

NOKIA



Channel Insight Framework

CEMS Business Project – Work Project

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1. Problem Statement

Lack of channel insight has become an issue that Nokia needs to tackle in order to recover its leading positions in the market. There are many cases when Nokia's competitors recognize a change in market trends and take advantage of it, making a move before Nokia.

The Business Project on Channel Insight Framework (CIF) illustrates the various steps taken to design a CIF for Nokia. Due to the market's characteristics and its fast changing features, having the most recent information and appropriate insights in a format that allows to make informed business decisions as quickly as possible, is crucial. Currently Nokia does not hold an efficient standardized system in sharing channel insights. This framework would be responsible for collecting and processing important information about developments in Nokia's sales channels and provide these insights to the relevant people. Furthermore, the CIF also aims to share best practices from different markets, since there is currently a lack of an efficient channel related best practice sharing mechanism.

To develop this, we needed to discover what insight people need, to make better and quicker decisions. Then, for each different type of required insight, what do we need to deliver, how often does it need to be delivered and how should we deliver it to the target group. There are also many cases of best practices regarding channel within the company, yet they are not being effectively transmitted across the firm. Both these shortcomings require a standardized system, and if it is a new system, there will also need to be an incentive system, to ensure people access the data.

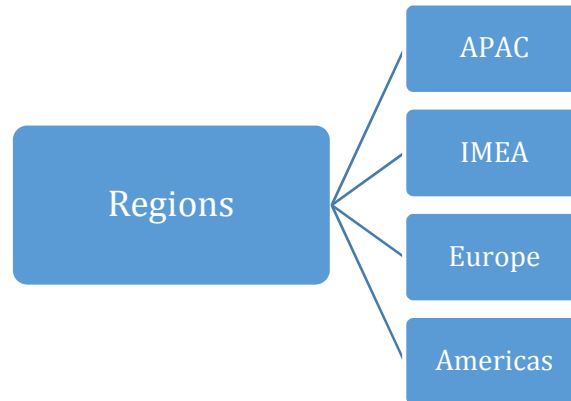
Nokia needs to get ahead of the game again and start getting ahead of its competitors, taking advantage of the first mover's advantages. Channel knowledge sharing is an important step towards this goal.

2. Nokia

Nokia Corporation is a global mobile communications company, founded in 1865. The company sells its products to mobile network operators, distributors, independent retailers, corporate customers, and consumers. Its main products are mobile telephones and portable IT devices, although it also offers internet services including applications, games, music, media and messaging, and navigation services through its subsidiary, NAVTEQ. Nokia has a joint venture with Siemens, Nokia Siemens Networks, which provides telecommunications

network equipment and services. Nokia splits its operations globally into four regions: Americas, APAC (Asia Pacific), Europe and IMEA (India, Middle East and Africa).

FIGURE 1: REGIONS OF NOKIA



Source: Internal Source

Nokia was the world's largest vendor of mobile phones from 1998 to 2012. However, over the past five years it has suffered a declining market share as a result of the growing use of smartphones from other vendors, especially Apple's iPhone and Android devices. Since February 2011, Nokia has had a strategic partnership with Microsoft, as part of which all Nokia smartphones will incorporate Microsoft's Windows Phone operating system.

Nokia's current strategy focuses on four main points: to build a new mobile ecosystem in partnership with Microsoft; to bring an additional billion people from developing markets online; to invest in disruptive technologies of the future; and finally to focus on their speed, results and accountability. These four are all necessary steps for what is currently one of the toughest challenges the company faces: to gain leadership in the smartphone space.

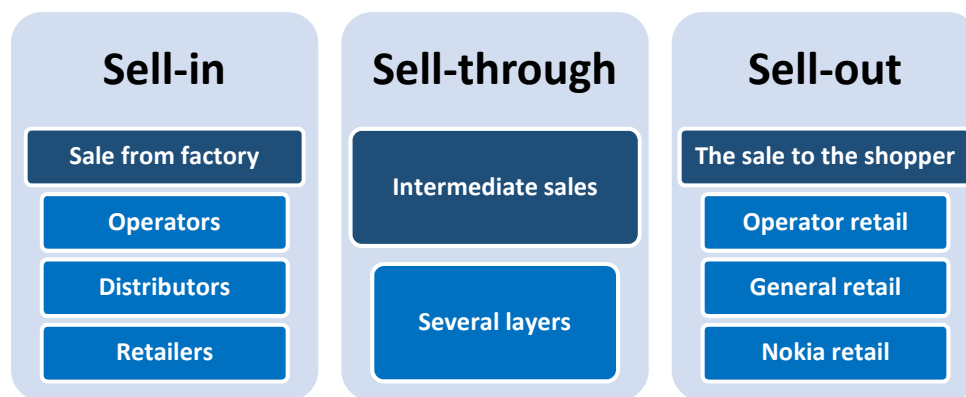
The Channel Insight Framework Business Project is mainly linked to the fourth point of Nokia's strategy. The objective of developing such a framework is to allow Nokia to quickly understand what is occurring in its sales channels globally and to take action based on that knowledge, achieving better results. An example of this would be, when collecting data related to channel share of the market, if the share of telesales started to grow in a country, it could be an indicator that more attention should be placed on this channel.

2.1. Nokia Sales Process

After Nokia manufactures a product it will go on to sell it using different channels and partners. Nokia’s partners include distributors, operators and retailers; we can also consider the alternative channels through which Nokia can reach the final consumer, such as the B2B and the online channels.

Moving on to analyse the sales process of Nokia, this is broken down into three phases: sell-in, sell-thru and sell-out. Sell-in are the sales from Nokia to Nokia’s customers. Sell-thru are sales from channel partners to the next tier (not consumers) such as sub-distributors, micro-distributors, retail chains; this is the part of the process which is most difficult to track as there may be many tiers included within the sell-thru step. Finally, sell-out are the sales from channel partners to the consumers.

FIGURE 2: NOKIA SALES PROCESS



Source: Internal Source

2.2. Telecommunications Industry

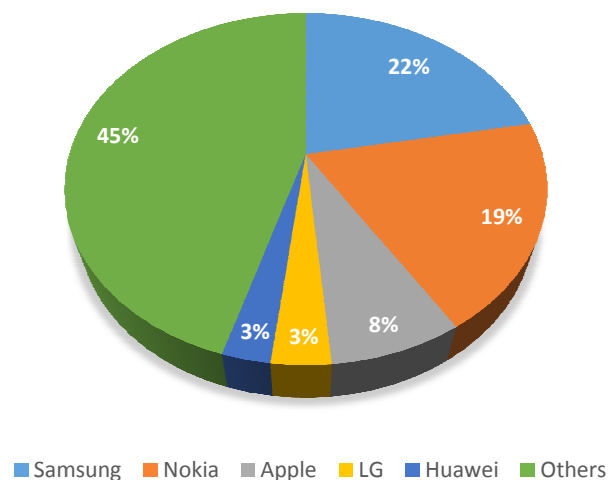
The mobile phone industry is very dynamic and involves thousands of companies, from handset makers such as Nokia, to service providers, to makers of chips, software, and other technologies.

The cell phone market is changing rapidly with today’s ever-emerging technology and innovation in cell phones. Nowadays, society is living with advanced technology, and keeping in pace with new technologies is a must. Companies are competing in an advanced technology and communication sector; the market is extremely competitive since they offer the same products and services, only with slight changes in terms of physical attributes, costs,

and product range. Thus, the main factors of competitiveness among mobile phone manufacturers are: price, functions included in cell phone and technology improvement.

In 2012, the total market size of mobile phones, according to data on mobile phone sales to end users, was 1,746.2 million units; i.e. in 2012 companies sold 1,746.2 million phones. The major players in the market are: Nokia, Samsung, Apple, LG and Huawei. Their market shares are represented below, please note that this is for mobile phones and not just smart phones, hence why Apple's market share is lower.

FIGURE 3: MOBILE PHONE MARKET SHARE 2012



Source: Gartner

3. Gathering and Organizing Requirements

The Channel Insight Framework Business Project involved delivering the right information to the right people. This meant that two steps were involved in its elaboration: to find what requirements were needed and by who; and designing the best possible delivery method. In this section of the report, the process of discovering and picking which were the insights needed (requirements) by the target groups will be explained. In order to find these requirements the team decided to conduct interviews with key Nokia stakeholders.

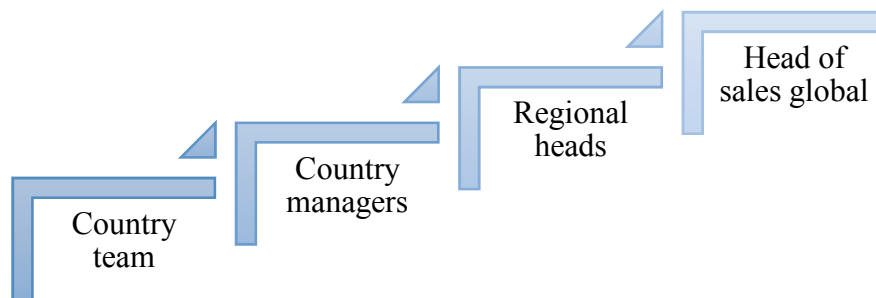
3.1. Interview Process

The data collection for the project was done through a set of interviews with employees within Nokia. The CEMS group, together with the Channel Strategy & Intelligence (CSI)

team, conducted individual interviews in order to provide in-depth data collection. Altogether, 18 interviews were done to ensure that as many needs from specific teams were examined, to get requests from every organization level and from every region within Nokia. This approach also guaranteed that data was collected from people with many different perspectives, allowing to see the bigger picture, to gain insight from different perspectives of the same phenomena.

Nokia has a global-regional-local structure, however the reporting system might differ from region to region. Generally the reporting system follows this structure: the country teams report to country managers; country managers report to regional heads; finally, regional heads report to head of sales in global.

FIGURE 3: NOKIA'S REPORTING HIERARCHY ACROSS CHANNEL RELATED TEAMS



Source: Internal Source

The 18 interviews enabled us to receive different perspectives coming from different roles and regions. The interviewees worked in Mexico, USA, Brazil, Argentina, UK, United Arab Emirates, South Africa, Finland, China and India (Exhibit 1), in different roles.

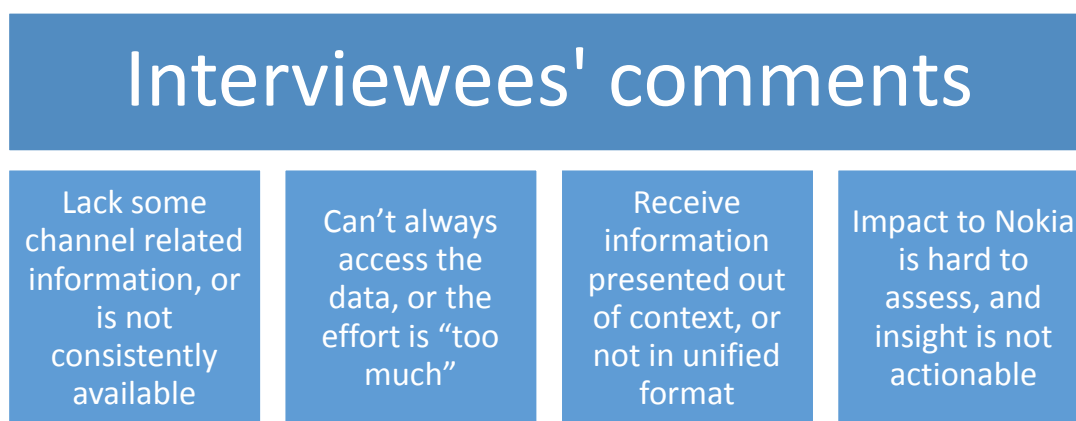
The interview questions, in Exhibit 2, were designed to receive the specific, channel related needs, requirements from the interviewees from diverse roles and regions.

The interview would begin with a brief introduction of what the CIF project was. It would be explained that Nokia was trying to design a mechanism which would provide relevant information to people across Nokia, but for that to be possible it was necessary to receive information from the people on the field. Most importantly people should realize that there was an effort to add value and to help them with their day-to-day activities.

This was followed by two open questions. Open questions allow the interviewee to express his/her urgent needs without being influenced by specific, topic related questions. This way, the interviewee's real values and beliefs were understood, and they could express their own thoughts freely. The questions asked for the interviewees' opinion on the CIF (is it useful, needed, etc.) and what insights they would like to be able to receive. This was followed by closed, more specific questions. Closed questions were categorized into four different groups: channel insight requirements, best practices, trends and delivering format. This allowed having a clear structure of the questions to be asked. However, in the first few interviews, there was no specific group for trends, this was only added after the first four interviewees all mentioned trends, highlighting and separating them from other insights they required. The specific questions enabled gathering more in depth information, requirements related to each of the topics that the interviewee might have overlooked when asked a very vague open question. These four themes allowed us to discover the insights needed by other Nokia teams; the importance they considered a best practice sharing system to have; how trends played an important role in terms of sales channels; and how the information could be delivered, once processed.

The interviews lasted between 30 and 60 minutes. From them, we found that comments about information fell into four specific categories: the first was the lack of channel related information, or information that is not always available.

FIGURE 4: INTERVIEWEES' COMMENTS



In the interviews (Exhibit 1) a team from the UK claimed they have "no real understanding about what is our share of the market"; many interviewees complained they

did not know about changing market trends and always reacted too late; multiple people also stated that a “best practice sharing system is needed”.

In terms of the difficulty of finding data, there were also some comments. Andrew Barber, Head of Retail in Americas, stated that the “competitive intelligence site has lots of information – how to find the relevant information” is the difficult part. The UK team also stated that a “simplification of all the data points is needed”.

Then, there is the issue of information in different formats and separated from other data essential to be able to draw conclusions. MouliVenkataraman, sales operations manager in South India’s local office, commented that “sellin and sellthru information should be in one format and report, and currently they have to be manually combined”. Alfredo Sierra, Head of B2B (Business to Business) in America Movil, pointed out that “people gather sellout information in different formats”.

Finally, comments were made regarding the difficulty to use the information to assess the impact to Nokia, i.e. the insights do not help make business decisions. Paul Foo, Head of Channels in the APAC region, stated that “information is helpful, but needs to be in a detailed enough level so that it is usable”. The UK team added that it “would be helpful to get data that helps to make investment decision about 1) customers and 2) channels”. KantaMirchandani, from the UAE, says that contextual information is important so that they can “proactively plan and not just react at the moment when the competition does something”.

3.2. Organizing Requirements

From the interviews that were conducted, 166 requirements were gathered. This number was the total of all requirements, unfiltered and unmerged. Despite the high number, some of these were the same or very similar, although coming from different interviewees. For this reason, and in order to better be able to work with the collected data, grouping and merging was necessary, making the high amount of requirements more manageable. This, however, proved to be a challenge, since the requirements’ nature, at first sight, seemed to be different.

The requirements were then broken down into groups, which were called themes. Themes were made in a way that reflected Nokia’s internal grouping, and their aim was to create a

thematically logical and understandable way of grouping the requirements. In the end the themes were: channel structure; efficiency, pricing, margins; market and partner data; competition insight; market share and sales data; industry trends, news; best practices (required and offered). The information within each theme has its benefits, which will be explained below. These benefits illustrate the reason why the CIF is useful and should be incorporated.

Channel structure understanding varies in markets, and it is not shared across organization. Teams cannot assess from the data in which channels they are underrepresented, which part of sellout is not covered, and which are going to be the dominant channels in the coming years. Therefore market opportunities are missed, and Nokia is not able to optimize for current and future success.

Financial profitability and efficiency is critical to have sustainable business for Nokia, and to have long-standing and committed partners. Without insight to profitability, Nokia does not know where the investment should be made, and if channels and partners are treated fairly from an investment point of view.

Market and partner data is foundation for the planning, execution and review. Without factual data of the market and its organizations, business decisions do not have a foundation.

Competition insight helps Nokia's teams to position the company vis-à-vis competition, and proactively design countermeasures to protect and conquer market share.

Market share and sales data gives factual understanding of what is happening in channels, and points out issues that need to be addressed. This data needs to include multiple aspects that are the real root of problems. Without this data, we cannot understand if Nokia and our partners have done a good job.

With updates on industry trends and news, Nokia keeps in touch with the pulse of the market, allowing teams to proactively plan their position in the market, and not just react when a change happens. Also, this insight helps to conduct more intelligent discussions with partners, and factually support our point of view.

Best practice sharing is essential for continuous learning for the sales organization, giving a possibility to learn from experiences of other markets, and facilitating collaboration between countries / cross-regions.

Themes were not the only characteristic added to each requirement, other information was also included in order to examine the nature, the urgency and the complexity of requirements, to ensure fact-based planning of the implementation phase. It is necessary to consider what resources (time and people) are necessary in order to deliver certain requirements. This way one can be define which requirements can be delivered in the short term and which need further resources in order to be delivered. All the requirements were listed in an Excel file and all the information was added there. The following characteristics were added: requirement number, description of the requirement, themes, valid/obsolete, comments, originator, development area, complexity, priority, candidacy for inclusion, included, data sources, coverage of data sources, quality of data sources, processing effort, cadence, time and resources needed, monthly effort (hours), Channel Visibility Team, AM Team, Sales Capability Team, Partner Programs, target groups, delivery format.

Requirement comments arose first from the interviewees statements, but later also from the CSI Team. The role and the region of each originator was added. For example: *KantaMirchandani, Senior Account Manager, SM IMEA*. It was important to include the originator for two reasons: first, to be able to track the interviews; second, to define the target groups to whom each requirement must be delivered. Target groups reflect Nokia’s global-regional-local structure. As written before some requirements were similar, but were coming from different originators. These originators helped define to which roles each requirement was relevant and to which it was not.

The column valid/obsolete was the result of merging requirements. With the interviews, not only channel related requirements were gathered at the end, because interviewees could freely express what they need; however some of these requirements would require non-channel related insight, meaning they were not part of the project’s scope. With the column development area, the requirements were grouped: CIF/not CIF specific. Complexity, urgency and priority for inclusion were grouped into three levels: low, medium, high. These three columns are needed to define how difficult and important it is to implement each requirement. The level of complexity and urgency gave the level of priority for inclusion. A priority matrix was defined to assess the likelihood of including a requirement in the project’s scope. This is a function of complexity and urgency. The following matrix defined whether a requirement would be included or not:

TABLE 1: PRIORITY MATRIX FOR REQUIREMENTS

		Urgency		
		Low	Medium	High
Complexity	High	Low	Low	Medium
	Medium	Medium	Medium	High
	Low	Medium	High	High

Source: Internal Source

The starting point of processing insights is to acquire the raw data and, for that, sources are needed. For this reason, it was crucial to define the data sources for each requirement. Data sources can be external data sources (e.g. GfK, Strategy analytics, Informa, Canalis, and ITG), internal models (e.g. Efficiency model) or can come from local teams. Not only were the data sources added, but also the coverage and the quality of the data sources. These were, again, important for the implementation, not to promise to deliver a requirement for which the data source does not cover everything needed or not with sufficient quality. Processing effort describes the complexity more in depth.

Processing effort is e.g. *low complexity, but still manual work intensive, or complex, would need constant polling and local team involvement. Format also unclear.* The time and resources needed describe how much time it takes for the Channel Strategy and Intelligence Team to create knowledge from raw data coming from different resources. It can be for example: *12 hours for each market, if local market knows the information.*

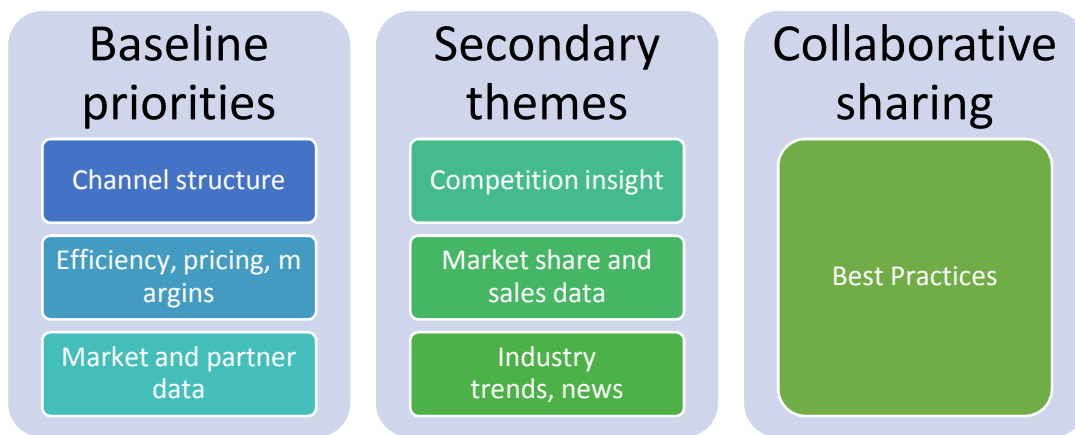
Cadence defines the frequency of requirement delivery. For example, efficiency of top 100 distributors is delivered quarterly. Monthly efforts are derived from time and resources needed, but since it is given in hours per month, it is easier to calculate how much time each requirement needs monthly, so the implementation can be planned accordingly.

There are some requirements where collaboration with other Nokia internal teams is needed. These teams are the Channel Visibility Team, Sales Capability Team and Partner

Programs Team, because they already create knowledge related to requirements asked from interviews. For example, for the requirement “count of device distribution partners/country” the collaboration with Channel Visibility Team is needed.

After the requirements were grouped in themes, and merged, some of the requirements it was necessary to break those requirements into three groups. The priority requirements (which includes channel structure; efficiency, pricing, margins; market and partner data), secondary requirements (which includes competition insight; market share and sales data; industry trends, news) and the best practices (required and offered) to be dealt with separately.

FIGURE 5: SEPARATION OF THE CIF THEMES



Source: Internal Source

Those that were labelled secondary requirements will not necessarily mean discarded. However, due to the following reasons, it was decided that they would not be taken into account in the near future. Secondary requirements are not related to channels, or did not belong to the immediate scope of CIF. Some of the requirements that were asked for demanded certain business or IT processes that Nokia does not possess or will not possess in the foreseeable future. There are requirements with lesser urgency and/or with a high level of complexity; the lower the urgency and/or the higher the complexity, the more likely it is that a requirement will be parked for future development. Lastly, some of the requirements belong to the sphere of other internal Nokia teams and will be discussed with them. For example,

some of the secondary requirements are not inherent to the nature of the work the CSI Team is conducting, meaning they are the responsibility of other teams and it will be discussed with them the possibility of providing such data. The theme *Market Share and Sales Data* contains various requirements that can either be out scoped to the Channel Visibility team or that are deemed unfeasible in the short term due to a high level of complexity, and therefore should be included in the SAT development pipeline. Most of the requirements in *Industry & Trends* are very complex with little priority and require a high level of manual work, leading to a later incorporation into the CIF.

TABLE 2: REASONING FOR SECONDARY REQUIREMENTS

Themes	Secondary Requirements	Reasons for out scoping
Industry & trends	Knowledge from experienced markets to lagging markets	High level of complexity
Market Share and Sales Data	Comparison of targets to sales data and order book	Transferred to E2E team
	Nokia’s share within retailers share	To be discussed with head of Retail
	Market shares for Nokia and competition	Heavy manual work
Competition Insight	Competition investment by channels Nokia’s share within retailers share	Scope of Competitive Intelligence team
	From a portfolio point of view knowing how to tackle the competition	Scope of Competitive Intelligence team
	Insight of competition product launch vis-à-vis our own launches	Scope of Competitive Intelligence team

Source: Internal Source

Finally, regarding the best practices, these were approached differently. Many interviewees mentioned that there was not an efficient best practice sharing mechanism within the company. The CEMS group decided to also design a best practice sharing system, which allows people to share and search best practices across Nokia. This is further explained in the Business Project Report.

3.3. Limitations of the approach

This approach of gathering and organizing requirements was long and arduous. It required many visits to Nokia's Headquarters from where the interviews were conducted, discussions with different Nokia teams to better understand the company, to discover which requirements could be acquired and delivered, and which could not. The CEMS group had to study Nokia's data sources, the teams' responsibilities and the company's jargon and specific knowledge. Since the interviews were the first step of the project, the CEMS group had difficulties understanding enough of the business to be able to run the interviews. Thus, although the CEMS group designed and planned the interview questions, the interviews were conducted by the business tutor and only had some occasional interventions from the CEMS students. I believe this was one of the limitations of the process, since it did not allow students to be more sporadic and participative simply because they did not have sufficient company knowledge.

Also related to the interviews, there was never a suggestion of a group interview. For example, it might have been interesting to do an interview with all four Regional Head of Sales at the same time (i.e. APAC, IMEA, Europe and Americas). Although there could be some potential disadvantages such as, time constraints for everyone to be able to say what they wanted, difficulty in finding a time slot available to everyone, and a lack of participation by some interviewee; there could also have been something to gain from it. It could have sparked discussions and interaction between them that could generate new ideas; it would also reduce the number of repeated requirements, increasing efficiency.

During some interviews there was also the feeling that some more structure would have been useful. This could have been achieved through the use of a checklist, where all the topics that should be asked to the interviewee are listed and topics are ticked off as they are mentioned. Yet this could have also led to a very inflexible interview with little room to explore some topics deeper at the expense of others.

The interviews could have been divided more efficiently between the members of the group. Since it became clear that our intervention would be limited, only one of the group members should have been present per interview.

Focusing on the collection and processing of the collected requirements, the construction of the Excel was complicated but was done correctly. If one aspect was to be improved then it would be the timing of its development. It would have been beneficial to include the requirements asked by each interviewee straight after the interview, yet this was done after the interview process. It had some advantages though, since it allowed the group to have a better understanding of the information before including it in the Excel file, making the computing process afterwards quicker.

4. Reflection on Learning

4.1. Application of Past Experience

During this Business Project I made use of skills acquired during my MSc Finance program and first CEMS semester. One subject whose teachings I used in the interview process described previously and also in the development of an incentive system for the use of the CIF mechanism was that from Positive Organizations. During the interviews it was necessary to make people feel that this project was about turning Nokia into a better company and that this would be beneficial for them. It was important that they felt that the headquarters could provide them with information they did not have. Besides, such an information sharing mechanism fosters a better atmosphere within the company, where people feel integrated into the Nokia community and have a sense that each one is willing to help the other if they can.

Regarding the incentives, the connection to Positive Organizations was similar. Our incentives focused on creating recognition of the individuals within the company, and showing them how valuable they are to the company for sharing information and best practices.

Other courses which helped me analyse the situation and selecting the best possible courses of action were Applied Corporate Finance and Applied Corporate Governance. Similar in their case approach way of teaching, they provided me with analytical abilities and

capacity of adaptation to new problems which were invaluable. In these courses each case presented a different issue which had to be analysed from a different perspective, forcing students to be ready to change their way of thinking. The issue Nokia presented me for my Business Project required much out-of-the-box thinking and the ability to see a new problem with which I am not familiar with, and providing a creative yet feasible and workable solution. Furthermore, these courses always involved working in the same teams for prolonged periods of time, similar to what happens during the Business Project.

4.2. New knowledge acquired

When working on this project, I had some interesting experiences and acquired new knowledge which I believe will be useful to me in the future. The first skill, perhaps the most obvious and valuable one, was project management. When starting this project with Nokia, my group was given a very broad and vague task, and was very constrained resource wise. This forced us to conduct much planning, organizing and setting clear goals which could be achieved within our constraints. The interview process was long but could not have been shortened since it was dependant on the interviewees, who had limited time availability; the academic research was somewhat dependant on the outcome of the interviews and thus was mostly done after the interviews; the team currently working on the collection of data at Nokia is very reduced, meaning we did not have much support and we could not set unrealistic goals towards our project. All of these forced us to be able to adapt and provide the best quality work taking into account the conditions we had to work with.

This project was also important for me to experience the potential process I may go through when joining a new company. Due to my project's very practical nature, I had to spend much time at the company, working alongside the Channel Strategy and Intelligence team in order to understand, as much as possible, their functions, the data they had access to, and the company's way of working. This was important since it was crucial to be on the same page as the CSI team when discussing company issues, and to be able to provide suggestions which were feasible. A link was created between me and the team from Nokia and I got the sense in the end (and the business tutor himself said so) that our project was something that could have easily been assigned to Nokia employees and it was a realistic experience of what working at the company was like.

A new framework that I used was the Google brainstorming method, useful to allow the creation of new ideas and to provide recommendations to Nokia. This method involved four

steps: defining what the goal and who the user/client are; using post it notes to write down any ideas; voting on what ideas seem to be most suitable for the project; designing a prototype (or the solution). This way of brainstorming relies on performing each of these steps in a tight time-constraint, forcing people to be quick and to say what they are thinking at the moment as they do not have much time to postpone comments. The first step is useful to set a clear objective and so that all the brainstorming will be focused on an established goal. The second step involved writing down all the ideas one has, where people are not allowed to use the expression “No, but” only “Yes, and”. This way people build on each other’s ideas and prevent a negative atmosphere that could hinder the creative process. The third step is a way for the team to evaluate what they produced on the previous step and to give its opinion on each idea, picking the best ones. Finally, in the final step and using the ideas picked, the team can design a solution.

4.3. Personal Assessment

Participating on this project allowed me to better realize some of my strengths and also to highlight some of my weaknesses. Focusing first on the strengths, the whole project involved the use of my teamwork ability and cross-cultural skills. During this project I worked with my CEMS group, composed by me, a Dutch and a Hungarian; and with three Nokia employees, one Finnish, one Mexican and one Hungarian. This meant working with people from many different backgrounds and being able to share and defend my ideas, understanding the ideas of others when these were not clearly expressed and generally working together whilst always preserving the harmony between the group. The most challenging was to do this within the CEMS group, as my colleagues were many times in disagreement with each other and I had to be the moderator and help them find a common ground. It was a project where team organization and management of people was extremely important and sensitive, and I am glad that it was possible for all the group members to stay on good terms.

Another strength that this project forced me to use to its fullest was my analytical ability. As aforementioned, initially this project was not presented clearly and the goal was quite vague. As the group went deeper and deeper into the issue, we had to continuously reanalyse the situation until the final goal of the project was clear and objective. After that, this skill was also necessary to analyse the data collected from interviews, collecting it and choosing which details were relevant for each requirement. Finally it was necessary to evaluate the

situation in the final stage of the project in order to provide the best solutions and to formulate a plan.

Finally, I also made use of my ability to work under pressure. In the final week leading to the handing in of the Business Project, two other assignments were due in on that same week (an assignment for Cross-Cultural Management course and a Spanish written exam). It was a period where much had to be done in very short amount of time, with much pressure also being put on me from my group who did not have the Spanish exam and were not as sympathetic with my situation. I managed to produce a good output on all three of those assignments, never stressing too much and being able to keep calm in even the worst moments.

In terms of weaknesses, I think there was one area which is worth mentioning which is communication. There was an initial lack of communication, the group seemed to be quite distant at the first stages of the project. Although this may be natural, I feel like I could and should have been more communicative with my group members. Also, there were some times in those initial stages when I felt uncomfortable presenting counter arguments and disagreeing with the others from the group. To improve this particular point, I have come to construct an argument in my head about the ideas I have and, if I feel that argument is strong, I will not hesitate in presenting the idea and defending it as much as I can, until I am sure that it is not good enough or that there is some issue with it. In short, I will remember this experience and that I should communicate as much as possible what I am thinking inside, regardless of the group environment, so long as I do not impose my ideas but rather discuss them. Also, there were events during the project where the lack of communication led to differences regarding the goals or intentions of certain tasks. In the future, I will make sure that the details of each task are made clear to all group members and that everyone is on the same page, so that the work of each member is as efficient as possible.

4.4. Project's Value Added

Due to the very company specific topics this project approached, the CEMS group often felt that it was very constrained in its value adding task. Much help from Nokia employees was necessary for simple tasks, such as including the details of each insight requirement on the Excel file. There were tasks which the group simply could not perform due to its lack of company knowledge. A way to have performed better would have been to ask for access to certain company's files or people so that we could perform those tasks. However, this is

easier said than done since there were many restrictions imposed on our access to company's data and resources.

Despite this, I think that it was this lack of Nokia knowledge and the outsider's perspective that allowed us to add value in this project. Many times the CSI team made assumptions about working mechanisms and frameworks which they did not question, but we did. Having an open mind allowed us to make suggestions that were not at all obvious to Nokia's employees. Although we could not teach them about their own company, we managed to provide creative solutions to problems, solutions which would have been thought of and designed in a completely different way if someone in a Nokia frame of mind had to think of it.

I believe that it is this analytical and problem solving abilities that CEMS students can provide to companies during their business projects. It is usually the case that we are working with people that have much more experience and a much larger knowledge of the company than the students. Thus, our competitive advantages are the learnings we have acquired from university and our new perspectives and analysis on a problem.

Exhibits

EXHIBIT 1 – LIST OF INTERVIEWS

#	Originator	Role	Department	Region
1	Alfredo Sierra	Account Manager B2B AMX	SM Americas	Mexico City, Mexico
2	Andrew Barber	Head of Retail Management	SM Americas	Silicon Valley, USA
3	Eduardo Rossi	Head of Sales Operations	SM Americas	Sao Paulo, Brazil
4	Luis Figueira	Head of Sales Operations LTA South	SM Americas	Buenos Aires, Argentina
5	Gary Kite	Head of Planning and Insights	SM Europe FI (UK)	London, United Kingdom
6	Howard Spragg	Account Director	SM Europe FI (UK)	London, United Kingdom
7	KantaMirchandani	Senior Account Manager	SM IMEA	Dubai, United Arab Emirates
8	Karan Singh	Key Operator AM MTN	SM IMEA	Johannesburg, South Africa
9	Matias Järnefelt	Global Head of Sales, Nokia Gear	SM Sales Operations FI	Espoo, Finland
10	Matt Parsons	Head of Sales Operations	SM Europe FI (UK)	London,

				United Kingdom
11	Niko Mykkänen	Head of B2B	SM Sales Operations FI	Espoo, Finland
12	Nina Leppäkangas	Head of Retail	SM Sales Operations FI	Espoo, Finland
13	Paul Foo	Head of Channels Strategy & Development	SM APAC	Beijing, China
14	Sawan Malik	Head of Distribution, Global Channels	SM Sales Operations FI	Espoo, Finland
15	Scott Bahr	Global Head of Sales, Online & Telesales	SM Sales Operations FI	Irving, USA
16	Shiv Vadrewu	Channel Development Manager	SM IMEA	Dubai, United Arab Emirates
17	TommiJuusela	Head of Operator Channel	SM Sales Operations FI	Espoo, Finland
18	VenkataramanMouli	Head of Sales Operations, South	SM IMEA	Bangalore, India

EXHIBIT 2: INTERVIEW FRAMEWORK

0-15 min: Introductions

1. First the interviewer should explain what the project is about, what our team is doing and highlight that we would like to solve their problem.
2. Explain: what is Channel Insight Framework – what we can do for them
3. Tell us about what you do, description of your role
4. First we start with open discussion. After that we can go into details.

15-30 min: Opened question

1. What are your immediate thoughts?
2. Tell me about your requirements, needs

30-50 min: Closed questions

What kind of responsibilities do you have within your current role regarding channel information/information sharing?

Requirements

- What is the major data you use to follow your market and customers?
- What data you miss?
- If you could receive a document at the beginning of each month, what would you like to have in it?
- Do you know about any the issues? What are the issues you are struggling with?

Best practices

- Do you have best practices?
- Do you share all of these?
- How?

- What type of best practices would you benefit from?

Trend

- Do you follow the trends in your market? If so, in which way?
- Channel trends
- Macro-economic trends
- Industry news
- Where do you get info to analyse the trends?
- What is the trend you would like to follow but you do not have the access to get it?

Format

- Do you currently have information in a format you cannot use?
- Which certain formats that is not usable?
- How do you currently receive data or search for data?
- In what report format do you want the data? What is your ideal format and cadence (timing, schedule)?

50-60 min: Clarification

How much would you like to be involved in the work?