



Keynote case study

Nokia's value re- invention & GBS Transformation beyond technology development

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Nokia has been adapting to the needs of an ever-changing world for 160 years



At Nokia, we create technology that helps the world act together

When the world's people, machines and devices are in sync with each other, we can realize the full potential of digital:

- Sustainable business growth
- Productivity in industry
- Inclusive digital access

Networks that put the world's people, machines and devices in sync

Mobile networks
to deliver continuous
connectivity

Data center networks
to power the infrastructure for
the cloud and AI era

Software
to deploy, operate and
automate networks

Non-terrestrial networks
to connect the hardest to
reach places

Fixed networks
to transport the world's data
across buildings and cities

Private networks
to accelerate digitalization for
industries

Cybersecurity
to protect networks, people,
devices, and applications



Nokia at a glance

We are a B2B technology innovation leader delivering networks that sense, think and act

Enabling our customers to realize the full potential of digital:

- Service providers
- Enterprises
- Hyperscalers
- Defense
- Technology licensees

€19.2b

net sales in 2024

~130

countries of operation

7k+

patent families declared as essential to 5G

€150bn

+

invested in R&D since 2000

155+

years in business

10

Nobel Prizes for ground-breaking inventions

History of Shared Services at Nokia

A continuously increased scope

Shared
Account
Services
(SAS)

Financial
Shared
Services
(FSS)

Shared Services
Operations
(SSO)

Today's scope of Nokia Business Services

- Corporate Services
- Data Governance & Master Data Services
- Education & Knowledge Services
- Employee Services
- Finance Services
- Accounting & Tax Services
- Source to Pay Services



Nokia Business Services in brief

Our Vision:

To be a professional services organization and the preferred business partner for business groups and corporate functions. We focus our efforts on delivering experience, value and scale.

Our Team:

~2000 Employees
>80 Countries

In 2024:



Employees served	Cash collected	Number of Purchase Orders	Indirect Procurement spent	Data transactions
~80,000	€18bn	>260k	€1.2bn	>350k

Top achievements at a glance customer-centric



Established NBS as a Professional Services organization

Evolved from a CFO-hosted function to Nokia Business Services

Expanded scope to cover Finance, People, Master Data, Procurement, and Corporate Services domains

Advancement in maturity level: NBS as a value center and strategic asset to Nokia



Elevated Customer Experience

Implemented an operating model

Launched a Service Portfolio with 76 services approved by customers

Provided transparency of service offerings and adherence to SLAs



Shifted to Consumption-based Charging Model

Transformed the NBS charging model from 80% fixed cost model to 100% consumable model with full commercial arm's length between NBS and Business Groups / Corporate Functions



Accelerated Digital Transformation

Implemented market leading technology in cash collection (2.5m€ annual savings)

Consolidated Nokia's HR tool landscape into one platform with Oracle Fusion Cloud HCM

Insourced and automated BPO work worth of 770k€/year



Recognition and Awards

Recognized by SSON as Top20 GBS organization in the world

Received Oracle Customer Excellence Award

Received iF DESIGN Award 2025

Nominated for "The Asset Triple A Treasuries" Award

Successfully completed ISO9001 audit without any non-conformities

Understanding the
paradigm shift is vital for
future success.

The future we face

Rise of LLMs and Gen AI

- Gen AI: the steam engine of the 21st century
- AI embedded in devices and infrastructure
- ICT stack will be disrupted
- AI will turbo innovation across domains

Demographic shift

- Centers of growth are rebalancing
- Rising influence of digital native Gen Z
- Aging populations and increasing life expectancy
- Continued urbanization

Moving forward

NBS is focused on creating value through four levers as the transformation engine for our customers

Customer Focus & Performance

- Speed, quality and consistency
- Transparency, reliability and control
- Measurability and actionable insights
- ... **enhances credibility** ...

Scale & Digital Innovation

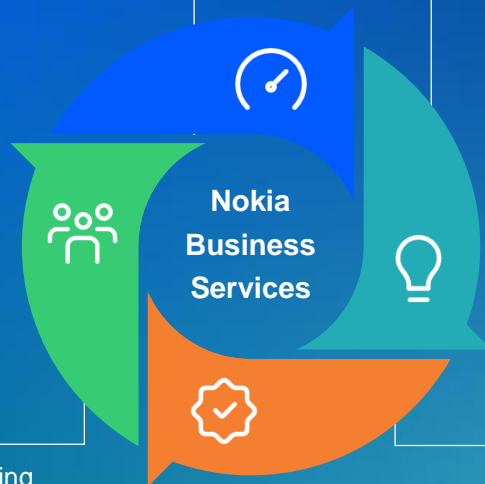
- End-to-end lean, automated services
- Focused service and solution innovation teams
- Automation orchestration and digital as a Service
- ... **improve productivity and predictability** ...

Branding & Talent

- Internal and external business services branding
- New skills required
- Career acceleration
- ... **uplift reputation and foster attractiveness** ...

Experience

- Customer-led, human centered service design
- Seamless, omnichannel service consumption
- Predictive, proactive & preventive care
- ... **stimulates appetite for more services** ...



Spearhead digital transformation and maximize business outcomes

NBS digitalization roadmap

Global Programs



1. Strategic Platforms

Market-leading, low / no-code SaaS

2. AI / Machine Learning (ML)

Predictive analytics, natural language Q&A

3. Enhanced self-service

Chatbot / digital assistants

4. Service Orchestration

Workflow digitalization & automation

5. Process Mining

Digital insight for process improvements

6. Data Lakes

Cloud-based solutions for Data as a Service and Analytics offerings

Digital Enablers



servicenow



Microsoft Copilot



cornerstone

NOKIA



Speed of change,
impacting the next
generations

Protagonist, Provocateur,
Provocatix

Employee Empathy

Orchestration in Operations

Partnering with Purpose

Legacy Mindset

Evolution to Revolution

To be ready for change you need to be the change!

Massive disruption to the working population.
You need to own this!

Collaboration across your organization is more important than ever!

Do you really know your personal purpose and the purpose of your partners in the great scheme of things?

Both past and future. Embrace the past, to build the future.

Buckle up for the Technology Revolution.

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