

# Global Services

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Delivering the  
expert advantage

**Nokia Networks:** Technology partner for the telecom operator of the future



Lead

Accelerate leadership  
in radio

1

Reposition

Grow  
professional  
services

2

Disrupt

Win in technology  
transition to Telco Cloud  
and Software Defined  
Networking

3

Extend

Target opportunities  
in Analytics and Internet  
of Things

4

Quality

Innovation

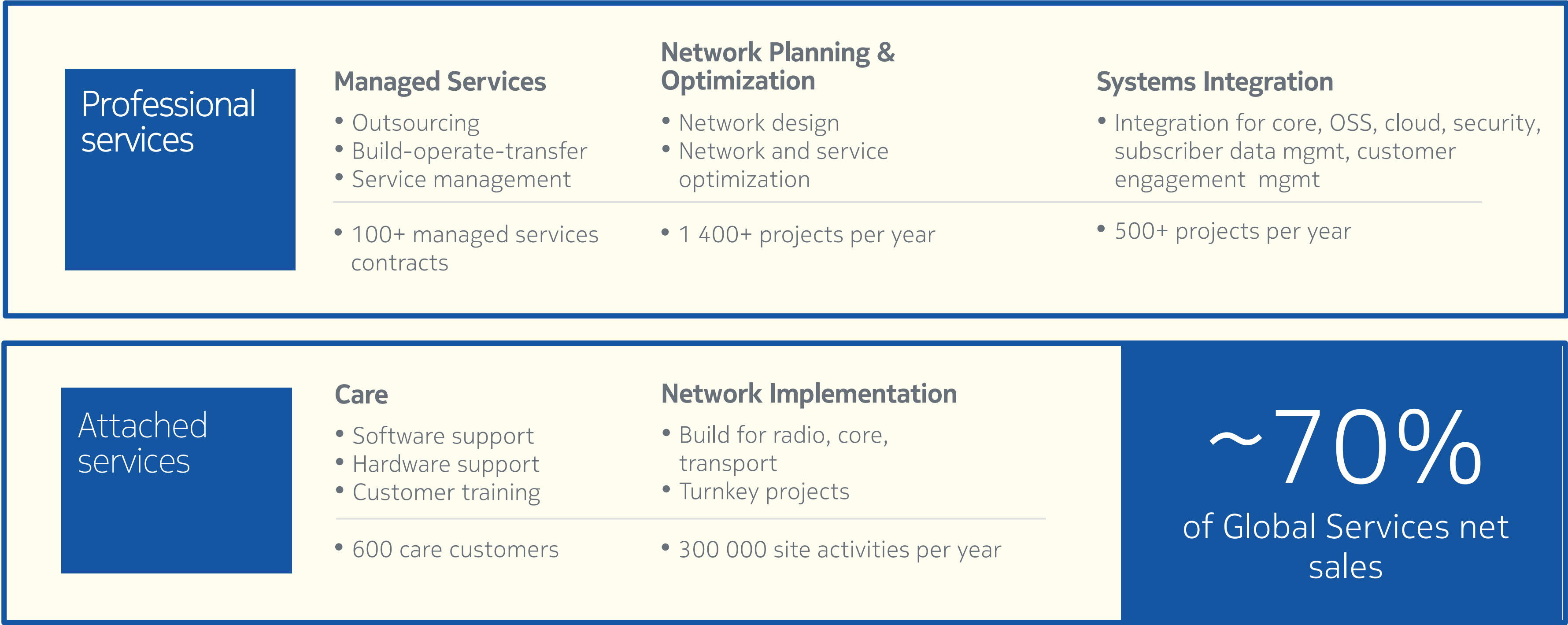
Partnering

Automation

## Agenda

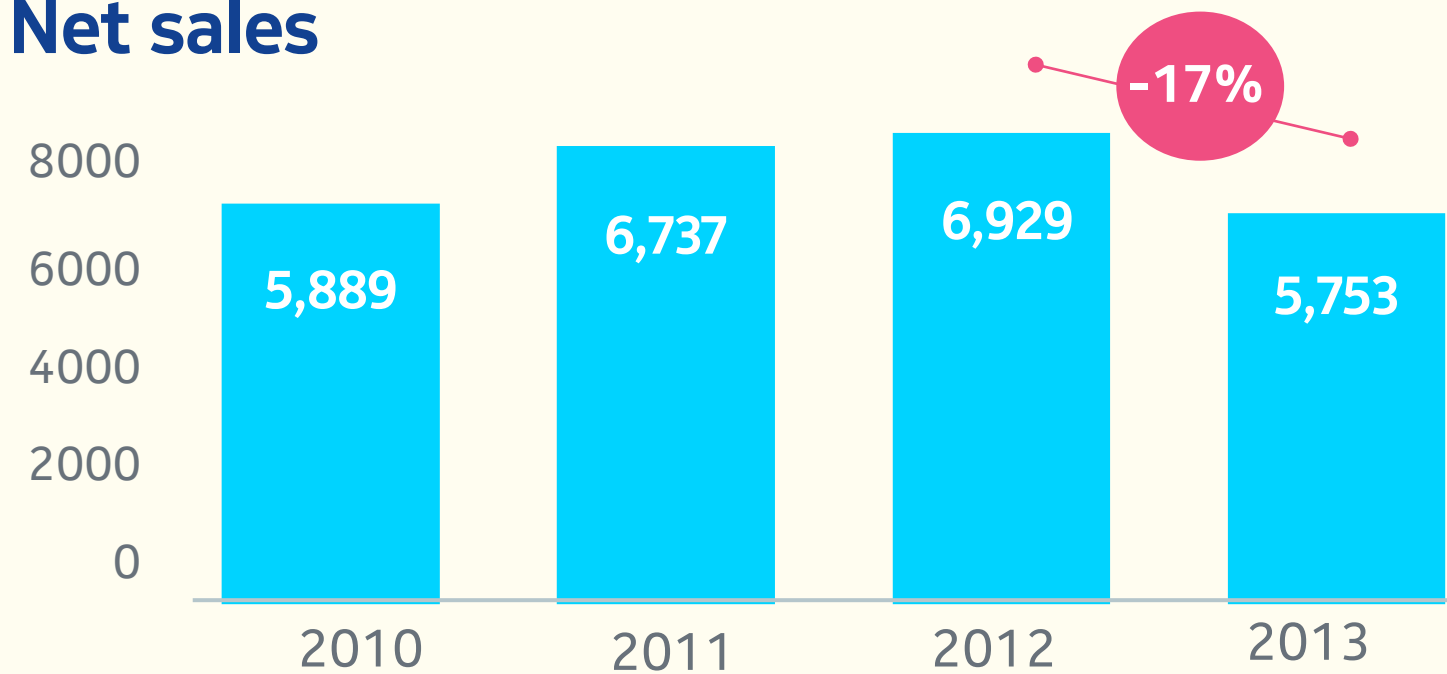
1. Evolution of Global Services from 2011 to 2014
2. Global Services strategy aligned with market trends
3. Key priorities going forward

Global Services consists of 5 business lines

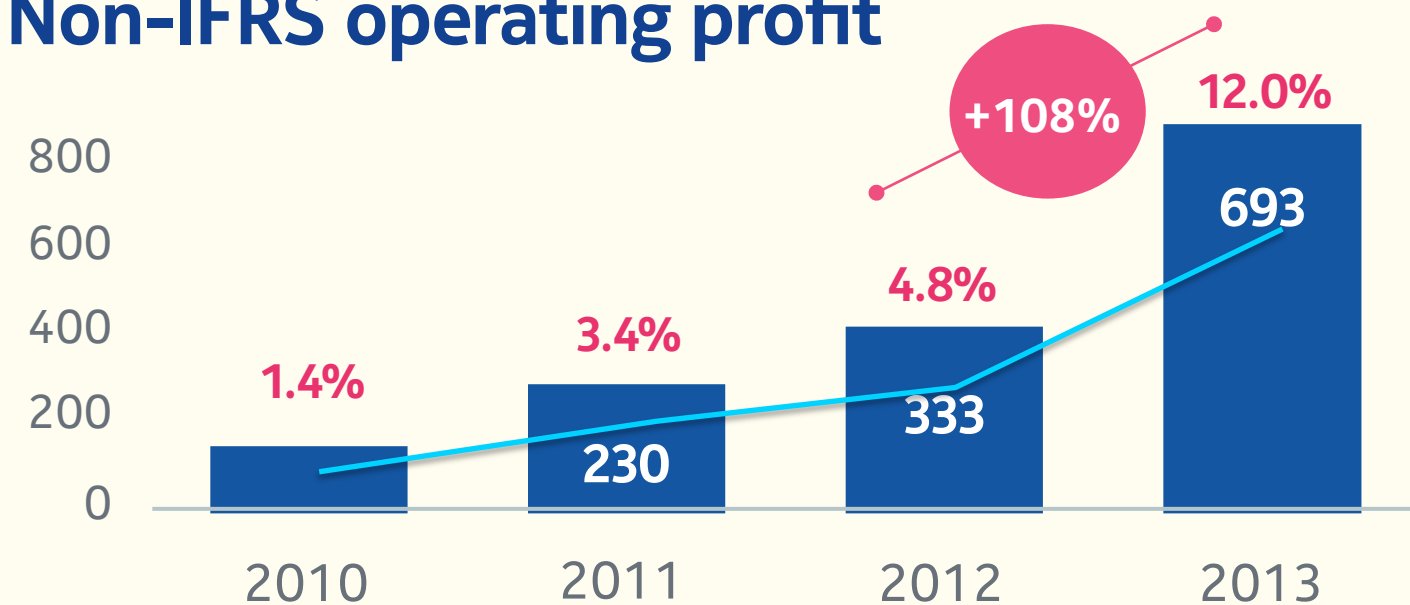


## Evolution of Global Services from 2011 to 2013

### Net sales



### Non-IFRS operating profit



## 2011

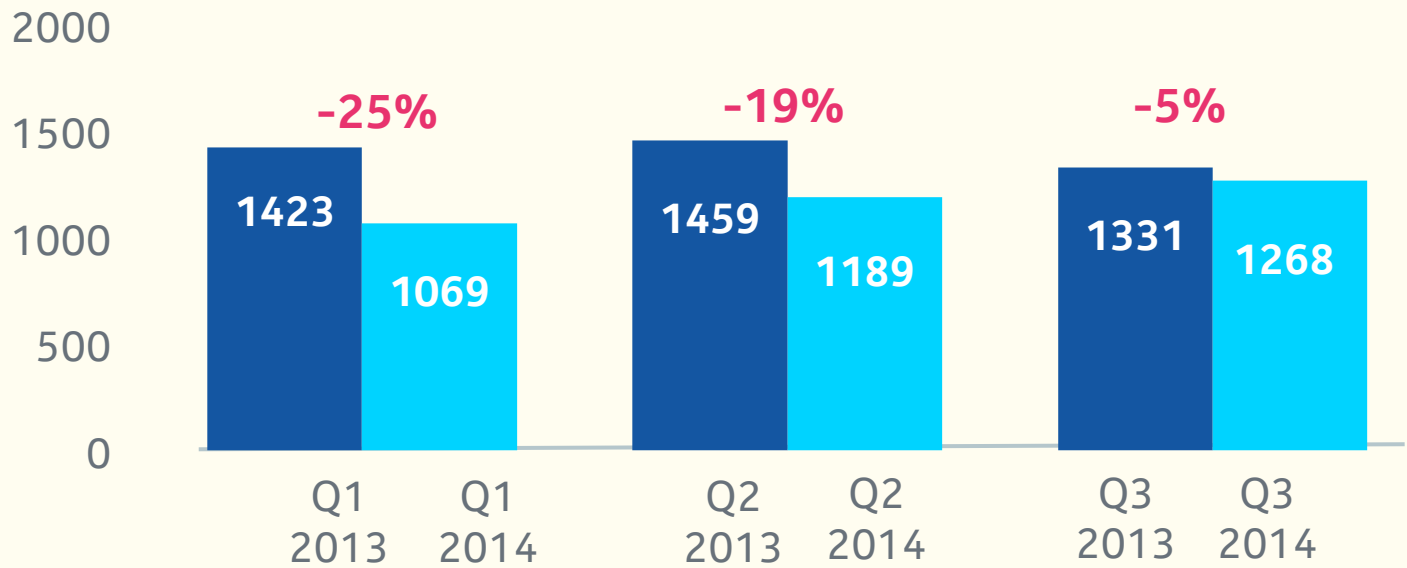
- Attached to Mobile Broadband
- Divestments, contract and country exits
- Accelerated centralization and automation of service delivery
- Streamlined organization

## 2013

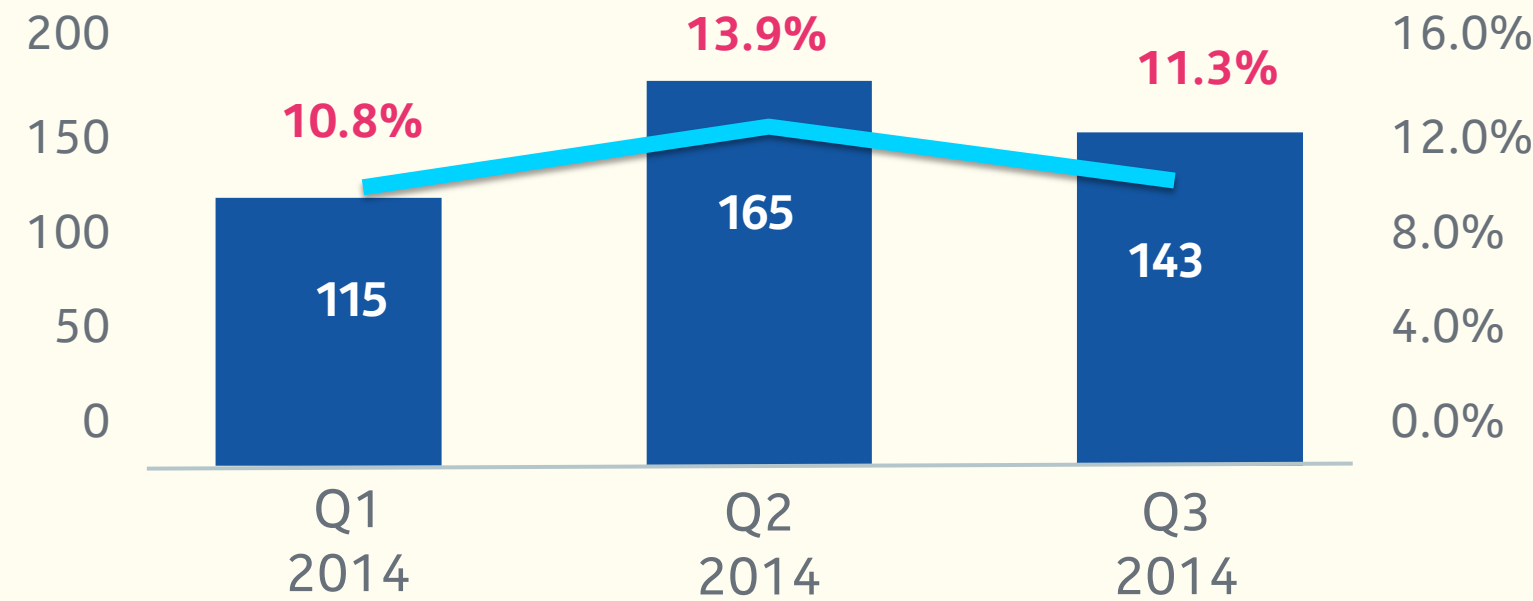
- Focused and profitable portfolio
- Efficient end-to-end delivery capability
- Execution excellence based on quality, efficiency and innovation

Global Services net sales and non-IFRS operating profit trends in 2014

Net sales



Non-IFRS operating profit



2014

Net sales

Year-on-Year trend improving each quarter

Quarter-on-Quarter growth primarily due to higher Network Implementation net sales

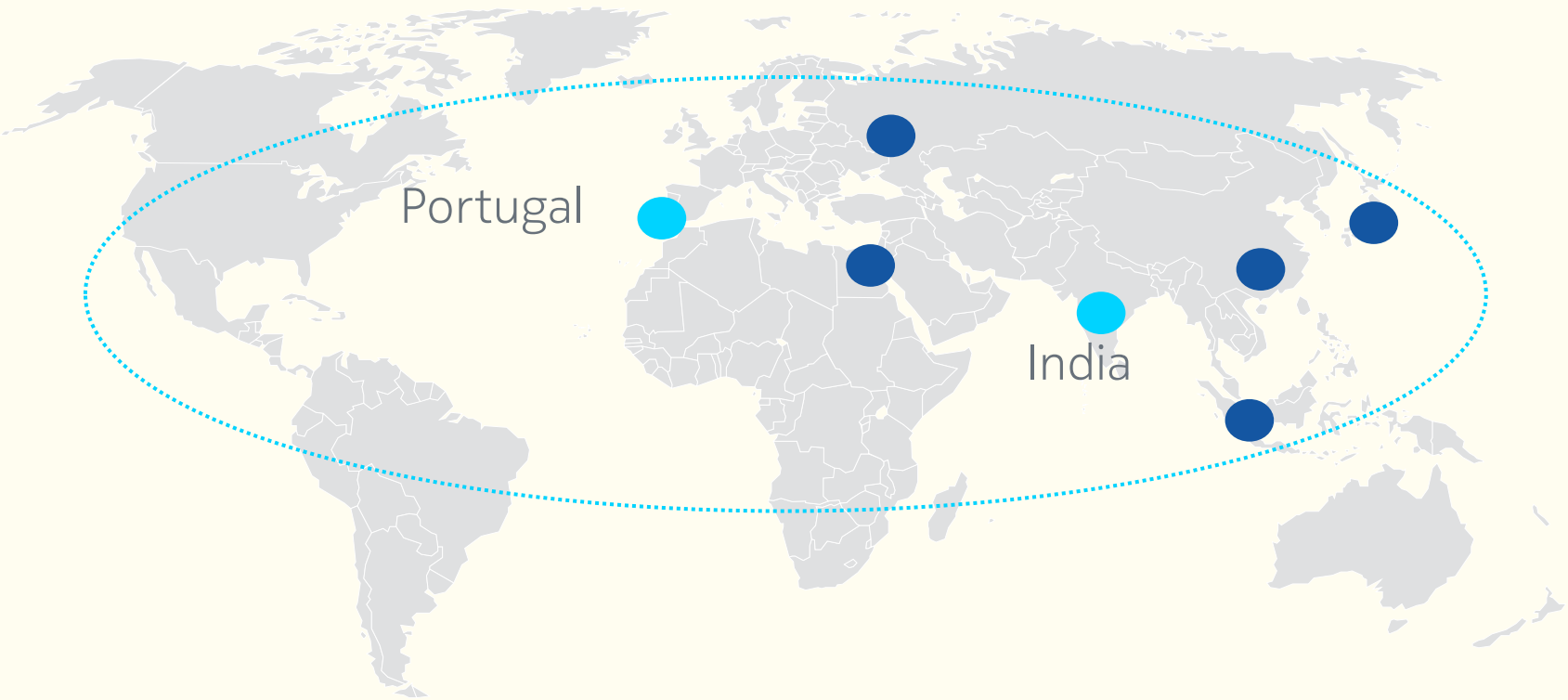
Non-IFRS operating profit

Q3 2014 was Global Services’ 6th consecutive quarter of positive double digit non-IFRS operating margin

Continue driving for growth with strong profitability

# Efficient end-to-end delivery capability

- 2 Global Delivery Centers
- 5 Global Delivery Center Hubs



## Transformation to a market-leading Global Service Delivery model

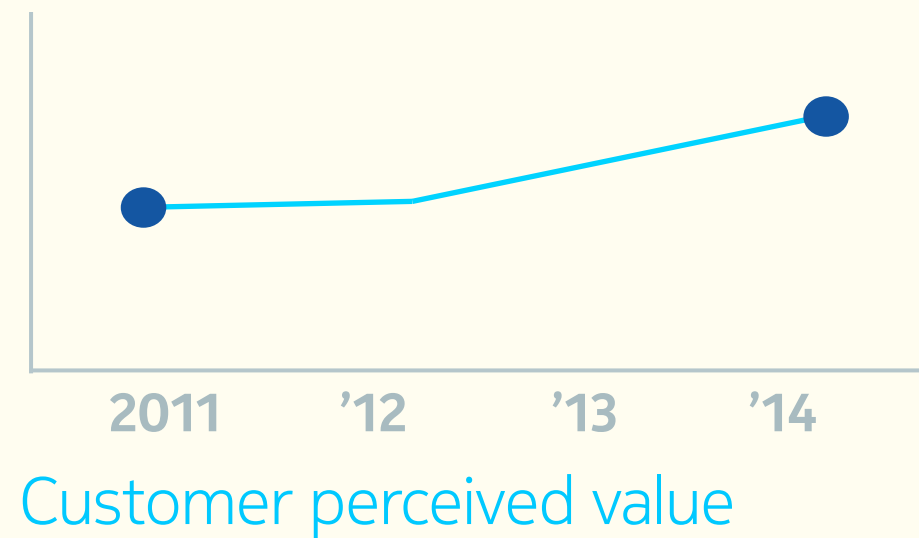
Combining local and global for speed, efficiency and quality, with the power of 20 000 services experts

## Customer KPIs maintained or improved – examples:

Europe: reduction in tickets opened	26%
North America: reduction in time to clear alarms	80%
India: Routine tasks automated, releasing the resources for other use	90%

Execution excellence based on quality, efficiency and innovation

Quality



Services Customer Satisfaction Survey

Up in 2014 by **+7%**

TL9000 Compliance

Efficiency

Expanding automation and centralization, e.g.

Smart Service Delivery Platform:

**50%**  
Less site visits

Driving continuous improvements in end-to-end service delivery

Kaizen & Lean

Innovation

iSON Automation for Operation



• Predictive operations based on “big data”

• 3D geo-location planning

**1st**

# Agenda

1. Evolution of Global Services from 2011 to 2014
2. Global Services strategy aligned with market trends
3. Key priorities going forward

Our addressable market – What is driving growth?

Global services market is flattish, with segments of robust growth

Segments of robust growth within professional services include

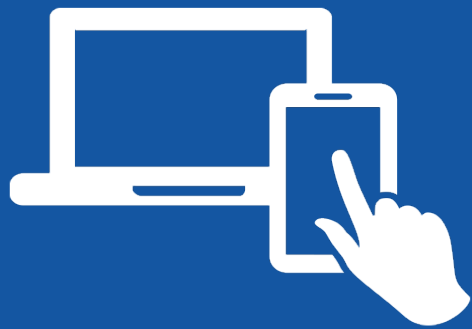
- Network optimization
- Managed services
- Systems integration
- Security

Also shifts within the main domains due to

- Increased complexity
- Cloud & software centricity
- Capacity demand in dense areas

Global Services portfolio launches addressing the key trends through innovation and selective acquisitions

Increasing & different expectations



**End-users**

Adopting new business models



**Our customers**

Driving & enabling disruptions



**Technologies**

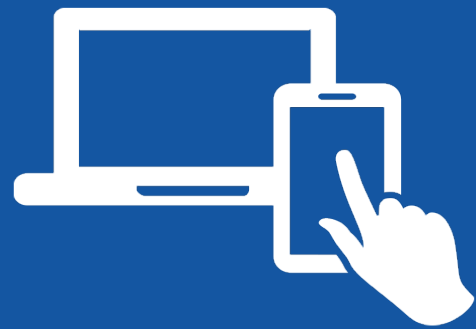
Evolving towards heterogeneous networks & capacity increase



**Industry**

Global Services portfolio launches addressing the key trends through innovation and selective acquisitions

Increasing & different expectations



## End-users

- Preventive complaint analysis
- OTT service management

Adopting new business models



## Our customers

- OSS as a service
- LTE service management

Driving & enabling disruptions



## Technologies

- Predictive operations
- Cloud wise services

Evolving towards heterogeneous networks & capacity increase



## Industry

- Services for HetNets
- Small cells delivery model


Global Services portfolio launches addressing the key trends through innovation and selective acquisitions

Increasing & different expectations



**End-users**

Adopting new business models




**Our customers**

Driving & enabling disruptions



**Technologies**

Evolving towards heterogeneous networks & capacity increase

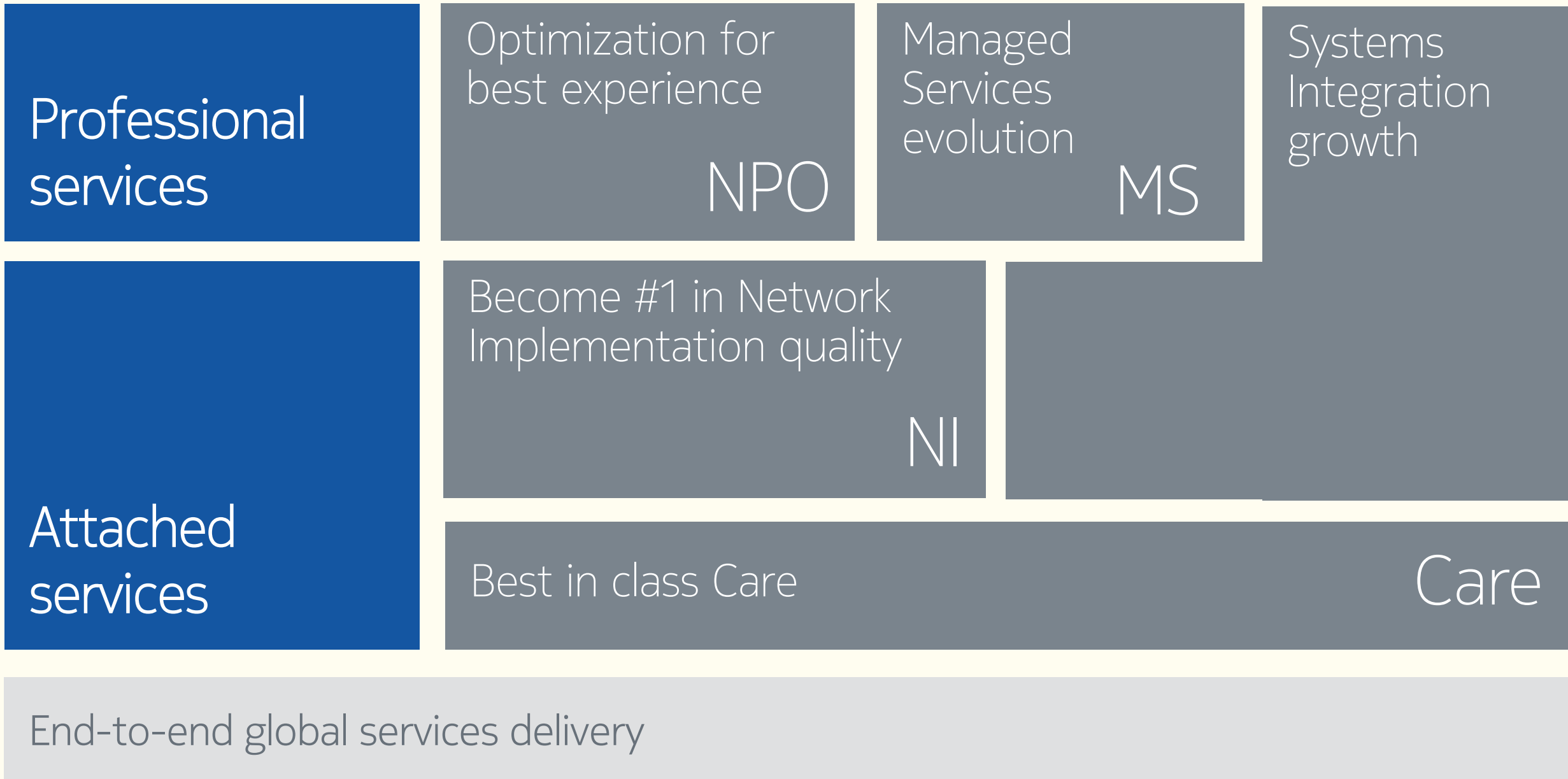


**Industry**

Partnerships 200+



Drive growth with strong profitability - Over longer term, reposition by strengthening professional services



## Agenda

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Key priorities going forward

# Drive growth with continued strong profitability

## Strong foundation in place

- Focused portfolio, end-to-end delivery capability and execution culture
- Innovations addressing the key trends
- Strong operating profitability

## Boost operational excellence

- Continuous improvement, automation and further centralization

## Drive growth

- New services, innovation
- Increase share of professional services

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