



## Stanford eCorner

### Separation from Nokia's Core Business

Stephanie Keller-Bottom, *Nokia Innovent*

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Video URL: <http://ecorner.stanford.edu/videos/1492/Separation-from-Nokias-Core-Business>

According to Keller-Bottom, when you are in a big company and trying to do something that differs with the core business of the company, then you are going to face a lot of resistance early on. Innovent faced this when it differentiated itself from the core business of Nokia, she says.



#### Transcript

So we've learned that when you position yourself as an exploratory vehicle, in very early stage markets, and you build it on a basis of a hypothesis, we believe that this is what consumers are going to be looking for with respect to media consumption. You tend to take corporate biases and you bring them down. Every corporation has a bias, and it's generally around what their core business generates as revenue. So nobody wants to challenge either the customer or the distribution channel that brings them revenue. And that's across industries. So when you start experimenting, if you're experimenting in a new market and you're trying to do something that the company doesn't do today, you're necessarily threatening the core business. And that in a very strong environment will bring a lot of bias and it will bring a lot of resistance. We were given the autonomy to actually separate ourselves from the core business, base our investments on hypothesis before a forecast of return, and that allowed us to begin dealing with corporate biases in a very positive way.