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No Management Box Nokia : The History of Yesterday

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Abstract: The VUCA era is a sign of unexpected changes in the times, in the world of business and management new methods are needed that were previously unimaginable. Currently in the world of management and business it is not only "out of the box" but "No Box", methods that were not even tried or carried out before. The aim of this research is to obtain scientific information about NOKIA's defeat in the current era even though it was once a king of telecommunications, the results of this research were found to be 3 causes of NOKIA becoming history, namely (1). The loss of NOKIA's technology to new competitors, (2). The arrogance of top managers (3). An uncomfortable and even tense work culture. The conclusion of the research is strategy and innovation are two keys to success that cannot be ignored, NOKIA's class can disappear, especially small businesses around us, but with NO BOX methods there are certainly new opportunities for success. The research uses a qualitative approach.

Keywords: Nokia, Strategy, Innovation, No box, No management box.

INTRODUCTION

2013 was a moment that could be called "One Minute Awareness" for Nokia, its CEO Stephen Elop shed tears when the giant Nokia was finally acquired by Microsoft, in his famous words saying "We didn't make a mistake, but we lost". This is One Minute Awareness for NOKIA, a giant in the world of communications that dominates the world market en masse but ultimately collapsed beyond the expectations of its users. The author himself still remembers that NOKIA has not only become "Top of Mind" but has also become a "Brand" that is connected to a person's lifestyle.

Communicator, that is the name of the Highest NOKIA brand, even the price itself is over 10 million rupiah, people are hunting to get this newest NOKIA, even when it was launched at a hotel in Jakarta like Apple now, many people queued to get it. Foldable, thick, cool cellphone, like carrying a small laptop in your hand, the author himself really likes this NOKIA model. Even at the beginning of his career as a writer, some of the early manuscripts were written on a NOKIA Communicator cellphone. The important message of "Connecting People" apparently does not make it strong against the onslaught of competition from outside, especially since Apple entered, everything has changed.

Business experts concluded that there were 3 big factors why NOKIA was able to close, all of which came from NOKIA's own internal processes, namely the first was technology which was inferior to Apple, second was the arrogance of managers and the company's weak vision. These three things are related to leadership (In the box leadership), a leadership that is in the box of the mind, lulled by past success and ultimately losing in the future. We are all fans of NOKIA technology in the past but not in the future, looking at pictures of NOKIA and it's as if we are being invited to reminisce about the happy past.

Aalto University, located in Helsinki, Finland, is a higher education institution known for its innovation and achievements in the fields of education and research. Aalto University occupies an extraordinary position in the QS World University Rankings 2023. This university was ranked 116th globally, confirms its reputation as a high-quality educational institution. This success is proof of Aalto University's commitment to providing an academic environment that supports student development. A special team called Tim O. Vuori, assistant professor of strategic management, made the findings together with Qui Huy, from Singapore's INSEAD business school. In the journal written by them entitled "Distributed Attention and Shared Emotions in the Innovation Process: How Nokia Lost the Smartphone Battle" in their research, interviews were conducted with 76 top, bottom managers and experts outside and inside in depth to find more definite reasons. strongly about NOKIA's disappearance from the communications business.

In The7Awareness Model we have the motto "From Good to great", Quoting Jim Collin's writing that "Enemy Great is Good", that we must be careful not with outside ourselves but rather from within ourselves. This is also the main message of the Prophet Muhammad SAW who said after the important event of the Battle of Badr that "The greatest battle is against our own desires." NOKIA has learned a valuable lesson that pride and feeling "On and Only" makes management run only S-O-P, losing new strategies and most importantly new ways to make breakthroughs (innovation).

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Since Covid 19 many things have changed, even everything is new. It's just that, there are people who notice it immediately and the rest don't at all. For those who are aware, they will find that the Covid 19 pandemic is not just the arrival of a virus that is killing many people in all parts of the world, but a new way, a new strategy and a new perspective are starting. What was proud of in the past will become commonplace and even vanity in the future (History of Yesterday). Stop feeling too comfortable now because the feeling of comfort you have will only be a regret in the future.

The saying goes that "The future is a mystery", no one knows for sure, even people who can see the future are actually just predictions or forecasts, of course what is known is the past and present, however it still remains. not all of the past we can know and understand, a simple example is Indonesia's past in 1998, until now I and all of us don't know who was behind this exciting event, the new thing is the Covid 19 Pandemic which recently happened, until Even today, the cause and who is behind this major event is not yet known.

In The7Awareness' own view, Covid 19 marks a new century called the "Wisdom age", of course after the "IT Age", when IT was still little used, including in the field of education, the arrival of Covid made almost all schools carry out learning processes using an online system. Initially, of course, they were shocked and confused, from the perspective of the teacher and students, this was considered normal because old habits will reject new habits until they finally become strong habits. In the 21 Days to be Transhuman program, a path to being above average is described through new habits (Covey, 2012).

Starting with "disruption", enthusiastic and repeated breakthroughs, this is the initial phase in the first 21 days. In research during Covid 19 through the 21 days to be Transhuman program involving thousands of CLA (Coaching life Awareness) alumni, the three phases in this Coaching program, from days 1-7 are periods of enthusiasm and running with strong

targets (Goal Setting), the guidelines implemented have not faced the burden and pressure. However, the phase of the process after that is days 8-14. This is the phase that will determine whether someone is loyal and serious in carrying out the program or just enthusiastic at the beginning (Eswaran, 2008).

The second phase is a stage that will determine the "Looser" or "Winner" for someone in carrying out the program. The "Confusion" phase is when someone finds themselves trapped by laziness, giving up and losing enthusiasm in carrying out this 21 day program. This is the toughest challenge when someone struggles to break the "existing habit" with a 'New Habit' (Sharma, 2018). When this phase has been successfully passed, we meet the third phase, namely "integration", the combination of "disruption + confusion", here it can also be said as a fusion between the force of the breakthrough and the force of comfort with the past. Someone who continues to train their automatic brain with habits that repeat themselves endlessly for 21 days will make themselves a completely new person. In 2023, as many as 168 Alumni who have taken part in "CLA-Coaching Life Awareness" will share their stories in the book "And the sky smiled". It is proof that the Covid 19 pandemic which was pressing on him has been successfully overcome by strengthening himself with training and practicing the miracle of life for 21 days.



Figure 1. Process of changing habits in stages

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The bad habits that occur at NOKIA are of course longer than 21 days, late awareness

of poor human resources due to technological lag, a scary and bad work culture and arrogance about past successes so that NOKIA fails to become a company that is advanced and ready for all changes in the times. A habit starts from a mindset, while a mindset is formed by perceptions that are believed to be correct. NOKIA managers' belief that the company could not possibly be destroyed or collapsed was the beginning of all the frightening events about NOKIA began, in line with Collins' take on "From Good to Great" (Collins, 2010).

METHODS

This research uses a qualitative method. The qualitative method is a method that focuses on in-depth observation. Therefore, the use of qualitative methods in research can produce a more comprehensive study of a phenomenon. Qualitative research that pays attention to humanism or individual humans and human behavior is an answer to the awareness that all the consequences of human actions are influenced by the internal aspects of the individual. These internal aspects include beliefs, political views and social background of the individual concerned.

RESULT AND DISCUSSION

First reason: Loss of Nokia technology

Nokia was Top of Mind in telecommunications, but in the end it had to fall, many are still curious about the strong reasons behind it all. The important message from Apple CEO Steve Jobs "Tomorrow is Today" is that the future is today, meaning the future must be prepared quickly today. Anyone who doesn't prepare for their future will be left behind, this is what NOKIA is facing. Losing the future starts from losing preparing today's strategy. NOKIA was too lulled by its success at that time. Focusing on miraculous sales but ultimately having to swallow the bitter pill of forced failure, the tears of the CEO of NOKIA became the conclusion of the long journey of a business that was initially proud but ultimately abandoned.

In fact, since its acquisition by Microsoft, NOKIA has bounced back, but in fact NOKIA Android has not been a sweet attraction for its fans, suddenly lost its loyal fans and failed to become a favorite again. It turns out that the same success cannot be repeated, it is like a curve that continues to fall, as if it were freefalling towards the abyss of decline. Having employees who have worked for a long time and are missing out on innovation makes them think that what they have done is appropriate and sufficient.

Something else is actually happening, the battle between Nokia and Apple is like a TROY legend, one is fast asleep while the other is preparing a strategy to defeat the opponent. When NOKIA felt above the clouds, Apple made technology that was very strong, special and hard to break. Engineering young people who are free, creative and simple is something that is easy to find at Apple, while NOKIA is full of hierarchy and lots of pressure in communication, making the fight end fatally. When Apple offers its technology, while Nokia with its past strength and lifelong community of lovers is looked after by them, it must end with eternal regret.

Learning from NOKIA, of course we in the industrial and business world remain alert because TROY might happen to us, don't celebrate too much success and victory because the enemy is very likely to use this as a lucky break. If NOKIA alone has an international market, it could disappear from world business, especially the business we are currently running, the recent duration is like a weakness that cannot be hidden from others.

Second reason: Arrogance of top managers

An uncomfortable work culture can be seen in the years when NOKIA was unable to compete with Apple, it was difficult to build an operating system that could match Apple's iOS, managers were afraid to report the real situation, because of the threat of dismissal. Especially

regarding sales reports that failed to meet targets. On the other hand, Nokia executives were afraid to admit the true quality of the Symbian operating system that Nokia devices ran at that time. The fear of strong competition makes them end up hiding a big secret, namely defeat.

HR is the most important factor for a company, even at NOKIA's class, when the cultural values of Human Resources do not work well it will cause significant problems. Fear is the main cause of failure, when fear is left unchecked it will give rise to other fears, top managers who are afraid of failure and competition will put pressure on lower level managers and find out made-up reasons in order to create a work culture of putting each other down and blaming each other. In The7Awareness Leadership it is explained that above average human resources must have superior qualities, namely G-I-L-A, Enterprising, Innovative, Flexible and Enthusiastic. Positive enthusiasm at work is important for a company to progress and develop rapidly, employees have enthusiasm to work seriously.

- Enterprising is special employee productivity, this is even the essence of employee quality, enthusiasm and love are the initial capital for superior human resources. Work enthusiasm is part of those who have found gratitude and succeeded in finding meaning in the work they do, people who have found meaning in their work. In The7Awareness it is explained by the term "Massive Action", which has two meanings, first is working harder than other people and second is working more focused on other people.

NOKIA managers who felt they were above finally realized that their business was on the verge of collapse when competition with Apple was right before their eyes and could not be avoided at all. What NOKIA employees experienced was "One Minute Non Sense", an urgent situation where employees and managers should have high fighting spirit but instead they have weak fighting spirit and apathy. For NOKIA managers, they should find 'One Minute Awareness', how one minute makes life better, this was experienced by GE-General Electric when their managers actually helped sell lamps to their colleagues in order to sell supplies of GE lamps in their offices, not the employees themselves. being lazy but instead finding a way out for enthusiasm and success.

- Innovative, often an innovation comes in a situation that is uncomfortable or even unexpected. Let's just look at developed countries that excel in innovation are those that have uncomfortable and unfavorable situations, like the countries below
 - a. Japan, the country most hit by earthquakes and even tsunamis, is finally better prepared to face difficult situations by finding innovations for natural disasters that will occur.
 - b. India, the fourth country to successfully land a plane on the moon. India made new history on Wednesday, August 23 2023. Through the Chandrayaan-3 spacecraft, India successfully became the fourth country in the world to land a spacecraft on the Moon, after the United States, the Soviet Union and China. In fact, this achievement also succeeded in setting a world record for India as the first country to land on the South Pole of the Moon.
 - c. South Korea, Quoting from the Jakarta Newspaper, the United Nations Conference on Trade and Development (UNCTAD) approved the plan to change South Korea's status from a developing country to a



developed country. This ratification was carried out at the 68th UNCTAD meeting in Geneva, Switzerland, on July 2 2021. The change in South Korea's status to a developed country was approved by the 195 member countries present. Thus, South Korea's status is now included in the group of developed countries such as the United States, Japan and England, and 29 other countries.

In fact, the South Korean government has been planning to give up its developing country status at the WTO since 2019. In 2020, South Korea even ranks as the 19th largest economy in the world. South Korea's GDP has also passed that of Italy, one of the G7 member countries.

d. Singapore, coming from a limited and difficult country, has made Singapore find One Minute Awareness to progress and have qualities that beat its neighboring countries. Imagine that Malaysia and Indonesia have countless natural resources, on the other hand, Singapore doesn't have any at all, in fact its inability to use it as capital for success.

- Flexible, great human resources are those who have been taught in The7Awareness with the term 'Unconditional Happiness', always happy in any circumstances, a face that always shows confidence, optimism and fighting power. People who discover the secret of unconditional happiness will become real when they successfully repeat it for 21 days. When NOKIA employees showed annoyed faces and gave up facing the king of technology 'Apple'.

Often in seminars, training a simple question is asked "Why do so many people have difficulty finding happiness?" Many participants answered with various answers including lack of gratitude, lack of sincerity, lack of focus and so on. At the end it is often stated that the answer is "unconditionally happy", meaning that many people make conditions to be happy. SONY, MICROSOFT, SAMSUNG and many others teach their employees to learn about the importance of finding happiness in their work. They hire meditation experts and so on to enlighten their souls so that they are calmer and happier. For companies, of course having happy employees is much more important than employees who like to demonstrate and complain.

- Enthusiasm, the word enthusiasm comes from the word enthusiasm which according to Djaka P in the Complete Dictionary of the Indonesian Language Today (2006: 16) means interested or passionate about fulfilling desires, it is further explained that the word enthusiasm means having passion or a blazing spirit. Having top and bottom level managers who continue to be enthusiastic about their work is an investment that is not easy, because in reality many at each level find reasons that make the company stay put or resign.

For NOKIA, when the work atmosphere is full of arrogance from top level managers when their products have to be willing and left behind with Apple's iOS technology, it actually becomes a reinforcement for human resources who are inferior to themselves. The successful past made many of NOKIA's top level managers underestimate their initial competition and miss out on their latest innovations to technology. In The7Awareness it is explained that someone has enthusiasm in life because they have "One Minute Awareness", how one minute is valuable for a transformation towards success.

An enthusiastic soul will certainly have different sustenance from a soul that is full of anger, complaints and feels worthless, the quality of this part of the soul will only bring itself down in front of other people. Humans are measured by the quality of their soul. When their soul is of quality, their body will follow suit.

Third reason: The work culture is depressing and not conducive

Before its collapse, NOKIA had shown signs of destruction due to the non-conductive habits of NOKIA employees and blaming each other on other teams. Top managers compete to be considered good in front of superiors even though their performance is poor. NOKIA is dominated by a work system that does not respect its fellow employees. While competitors quickly made a special breakthrough like Apple, it was initially underestimated but when Apple easily owned its market premium, it made NOKIA lose its strong direction.

NOKIA's unusual work culture proves that competition is real, new strengths are something that cannot be ignored, new entrants like Apple are a real threat that cannot be avoided, if only NOKIA realized its weaknesses and collaborated with new entrants then NOKIA's death would not be would happen, but the arrogance of top managers made NOKIA's work culture uncomfortable and its best engineers began to abandon it.

Of course NOKIA learned quickly that ultimately employee loyalty is like one's own family, NOKIA is struggling to get up and will take over its failures to become the door to success in the future, of course many have doubts but by having love in their hearts NOKIA finally finds its own way, a way that previously not taken into account.

No Box Planning, Strategy, New Way NOKIA

NOKIA bounced back, many doubted it, but finally the world started to worry, whether the Giant was really back. How are the "No Box" steps taken, if true then NOKIA is a true fighter, who was previously considered dead and defeated but can be present and better prepared to face the challenges and pressures of today's global technology. At that time, it wasn't just NOKIA, there were 2 big manufacturers that were continuously competing, namely Siemens and Ericsson, in the end both of them left the competition and in the end NOKIA also left the battle area that it had been winning.

Since Nokia was taken over by Window Phone, there have not been many signs of revival, but when NOKIA was taken over by HMD GLOBAL, NOKIA finally released an Android cellphone. Even though there are still many who doubt their struggle, nothing is impossible, because real opportunities don't just come once, but come many times. The author believes that just like Hollywood and Bollywood films, there are times when Tom Cruise loses and finally wins at the end of the film, the same thing was experienced by Shah Rukh Khan when his film failed and was about to end but succeeded in making magical films in 2023 with Pathan, Jawan and Dunky.

Who is HMD Global, taken from https://id.wikipedia.org/wiki/HMD_Global explained as follows:

HMD Global Oy, named HMD and Nokia Mobile, is a Finnish company affiliated with Nokia. Since operating in December 2016, this company has developed and marketed cellular telephone and smartphone devices under the "Nokia" brand through a licensing agreement. The company was founded as a successor to

Microsoft Mobile's non-smart mobile phone business which Nokia sold in 2014. HMD has a "close cooperation" relationship with Google and uses the Android operating system for its smartphone products, while the non-smart ones mostly use the platform. Series 30+. The HMD brand is only used for corporate purposes and does not appear in advertising, while the Nokia Mobile name is used on social media.

HMD is headquartered opposite Nokia's headquarters in Espoo with most of its employees being former Nokia executives. The first CEO of this company was Arto Nummela who worked at Nokia for 17 years until he was replaced by Florian Seiche in July 2017. The production process was entrusted to one of Foxconn's manufacturing divisions. Nokia does not invest in HMD, but continues to be a partner that sets production standards and provides patents and technology in exchange for royalties. HMD's marketing strategy is to provide a "pure and safe" Android experience with high-quality materials, trusted brands and nostalgia.

The author provides an outline of the article above that Nokia Android is pure, safe with high quality materials, a trusted brand and nostalgic. NOKIA's defeat in the past with Apple made them learn about the importance of feeling safe and pure about using a cellphone like "Apple", high quality materials are certainly a trend mark from Nokia itself and the most important thing is nostalgia

The following are new strategies and methods used by the giant NOKIA to take over the market it previously controlled:

1. Released many Smartphone variants

Have you ever bought a Samsung cellphone in a certain month and then came back to the same shop and found that Samsung was offering the latest, better version, that is the strategy carried out by Samsung so that it wakes up the "Top of mind" in customers that when talking about Android the name will appear Samsung. NOKIA seems to be making the same movement as Samsung, the NOKIA Smartphone variants appear stunning, depicting the present and nostalgia for the past.

The minds of customers/buyers will be carried away by beautiful memories of the NOKIA brand in the past made into a modern version. NOKIA means it has advantages that are not the same as Samsung etc. Of course NOKIA customers will be carried away by happy memories of the past. Of course, this will never be the same as new competitors. Buying a Nokia Android cellphone is like a child returning to his hometown after having wandered for a long time, of course there is a touch that will never be forgotten, especially when NOKIA can produce a new version of the old NOKIA.

NAQOY LEARNING CENTER

NO BOX NOKIA



Figure 2, changes to the previous Nokia and the latest Nokia

What do you feel when you see the NOKIA image above, of course we are carried away by two interesting and unique images. Firstly, it is interesting when you look at the latest and contemporary appearance of Nokia, while it is unique when you look at Nokia from the past around 10-20 years ago. The Nokia 3310 is the Nokia that is often called a million people, because many people buy and own this model of cellphone. The advantage of this brand is that the battery lasts a long time, not even a matter of hours but a matter of days.

The author's analysis of NOKIA is that there is a high possibility of experiencing success in the future era, because the marketing that is carried out is no longer focused on product, but focuses on taste and humanity which is often called the type 5 marketing era. Reviving the past is the "No Box Nokia" strategy. , of course failure not only tells the full extent of adversity but also an opportunity in the future.

What about the business you are running, there are times when past failures and mistakes are not the end of everything, winning again, even though rising from adversity is not as easy as turning your hand, focus on mistakes and failures as a way out in the future. There are many new methods that are actually inspired by the past. Not everything related to the past is bad, if we can take the "core of business" it will certainly be an opportunity, remember how Tony Stark experienced defeat but was finally able to recover victory from failure.

2. Have a flagship smartphone

Flagship phones are one of the most popular choices among smartphone users. As an expensive and sophisticated type of smartphone, flagship HP offers a number of the latest features and the latest technology, including in terms of performance and image quality. NOKIA not only releases average cellphones but dares to release cellphones at a price of 14 million rupiah so that it will be ready to compete with Samsung and Apple. NOKIA 9 is a NOKIA Flagship that is ready to be relied on, with super advanced power and the highest raw materials in its class.



Figure 3. High-end-premium Nokia

The premium class of Nokia 9 is as follows:

- a. HP Snapdragon 845 with Qualcomm SDM845 Snapdragon 845 Chipset configuration (10 nm), Octa-core CPU (4x2.8 GHz Kryo 385 Gold & 4x1.7 GHz Kryo 385 Silver) and GPU Adreno 630
- b. HP 6 GB RAM with 128GB memory configuration 6GB RAM
- c. HP 12 MP camera with 5x 12 MP sensor configuration, f/1.8, 28mm (wide), 1/2.9", 1.25µm (2x RGB & 3x B/W cameras, working simultaneously) TOF 3D, (depth)
- d. P-OLED screen, HDR10, 5.99 inches, 92.6 cm² (~79.7% screen-to-body ratio), 1440 x 2880 pixels, 18:9 ratio (~538 ppi density)

NOKIA Ways provides a strategy by making superior product quality, this is part of the market strategy. Nokia doesn't just make cheap or popular cellphones, it reminds us that in the past NOKIA once had the best and most expensive cellphone, namely the "Communicator" with a price of over 10 million at that time, meaning that NOKIA certainly had a special market. The breakthrough made by NOKIA makes Samsung and Apple have to be more vigilant about the revival of the people behind HMD, of course there is a strong soul to rise from the people who revived NOKIA in their time, there are reasons that are not only business but psychological reasons involving new enthusiasm and vision to transcend the past.

3. Always update with the latest news

NOKIA is not yet the main choice in the competitive world of the communications business, like Valentino Rossi who has to start the race at the back but his winning spirit is still burning to dominate the corners. Nokia continues to be different by always updating with the latest, such as what it does is co-produce the Andoid One and Andoid Go smartphones, even co-producing dual cameras and layered bangs. Of course, this is not good news for the competitive world because it turns out that NOKIA is rising and preparing methods that are connected to the present.



Figure 4. Nokia X 6

Cell phones, like millennial children and generation Z, need an attractive and strong appearance from the outside, cell phones are no longer just a function of communication but have become a "personal brand" for young people. In contrast to the past, almost all cellphones were used solely for communication functions, so the role of cameras in cellphones is increasingly competitive, such as Samsung, Apple and now NOKIA want to be able to take

over an important role for the future. For NOKIA itself, it has found "One Minute Awareness" that the times of being ridiculed have passed and will be replaced by glory days again.

4. Return to the American market

Of course America is a big market, not just Nokia, all its competitors such as Samsung and Apple make the main market the USA. For NOKIA it is not only a big market but the USA has been a big fan for a long time. NOKIA is not half-hearted in recruiting many employees from America for its business strategy, parts such as e-commerce and technical managers are all from Uncle Sam's country. By taking many employees from the USA, NOKIA was able to take over its treasures which had long been collected and then taken over by Samsung. For NOKIA, taking over the main market is a way to beat competitors in the competitive era.

The author's analysis of NOKIA is that it has started recruiting quality employees and has a strong emotional impact on its fans. There is a feeling and vibration that NOKIA is offering to its big market, namely the USA, to return to it. For NOKIA, by controlling the American market, this will become the strength of half of its world market. Of course, Americans mostly like NOKIA's style compared to SAMSUNG, the author sees that there is a possibility that NOKIA will show itself as worthy.

For the science of awareness, NOKIA has discovered "One Minute Awareness", which is one minute that was initially painful, precisely when it announced bankruptcy and let the media drop it into an even deeper place. It was in these difficult times that NOKIA found leverage that was born from the consciousness of its old HR who had worked for more than 20 years to immediately rise up with new ways, a way that had never been used before, we call it "No Box Leadership".

CONCLUSIONS

NOKIA finally realized that it wasn't enough to just be "out of the box" but it was time to make breakthroughs that had never even been tried before, but as the old Chinese proverb says, 'it's better to try and fail than to never do it at all', using methods is finally abandoned and new ways that are sometimes rejected by one's own mind actually become a long road to a second journey of success, even though many suspect and predict that it will lead to the valley of innovation failure, but for the new version of NOKIA the only way to go home is success, there is no comma, there is only one point.

It is true what Imam Ghazali said that the farthest thing is the past, whoever we are will not be able to reach it, even a king or president. Every past will be a madrasa for NOKIA that success can belong to anyone, including failure and destruction will also belong to anyone. No Management Box, that's what we are seeing right now, a new way to success above average provided that you have the courage to make breakthroughs and very thorough planning. Courage without planning will only lead to futility, whereas having a thorough plan but never trying is just an illusion. There are too many people who think they are experts in the field of planning but if they never start doing it they will just become paper notes that will be thrown away for nothing.

NOKIA has learned a lot in two things, from thousands of applause and secondly from thousands of scorn for being left behind by painful market competition, but for the NOKIA team who have the best PERSONAL MASTERY, they say that sometimes every patient needs a bitter pill, of course after taking it they will increasingly healthy and enthusiastic. That's what NOKIA should have experienced, the bitter pill it received made it have to learn that change comes all the time, just like a driver on the Cikampek toll road who must have focus and readiness, just once being carried away by drowsiness and underestimating it will cause an unimaginable accident. I often say that the most difficult thing in life is not when there are burdens or problems but when you lose focus.

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