Nokia

Nokia has a number of integrated mechanisms and organisations for encouraging and searching for innovation: Nokia Ventures Organisation; Nokia research Centre; and Nokia Venture Partners; Nokia Innovent; and Nokia Growth Partners.

*Nokia Ventures Organisation* has as its mission ‘the renewal of Nokia’. Nokia’s venturing activities have created independent businesses, contributed to the growth and profitability of core business, provided financial returns in their own right and provided intangible assets and insights. It approaches its mission from two directions. Firstly it tries to identify broad opportunities based upon industry analysis and developing new ventures based on Nokia employees’ ideas as well as those from external sources. Nokia has an annual Venture Challenge ideas campaign for employees. But it also collects ideas from a broad network that extends beyond Nokia and includes external research centres, academics, business partners and entrepreneurs. In collaboration with other Nokia units it systematically scans emerging trends and disruptions from the perspectives of technology, business and users to spot opportunities.

The *Nokia Research Centre* explores new concepts, applications and technologies. On the one hand the Centre develops disruptive technologies that go beyond the current state-of-the-art and on the other hand it supports the locally based product development units with technological expertise. The business units fund the majority of the research undertaken by the Centre. In both cases the Centre helps develop new business/venture ideas.

Ideas are collected and evaluated by New Business development teams across Nokia. New business cases are developed for the most promising ideas and, where appropriate, these are developed further in incubation units of the business unit where the objectives and competencies best match the scope of the idea and the resources needed to develop it. Projects where the business case is not yet clear or where there are many opportunities to be explored continue to be incubated in the Research Centre’s incubator unit. Later, when the business case is clear, they are transferred to the Ventures Organisation. If the technology to support the business idea has not yet been developed, Nokia Ventures Organisation will commission technology research and development from the Research Centre or outside partners. Nokia uses the same venturing process throughout the organisation. The process ensures essential services and tools are available, facilitating the whole venturing process. Support includes personal guidance, dedicated resources, business planning and technology validation. A series of milestone reviews ensure projects move along.

Nokia has three corporate venturing arms. *Nokia Venture* partners offer seed finance for early-stage business ideas to both internal and external ventures. It also offers support on legal, communications and human resources issues. Technology experts from the Research Centre also support Venture Partners in evaluating technologies that may
be invested in. *Nokia Innovent* is its early-stage focused development team and *Nokia Growth Partners* invests in mid- to late-stage mobile technology companies. Both provide external funding only and focus on Nokia’s broad vision of ‘Life Goes Mobile’.

Examples of Nokia’s innovations coming through this integrated network include:

- **Nokia One Mobile Connectivity Service** – This offers corporate employees easy and secure access to mobile email, calendar, directory, contacts and mission critical corporate applications from a mobile phone.

- **Nokia Mobile RFID Kit** – This Radio Frequency Identification (RFID) Kit integrates reader technology with the phone and allows mobile phones to be used to access data and initiate familiar mobile phone functions simply by touching a smart object with the phone. It is designed for use by security and maintenance service personnel.

- **Nokia Lifeblog** – This is a PC and mobile phone software combination that allows you to keep a real-time multimedia diary – text, photos, videos, text messages – with clear chronology.

Up-to-date information on Nokia can be found on their web site: [www.nokia.com](http://www.nokia.com)

**Questions**

1. Compare and contrast the processes of Nokia designed to encourage innovation with those of 3M.
2. Do you consider them more focused? If so, on what and is this a good thing?