

EXPERIENCING NOKIA: EXPLORING THE NARRATIVES OF THE FORMER EMPLOYEES

**Jyväskylä University
School of Business and Economics**

Master's Thesis

2020

**Author: Antonin Routa
Subject: International Business and Entrepreneurship
Supervisor: Prof. Juha-Antti Lamberg**



**JYVÄSKYLÄN YLIOPISTO
UNIVERSITY OF JYVÄSKYLÄ**

ABSTRACT

Author Antonin Routa	
Title Experiencing Nokia: Exploring narratives of former employees	
Subject Organizational studies	Type of work Master's thesis
Date 04/2020	Number of pages 52+5
<p>Abstract</p> <p>This case study focuses on narratives of former Nokia Corporation employees. The analysis aims to describe in what way former employees recall their employment with the once largest technological company in the world. The narratives were collected from various publicly available online sources such as blogs and social media posts. The targeted data were the first-person narratives. The analysis showed that there were key themes occurring among the collected narratives such as working experience, reasons for failure or layoff experience. The second stage of analysis implemented the theories of narratives attribution, which revealed the motivation behind the collected narratives. The identification of narrative attribution was based on the external and internal sources influencing the narration.</p> <p>The study provides the connection between past knowledge of Nokia Corporation, narrative and oral theories as well as cognition-emotion process of socio-psychological research. The discussion and conclusion part of the study offers discursive outlook on implication of narrative research in business and organizational studies. Moreover, the discussion debates the application and value of variety of other well established entrepreneurial study theories within the collected data set such as Tamara-story. The theories from field of failed enterprisers are applied as well.</p> <p>The narratives and its content offers practical insights into the working environment and overall perception of Nokia Corporation by former employees. In addition, the data set was determined as suitable base for further researches about Nokia Corporation. This research contributes to application of narratives within organizational studies as well as increasing the overall knowledge of Nokia Corporation. This study was conducted as part of as part of the large research project attempting to map the history of technology giants and reconstruct the reasons for their failures.</p>	
Key words Narrative attribution, organizational studies, Nokia, Narratives	
Place of storage Jyväskylä University Library	

CONTENTS

1	INTRODUCTION	7
2	THEORETICAL FRAMEWORK.....	9
2.1	Oral history	9
2.2	Causal explanation of events as social perceiver	10
2.3	Narratives as experience sharing tool.....	12
2.4	Research questions.....	15
3	RESEARCH CONTEXT	16
3.1	Nokia and its history	16
3.2	Nokia - Connecting people.....	18
4	DATA AND METHODOLOGY.....	23
4.1	Method choice	23
4.2	Data collection and analysis	24
5	RESULTS	28
5.1	Themes among experiences of former employees	28
5.1.1	Layoff experience.....	29
5.1.2	Reasons for failure	30
5.1.3	Working experience	32
5.2	Attributes among the narratives of former employees	36
5.2.1	Personal perception.....	37
5.2.2	Company integrity	38
5.2.3	Corporate competence	39
5.2.4	Mechanic impacts	41
6	DISCUSSION	43
6.1	Former employees and Nokia.....	44
6.2	Tamara metaphor and narrative attributions	45
7	CONCLUSIONS.....	48
	Limitations and future research.....	49
	REFERENCES.....	50
	APPENDIX 1: Example of narratives of former Nokia employees in full and original transcript used as data set in this study	53

LIST OF TABLES AND FIGURES

Figure 1 The cognition-emotion process (Weiner, 1986).....	12
Figure 2 Nokia Corporation personnel count 2004-2013	19
Figure 3 Types of narratives identified by the data analysis	26
Table 1 Dispositional and Situational attribution	11
Table 2 Key data of Nokia Corporation and Mobile Phones business unit (Lubinaite, 2015).....	17

1 INTRODUCTION

At the time, the most famous mobile phone manufacturer Nokia, was once pearl of Finish industry. Thanks to its popularity, people around globe recognize Finland on the map of the World. Since the Nokia's mobile phone unit has been dismissed in 2013, the Nokia Corporation still raises interest among wide audiences regarding its quick depart from consumer electronics industry.

In academic sphere, the main theme among the studies and researches about Nokia's mobile phone unit are the strategic decisions that lead to its downfall. Until this day, this topic provides opportunity for variety of different study approaches. The ultimate learning for variety of stakeholders is to avoid the similar mistakes that were conducted within the Nokia Corporation.

However, the Nokia Corporation had also been frontrunner in terms of being truly international and global company. The slogan "Connecting people" did not only apply to the costumers but also to the employees inside the company. The Nokia Corporation was throughout its history applying well networked organizational structure with emphasize on employees' wellbeing and their support.

Such approach was common in Nordics, although very unique in other countries around the world. Many employees therefore built deep relationship with the company, fellow employees as well as with the brand in general. The dismissal of mobile phone unit and following layoffs were heart-breaking for many. This case study is aiming to shed light on employees' experiences with business that failed. The aim is to develop idea about experiences and perceptions the former Nokia employees' held towards the Nokia Corporation after being laid off. As Boje (1991) concluded:

In organizations, storytelling is the preferred sense making currency of human relationships among internal and external stakeholders. (Boje, 1991)

The narrative theory used in this research allows us to understand the feelings of the employees' experienced during the collapse as well as the overall practice. The discursive analysis method was selected as the most suitable to accompany the narrative theory. The first person oral narratives of the former employees were collected through the social media platforms and evaluated with open-codes and axial-coding. The themes that were drawn from the collected data points out on three main domains of experience - working experience, layout experience and reasons for failure.

In order to exploit in depth the emotion of the former employees the collected data set was analysed on the basis of to how the former employees perceive the failure and to which casual causes they are attributing the failure. Such evaluation process is based on the cognition-emotion processes as presented by

Weiner (1980) and used in practice evaluating narrative attributes of failed enterprises as per Manter et al. (2012). The analysis is incorporating the internal and external perception of casual explanation of events based on the Heider (1958). Merging of these theories allowed the research to divide the emotion of former employees into four categories – *personal perception, company integrity, corporate competence* and *mechanical impacts*.

Collected narratives used in this research establishes platform for future researches not only about organizational studies but also helps to contribute to the most desired topic of Nokia's failure. The data set could as well be modified and expanded according to the future needs.

2 THEORETICAL FRAMEWORK

People used to organize their memories into stories since the ancient times. The collection of memories are giving the order to the experiences people have gone through. This idea of remembering events allows people to share the knowledge, the experiences as well as opinions. The revision of memories is corner stone for understanding the history.

2.1 Oral history

Before the ability to write and read was spread around Europe the only tool to share such memories were oral narratives. Even after book printing was invented and people received better options to educate themselves, all memories were based on recount of someone's narrative. The uniqueness of the ability to share narratives is in the fact that it is extremely flexible. People of any age can share their feelings and experiences. Communities, states, groups can establish their identity on the basis of unwritten history. At the same time sharing of narratives has as many advantages as disadvantages. The misuse and distortion of the reality is danger that has been around as long as the narrative sharing exists. Moreover, this occurrence is lately gaining force as "fake-news" phenomenon.

The basics of narrative sharing was collected into theory of oral history. Moyer (1993) explained the basics of oral history as the systematic collection of living people's testimony about their own experiences. Among scholars, the findings are usually analysed, verified and placed into accurate historical context. On the other hand, the oral history does not take into account such narratives as folklore, gossips, hearsay or rumours. As mentioned in the first paragraph, the oral history is solely based on the human memory and the spoken word.

Another theory claims similar approach, Currie (2010) stated that narratives represent people, things, events, states, and processes. All of those stories may be both real and imagined. The main purpose of narratives is to communicate someone's story to someone else. It is communication between agents. Currie (2010) went even deeper and studied the relationships between the narrative stories, occurrences, expressions or motivations of story tellers.

The experience of events is heavily based on subjective perception. Every agent feels different way about similar events. This lays ground for the diverse narratives about the same type of events. This fact is based on human psychology and especially perception of cognition and emotion. The most basic example of perception of same event are war battles. At the end of the war battle there is winning side praising its war abilities and defeated side that is finding the way to decrease the volume of bitterness. Depends on which side people stand, they

feel the emotion based on cognitive abilities and behaviour of individual. Winners feel happiness, and losers feel sadness.

The cognition and emotion not always walk hand by hand in psychological research circles but they indeed help us to explain in nutshell how people perceive different events and create opinions that they later share in their narratives (Dalglish & Power, 1999). This research does not take part in debate how deeply connected the cognition and emotion processes are. Although, this research's effort is to elaborate the variety of opinions about Nokia's downfall as well as the emotions that the dismissal inflicted in former employees. Based on above mentioned theories narratives might depict the downfall of Nokia Corporation from the perspective of former employees.

2.2 Causal explanation of events as social perceiver

In order to understand how people experience events and how they eventually establish the emotional bond with the event, it is important to look deeper in the psychological state of the human mind. Along the years, the researches were not able to find agreement upon the idea of social perceivers. One of the first widely received theories was elaboration of extensive multi-year project. The result was the attribution theory. It was based on the people's naive, intuitive understanding of interpersonal events (Heider, 1958). The attribution theory set the tone for the further researches in the field of social sciences. The first attribution theory had large impact on the establishment of general problem of how people perceive one and another.

In nutshell, the attribution theory deals with the idea of people being angry because they are poorly-tempered or if something bad actually happened. In formal explanation, Fiske and Taylor (1991) stated that attribution theory deals with how social perceiver uses information to arrive at casual explanation for events. They examined what kind of information is gathered and how it is combined to create casual judgement.

The further research into the establishment of casual judgements looked deeper into the triggers of people's perception of events. The basic idea was that there are internal and external impact on human perception of events. Heider (1958) explained the social perceivers mind with dispositional and situational attribution.

The dispositional attribution is explaining the formation of casual judgement on the basis of the personal traits of social perceiver. This means that it takes in to the consideration people's internal characteristics and instincts rather than the outside forces. For example, people experiencing event are forming the memory while considering perceiver's own feelings, beliefs and ideas. In further researches, this idea laid ground for the fundamental attribution error theory (Jones & Harris, 1967).

On the other hand, situational attribution is explaining the event based on the external impacts. This means that social perceiver takes into consideration outside forces to form a judgment. For example, the outside forces could be situation, stressfulness or environmental based.

Table 1 Dispositional and Situational attribution

Dispositional attribution	Situational attribution
Based on internal forces such as beliefs, behaviour and other personal traits.	Considers external forces, for example environment and given situation.

Another example of development of the attribution theory, mainly the variety perceivers' influences, is the connection between the dispositional and the situational attributions. This theory built its fundamentals on the covariation. The theory argued that perceivers are using the information from multiple sources and observation, considering both internal and external influences, in order to create the experience (Kelley, 1967). Main argumentation is that people automatically create own opinion on events but often they are impacted by the environment they operate in.

Kelley (1967) defended his idea by the fact that people are establishing their memories about events based on the searching for the most meaningful answer. This separates the occurrence of behaviour into three main groups. Consensus means that people as group, behave the same way and the human is being naturally attached to the situation. Distinctiveness is when human is acting the different way than the most of the group. Consistency is when people behave repetitively in same manner over the course of the similar situation no matter how the group decides.

In addition to that, Kelley (1967) added that the history and memory has major impact on the perception of events and human behaviour. The experience from the past events that are similar to what people experience in particular moment affects the perception of the given event.

For this particular research, the Heider's (1958) attribution theory offers important groundwork. It will provide us with explanation of the internal and external perception of the events in the company. However, important aspect is the perception of positivity and negativity within the stories. This is important in particular to assess the notion of the carried experience.

Attribution theories, as developed from Heider's (1958) work, diverse not only in exploited area of perception (Kelley, 1967) but rather focus on the per-

ception of success and failure. Success and failure were considered the main triggers of attributes when evaluating peoples' behaviour. The researchers operated with idea that experience is either negative or positive. The first researches in this field were mostly observing the college students' success and failures. The main attributors to the outcomes where effort, abilities, luck and other persons (Frieze, 1976).

The theory of motivation and emotion was proposed based on perception theories such as Frieze (1976) or Cooper and Berger (1980). This study is developing the theory of success and failure perception, based on the casual triggers (motivation) that impact the final perception of the followed emotion (Weiner, 1986). It is understood that people classify their thoughts and feelings into variety of categories. According to Weiner (1986) people evaluate the outcome into two separate groups (see figure 1). Into either positive or negative perception of outcome or into the casual attribution and dimension which leads to the establishment of distinct emotion. This idea represents the cognition-emotion process. The process assumed that the feelings and thoughts arise from how the event is constructed and evaluated in perceivers' minds.

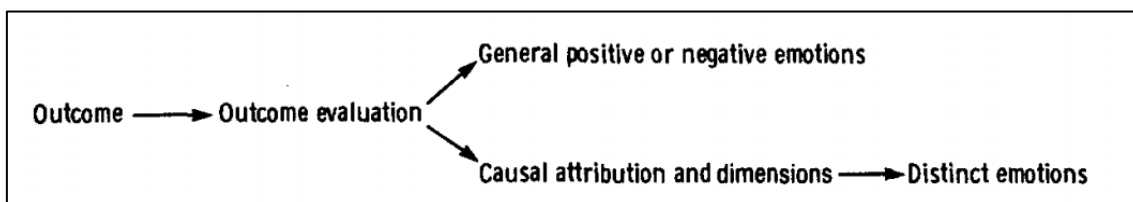


Figure 1 The cognition-emotion process (Weiner, 1986)

In addition, Weiner (1986) presented the complete attributional theory of cognition-emotion, in which he did not consider motivation as "ahistorical problem" but rather temporal sequence. This means that the emotion sequence is triggered by an outcome that individuals interpret as either positive or negative. Weiner (1986) assumed that the positive outcome triggers happiness that people enjoy and do not elaborate the path to the happiness. On the other hand, the negative outcome activates the evaluation process based on which people react. These consequences are considered either psychological or behavioural.

2.3 Narratives as experience sharing tool

The main motivation of this research is to explain the feelings and its content. The effort to explain the psychological and sociological aspect was explained in previous paragraphs. The completion of whole picture we have to understand the context and environment in which the narratives are placed and why they are used in such way. This phenomenon is displayed in the researches about self-narratives. In nutshell, self-narratives are narratives that are making statement

about the narrator. MacAdams (1996) explained that self-narratives are “the internalized and evolving story that results from person’s selective appropriation of past, present and future”. In general, self-narratives are helping the person create suitable explanation of event that is afterwards possible to discuss in translatable forms.

In our particular case, assumption is that the narratives of former Nokia employees that they have produced in social media are direct outcome of their individual perception of themselves and the experienced events. Ibarra and Barbulescu (2010) are explaining in their article the theory of self-narratives as form of revision and reconstruction of the identities during work role transitions. The motivation of this article is slightly different than the motivation of our particular study but the key is in seeking of the same information in form of self-narratives. In addition to that, the article is displaying the benefit of self-narratives in business as well as historical research context.

As mentioned earlier Moyer (1993) explained the value of narratives as tool to share the experienced knowledge. In this particular research the targeted stakeholders are the former employees. According to the Weiner (1986), different people perceive the similar event in different way. It is expected that even employees of the same company would have different views on their time with the company. Practical example of the research considering similar phenomenon was conducted by Cardon et al. (2011). The conclusions in their paper were based on the examination of cultural views on venture failure where the reasons for failure are either based on entrepreneurial decision or on the environmental forces. The research also contained the high variety of stakeholders providing their self-narratives about experienced events and reasons for failure.

The study that eventually helped to form the shape of this research was elaborating the perception of the failed enterprises on the basis of self-narratives. Mantere et al. (2012) were examining how organizational stakeholders use narratives in their psychological processing of venture failure. Similar to Cardon et al. (2011) the study focused on the experience of the failure, resembling the negative construct as per Weiner (1986). The study contained the narratives of variety of stakeholders in order to create complete picture. In particular, the study considered the experience of entrepreneurs, hired managers, employees as well as the consideration of media communication. The conclusion were based on the narratives such as grief or self-justification. Mantere et al. (2012) established the term narrative attributes. This term explained how the self-narratives are emotionally and cognitively created and what triggered their construct.

We can see that both Cardo net al. (2011) and Mantere et al. (2012) created effort to construct and explain the perception of the past events. The motivation was that people may offer different view for failing business. However, could these researches focusing on self-narratives be considered as vital platform for business research? Currie (2010) claimed that highly unified narratives can provide casual relations between events with the single subject, or at least variety of patterns occurring from observing the single subject. This book offered the explanation of variety of roles the narratives may provide. Above mentioned cases

directly displayed the evaluability of self-narratives in business research context. Moreover, based on context and argumentation both researches provided opportunities for further researches in both sociology-psychological field as well as in business and entrepreneurial field.

Currie's (2010) theory may be supported by articles in field of organizational storytelling. First researches in this particular field were mainly focusing on the pedagogic rather than research value. However, the ground breaking theory in organizational storytelling field was David Boje's approach. Boje (1991) explains the organization stories as institutional memory system of the organization. Boje (1991) has approached the topic from slightly different motivation than just explanation of self-narratives. He attempted to recreate the parts of the organizational history based upon the narratives. Despite the fact that the collected narratives in Boje's example were often more dynamic, different in context, often missing key parts that were added by hearer later and sometimes they lacked implication. Conclusion of Boje's (1991) research was that although incomplete and ambiguous, the individual stories were key to recreation of the sense making perception of organizational history.

Yiannis Gabriel (2000) argues that the most business story telling researches contained one or two odd stories. Moreover, he has explained three main categories of narratives in business research context. Firstly, opinions function as announcing the stories, which never materializes. Secondly, proto-stories that are torso of full stories but which are highly charged emotionally and symbolically. Thirdly and last, are description and reports. They might not have compelling storytelling power but they have high accuracy level and function as historical apparatus of the organizations. Despite the fact that Gabriel (2010) does not asking the question "why" and "how" people use narratives, he has clearly displayed the role of stories in business research context.

The greater the controversy of the past event is, the larger variety of stories and insights the narratives offer. Boje (1995) presented the implication of Disney stories as well as the Disney company stories to the depiction of controversy that surrounded the company. The outcome was the connection between the recorded narratives from inside the company and the Disney's discursive metaphor play *Tamara*. In *Tamara* play, the story unfolds as the different actors play the same role from different perspectives on the same stage. In general, the organizational stories were providing different outlooks on events and operational model of the company than what the presented reality really was.

The theory compels with the Gabriel (2000) theory but takes its perception even deeper as it presents multiple narrative stories and multiple perceptions of the same events. The method also implied the analysis of narrative from the perspective of premodern, modern and postmodern discourse. Boje (1995) conclusion was that the narratives provide new views on the controversial past of the events without the bias of external agency on the narrators and therefore the narratives possess vital value for retell of the past events.

As argued earlier, stories are vital form of spreading the past. However, this research is focusing on explanation of perception based on self-narratives that in general does not necessarily create whole story. The main story of this case is the decease of Nokia Company. Hereby used self-narratives are exploiting the perceptions of former employees on their former employer. The psychological and sociological perception of former employees was found significant in order to understand the motivation of self-narratives by individual people. The importance sociological and psychological perception was justified on attribute theory and cognition-emotion theory. All of the above mentioned components will support the argumentation of its analysis as well as its conclusion.

2.4 Research questions

Previous researches about the past in Nokia Corporation were mostly focusing on the organizational decision making in the top-management of the company, were the main theme was to answer the reasons for failure of technological giant. On the other hand, many organizational researches were focusing on the particular companies and particular cases. The purpose of the research question is to narrow down the focus of the research and propose such question that have not been studied earlier (Marion, 2004). In addition to that, research questions help to define and argue the research problem.

This thesis aims to clarify how ex-Nokia employees use narratives to refer about Nokia Corporation. First, on what topics former employees are focusing on in their memories about their former employer. The motivation is to seek for any valuable stories that could shed light on the perception of Nokia corporation on the basis of the inside sources. The purpose of the first research question is to collect as much memoires as possible in order to develop the dataset for variety of future purposes. Moreover, the outcome of the first research question than set the tone for the rest of the research.

In order to establish better understanding of the collected dataset, second research question focuses on what kind of narrative attributes ex-Nokia employees use to refer about Nokia Company. The second research question elaborates more in depth the emotion and motivation of the collected narratives. In particular, this action provides answers on how the Nokia Corporation is perceived in the eyes of the former employees. The research also attempt to exploit the narrative attributes of given stories and allocate its resonance among respondents. The main effort is to display the results in sense making way so that the connection between the theory and practical examples is simple as well as efficient.

3 RESEARCH CONTEXT

In order to understand better the context in which this research of narratives is conducted, the following paragraphs describes the history of Nokia Corporation. The description helps to understand the motivation and the notion of narratives. The failure of Nokia Corporation is widely renowned, although there are certain key facts that help to depict the magnitude the collapse had on regular employees. It also helps to understand the relationship that the employees had towards the company and what made the working environment that unique.

Following paragraphs displays the interest in Nokia Corporation as scientific object. The articles and studies referenced to in this chapter, displays the variety of fields and views from which Nokia Corporation was observed and elaborated. From a few, the field mentioned in following paragraphs include the organizational, communication, history, economic or business studies. The research of narratives of former Nokia employees might be justified by the heterogeneity of studies considering Nokia Corporation as well as support its possible interest among scholars.

3.1 Nokia and its history

Nokia Corporation and its history offer environment for variety of academic researches. The options are almost endless. The interest that Nokia Corporation rises among scholars comes from its rich history. The company was established almost 150 years ago and it firstly operated in wood industry. The more recent version of operations started in in 1967 when the three sub companies operating in wood-mill, rubber and cable manufacture enterprises formed major company.

The Nokia Corporation started to operate in telecommunications early after the fusion of the sub companies. In 1980s the Nokia Corporation introduced the first fully-digital local telephone exchange in Europe. Since then, the Nokia Corporation began to fully operate in telecommunications. Early in 1990s Nokia introduced the first GSM digital cellular network on Finland and soon after, the company was selected as major network provider in large part of Europe. The major breakthrough followed as Nokia Corporation introduced its first mobile phone devices leading to year 1998 in which the company became the best-selling mobile phone brand (Häikiö, 2005).

Nokia retained the position of market leader on the global telecommunication market until the 2008. In that span, Nokia become market leader in every segment possible within the telecommunication industry. The success of Nokia was built mainly on the innovative development of both hardware (cell phones) as well as the software (operating system). In addition to that, in early 2000's

Nokia's strong leadership team, led by CEO Jorma Ollila, introduced the reorganization of the company. The main motivation for the reorganization was to increase organizational efficiency of the company and ensure strong economy of scale. The company was organized into four business units which were supported by three cross-divisional horizontal groups (Lubinaite, 2015). The main specific was that each unit has its own strategy in order to meet needs different market segments and target groups. Lubinaite (2015) added that functional groups provided support for all the projects run by different departments.

Table 2 Key data of Nokia Corporation and Mobile Phones business unit (Lubinaite, 2015)

Nokia Corporation	2003	2004	2005	2006	2007	2008	2009	2010	2011
Net sales (in millions EUR)	29 533	29 371	34 191	41 121	51 058	50 710	40 984	42 446	38 659
Operating profit (in millions EUR)	4 960	4 326	4 639	5 488	7 985	4 966	1 197	2 070	-1 073
Operating profit %	16,8	14,7	13,6	13,3	15,6	9,8	2,9	4,9	
Basic earnings per share (eur)	0,74	0,69	0,83	1,06	1,85	1,07	0,24	0,5	-0,31
Employees	51 359	55 505	58 874	68 483	112 262	125 829	123 553	132 427	130 050
Global mobile device market share	38%	32%	33%	36%	38%	39%	34%	32%	26%
Mobile phones business unit (Devices & Services business unit since 2008)									
Net sales (in millions EUR)	20 951	18 507	20 811	24 769	25 083	35 099	27 853	29 134	23 943
Operating profit (in millions EUR)	5 927	3 768	3 598	4 100	5 434	5 816	3 314	3 540	884
Operating profit %	28,3	20,4	17,3	16,6	21,7	16,6	11,9	12,2	3,7

The following reorganization processes came into effect later in 2006 when Nokia merged with Siemens Corporation. Many smaller subsidiaries were established after this merger but the basic of the horizontal groups and business groups with own strategies perceived in similar forms. Until the end of 2008 Nokia Corporation made several major acquisition in order to enhance their portfolio, including development of Symbian OS ecosystem, online gaming or navigation and location services.

The start of 2008 marks the decline and stagnation of Nokia market share on telecommunication market. The shake of the market was based mainly on the matureness of the cell phone market known to that date and introduction of iPhone 3G by Apple, Google's effort to standardization of mobile device features as well as introduction of open-sourced Android OS on the market. Nokia Corporation was well aware of the danger of emerging market. The failure of identification of emerging trends on mobile industry was even included as the main thread for the operation of the whole Nokia Corporation (Nokia Corporation Annual Report 2008).

Despite the fact that Nokia cell phones running Symbian OS were the most sold devices globally the risk was immense. The smart phone segment was emerging more quickly than expected and Nokia was caught off guard. Their first smart phone came in 2010 running the improved Symbian OS software. In addition to that, Nokia was developing completely new operating system suitable for smart-phones and direct competitor to Android OS called MeeGo (Lubinaite, 2015). From then on, Nokia Corporation started to save the situation by scaling down their business operations in all segments and pumped the most of the money into research and development of compatible and competitive smart phone device as well as operating system (Nokia Corporation Annual Report 2009). Lubinaite (20015) concluded that the major issue for Nokia Corporation was the fact that in significantly short period of time the market shifted from being product oriented to being platform oriented. This fact made Nokia's fairly outdated Symbian OS impossible to compete against modern and user friendly based iOS and Android OS.

Significant event in Nokia Corporation was appointment of Steven Elop to position of CEO. The former head of Microsoft Business Division succeeded Olli-Pekka Kallasvuo and immediately introduced the transformation of business units as well as executive board. Lubinaite (2015) concluded that the main objective of the reformation was to regain the position on the smartphone market and retain the market leader position in the mobile phone business.

The major changes in strategy unfortunately did not lead to success. Because of failed attempt of developing the MeeGo and Symbian OS platform to competitive level, Nokia increased its cooperation with Microsoft. The Windows Phone platform was about to be introduced and main platform for Nokia mobile phones. In addition to that, another reorganizational event led to differentiation between the hardware and software development divisions. This reform ultimately led to discontinuation of development of MeeGo and Symbian OS platforms. Soon after, in late 2011, the Nokia released its first device powered by Windows Phone platform (Lubinaite, 2015). The smart phones were named Lumia due to the marketing reasons.

Finally, in the fall of 2013, Microsoft has officially announced the purchase of Nokia's all Device and Service business units, Nokia's patents and license as well as Nokia's mapping services (Microsoft Press Release , 2013). The Microsoft Windows phone line has been officially discontinued in October 2017.

3.2 Nokia - Connecting people

Main focus of this research are, in particular, the former employees of Nokia Corporation. In order to understand the internal part of the company better, it is important to elaborate the significance of the inside outlook the company and its impact on the operations. Moreover, the following paragraphs shed light on the importance the former Nokia Corporation employees had on their company. This

action help to understand the motivation and emotions behind the sharing of the narratives. This chapter also provides the coherence between the theoretical framework and practical part of this research.

Nokia Corporation had global impact on development of the technologies, overall market growth as well as on the implication of the new operational habits and organizational structures. At its peak, Nokia Corporation was employing 132,427 employees all around the globe (see Table 3). The managerial challenge was to organize and lead all employees towards the similar targets. As mentioned in previous paragraphs, the organization implicated the business units with the supportive divisional departments. The reorganization had both business as well as practical impact. For employees, this layout demanded extensive international communication and cooperation.

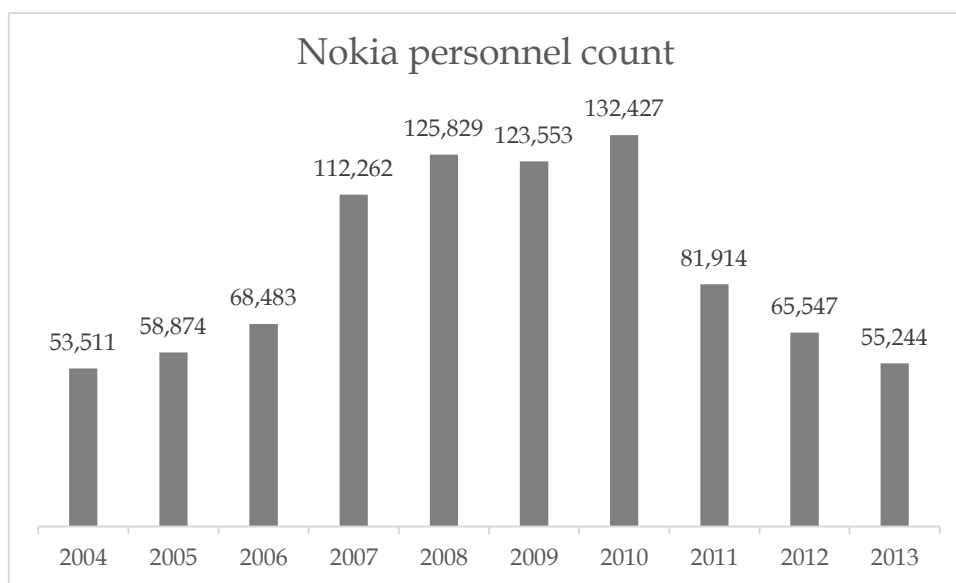


Figure 2 Nokia Corporation personnel count 2004-2013¹

Executive group of Nokia Corporation was well aware of the high demand on its employees and culture. The significant decision and arrangements towards the well-functioning culture were taken already in early 1990's under the supervision of, at the time, CEO Jorma Ollila (Häikiö, 2005). In order to stabilize the company, Häikiö (2005) added that Ollila created fluent and open relations with the shareholders, built the productive top management team while inspiring the employees. The important part of the Nokia's management philosophy at the time was the focus on follow through of decisions and its communication. Nokia Corporation was soon after known around the globe as desired place to work but one that makes heavy demands on each employees' performance.

¹ Nokia Corporation Annual Report (2006), Nokia Corporation Annual Report (2010), Nokia Group Annual Report (2013)

Many have argued that the Nokia's success is based on the business strategy or ability to take advantage of globalization. However, Steinbock (2010) argued that what truly represents the Nokia Corporation are its values, culture and people. The Finnish culture and temperament played significant role in the values the Corporation respected. One of the key values was the perseverance and integrity. Steinbock (2010) argued that this is well depicted in times of facing the adversity. Nokia employees were known for overcoming the issues together and with high determination. Especially the research and development units were benefiting from these traits.

The important aspect for maintaining the integrity and cohesion in the company the strong corporate culture is key. It is well known that Nokia was implementing very human approach towards the employees as well as customers. Steinbock (2010) explained that the company was not represented and personified by the single executive but rather by the objectives and values. Study by Leavy (2005) stated that the safe working environment, integrity and overall working climate is key for boosting the innovativeness of the company. Leavy (2005) added that the working culture has impact on creative potential of the employees and makes the most of their knowledge of customers, competitors and processes.

The positive working climate helped Nokia with implementing much more complex business strategies and control the changes. Another example of such actions are described by Tikkanen et al. (2011). They argued that the central business units were able to support the strategic alternatives and capabilities to the corporate level transformation process. They added that the contribution of dynamic interplay of cognitive and organizational change process is driven by existing capabilities and competencies within the company. This means that the demonstration of strong turnaround activities is not needed. Tikkanen et al. (2011) supported Steinbock's (2010) findings regarding the Nokia's inside ability to quickly adapt to rapid changes and face the adversity in general.

What is even more remarkable is that Nokia Corporation was successfully applying such organizational culture in large scales. At its peak in 2010 Nokia was employing over 130,000 employees worldwide. This means that the company was implementing its corporate philosophy within variety of national cultures. The successful implementation of the culture among different cultural backgrounds, was according to Steinbock (2010) the fact that people were always Nokia's primary force. Whereas other global companies preferred business models or strategies, Nokia preferred empowering people no matter in what region they operate in or what personal background they possessed.

Implementing the philosophy world-wide was challenging. However, the significance of the internal values was growing with the global success of the company. Although, the only development the core values witnessed over the time was that they became more global oriented. As Steinbock (2010) mentioned Nokia Corporation did not want their operation migrate based on the economic

strength of the country. They emphasized the variety and difference between cultures. Having locals in the targeted markets provided them with extensive understanding of local market that other companies usually lacked. Mutuku and Mathooko (2014) presented a research among Nokia Siemens Networks Kenya employees where they found out that the information sharing had significant impact on employee motivation, followed by the employee involvement in decision making. They argued that such values are not usual in their specific region and Nokia Siemens Network implemented working climate, based on Nokia Corporation's legacy are successfully applicable in such specific region as Kenya.

Another important aspect for sustainability of quality in given regions was the recruitment of talent. Nokia Corporation and its management believed that each individual in the corporation possesses specific skills that enable him to succeed. By defining these skills and the assessing the right competencies the employees felt comfortable as well as empowered in their jobs. Moreover, for certain working positions, both in R&D and management, Nokia employed specific set of requirement. Determination of such requirement helped Nokia to find right employees for each job. However, Nokia was not only focusing finding the talent but they were developing the talent for themselves. By specifying the requirements for each job, Nokia was assisting their people in determining the type of competencies they need to develop for their future as well as at the time current tasks (Masalin, 2017). This proactive approach was benefiting both company and employees. Because of the fact that employees were offered to develop their skills and learn, it made them stay with the company much longer and enhanced the relationship between them and Nokia.

The well-known slogan "Connecting People" represents the idea of people-centric philosophy the most. Considering the above mentioned paragraphs it clear that the slogan had deeper meaning. The integrity and legacy of Nokia's working climate perceived despite the decline. Scott (2015) elaborated the situation of former Nokia employees and stated that significant amount of Nokia's former employees, especially in Finland, opted for establishment of own enterprises. At the same time, these companies were ran by highly skilled and competent Nokians and they were sharing the same corporate cultures and working climate that took Nokia Corporation and Finland on the global map. As Scott (2015) added, many of these small enterprises following Nokia's footsteps, are nowadays key partners to major technological companies in global markets.

It comes as no surprise that despite high diversity and cultural differences there has been high cohesiveness between the Nokia employees. O'Hear (2016) described the fact that the former employees as still emotionally attached to the company. Another example of strong cohesiveness is the activity of former Nokia employees on social media.²

Overall, findings of Steinbock (2010) or Leavy (2005) provides justifications for Nokia's success in terms of development of new technologies, recogniz-

² [Beyond Nokia, Nokia People](#)

ing market opportunities as well as implementing the final products on the markets based on company culture, values and working environment. Moreover, Scott (2015) and O'Hear (2016) supported such claims with their statements that Nokia was desired place to work all over the globe and that the legacy of the company culture still fascinates many.

4 DATA AND METHODOLOGY

4.1 Method choice

This specific research project is complex in its method. In most cases, one single theory is insufficient for to support justification for one particular occurrence. In order to provide sufficient explanation of collected data it is important to utilize theoretical framework from socio-psychological field and incorporate it into historical background. Fairclough (1993) argued that it is important support the arguments with the sufficient already existing literature in order to establish meaningful theory from collected data.

As the most suitable choice for explanation of the phenomenon it has been determined that inductive qualitative study serves the best the notion of this research. Inductive research is often explorative and based on collected data. Eisenhardt (1989) also added that inductive approach allows the research to gain new analytical insights from the empirical evidence. As a tool to form the theory inductively the discursive analysis was selected as the most suitable fit. Eisenhardt (1994) states that discursive analysis does not look only into the social nature of the language but also it may provide the specific insights into the text-analytical traditions and meanings behind it. Moreover, the discursive analysis is often used as tool for studying the political meanings that inform the written as well as spoken word.

In the first place, it was important to determine the key context of the research. This particular research is presenting the qualitative case study. Eisenhardt (1989) pointed out that the prior specification of constructs helps the initial design of theory building research. The object of this research is Nokia Corporation and in particular the former employees of the company. In order to specify the time frame for collection of the research material, this research is focusing mainly on the period of operation of Nokia's handheld device department from late 1990's till the termination of operation of the unit in 2013.

This research is the single-case study. This means that the research object and its parts must be described well in depth in order to create reliable background for the theory establishment. Multiple case study usually offers more advantage and valid explanation of phenomenon as well as better description of employed environment (Gustafsson, 2017). Thanks to case study approach, new occurrence can be studied and empirically grounded which helps with establishment of a novel theory and new hypotheses.

Discursive analysis typically combines the analysis of language use at micro level and the analysis of situation at macro level (van Dijk, 1993). Regarding our case, the language provides us with context for explanation of situation within the situation in the Nokia Corporation that creates macro historical context. In general, discursive analysis is aiming to explain the meaning produced

by language as form of communication. Fairclough (1993) added that these meanings can lead to understanding of complex processes and practices caused by these meanings. This research is using the narratives as main source of language.

The narratives have significant role in this research because they are the main source of language. In general, the narratives can be viewed both as research subject as well as research dataset. In traditional academic research narratives are obtained from the research subjects in variety of forms. For example, Hyvärinen (2007) stated that the narratives often offer enriched details and personal perspectives. Therefore, it is easy to misunderstand the narrative simply as method. The narrative as resource rather investigate the phenomena of which narratives make an account to. This particular research uses the narratives as source for construct of meanings of narratives and attributes.

This research was created as part of the larger research project *Learning from the past for the future: A historical perspective on industrial and strategic change*. This project is multi-university, multi-year project that is attempting to map the history of technology giants and reconstruct the reasons for their failures. One of the study subject is Nokia Corporation. Particular area of research about Nokia Corporation was the establishment of database of internet sources of narratives of former employees. This research paper is eventually describing the approach to development of the database and contributes to the research project by establishing the theory from meanings of narratives. The both final theory as well as the dataset may assists with the future development of the research project and tis course.

4.2 Data collection and analysis

The methodological framework presented on conduction of discursive analysis, (van Dijk, 1993) (Fairclough, 1993) served as guideline for completion of this research. However, the methodology was further modified based on the development of the research process and occurred challenges. The collected data set as well as the following analysis required review of theoretical framework in order to applicate the findings into the theory. Due to that fact, the course of analysis and lead to establishment of final theory altered several times. The process confirmed the statement of Eisenharddt (1989), who mentioned that case study research is a highly iterative process and data collection is usually altered by new emerged evidence or ideas that arise during the process; therefore it is typical to go back and forth in data collection and analysis.

The final theory is based on application of complex socio-psychological, narrative theories merged with historical perspective. The interlinking between the literature review and empirical evidence is extensive as well. The conclusions have been carefully drawn from the results of analysis and comply the requirements for validity of novel theory. It was determined that similar approach to

this research was conducted by Mantere et al. (2012). As long as Mantere et al. (2012) operate with similar data set as well as objective, this particular research is using similar analysis methods and overall approach to description of the results.

The main and only source of data were prescribed by notion of major-research about the technology giants. This research used primary data provided by former employees of Nokia Corporation publically available on various sources on World Wide Web. The primary data included blog posts, interviews in articles, or social media posts. The texts searched for were first person oral narratives that were analysable on basis of interview transcription. The goal was to collect any reliable transcripts without focus on quality or quantity. Despite the popularity and the amount of employees Nokia Corporation employed over the years the search was partly challenging in terms of looking for the direct oral transcriptions and posts. It was understood that sharing such experience is personal decision and open-public platforms are not determined by many respondents as typical sharing area.

Compare to the other typical research frameworks, this research started with the collection of the data. Once the target sources were assessed the extensive exploration took place. The transcription of oral narratives was collected into single file where every transcription received unique code. The file with transcription served as direct input for qualitative analysis of text on the basis of discursive analysis. It was important to collect secondary data regarding the history of the case company as well in order to draw complete picture of the background. The collection of background information took place during the collection of transcription which accompanied and help to understand the complexity of the case better.

Once the database with transcriptions seemed to provide enough sufficient data, the first stage of the data analysis took place. The database operated with 105 blog posts and other comments and contained over 24,000 words. The analysis started with the process of microanalysis and open-coding based on theory by Strauss and Corbin (1990). Microanalysis involved the process of detailed reading of all transcription and identifying the key themes. The micro-analysis operation identified three main themes that respondents refer to in their narrative experiences – *layoff experience*, *working experience* and *reasons for failure*. Moreover, the open-coding process draw large set of codes that appeared among the transcriptions. The codes were than managed using the *Atlas.ti* software program for qualitative data research. The final count of open-codes was 101.

The following second stage was based on axial-coding method where large set of codes were grouped under increasingly general theoretical categories (Corbin & Strauss, 1990). Similar to Mantere et al. 2012) the results showed that the narrative attributes can be divided into *internal experience (attributes)*, meaning the respondents express their experience within company, or the *external experience (attributes)* where respondents talked about outside forces impacting the company. Further on, internal experience could then be divided into either *personal experience*, how I felt about company, or *collective experience*, how we felt

about the company. Similarly, external experience was further divided into *corporate competence*, what company did, and *mechanic impact*, what market did. Considering the outside and inside sources of the information compare to Mantere et al. (2012) this research considers only the inside (*intra*) sources of information, the former Nokia Employees.

The third stage of the analysis was constructing sense among and content of the established subgroups of narratives. The results show that the subgroups could be named based on specific types of narratives and attributes. In addition, the types of groups were named based on the codes they contented. The grid (Figure 3) contented four main groups based on the narrative types - *personal perception*, *company integrity*, *corporate competence*, *mechanic impacts*.

	Internal experience		External experience	
	Personal	Collective	Other human	Non-human
Intra	<i>Personal perception</i>	<i>Company integrity</i>	<i>Corporate competence</i>	<i>Mechanic impacts</i>

Figure 3 Types of narratives identified by the data analysis

The effort was to detect and identify specific narratives types based on literature devices employing classical storytelling agencies. From the codes based on attributes of tragic storytelling there were characteristic elements of *catharsis*, *hubris*, *betrayal* as well as *mechanistic impact*. The classical storytelling agencies are based on the evaluation of the ancient stories and exploitation of the specifics of particular feelings, cognition and motivation of the certain characters (Kauffman, 1968). It was specifically analysed and described that such agencies with similar characteristic appear among the narrative attributions (Mantere et al., 2012). It was determined that such attributions are in correlation with the content of the narrative and may serve as tool for more in depth understanding and eventual presentation of the narratives in proper context.

Overall, the data collection and analysis provided the research with comprehensive knowledge about the corporate culture and working environment as well as actions that were impacting the destiny of Nokia Corporation. The analysis showed that the data set can indeed be perceived from multiple perspectives and can induct or valid variety theories. The analysis itself was done carefully and with respect towards the respondents. The details about respondents, time or source were not collected based on the respect for privacy. The purpose of this

research was to draw general but careful conclusion but does not consider the particular details of each transcript.

5 RESULTS

This chapter presents the results and occurring themes among the narratives of former Nokia employees and their experiences with the working environment. The following paragraphs also provide answers on both research questions. The both answers are elaborated in depth and provide base for discussion in following part. The citation are attempting to describe the links between the historical, socio-psychological, organizational study backgrounds of the narratives. The full length transcripts of the narratives by former employees presented as examples in this study are available at the appendix chapter.

5.1 Themes among experiences of former employees

The first research question elaborates the themes that occur among the collected narratives of former Nokia employees. Overall, there were three types of reoccurring themes among the data. The narrators were connecting their working experience in Nokia with *Layoff experience*, *Reasons for failure* or with overall *working experience*. The key themes were identified based on the abstract appearance within the collected texts.

In addition, there were multiple subthemes and pattern reoccurring across the main three themes. For example, many narratives were including elaboration of their professional competiveness in terms of what they have learned, what they were using and what skill eventually they apply in their following jobs after Nokia. Another reoccurring subtheme was emphasize on global appearance of the company. The narratives collected were coming from former employees from all around the globe. The last subtheme worth mentioning is the overall appearance of emotions among the narratives. There was variety of positive and negatives emotions reappearing in the texts including gratitude, praise, compassion as well as anger and frustration.

The timeline and time place of the collected data was various as well. Some of the narrative data were recorded during the employment and some after. The layoff experiences were both either soon after dismiss of the operation and some after severe period of time. It was determined that the time placement of the narratives does not comprehend the topic neither the content of the narrative.

The below stated narrative sums up well the impression of the majority of narratives collected for this study. From the perspective of former employee, this narrative possess the general notion of the emotion resonating among the narratives. Moreover, the praise for the corporate culture and the values is as well as the debate regarding reasons for the downfall of the company are included in following quotation.

Extremely skilled, highly engaged, hardworking employees who lived and believed in the promise of connecting people and delighting customers. Fast forward to 2016, and everyone will have a view on what could have happened? Android? Burning platform? Trojan horse? Or why this roller coaster? But this is a moment to sit back, celebrate the journey, friendships, people and get on to a different adventure again. (Ex-Nokian)

5.1.1 Layoff experience

The layoff experiences was the theme that was reoccurring the least from the three main themes. Although, this theme presents interesting perspective on emotion of the narrators. This theme was identified based on the language and text used regarding the employees personal, department or unit exit from the company during the decline of the Nokia Corporation between 2011 and 2013. The layoff experience is stressful experience and emotions connected with stress are noticed with the narratives. However, the most of the narratives were captured in objective manner. In addition to that, part of the samples were presented as the observations of the situations rather than personal retribution.

In the most cases, the narratives regarding the layoff experience were perceived from the personal perspective. Moreover, often the narrators were elaborating their professional competence and they were referring to their transition from the Nokia Cooperation to their following jobs. Many narratives include the emotion such as compassion and pity but the anger and frustration was noticeable as well.

The first quotation below refers to the job skills of former Nokia employee. The narrative refers to the professional competence that the narrator developed during the time within Nokia Corporation. Such skills was considered by the narrator as not suitable for transition to the following jobs in the same industry sector. As mentioned before, the consideration of self-skills was one of the topics the most elaborated among this theme. There is certain patter where people were considering not finding the job after their dismissal. The history although tells that people were rather benefited by their experience in Nokia Corporation than disadvantage based on their professional competence skills (Scott, 2015).

I also left Nokia in 2012. Back then I remember thinking that I had very narrow and insanely deep competence in data-driven-process-and-system-development-for-customer-care-of-international-mobile-electronics-

manufacturing-business, and that it would be practically impossible to find a new position with that skill set. (Ex-Nokian)

The second example shows that the narratives regarding the layoff experience were presented from the perspective of the observer. The narrators communicating their experience from the overall perspective of the company. Such narratives were often contemplating with the overall disappointment with the downfall of Nokia.

Middle managers had to execute the layoff decisions made by the top management without having any chance to influence the big picture nor visibility into the future. Peer mentoring was arranged for mid-level leaders to relieve pressure and benchmark their experiences. (Ex-Nokian)

In larger perspective, the second narrative example represents tight company culture and relationships within the company. The compassion with emotions of the departments executing the dismissals are very rare in any social groups, which leads to the fact that the motivation for the wellness of the company was cutting through the hierarchical layers.

5.1.2 Reasons for failure

The reasons for failure was the second highest occurring theme among the collected narratives. It came as no surprise that the narrators retain the most negative experience. The majority of narratives presents the subjective perception of the situation from the own position in the company. The variety of elucidation and forms of narratives was the most scattered of the three main themes. Considering speculation surrounding the Nokia's downfall, it is clear that the collected narratives are supporting the theory that there were both internal as well as external issues. However, the narratives also proves that there is minimal chance of identifying single major influence leading to the major downfall and that the issue is highly complex.

Nevertheless, the most of the themes regarding the reasons for the failure are referring to the failures within the management company and lost faith in its leadership. Many narratives are including the statement regarding the change in way of operation and shifts in focuses of the company. The narratives are place in years between 2009 and 2013 during the downfall of Nokia. As the examples of narratives shows below, the quotation often lacked depth of emotions. It may have been caused by the pro-longed reconciliation of the memories leading to better comprehension of the past.

The quote below displays the reasons for failure as managerial inability to cope with the changes of the demands of the markets. The issues with the external hiring and enrichment of the current staff at the Nokia may have led to lack of understanding of the development of mobile phone market, which eventually decreased the chance of introducing competitive innovations.

The same executives were simply rotated to relieve them from their earlier responsibilities or when a new initiative was kicked off. Usually a Nokia person was nominated from the organization. It was always the pieces from the same jigsaw puzzle. This is what our people complained about. (Ex-Nokian)

Following narrative supports the previous note regarding the lack of support of innovativeness within the company during the downfall. The narrative is also pointing out the dysfunctional managerial structure and empowerment under the new executive group that was not-known during the boom of the company under Jorma Ollila.

It did not really ever start to work, I think. Innovations were identified but we kind of tried to push them forward with a rope. There was no traction on the business side. Also, the motivation at NRC deteriorated when people began to wonder how useful they are in the new setup. (Ex-Nokian)

The issue appearing in few narratives was the global approach of the company. Until the start of the downfall global impact and sales of Nokia were perceived as main advantage over the competitors. In many cases, Nokia's operational pattern was benchmarked by the other companies seeking the global impact. What seemed to be the issue, based on below mentioned quote, is the fact that under Steven Elop Nokia lost its national identity and pride that was carried on under Finnish executives. The Nokia was indeed global company but it had its home Finland.

Nokia was the pride of Finns but there was no similar driver for people joining from abroad. Leaders who were hired from the big European countries did not care so much of the interests of Nokia and Finland, while many of the top Finnish executives wanted in their hearts for Nokia and Finland to succeed. (Ex-Nokian)

Some of the narratives were considering global economic environment that has impacted the decision making and overall evolution of the company. It was understood that going to the global economy crisis in 2009 Nokia was financially well prepared and based on their market share and global demand for the cell phones it was not expected that there would be any major decline in sight. However, the narrative below factors the steps Nokia made in order to cope with

the economy crisis better eventually led to increase of competitiveness of its competitors.

Sales of smartphones were still surprisingly huge for couple of years despite opinion share wasn't that nice. For some reason financially a super strong company did panic with financial crisis and jumped onto brake pedal. Savings, savings, portfolio strip-down etc. We suddenly give free lane for competitors with better HW, SW and ecosystems. As an engineer being responsible for displays it was frustrating to notice. (Ex-Nokian)

Overall, the narratives collected for this study have the notion of factoring the failure of managerial structure the most. According to the narrators, this was the main reason for failure of Nokia Corporation. The above mentioned examples are pinpointing the aging and incompetence of the employees at the managerial position – the experienced employees failed to identify the demand of the younger generation of the consumers. Other issues highlighted in the narratives was the change in operation under Steve Elop, including the loss of the national pride and identity. Moreover, the company was not prepared for the radical changes in the system of operations, leading to question whether Nokia Corporation was too large and became too comfortable to face changes in technology industry that started to develop rapidly in this period of time.

5.1.3 Working experience

Working experience was one of the most common themes among the collected narratives regarding the employee experience with the Nokia Corporation. Thanks to the richest of the narratives from content as well as emotional perspective, this theme was the most suitable for further elaboration. Based on content, the major amount of narratives could be grouped in to the organizational studies. In particular, narrators were recalling the functional working environment and global cooperation. From perspective of the emotion, it was determined that the most of the narrators have positive working experience and the emotion such as pride, praise or cherish were noticeable among the texts.

The most of the narratives were time placed in to the time of company growth or its peak. These positive memories make sense based on fact that at the time Nokia Corporation was well working orchestra. At the same time, especially in larger texts such as blog posts, the same narrators cherishing the working environment were at some point of the time once dismissed. This means that the narrators carry the both experiences – the positive and negative.

It was interesting to see that the most of the narratives, despite the dismissal, still praised the company and recalled the positive experiences. Below, the examples of the outtake from the larger text displays the mentioned type of occurrence.

As I said I joined Nokia in 1994 leaving in 2001 only to return in 2004 and finally leaving in 2010 and it is sad to see what happened after that date, such a wonderful company to work for. (Ex-Nokian)

I worked in Nokia Copenhagen from 2004-2009. Most of all the people at Nokia but also to be part of a creative environment, making nice devices for the public. I was proud of being a Nokian. I hope the company will arise again. (Ex-Nokian)

The high attachment to the company may refer to the strong bond between the company-culture or between the employees in general. Although this might be also affected by the fact that during the boom of Nokia Corporation the working morale has been significantly higher than during the meltdown. Multiple narratives were also praising the overall connection between the employees in different areas of the world. The following quotation of the former employee from the Nokia facility in San Diego highlights the benefits of working for Nokia Corporation and emphasizes the opportunity for interconnection of people. Nevertheless, the connection of people was the main focus of Nokia Corporation while developing new phone devices and the features.

Connecting People has always been one of my favourite slogans. So when I got a job at Nokia, first as contractor and a year later as full time employee, those two words became part of my daily practice, part of my life. As an extreme extrovert, the first time I saw Nokia San Diego campus, aka The Club Med, I felt like a kid in a candy store: tons of phones (sorry, I should say devices!) to play with and to... communicate with the world, and for free! Tons of smart people to share experiences with, not just coffee time chat or projects. Plenty of activities, volunteer opportunities, friendships to be formed, leadership to be admired, trails to be hiked, processes to be learned. (Ex-Nokian)

The global functioning of the company was praised in many narratives as well. The literature review showed that the key success for Nokia Corporation growth was the penetration of the smaller markets around the globe. The Nokia Corporation became truly global and well-functioning organization with sales and facilities on multiple continents.

Despite the obstacles of the time, the employees were praising the spirit of the culture and once again – the attachment to the company. The following narratives is by former employee from South Africa.

Worked SA retail from Cape Town since 23rd of April 2007 for Nokia, Msft and now HMD still loving the brand values, ideals and dream of being the vehicle that connects and unites people with what matters to them. Never once felt isolated always felt part of the SA and Global family. For me Nokia gave shoes to the man or woman needing to go and find work by, connecting people to email and the internet and sometimes simply by connecting us to a torch, radio or a game like snake. (Ex-Nokian)

The important aspect of the proper functioning of such huge corporation, with over 130,000 employees at its peak seemed to be, based on the narratives, the ability to divide and micromanage the small departments. The bottom-up approach and empowerment of people resonates throughout the narratives. The narratives confirm the theory of the strong empowerment culture that was important for the Nokia growth to the global giant (Steinbock, 2010). The below mentioned passage of narrative sums up the above stated conclusions.

It was a 120,000 person company, yet felt a lot smaller and I can't put my finger on why that was. (Ex-Nokian)

The development of the skills was subtopic of the working environment that has emerged as common among the recalled memories. The former employees often recalled that Nokia Corporation was responsible for their career growth and professional development overall. This has been the subtopic that was reoccurring among the all departments of the company as well as the all global regions of operations. In general, this is example of empowerment of the employees in practice. The possibilities for professional development as well as career growth were the tools with which Nokia Corporation was creating the relationships with the employees and establishing personal attachments. From employee perspective, this may be the reason why the company was such well working and adds to the successful implementation of the down-up company culture.

My career at Nokia spanned close to 15 years and allowed me to grow, starting out in Logistics and quickly progressing to managing teams of IT & ITIL specialists. It's where I learned that my passion and talent was for leading and growing virtual & global teams (Ex-Nokian)

In longer blog posts, the narrators were comparing their careers in Nokia Corporation with their careers after. It came as common theme that the employ-

ees often found their jobs in technology companies but in many cases the employees found themselves working for smaller technological startups. The narrators referred to the startups as working environment the closest to the company culture in Nokia Corporation where the flat structure is emphasized and employees are equally important for the success of the projects. The following two quotations displays such transition adds on the fact that the implementation of company culture was well applicable into the startup culture. The first quotation is from longer blogpost about the career of former Nokia's research and development employee. The second is from Nokia's former high positioned international operation manager.

I want to thank you ahead of time for taking the time to read about my journey as a startup founder. I hope you can relate to my story and if you are thinking about launching your own startup, please don't hesitate to reach out! I'd love to share my knowledge and the many lessons I've learned, so that others don't have to make as many mistakes. (Ex-Nokian)

Nokia Siemens Networks merger made the company just an ordinary big company with focus on internal politics and not creating customer value. Old Nokia was not there anymore. So I left Nokia in 2012 after running successfully OSS Business (2000 people, 500 M€ turnover for 4 years). I went to a startup to live the fun Nokia times again. Which I did. (Ex-Nokian)

On the other hand, the major part of the negative working experiences with Nokia Corporation come from the time of its downfall and layoffs. This is obviously understandable given the circumstances of in which the company happen to be. The topics often refer to loss of trust and organizational structure. The inequality among the employees appeared to be subject of issue as well. These negative working experience and overall environment may have supported the reason for failure of the company. The theory is that the employees who experienced the rise of the company and stayed there over the reorganization may have viewed the reorganizational as extremely negative because they have had the experience with the positive structure. This may have led to the loss of attachment and overall motivation to work and determination to succeed. The following quotation is the prime example of such occurrence.

I joined a company full of self-confidence and one that felt more like a family than an employer. The great layoffs destroyed the company spirit known for humanity, solidarity and optimism. Bitterness was the unanimous feeling when Elop fired Nokia employees, sliced the company and received a massive personal bonus at the end. Most of the shop-floor employees had not received any bonuses over the final Nokia years. Even more insulting was how some of the short-lived Nokia executives like Jerri DeVard received 7-digit bonuses. (Ex-Nokian)

Overall, the biggest challenge from the perspective of evaluation of the themes was finding the fine line between the reasons for failure and working experience. These two themes were linked in terms of abstracted content. Although, the reasons for failure were identified as one where the decision of either external or internal forces impacted the company. On the other hand, the working experience were identified as narrator perception of the situation from perspective of observer of the applied changes.

5.2 Attributes among the narratives of former employees

In this section, the narratives of the former employees are elaborated in more in depth manner. The main motivation for elaboration of the narratives from more in depth perspective was the thinking behind the memories of the narrators and assessment of the attribution. The first research question answered the themes of the narratives. The second research question asks what is behind the themes and why narrators communicate their memories with certain narratives.

The approach for this particular section was based on evaluation of abstracts included in the collected narratives. All narratives were evaluated separately from the first research question, which allowed this research to approach every narratives from unique perspective. Moreover, this allowed the research to explore all themes and attempt them to assess its unique motivation. The attributes identified were considering the internal and external motivation of the narrator for the establishment of the experience and the narration. The cross-sectional approach allowed the research to evaluate the resonance of the each attribution among the themes identified in the first research question. This action allowed to provide another view on the occurrence of the attribution among the themes and narratives in general.

At the same time, this section was taking into the consideration emotion within the narrative. The emotions often plays role in assessing the negative or positive experience and eventually support the motivation for the memories (Weiner, 1986). During the coding process, some emotions were identified as specific for the each attribution group of the narratives. Moreover, the secondary evaluation of the attributes suggested that the strong emotion may be connected to the certain attribution groups and therefore, further investigation may be possible among certain narratives.

The analysis process identified four attribution groups among the narratives. All of the attributes considered single intra dimension as the ground for the identification because all of the narrators were former Nokia Corporation employees, therefore the motivation for attribution came from the inside of the company. The four attribution groups were then divided between four categories that were considering the secondary source of the narration. In this particular case, the attribution was based on whether the narrative referred to the internal or ex-

ternal experience. Personal perception and company integrity attribution referred to internal experience, whereas corporate competence and mechanic impact referred to external experiences.

Moreover, the methodology part suggests that the implication of the classical storytelling agencies is similar to Mantere et al. (2012). The implementation was possible only within certain narratives, mostly because of the fact that not all narratives were rich enough to offer enough text to identify the storytelling agency. Although, the narratives that were eventually able to reveal the agency had a resembling description as one in Mantere et al. (2012). The following paragraphs attempt to display the attribution found among the narratives, assess the description based on which they were identified as well as justify their placement and function within the practical implication.

5.2.1 Personal perception

The first attribute identified was the recall of the personal perception within the narrative. This attribute was identified based on the emotional attachment of the narrator to the story of the narrative. In this type of the attribute, narrators often recalled the certain situation, event, or period during their employment with Nokia Corporation. In particular, this attribute was connected with the self-evaluation of the event and often allocated the narrators self into the consideration.

The most of this type of attribution was visible among the evaluation of self in terms of professional competence. Narrators were both evaluating their learnings and development within the company as well as the transformation of the gained knowledge to the life after Nokia Corporation. In few cases, the personal life was considered as well, including the consideration of family growth as well as the move for work to abroad. From the very practical perspective, the narrators praised the opportunity to learn within the company but at the same time the notion was that long work at the one single corporation did not bring enough challenges to some. Another occurrence was that the employees often possessed unique skill sets that were learned specifically for the needs of Nokia Corporation and which were not necessarily directly translatable to the following career positions. The second presents the personal perception as an evaluation of career growth within the corporation.

As I grew with the company Nokia to a large extent, WAS my world and family. I thought it represented the world at large but when my (birthing) PM4 milestones were reached, I could not divide my attention between my children and work. I didn't think it was fair to either so I made my decision to leave which was not easy but it was the right thing. (Ex-Nokian)

In terms of themes identified in the first research question, these attributes of personal perception were mostly identified among the layoff and working experience themes. In terms of working experiences, the personal perception was in the most cases perceived as positive and among the layoff experiences negatively.

Based on the tragic cognition of the layoff experience, some of the narratives contained the signs of the catharsis. Catharsis narrative attributes experience to own actions and eventually presents the learning experience from the occurred event (Mantere et al., 2012). Also, the narrators acknowledge the failure and are able to find the potential in it. The quote below shows the attribute of personal perception as evaluation of self-development after the dismissal from the Nokia Corporation and search for new career opportunities.

That is how one's thinking develops when you're deep inside a single corporation for years and years. Once in the outside world, it didn't take long before that bubble started cracking. I participated in dozens of trainings, courses, get-together-events, etc. Took on projects, single consultation assignments, voluntary work and also started my own business. (Ex-Nokian)

5.2.2 Company integrity

The attribute of company integrity was identified as internal or personal experience of narrators but narrative were referring about the factors impacting the narrator from external sources. The narrator was often in position of the observer of the situation. The narrators were using this attribute describing the overall company culture. Often, the interpersonal as well as inter-department relations were often described with this attribute.

The notion of some of the attributes in this section were often praising the interconnection between the people and department. Although this factor at some narratives was almost overpowering the reality. Among these narratives the narrators were assessing too much emphasize on the personal consideration within the company. For that reason, the narratives lacked objectivity and preferred the self-consideration and self-needs among the texts. Moreover, some narratives were recognizing the culture so highly, not considering objectivity of justification that the narratives reminded of promotion of the corporation causes. The short quotation below describe the example of subjectivity among some narratives.

In short, it was absolutely the best, best, place I have ever worked, and still miss it sorely. Of course, there were both pluses and minuses, but overall it's the number one company to work for. (Ex-Nokian)

The following quotations were typical for this kind of attribution. It is visible from the both examples that the personal experience is strongly considered among the narration but at the same time the narrator describes the occurrences inside the company. In both examples below, there is critical consideration and justification concerned.

At no other organization did I see and manage so many cultures coming together to work; from China to Finland, to India, to Taiwan, and then the

customer in Russia, Saudi Arabia and so on. There was only one way to handle situations and that was to do a good job. (Ex-Nokian)

You can ask for help whenever you are stuck: If you asked for help from anyone that person would respond 90% of the time, which is a big number. That ensured work never suffered from people not knowing what to do. (Ex-Nokian)

This attribution showed that some narrative without enough critical perception may serve as misleading when the attribution factor is not considered. For example, the first quotation above indeed describes the positive working experience and working environment. However, it is the attribution that reveals the too strong subjectivity and bias of the statement. Moreover, the example also shows the significance of understanding of the cognition and emotion process behind the narratives. Without consideration of attribution, emotion and cognition, the statement would be left without the proper evaluation and its interpretation would carry the same notion.

As far as the consideration of the agencies among the classical storytelling, the description of hubris suits partly to this attribution. According to Mantere et al. (2012), hubris shows an unexplored side of group attributions, where the members of the organization processed their collective agency. Similar attribution was visible among the narratives considering the company integrity, where the employees praised the current state of the company but might have lost the objectivity as well as the clear sight of necessary improvements. Overall, loss of realistic perception might have played a minor role in Nokia's downfall.

5.2.3 Corporate competence

The external experience that was referring about the decision made on internal bases of the company was attribute that was identified among the narratives and therefore was referred to as the company integrity. Compared to company integrity, this attribute was describing to operational methods of the executive group or managerial group of the departments and the whole corporation. The majority of the cases in this section were referring to the actions taken or not taken.

Theme wise, the content of the narratives identified as corporate competence attribute were appearing among the themes of reasons for failure and working experience. The narrators were usually referring to the actions that directly impacted their working experience. This means that the notion of the narratives was fairly negative.

There are some things I'd like to bring up from Nokia's best years. I already mentioned the people. As long as Nokia invested in people, success was inevitable. Another part of that process was teamwork. Now, I believe that the top management always influences the work culture and even the best employees can't succeed if a company is poorly managed. (Ex-Nokian)

From the content perspective of this attribution, the narratives often highlight some incompetence of somebody else than the narrator. In this case, the managerial structure or managerial decisions. Despite the amount of negativity, the narratives were often objective and they were describing the issue with enough honesty. Above mentioned quotation was rare in terms of possession both positive and negative feedback regarding what the company was responsible for and narrator does not blame the single individual or department directly.

Another common occurrence among the narratives of this attribution was the fact that the narrative often contended the straight forward answer on what went wrong. There were direct and straight forward opinion of the issue that the narrator have observed. The below quotation offers such occurrence. From the historical perspective, it is possible to assess some kind of verification to the statements. However, without proper knowledge and the background of the narrator it is difficult to verify and justify the statement of the narrator.

We should have hired 10 percent new people all the time. Renewal stopped completely and this just did not happen. The same people who had been designing phones in the early 2000s were still designing phones when the world had changed. The average age in our teams was closer to 40 but we should have had younger people designing phones for young people. We often wondered why we stopped hiring from the outside so that we could rotate the more senior employees in the company or – and a shop steward should not say this – out of the company. (Ex-Nokian)

Similar to the statement above, the following paragraphs offers alike statement and content. From purely practical perspective, the narratives are expressing the concern about the recruitment of new people with new visions and goals. The narrative in this section is concerning the aging employees that eventually do their job well but they are unable to deliver anything new. The third narrative concerns the decreased speed process of developing and introducing the new technologies on the market. Such concerns were on display the most among this attribution group. Overall, the poor functioning of managerial group and indecisiveness were the main topics among the expressed concerns in collected narratives.

It did not really ever start to work, I think. Innovations were identified but we kind of tried to push them forward with a rope. There was no traction on the business side. Also, the motivation at NRC deteriorated when people began to wonder how useful they are in the new setup. (Ex-Nokian)

The cognition, emotion and eventually the motivation for the statements and perception of the statements identified in this attribution group displays the importance of collection larger amount of data in order to justify the objectivity

of the statements. This means that the emotion, in this section blame or betrayal, has tendency to bias the narrator and recall the event or past in more negative manner than what it really was. In this section, we could see narrators blaming the identification of innovation or the recruitment strategy. These factor may indeed point out the issues in the Nokia Corporation but the statements does not directly mean they impacted the faith of the company.

5.2.4 Mechanic impacts

The last attribute recognized among the narratives was the recognition of the external impact that followed the natural development of the markets. The description for this attribution refers to mechanism because of the impact of the external occurrence. There were certain factors effecting the course of the progress of the Nokia Corporation during that narrators were describing with their narratives. The natural development of the global markets became unstable and turbulent and Nokia was unable to find the right approach of services towards their customers in order to hold on to their prime spot (Lubinaite, 2015). It was not determined why narrators have not used the mechanic impacts as reason for failure in more significant way. The objectivity among the collected narratives showed that the content is valid. On the other hand, narrators in general may not blame the external forces because of the relation to the company or purely from the fact that they do not see external forces responsible for Nokia's downfall.

This attribution was recognized among the narratives as the least emotional. The form of reference and the observation of the event did not seem to impact the narrator in major way. It may be that the narrators perceived the downfall of Nokia as something that was natural and that nobody hold accountability for the reason for downfall. It came as no surprise that this attribute appeared mostly among the reasons for failure and layoff experience themes.

The quotation below holds in content the description of Nokia's situation on the market and its impact on the source of innovations in Finland overall. The narrative content considers the role of the Nokia in global market, which supports the attribution as observation of mechanical role of Nokia on the markets. Moreover, it is difficult to assess any kind of emotion or cognition because the statement has been made based on objective observation.

When Nokia was a dominant player in this business, there were a lot of good things that happened in Finland, now the situation is changing. The innovations are not coming through the big companies - its small companies, the startups. (Ex-Nokian)

The quoted narrative below displays similar emotionless statement typical for this attribution. Despite the fact that the narrator may have been biased because of the fact the right suggestions regarding the steps to take in order to prepare for the volatility on the markets, there are no emotions relatable to the statement. Again, the description of the market situation at the bottom relates to the pure observation of the situation based on the facts.

We saw in Radiolinja the fast growth is over (temporarily) as the mobile penetration started to reach 80-90% levels. But no one saw this in Nokia. So I spent my first 6 months telling people that prepare for a "crash". And that took place next year. The overall telecom infrastructure market halved in 3 years, mobile market less than some fixed technology markets. (Ex-Nokian)

The main difference between the mechanical impact attribution and the other attribution was the fact that the narrator presented clear facts in their statements rather than the opinions or recall of the events and memories. For the verification of such statements, the investigation into factual data would have to be conducted. On the other hand, in terms of exploration of the narrative without the knowledge of the background of the narrator, there is not much room for justification of emotion, cognition and eventual motivation for the statement. In this study, the attribution of mechanical impact lacked the narrative abstract.

6 DISCUSSION

The main focus of this master's thesis was to shed light on the how former Nokia employees recall their experiences with the company. The first research question revealed the most common themes among the narratives. It was determined that there were three main themes connected with the working experience, layoff experience and reasons for failure. Based on the fact that the narratives were collected freely from various online sources it is difficult to assess the accuracy of collected data. On the other hand, the extensive research among the first-person narratives of former employees from publicly available online sources showed that these are the themes appearing the most among the sources.

The second research question explored the attributes of the narratives. Based on the findings in the result section, the main finding is the importance of the cognition, emotion and motivation behind the narrative. Even without the consideration of the background of the narrator, it was determined that the narratives contain variety of factual subjects as well as the abstractive matter. It was clearly visible across the result chapters that the narratives play crucial roles in terms of restoration of the past events as presented by Currie (2010). In addition to that, they serve as the first-hand credible explanation of the past events by the direct witnesses. The richness of the content and cognition among the narratives displays their potential for explanation of different events and occurrences.

The main interest of the second research question were the abstractive matters in particular. Important finding regarding the attributions among the narratives was the importance of cognition and emotion behind the experiences. These finding showed conformity with the importance of cognition-emotion process behind experience (Heider, 1958) (Weiner, 1986). It was determined that the narrators themselves are usually biased by different influences. These influences were recognizable exactly from the notion of the narration and driven by the cognition and emotion. In order to understand and interpret the narratives properly in any narrative research, it is significant to recognize the attribution behind the stories.

In general, the narrative research does not necessarily is the first option in organizational or historical studies. In particular, this is based on the fact that the narratives rarely celebrate enough the importance of the historical event. Moreover, the narrators are often less recognizable and less crucial roles. On the other hand, this study revealed the fact that it is the narratives in particular that might show the traces of otherwise hidden issues in the remembering of the history events. Again, this finding supports the theories behind the different approach to organizational studies and retelling of its past (Boje, 1991). These traces might lead to the explanation of the unanswered or debateable historical processes.

6.1 Former employees and Nokia

The practical perspective of the research showed that the employees had overall strong bond with the Nokia Corporation. Especially in the productive years of the company, the narratives indicate that the working environment was one of the keys to Nokia's rise. In addition to that, the successful implementation of corporate culture was not question only of the domestic operations, rather the implementation was successful globally. It is astonishing that the similar working environment and company values were applicable globally in multinational and multi-cultural environments without losing the national integrity.

At the same time, the positive working environment was shattered in very short time. The narratives from the time of the efforts of saving of the company, Elop-era, represent significantly more negative working experiences. The historical perception says that the significant changed of course was caused by overall stagnation of the company. However, the narrative attribution chapter of this research found that the motivation might have been lost directly by the changes in operation. Mainly because of the fact that the employees were used to positive and well-functioning working environment for distinctive time and they had hard time coping with the rapid changes and demands of the managers and the market shifts overall.

Another subtheme that stood out among the narratives was the praise for the development of professional skills and therefore creating the professional competencies. It is evident that Nokia Corporation, probably as part of their working environment strategy, had strong training and career program. This activities were ensuring that Nokia had compatible and trained people for the needed positions across the company. These career programs were mentioned and praised in multiple narratives. At the same time, some of the narratives in themes of layoff experience were eventually concerned that their professional competence is too different from what the working market demands.

The statistical perspective showed that the Nokia layoffs especially in Finland lead to high unemployment of technologically skilled work force (Sucher, 2019). The Bridge deal Nokia Corporation introduced for requalification of their employees and their preparation for employment after Nokia, was not mentioned within the narratives. However, the narratives showed that former Nokia employees were eventually able to translate their professional competence to following jobs. Some of the narratives mentioned the startups as the working environment where they were able to find themselves professionally again. These findings would support the highly-growing startups market that reappear in Finland after the Nokia's downfall. Especially the Finnish mobile game industry produced globally recognized games and applications (Mitzner, 2016).

Based on the fact that this study elaborated the case of failed venture, there were certain targets of critique and overall reasons for failure observable among

the narratives. The main target of the critiques was the competences of the managerial team after Nokia hit its peak. The overall strategic procedure to bring Nokia back were spotted as well. It was described here already how internal employees struggled with adjustment to managerial styles and demands. The description of narrative attribution in this study although showed that the narrators assigned external agencies as reasons for failure in minor way. In our case, the main reason for failure were the external agencies within the company. This means that the narrators were blaming the poor managerial decisions as the main reason for failure. There is no direct connection between the blame of external agencies within the company and minimum blame on mechanical impacts.

The main target of the critique was the slow reaction of the business and executive units on the changes on the market Nokia operated in. Mainly, the slow development of the introduction of the innovations on the market was assessed as the major problem. The narratives showed that there were certain divergence between the research and development units and the marketing units. Uncertainty of the target groups and lack of assessment of high potential units comply with the narrative data collected in this study (Lubinaite, 2015).

Another subthemes among the reasons for failure were the aging workforce, lack of qualified and creative employees especially in marketing unit. The narrative attribution analysis revealed that this may have been caused by the fact that Nokia got too comfortable in their success and overall greatness. Similar to Mantere et al. (2012) and their findings regarding the description of hubris and catharsis narrative attribution, the Nokia Corporation may have lost objective and realistic perception of the market environment because of their ultimate dominancy on global market. The collected narratives suggest that even the regular employees might have lost the perception of everyday realities, not only the executive group. The paradox is that the positive working environment, accumulative success and overall magnitude of Nokia brand may have ultimately support its actual downfall.

6.2 Tamara metaphor and narrative attributions

This study showed that the narratives are much likely based on the text and especially language. The difference between the ways of communication of different narrators was not studied and not taken into consideration in this research. On the other hand, the language was studied in the ways of what the language means and how it is used. The narratives in this research showed its potential for the incorporation into organizational studies.

The theories regarding the narrative studies were concerned as applicable within this study. The narrative attribution displayed that the narrators were impacted by internal agencies regarding the working experience as well as layoff experiences, whereas the narrators regarding the reasons for failure when im-

pacted by external agencies. Moreover, the most of the internal agencies influencing the narrator were more of positive notion, the external agencies influencing the narrator were of rather negative notion.

The above mentioned findings does not prove, neither disprove major narrative theories. On the other hand, the result showed that the attribution theories are applicable within the narratives (Kelley, 1967). Throughout the study, the similarities between this study and Mantere et al. (2012) were presented. Overall, the outcomes displayed that the narrative attribution is applicable on different narratives and different sources of text as well as narration. In addition to that, there were similarities between the classical tragedy storytelling agencies and the narrative attribution in this study as well. The catharsis described in result part revealed the attribution of self-justification and personal evaluation of experienced event. There are certain similarities with the catharsis description of narrative attribution in Mantere et al. (2012) and the personal perception narrative attribution described in this study. The supportive results for Mantere et al (2012) were found in company integrity narrative attribution, which were partly analogous with the hubris description of narrative attribution.

The collection of narrative for this study and the Nokia Corporation background displayed the credible connection between the narratives and the story behind it. The analysis and the research indicated that there are many smaller stories behind the main story of Nokia's downfall. So far, the major story line of Nokia's downfall surrounds the recount of the main actors behind the scenes, former high executives, as well as the presentation of the public media. The narratives here display the new outlook on the whole situation and offer the behind scenes look.

The grounded theories on narratives within the business research showed that the narratives indeed offer the new outlook on the past (Gabriel, 2000). The results presented in this research showed that the differences between the stories regarding the same topic are common among the narratives. Considering the theme of reasons of failure and the narratives presented in given section, we can see the different view on the issue with the aging in the company. The one's explanation is that the middle managers were rotating in the company and carrying the issues from the department to another. The next narrative displayed the issue in terms of lack of new ideas and operational models, which eventually lead into stall in terms of introduction of successful innovations.

The example of different views on similar issues within the organizational studies that narratives have chance to expose are in line with theory of the disruptive stories (Boje, 1995). The limitation of amount of narratives and lack of inside data does not allow this study to apply the similar approach as Boje (1995). However, similar to Gabriel (2000), the disruption between the narratives is partly visible. In particular, the narratives pointed out as the main reason for failure within the collected data was the incompetence of the middle-management. Whereas the public understanding and perception is that it was the top-management mainly responsible for the downfall. The further practical question is in

which way and how much was the top management responsible for the competences of the middle management.

Boje (1995) explanation of premodern, modern and postmodern discussion of stories is traceable within the narratives in this story as well. Boje (1995) describes the premodern discourse as the non-factual, traditional and preindustrial. These discourses are connected with passion and feelings. Similar discourse was detected in narrative attribution of company integrity where narrators were missing the objectivity and where they were describing the working for Nokia as something spiritual. The modern discourse was described as one preferring the system over the people's feelings. Again, the similar discourse was visible among the narratives regarding the working experience, in particular the narratives about the global cooperation of Nokia's departments. Although the narratives used in this study do not support the postmodern discourse. Similarly to the argumentation regarding the Disney studios by Boje (1995), Nokia Corporation does not show, within the collected data in this study, signs of being postmodern company despite the fact that the mobile unit once famous does not exist in the same matter as before.

7 CONCLUSIONS

This study demonstrated the vital impact on the retell of past events and its possible influence on the re-evaluation of the controversial past. The narratives used in this study proved to possess value based on its contents in terms of fact, abstracts and especially the attribution. The motivation for communication of narratives has significant importance for valid presentation of such data. Moreover, narrative attribution have revealed the links between agencies otherwise unnoticed in organizational research. All in all, narratives provide first-hand information of eye-witnesses of studied events (Hyvärinen, 2007). Therefore the narratives may lay ground for establishment of disruptive studies that may contradict with established organizational stories.

The consideration of applicability of the narrative research within the organizational studies was presented by the similarities between the Boje (1991) and Boje (1995). Despite limited extension, it is believed that the larger scaled research would prove that the theory of Tamara story within the Nokia Corporation is similar to application within the Disney's companies.

The narratives displayed its ability to build the secondary picture of past events within the agency. (Cardon et al., 2011) Based on the narratives collected in this study, we may establish the raw picture of what former employees of Nokia Corporation remember about their former employer. In addition, we may draw basic themes that occur among the narratives. The validity of the stories is build on the fact that the narratives does not ask whay and how but rather provide the personal view on the events (Gabriel, 2000). The credibility of the narratives is supported by the method of collection of data. In this study, the narrative data was collected from the publicly accessible online sources and the research never came into contact with the narrators.

The knowledge of Nokia Corporation is interesting from the perspective of failed enterprises. On the other hand, the knowledge about Nokia considers its rise and still possess high importance for national pride of Finland (Häikiö, 2005). From this perspective, this study provided another inside look into the thinking of Nokia's former employees. In addition to that, this study presented the themes and cognition behind the communication of the experiences and memoires.

Collected data for this research, both narratives and literature background, showed that narrative research and its eventual discursive analysis is highly complex operation. The discourse of narratives allows the researches to study the narratives from variety of perspectives and with different motivation (Fairclough, 1993). This study in particular was focusing on failed enterprise. For that reason, the studies such as Mantere et al. (2012), or Cardon et al. (2011) served as the suitable model for elaboration of the narratives used in this research. As example of variety of theory disciplines applicable on evaluation of narrative, in limited way, the application of the classical story telling agencies and characteristics was

displayed as well (Kauffman, 1968). Although, the perspective of this research was slightly different, this study showed that the methods are applicable within the similarly based approaches.

On the other hand, the cognition and emotion processes presented in literature review did not revealed the direct coherence and direct explanation of narrative attribution. The direct implementation was not entirely possible either. The dispositional and situational attribution theory did reveal the fact of what does impact the people experience establishment (Heider, 1958). However, in order to understand and interpret the attributions, it was determined that the context plays the crucial role. Similarly, Weiner (1986) and his cognition and emotion process served as the explanation for the motivation of the narratives. On the other hand, the nature of this study was unable to prove or disprove the applicability of the theory within the organizational studies.

Limitations and future research

The main limitation of this research is its extensiveness. This study considered narrators from different demographics as well as professional competencies and positions in the company. In order to create better understanding of the single employee group, the target group of the study would have to be more specified. The similar approach would consider the particular themes. It would definitely be interesting to exploration the narratives on single theme or single attribution. For example, this study described the working culture as effective during the rise and deteriorating during the downfall. The focus on single area of research might describe the given issues better.

Another limitation considers the scale of collected data. Again, the data set was large enough to draw general conclusions. On the other hand, it is clear that this study missed many interpretations of variety of issues because of the sample size of the data set. In terms of interpretation of the narrative attribution, the emotions behind the narratives might have been explored more in depth. Although this study was driven by the exploration of the business context rather than the psychological implication. It is important to understand that the attributions discovered in this study serve more as suggestions rather than direct answers on particular issues.

Overall, the collected data were sufficient enough to provide credible answers and credible general look on the themes and attributions among the narratives of former Nokia employees. This study applied the inductive approach and it was explorative in its nature. This means that the motivation of this study was to establish the theoretical contribution to the study of narratives among the organizational studies. Nevertheless, the general analyses and results should serve well as background for the further academic discourse regarding narratives, attribution, organizational studies and knowledge about Nokia Corporation overall.

REFERENCES

- Beyond Nokia. (2020, March 02). *Beyond Nokia Facebook Public Group* . Retrieved from <https://www.facebook.com/groups/132264426873204/>
- Boje, D. M. (1991). The Storytelling Organization: A Study of Story Performance in an Office- Supply Firm. *Administrative Science Quarterly*, Vol. 36, No. 1, 106-126.
- Boje, D. M. (1995). Stories of the Storytelling Organization: A Postmodern Analysis of Disney as "Tamara-Land". *The Academy of Management Journal*, Vol. 38, No. 4 , 997-1035.
- Cardon, M., Stevens, C., & Potter, D. (2011). Misfortunes or mistakes?: Cultural sensemaking of entrepreneurial failure. *Journal of Business Venturing*, 26, 79-92.
- Cooper, H. M., & Burger, J. M. (1980). How teachers explain students' academic performance: A categorization of free response academic attributions. *American Educational Research Journal*, 17, 95-109.
- Corbin, J., & Strauss, A. (1990). *Basics of Qualitative Research: Grounded Theory Procedures and Techniques*. Newbury Park: Sage Publication.
- Currie, G. (2010). *Narratives and Narrators : A Philosophy of Stories*. Oxford: Oxford University Press.
- Dalgleish, T., & Power, M. J. (1999). *Handbook of Cognition and Emotion*. Chichester: John Wiley & Sons .
- Eisenhardt, K. M. (1989). Theories from Case Study Research. *Academy of Management Review*, Vol. 14, No. 4, 532-550.
- Fairclough, N. (1993). Critical discourse analysis and the marketization of public discourse: the universities. *Discourse and Society* 4 (2), 133-168.
- Fiske, S. T., & Taylor, S. E. (1991). *Social cognition*. New York: McGraw-Hill.
- Frieze, I. H. (1976). Causal attributions and information seeking to explain success and failure. *Journal of Research in Personality*, 10, 293-305.
- Gabriel, Y. (2000). *Storytelling in Organizations, Facts, Fictions, and Fantasies*. Oxford: Oxford University Press.
- Gustafsson, J. (2017). *Single case studies vs. multiple case studies: A comparative study*. Halmstad, Sweden: Academy of Business, Engineering and Science.
- Häikiö, M. (2005). *Nokia – The Inside Story*. Helsinki: Edita.
- Heider, F. (1958). *The Psychology of Interpersonal Relations*. New York: Wiley.
- Hyvärinen, M. (2007). Analyzing Narratives and Story-Telling. *Social Research Methods*, 447-460.
- Ibarra, H., & Barbulescu, R. (2010). Identity as narrative: prevalence, effectiveness, and consequences of narrative identity work in macro work role transitions. *Academy of Management Review* 35, 135–154.
- Jones, E. E., & Harris, V. A. (1967). The attribution of attitudes. *Journal of experimental social psychology*, 3(1), 1-24.

- Kauffman, W. (1968). *Tragedy and Philosophy*. New Jersey: Princeton University Press.
- Kelley, H. H. (1967). Attribution theory in social psychology. *Nebraska Symposium on Motivation* (pp. Volume 15, pp. 192-238). Lincoln: University of Nebraska Press.
- Lubinaite, S. (2015, February). Strategic technology management of Nokia Corporation 2003-2013 : faulty choices and the collapse of the handset business. *University of Jyväskylä School of Business and Economics*.
- Mantere, S., Vaara, E., Aula, P., & Schildt, H. (2012). Narrative attributions of entrepreneurial failure. *Journal of Business Venturing* 28, 459-473.
- Marion, R. (2004). *Developing Research Questions: In The Whole Art of Deduction. Research Skills for New Scientists*. Houston: The University of Texas Medical Branch.
- Masalin, L. (2017). Nokia Leads Change Through Continuous Learning. *Academy of Management Learning & Education* Vol. 2, No. 1.
- McAdams, D. P. (1996). Personality, modernity and the storied self: A contemporary framework for studying persons. *Psychological Inquiry*, 7, 295-321.
- Microsoft . (2013, September 3). *Microsoft Press Release* . Retrieved from Microsoft to acquire Nokia's devices & services business, license Nokia's patents and mapping services: <https://news.microsoft.com/2013/09/03/microsoft-to-acquire-nokias-devices-services-business-license-nokias-patents-and-mapping-services/>
- Mitzner, D. (2016, February 10). *TechCrunch*. Retrieved from From Nokia's Snake Game To Supercell, Finland's Gaming Industry Is Serious Business: <https://techcrunch.com/2016/02/10/from-nokias-snake-game-to-supercell-finlands-gaming-industry-is-serious-business/>
- Moyer, J. (1993). *Step-by-Step Guide to Oral History*. Retrieved from Do History Web site: http://dohistory.org/on_your_own/toolkit/oralHistory.html#top
- Nokia Corporation . (2008). *Nokia Coporation Annual Report 2008*. Retrieved from <https://www.nokia.com/sites/default/files/2018-11/05-nokia-in-2008-pdf.pdf>
- Nokia Corporation. (2006). Retrieved from Nokia Corporation Annual Report 2006: <https://www.nokia.com/sites/default/files/2018-11/05-nokia-in-2006-pdf.pdf>
- Nokia Corporation. (2009). *Nokia Corporation Annual Report 2009*. Retrieved from https://jyx.jyu.fi/bitstream/handle/123456789/45433/URN_NBN_fi_jyu-201503031407.pdf?sequence=5&isAllowed=y
- Nokia Corporation. (2010). Retrieved from Nokia Corporation Annual Report 2010: <https://www.nokia.com/system/files/files/request-nokia-in-2010-pdf.pdf>
- Nokia Group. (2013). Retrieved from Nokia Group Annual Report 2013: https://www.nokia.com/system/files/files/nokia_in_2013_1.pdf

- Nokia People. (2020, March 02). *Nokia People Blog Site*. Retrieved from <http://nokiapeople.com/>
- O'Hear, S. (2016, November 20). *Tech Crunch*. Retrieved from Beyond Nokia: A love story: <https://techcrunch.com/2016/11/20/a-love-story/>
- Scott, M. (2015, August 9). *The New York Times*. Retrieved from After Nokia Layoffs, Tech Workers in Finland Regroup and Refocus: <https://www.nytimes.com/2015/08/10/technology/after-nokia-layoffs-tech-workers-in-finland-regroup-and-refocus.html>
- Steinbock, D. (2010). *Winning Across Global Markets: How Nokia Creates Strategic Advantage in a Fast-Changing World*. Hoboken, NJ: John Wiley & Sons.
- Sucher, S. (2019, May 3). *Linkedin Posts*. Retrieved from There's a better way to do layoffs: What Nokia learned, the hard way: <https://www.linkedin.com/pulse/theres-better-way-do-layoffs-what-nokia-learned-hard-sandra-sucher>
- van Dijk, T. A. (1993). Principles of critical discourse analysis. *Discourse and Society* 4 (2), 249-283.
- Weiner, B. (1986). *Attributional Theory of Motivation and Emotion*. New York: Springer.

APPENDIX 1: Example of narratives of former Nokia employees in full and original transcript used as data set in this study

Code	Narrative
101	<p>I see great parallels in this incident and Nokia mobile phones for the last 20 years. A beautiful ride, that gave the thrills, shrills, got rescued and roughly about 29000 were part of this ride. Some will have a great story to share, others will want to forget it altogether, while few others will soon want to be on a similar ride again.</p> <p>2007 - A year which is well known in the mobile phones history for Apple iPhone launch, also happens to be the year that I joined Nokia. It was a phase where every HR article and business school was quoting Nokia as a role model for hiring and retaining the best talent. From MIT Sloan to HBR everyone quoted Nokia's people practices. Maybe few outliers, but it definitely was an abundance of incredible talent ;-). Extremely skilled, highly engaged, hardworking employees who lived and believed in the promise of connecting people and delighting customers.</p> <p>Fast forward to 2016, and everyone will have a view on what could have happened? Android? Burning platform? Trojan horse? Or why this roller coaster? But this is a moment to sit back, celebrate the journey, friendships, people and get on to a different adventure again. Customers have moved on to new products and technology. They still have fond memories about Nokia - their first phone or best phone. But who doesn't?</p> <p>Nokia today is a 30Billion \$ company, and is focusing on network and technology business. Through HMD, they will take another shot at smartphones. It won't be the same ride, but adventurous for sure. Microsoft continues to bring out great technology products. Windows 10 is gaining momentum and the new focus will help them compete again. Now they can play to their software strengths and continue to grow.</p> <p>Employees who were part of this ride, and have seen the ups and downs between 2007-2016. These are definitely testing times for all the employees. Luckily, several of them have moved on to new paths - entrepreneurship, new jobs, education, sabbatical, teaching, travelling, among other options. In the coming months/years, each one will set off on many more adventures and will continue to carry this legacy forward.</p> <p>It'll be a win-win-win-win situation in the end, and not many chapters can end this way.</p>

These employees from Nokia/Microsoft school of management will be invaluable for companies in the future. Apart from the functional expertise and the leadership style, the below qualities can only be gained with experience:

Empathy: Celebrating each others successes, failures, and also farewells. Continuously moving forward during good, as well as difficult times

Delighting customers through uncertainty, both at micro and macro level

The real ability to manage a team/business, that is growing as well as falling

Finnish Sisu - Never say die attitude. Given a chance, each and every employee would want to fight this battle once again

To all my ex-Nokia/Microsoft colleagues - thank you for the ride and look forward to the 'Connecting Nokia people' summer party! If I can help you in anyway or if you would simply like to have a chat/coffee, then drop me a note and let's reconnect.

10

Very good points, [Tatu](#). Thank you for sharing your thoughts. There is one more mismatch I'd like to the list: Mismatch in understanding your own competences. I hope especially the ex-colleagues making their exit now carry on reading. I also left Nokia in 2012. Back then I remember thinking that I had very narrow and insanely deep competence in data-driven-process-and-system-development-for-customer-care-of-international-mobile-electronics-manufacturing-business, and that it would be practically impossible to find a new position with that skill set. A bit sad, right? But that is how one's thinking develops when you're deep inside a single corporation for years and years. Once in the outside world, it didn't take long before that bubble started cracking. I participated in dozens of trainings, courses, get-together-events, etc. Took on projects, single consultation assignments, voluntary work and also started my own business. Wow! That did wonders to my understanding of what competences I hold. Here is one example of a skill Nokia career taught me while I didn't even notice. During a boot-camp for wannabe entrepreneurs, we took turns in presenting our business idea in front of the group. Some of us really struggled with the task, but I practically enjoyed it. Instead of an 8-way-limited-english-speaking conference call, I could speak to live people in the same room with me and use my mother language. How much fun was that! This kind of a-ha moments were numerous and developed into CV entries and guidelines for further career planning. It takes a while, but once you've

	shaken off the competence stamp that grew on you during years in a single workplace, you'll have so much more options in front of you. Go places, do things, meet people - and learn what excellent competences you hold!
90	The feeling of responsibility and sincere desire to help were prevalent among the managers who had to lay off their team members. Middle management was in the toughest spot. Middle managers had to execute the layoff decisions made by the top management without having any chance to influence the big picture nor visibility into the future. Peer mentoring was arranged for mid-level leaders to relieve pressure and benchmark their experiences.
74	The same executives were simply rotated to relieve them from their earlier responsibilities or when a new initiative was kicked off. Usually a Nokia person was nominated from the organization. It was always the pieces from the same jigsaw puzzle. This is what our people complained about.
80	It did not really ever start to work, I think. Innovations were identified but we kind of tried to push them forward with a rope. There was no traction on the business side. Also, the motivation at NRC deteriorated when people began to wonder how useful they are in the new setup.
86	Nokia was the pride of Finns but there was no similar driver for people joining from abroad. Leaders who were hired from the big European countries did not care so much of the interests of Nokia and Finland, while many of the top Finnish executives wanted in their hearts for Nokia and Finland to succeed.
23	Somebody might say: TIS YOR FOLT! Nokia's smartphone descent started somewhere in 2008 when I jumped onboard. iPhone was published an year earlier and Tube a.k.a. Xpress Music 5580 was under fierce pressure for publishing and sales start and development was done in my site, Oulu. Sales of smartphones were still surprisingly huge for couple of years despite opinion share wasn't that nice. For some reason financially a super strong company did panic with financial crisis and jumped onto brake pedal. Savings, savings, portfolio strip-down etc. We suddenly give free lane for competitors with better HW, SW and ecosystems. As an engineer being responsible for displays it was frustrating to notice
29	I joined Nokia in Australia in 1994. This was when there were only around 13,000 employees globally at the time. I had been working with

an engineer from one of the local operators and he was testing Mobile Originated SMS using the only phone at the time that supported it, the 2110. He gave a couple of us within the office access to the system and he said just go for it and they will monitor the results.

During my first trip to Finland for a sales conference, I decided to see if SMS roaming would work so I sent my colleague who was visiting Auckland at the time a text message. Lo and behold, I got a reply and the conversation carried on for around 40 minutes especially after the 2110 product manager saw what I was doing and grabbed a couple more guys to witness what could have been the first global SMS conversation by 2110.

This is the sort of stuff that I loved at Nokia, the company was on the bleeding edge all the time and I had the privilege to be able to witness and enjoy the results. Another example was the running of a DVB-T mobility trial during the Sydney Olympics using prototype Multimedia Terminal DVB-T receivers, another first for Nokia.

Through my years at Nokia I tended to gravitate to these untested and disruptive plays, from DECT, Digital Broadcast, MobileTV and the various Software and Services such as Nokia Maps. In some instances they fell to the sword of “not any longer part of our strategy” and were dropped immediately. Others went from strength to strength.

As I said I joined Nokia in 1994 leaving in 2001 only to return in 2004 and finally leaving in 2010 and it is sad to see what happened after that date, such a wonderful company to work for.

17 I worked in Nokia Copenhagen from 2004-2009. Most of all the people at Nokia but also to be part of a creative environment, making nice devices for the public. I was proud of being an Nokian. I hope the company will arise again.

36 Connecting People has always been one of my favorite slogans. So when I got a job at Nokia, first as contractor and a year later as full time employee, those two words became part of my daily practice, part of my life. As an extreme extrovert, the first time I saw Nokia San Diego campus, aka The Club Med, I felt like a kid in a candy store: tons of phones (sorry, I should say devices!) to play with and to... communicate with the world, and for free! Tons of smart people to share experiences with, not just coffee time chat or projects. Plenty of activities, volunteer opportunities, friendships to be formed, leadership to be admired, trails to be hiked, processes to be learned. The connections forged during those years (2005 to 2014) are still strong.

The Connecting People was not just a clever slogan, it materialized in building the language and culture gaps across the globe. All these years I was a proud member of the localization team, that big entity that was

difficult to catalogue, to classify, to put in a box in an engineering oriented company. We were the *rara avis*, the funny folks, the 'ones who translate'. It took so much effort and energy and passion for all of us in localization to evangelize how important was to reach the globe. The world does not speak only English and Finnish, and Nokia understood it very well.

Localization at Nokia was big, strong and bold like the white and blue colors of our logo. We all feel so proud of our contribution to the world via technology and making our devices speak the user's language. A user was not a gray, nebulous entity, it was a person, we catered them. I loved how Nokia had people doing so much research about a multitude of demographics, creating all personas you can imagine and shaping products that catered their needs. People being able to say "I love you", "I will be late for dinner" or "see you never" in languages I never heard of before, like Marathi, Kannada, Gujarati...even in my own native language Catalan! I am glad I had the opportunity to live, enjoy, suffer and learn from all these platforms, from CDMA days, to S40, from Symbian to the Lumia days with Microsoft.

From the localization and internationalization perspective, I have to still see a company that invests so much in finding out so many different and new ways to use our phones (first world issues versus emerging market real problems). I remember reading the studies of our researches in African villages where our most humble devices were used as the 'public' phone for a whole community and where people used the phone to transfer cash to nomadic communities. All that fascinating side of Nokia made Nokia a very special company. It was not all about hardware, software, plastics, metal, glass, prototypes... but also about people and how to connect them in their own language in their own context. "Work smarter, not harder", Jari Niemela would say in every all-hands meeting. I would retain that phrase in my memory forever. Thanks for all these years of continuous learning!
