Open Innovation in a Large Enterprise: Case Nokia

Pia Erkinheimo

Industrial Forum 3.-4.12.2007
Co-Creative Innovation in Service-Product Development & Solutions for Creation and Managing Collaborative Clusters by European Society of Concurrent Engineering Net European Collaborative Networked Organisations Leadership Initiative
Renewing
A world where everyone can be connected
How can Nokia evolve to become an internet driven experiences company?
AGENDA:
- Co-creation inside the company: Renewing Nokia Values – Nokia Way Jam
- Co-creation/Open innovation: ForumNokia
The challenge:

How can 45,000 people make Nokia a very human company that delivers very human technology?

To be a successful internet company attitudes and behaviors need to change. The Nokia Way and Values need new focus.
Internet changing the rules of our Industry

• “One internet” is the key driving force for the mobile industry
• Changes are quite fundamental – business and monetization logic
• Social networking and online communities will continue to explode
• Next wave of Internet is to make it truly mobile and personal
Co-creation

We are moving from the traditional view that talk and action are separate to an understanding of conversation as a core process for creating our world.

We believe that human beings live in conversation the way fish live in water.

Together these can evoke and make visible the collective intelligence of any group.
High Touch

16 Nokia Way Cafés for engaging hundreds to define the new culture and values

Around the world in 59 days

Shared and supported through a video blog and other online channels, webcasts etc.

High Tech

Nokia Way Jam for engaging thousands to plan how to make strategy and new values reality

Internet based, massive online discussion event about selected topics for 72 hours

Record the genesis and publish on-the-go
Renewed Nokia Way process – continued engagement

- Nokia Way Cafés
- Strategy sharing
- Values photo contest
- Local implementation
- Final value brand image
- Projects
High Touch

- 2500 café participants
- 3,800 accepted viral invitation
- 27,000 visits in video blog
- Exceptional participation in photo contest

High Tech

- Over 10,000 studied strategy flash
- 9,000 participated in Nokia Way Jam
- 36,000 viewed strategy and values videos
This is how it looked like
Nokia Way Jam in numbers

Nokia Way Jam Participation:
13,000 registrants
9,000 logins
7,700 posts
22% active posters vs. readers
9.84 average thread length

Post Jam participation:
App. 1,750 logins since Jam end (Oct 12)
App. 170 registrations since Jam end (Oct 12)
48,000 visits to the Nokia Way Jam Infopedia (Nov 30)
Employee driven values photo contest

Designed to continue employee driven creation and dialogue

To gather stories and ideas how what values mean to us

Publish photos as the values imagery to reinforce employee driven creation
Strengthening the largest global mobile developer community.

over 3 million registered developers
All factors are needed to describe the possible future

If market and technology are the only factors, the outcome will have low acceptance among people.

If only market and society filters are included, the result will be old-fashioned.

If technology and society in turn are included, the solution may be uneconomical.

Source: Network4value
Developer communities are expanding to mobile...

Companies

- Business interest

Individuals and Groups

- Community engagement
- Social belonging

Universities

- Students
- Researchers

Commercial Software

- SW product developers
- Enterprise/customized solutions
- Company internal development

Web and Information

Media and entertainment

OSS

- Projects
- Communities

Consumers

- Developers

Forum NOKIA

Connecting People
Forum Nokia: Structured for Success

Developers and Designers

Content Creators

Nokia Corporate

Operators

Consumers
Channels and solutions are emerging to serve the long tail of developer innovation.

- Enabling content owners to interact, share, distribute content
- Enable advertising sponsored business models
We are in the beginning of our journey to become a truly Open innovation company; but we are getting now to a full speed of transforming to a Internet Company.
Thank you!