Nokia: A sustainability management solution for performance and competitiveness
Client profile

Nokia is a global leader in the technologies that connect people and things. Powered by the innovation of Nokia Bell Labs and Nokia Technologies, the company is at the forefront of creating and licensing the technologies that are increasingly at the heart of our connected lives.

With state-of-the-art software, hardware and services for any type of network, Nokia is uniquely positioned to help communication service providers, governments, and large enterprises deliver on the promise of 5G, the Cloud and the Internet of Things.

Opportunity

Following a turbulent period of ongoing restructuring, Nokia recognized that its approach to managing and reporting its social and environmental performance had become outdated. The company sought to develop a solution that would better align with customer expectations, regulatory trends (such as Dodd-Frank Act), industry standards and its own desire to continue to improve its sustainability performance and management.

Nokia engaged Accenture Strategy to help provide sustainability guidance at the strategic level while delivering corresponding, complex technology implementations.

Solution

Initially, Accenture Strategy collaborated with a broad range of stakeholders within Nokia to fully understand how its sustainability performance had been managed to date and what the requirements for an improved future solution would be. This helped sharpen the business case for a suitable solution and assisted Nokia with considering the most appropriate level of ambition in the context of its industry, competitors and external stakeholders. The goal was to help Nokia shape a solution that would be an optimal fit for its requirements in light of its IT strategy and target architecture.

With Accenture Strategy's guidance, Nokia chose a software-as-a-service solution and engaged Accenture Strategy's Sustainability Services to manage the implementation and configuration of this solution. This included integrating it with Nokia's IT systems, training all relevant stakeholders, and handing it over to the company's own IT maintenance team.

The solution selected was cr360, an integrated software solution that empowers companies to capture, manage, and report the sustainability information needed to ensure compliance and drive performance across all business areas. The Accenture Strategy team ensured alignment with all stakeholders around the key objectives that had been identified.

During the implementation, Accenture Strategy also supported the definition and optimization of Nokia's current sustainability metrics, in line with its corporate sustainability strategy, before configuring them in the solution itself.

"Accenture Strategy impressed with rigid and agile project execution in combination with deep sustainability expertise."
- Thomas Fels, Green IT Manager, Nokia

"The project established a centralized solution to view the environmental and social performance of Nokia and our suppliers, which was previously managed across different platforms and MS Excel spreadsheets."
- Liisa Heino, Sustainability Manager, Nokia
Results

Through its collaboration with Accenture Strategy, Nokia is now able to more effectively manage, monitor and report on a broad range of sustainability issues. These include carbon emissions, training hours and diversity metrics, as well as the external social impacts of its operations and services.

Accenture Strategy helped secure buy-in and uptake of the final solution by working closely with internal stakeholders across multiple functions and ensuring that their requirements were diligently considered and met as far as possible.

The Accenture Strategy team also supported Nokia in the development of a long-term roadmap to further evolve its sustainability performance management solution and reporting approach. By following this roadmap, Nokia will be able to continue to increase the value from its sustainability management, and to leverage its sustainability efforts as a means of competitive advantage, a source of revenue, and a cost-reduction driver.

"By implementing the cr360 sustainability data platform, Nokia introduced a value-driven sustainability performance management system."

- Alexander Holst Managing Director – Accenture Strategy, Sustainability Services for Germany, Austria and Switzerland
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Accenture Strategy operates at the intersection of business and technology. We bring together our capabilities in business, technology, operations and function strategy to help our clients envision and execute industry-specific strategies that support enterprise wide transformation. Our focus on issues related to digital disruption, competitiveness, global operating models, talent and leadership help drive both efficiencies and growth. For more information, follow @AccentureStrat or visit www.accenture.com/strategy

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