



# Winning Across Global Markets: How Nokia Creates Strategic Advantage in a Fast-Changing World

*Dan Steinbock*

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**Lessons for attaining global competitiveness, one market at a time, from international business giant Nokia**

*Winning Across Global Markets* examines how 145-year-old Nokia grew from a paper mill in Finland to a multinational telecommunications leader. Why are Nokia's lessons critical for other companies and industries? While multinationals based in large countries benefit from inherent advantages--such as a home base that often accounts for 30 to 50 percent of their revenues--multinationals based in smaller countries such as Nokia, enjoy no such competitive edge. Nokia, in fact, generates *less than 1% of its revenues* in its home base. To such a company, global competitiveness is a matter of life and death. With unparalleled access to Nokia's leadership, *Winning Across Global Markets* reveals the remarkable story of Nokia's resilience and endurance. Shows how Nokia's flexibility and focus on its people and local markets drive its distinct global approach.

- Includes exclusive interviews with Nokia's senior executives and key partners
- Provides a roadmap for developing, capturing, and sustaining global advantage

This book provides a roadmap for developing, capturing, and sustaining strategic global advantage in today's ever-changing world.

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