

Strategy statements

ILLUSTRATION 1.2

Both Nokia, the Finnish telecommunications giant, and University College Cork, based in the West of Ireland, publish a good deal about their strategies.



Nokia Vision and Strategy

Our vision is a world where everyone can be connected. Our promise is to help people feel close to what is important to them.

The businesses of Nokia

- Compelling consumer solutions with devices and services
- Strong infrastructure business with Siemens Networks

Our competitive advantage is based on scale, brand and services

- Scale-based assets and capabilities
- Leading brand
- Build further competitive advantage by differentiating our offering through services

Our business strategy

- Maximize Nokia's lifetime value to consumer
- Best mobile devices everywhere
- Take share and drive value across price brands and geographies
- Enhance and capture market growth in emerging markets
- Context-enriched services
- Take share of the internet services market by delivering winning solutions
- Take share of business mobility market

University College Cork (UCC), Strategic Plan 2009-2012

University College Cork (UCC) ... is sited in Ireland's second city ... UCC's motto 'Where Finbarr taught let Munster learn' binds us to the sixth-century monastery and place of learning established by St. Finbarr ... UCC was established in 1845 as one of three Queen's Colleges ... The campus today is home to over 18,000

Questions

- 1 Construct short strategy statements covering the goals, scope and advantage of Nokia and University College Cork. How much do the different contexts matter?
- 2 Construct a strategy statement for your own organisation (university or employer). What implications might this statement have for your particular course or department?

Sources: www.nokia.com; www.ucc.ie

- Targets by 2012 (selected from 'Teaching, Learning and the Student Experience')**
- Achieve a first year retention rate of 93% or greater
 - Increase the proportion of students at post-graduate level from 19% to 30%
 - Increase flexible/part-time provision to 15% of undergraduate entrants

Mission
In an environment which gives parity of esteem to teaching, learning and research and where students are our highest priority, the University's central roles are to create, preserve and communicate knowledge and to enhance intellectual, cultural, social and economic life locally, regionally and globally.

Vision
To be a world-class university that links the region to the globe.
teaching, learning and research.

students including 2,000 international students from 93 countries. ... A third of our staff are from overseas. Our strategic alliances with world-ranking universities in Asia, Europe and North America ensure that we learn from and contribute to the best standards of