) as a source of change: consumers no longer buying a handset; they are buying apps that run on phones  
**Culture as a constraint on change management**: will Nokia’s conservative, bureaucratic culture get in the way of rapid, fundamental change?  
**Changes in strategic direction**: the change from a focus on products (phones) to software applications (phone “ecosystems)  
**Impact of competition from emerging markets**: the effect of faster, cheaper competitors  
**Globalisation of markets**: Nokia’s new objective of supply “the next 1 billion mobile phone handsets” resulting from rapid demand growth in emerging economies  
**Business and the competitive environment**: emergence of stronger, more successful competitors (Apple, Samsung, RIM, Google, LG)

7. Describe the partnership between Nokia & Microsoft.  
<http://news.bbc.co.uk/1/hi/programmes/click_online/9626628.stm>