

The Champions League Of Corporate Management – MARGA Business Simulations is part of Nokia's global executive and expert development program 'Leading with Influence'

Nokia is one of the worldwide leading providers of network equipment. During the last years the company has consistently aligned on profitable business fields, making it possible to improve their operating results sustainably in a difficult market environment. After selling its devices and service business, the listed technology group Nokia now focuses on the network division.

And this is a challenging business. The modern world of telecommunications is moving faster than ever before. New technologies exhibit a substantially short life cycle. But at the same time there is a high competitive pricing pressure between all the telecommunication companies. Therefore the Nokia experts and executives work under a high pressure to innovate. The strong competition requires continuous product development and proactive sales, as well as an effective cost management.

*"Our people need a clear understanding of their impact on Nokia's profitability and long-term growth."* (Francisco Menezes, Head of Talent & Leadership Development Program of Nokia)

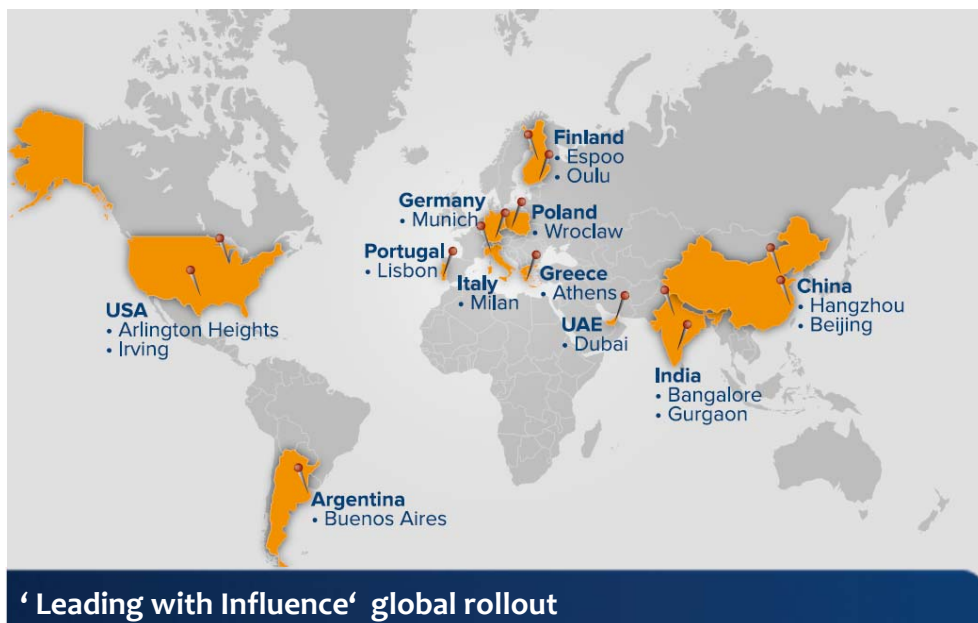
Rising to this challenge Nokia is offering the development program 'Leading with Influence' to its experts all over the world. The objective is clear: To provide the ability to run their areas of responsibility in an effective way to improve the value of the company.

MARGA is an inherent part of this program. The business simulation trains the participants' abilities to adapt their work and management decisions for achieving the targeted rates of Nokia, understanding the corporate strategy measures and to make the necessary changes in their area of responsibility.

- To align a technical orientated company economically
- To understand internal financial communication
- Controlling skills have to keep place with the quick development of the market
- Detect possibilities to implement new leading strategies and support them actively
- Drive the change
- Running a company under high market pressure

Subjects and objectives of the Lwl-Program

The internal performance communication of the top management is the main point here. Together with Nokia the MARGA program management team developed the scenario of the business game designing it according to Nokia's specific needs and target group. The participants are supposed to get to know the pressure under which the company stands. They should learn to understand the indications of the top management and be able to interpret them into their working environment. Furthermore they ought to detect possibilities to implement new strategies and support them actively to ensure the necessary profitability.



MARGA starts the 'Leading with Influence' program with a 2-day seminar that takes place in different Nokia agencies, among others in Beijing, Bangalore, Oulu and Munich, as well as Irving and Buenos Aires. Pretending to be the board team, the participants in this seminar lead a differentiated company in direct competition with their colleagues. The program is enriched with lectures and discussions about the current Nokia performance figures from the annual financial status and the current announcements of the CEO, including their meaning for the capital market and Nokia's financial management system.

*"It is amazing to see the participants' increase in financial and strategic competence."*  
**(Andreas Nill, Lwl-Program Director and Managing Director, MARGA Business Simulations)**

The MARGA simulation module is connected with two more seminar days on leadership and team management skills. Those are performed by Ken Blanchard, an US training institute. Here, the already gained experiences with difficult team processes and challenges with MARGA, get reviewed theoretically and transferred into practical leadership skills.

After each in-class seminar the board teams have to keep on directing their MARGA company in virtual team work. So they will apply the gained knowledge to increase the company value even further. Finally, as conclusion of the LwI program, there will be a virtual classroom meeting four weeks after the in-class seminars. During this meeting participants have the opportunity to talk about their experiences and new gained leadership skills. In the end, the management team which gained the highest company value, the MARGA Value Added, will be the MARGA champion of the seminar.

This year, for the very first time, Nokia arranged a Champions League for all MARGA champions of the year. Thanks to this World Cup of winners, the effort and the fun participants have while running the MARGA company, can be used for an even more sustainable learning experience. So at the end of the MARGA year out of 26 participating teams there is one management team with the most profitable business strategy. And this team is awarded the MARGA World Champion by the Nokia Networks Group CFO, Samih Elhage.

*"Our specialists are the basis for economic success. We can only compete with other companies and achieve a profitable, sustainable management, when they understand how leading a business works."* (Francisco Menezes, the Nokia Initiator and sponsor of the **'Leading with Influence' Programs**)