



NOKIA REVAMP

INFO6010
Group
Assignment

-
1. Girish Gaikwad
(500182873)
 2. Sanket Srivastava
(460430319)
 3. Shubham Prakash
Srivastava (500299300)
 4. Shwetali Tonape
(490174344)

Structure

The structure of the presentation is as shown

Our Company: iSolve Solutions - one-stop core consultancy services

-  Introduction
-  Analysis of Nokia
-  Business Case
-  Proposed Solution
-  Project Plan
-  Why choose us?

A photograph showing a person's hands typing on a silver laptop keyboard. The laptop is open and placed on a light-colored wooden desk. In the background, there is a red brick wall. A white coffee cup with a lid sits on the desk next to the laptop. To the left, a portion of a notebook is visible.

Introduction

- 1. Background
- 2. Timeline of fame
- 3. Timeline of downfall

Background

Four Stages of Nokia



Stage 1

- Transition - Telecommunications - 1990s
 - First GSM - 1991
 - Best-selling mobile phone brand - 1998
-

Stage 2

- First Camera phone - 2003
 - Entered in Strategic partnership with Microsoft
 - Sold its mobile & devices division to Microsoft
-

Stage 3

- Transformation in a network h/w & s/w
 - Acquired Franco-American telecommunications
 - Additional Acquisitions
-

Stage 4

- Re-entered in Market through a licensing agreement with HMD Global

TIMELINE OF FAME (1865- 2003)

1865
A wood pulp mill
in
southwest
Finland

1979
Radio telephone
company Mobira Oy
as a joint venture
with Finnish TV
maker Salora

1981
Launches Nordic
Mobile Telephone
service, the world's
1st international
cellular network

1987
Introduces the first
handheld mobile
phone

1999
Launches Nokia
7110, a phone
capable of basic
web-based
functions, including
email

2002
Launches its first
phone with a built-
in camera
with video capture

6

TIMELINE OF DOWNFALL (2004- 2013)

7

2004

Losing share to its rivals, with its 35% share, falling short of its target of 40% as it falls behind with its new product range

8

2007

Admits batteries in 46 million phones could be faulty, Apple launches the iPhone

9

2008

30% fall in third-quarter profits, smartphone sales fall 3.1%, sales of Apple iPhones grow by 327.5%

10

2010

Competitors' posing a serious challenge to Nokia's future, cuts another 1,800 jobs despite a rise in profits

11

2011

Announces a strategic partnership with Microsoft, Nokia cuts another 4,000 jobs

12

2013

Microsoft buys Nokia's handset business for €5.44 billion

A photograph showing a person's hands typing on a silver laptop keyboard. The laptop is resting on a light-colored wooden desk. In the background, there is a red brick wall. A white coffee cup with a lid sits on the desk to the right of the laptop. To the left of the laptop, a portion of a notebook is visible.

Analysis of Nokia

- 1. Stakeholder needs and requirements**
- 2. Current Market**
- 3. SWOT Analysis**
- 4. Problems identified**

Stakeholder needs and requirements



- 1** Assess current company condition and standing
- 2** Conduct proper analysis of company downfall
- 3** Strategize and convey required solutions
- 4** Deliver solution criteria by following triple constraints
Scope, Time, Cost

Current Market

- Ranks 2nd in feature phones
- 15th in smartphones amongst top manufacturers in Q4 2020
- Feature phones held around 16% market share while smartphones accounted for only 0.7% of market share globally
- Handset market share in Q4 2020 stood at a little over 3%
- Only 2.77 million Nokia smartphones were shipped in Q4 2020
- Similar to 2.8 million smartphones volume in Q4 2019



S

Strengths

- Brand Name, Reputation, Expertise and High Experience
- Durability and reliability of the phones
- Large and Strong Distribution channel
- Strong customer relationships.
- Higher resale value compared to other brands

W

Weaknesses

- Poor after sales service
- Late entry in the smartphone market, hence lost a huge market share.
- Poor product demand forecasting
- Sensitivity towards industrial change
- Didn't take competitors seriously or slow reaction to them

O

Opportunities

- Build new revenue streams by expanding into different product categories
- Expansion of range of products with innovative features on Windows OS
- Pricing strategy and value-added propositions to lure loyal customers
- Adapting Android OS

T

Threats

- Strong competition from Market leaders
- Difficult to maintain and expand market share
- Threats from new entrants
- Threat from Asian smartphone companies for low-end market and imitation of products
- Changing customer buying behaviour

Problems Identified



Internal Organization Conflicts

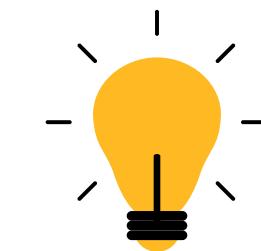
The arrogance among top-level managers



Lack of Leadership

Lack of vision

Top managers were afraid of the external environment and not meeting their quarterly targets



Technologically Backward

Nokia's technology was inferior to competitors

A photograph showing a person's hands typing on a silver laptop keyboard. The laptop is open and placed on a light-colored wooden desk. In the background, there is a red brick wall. To the left of the laptop, a white notebook and a white coffee cup with a lid are visible. The person is wearing a white long-sleeved shirt.

Business Case

- 1. Contribution to business strategy**
- 2. Current Process**
- 3. Reason to change**
- 4. Options considered**
- 5. Benefits**
- 6. Timescale**
- 7. Costs**
- 8. Risks**

Business Case



Contribution to business Strategy

- Strategic alliances division, innovation & invention
- Business strategies & Change management
- Deliverables will be provided by a committee

Project management-related deliverables

- Gantt chart, SWOT analysis, Work Breakdown Structure, Network Diagram, RACI Matrix, Cost Estimates, and Risk Register

Current Process

- Monetizing & growing intellectual property
- 4 main departments: Mobile Phones; Multimedia; Enterprise Solutions & Networks
- Business group & horizontal department are interdependent

Business Case



Reason to Change

- Failed to keep pace with changing customers' needs
- Did not want to adapt to the market dynamics
- Stubbornly stuck with Symbian
- Failed to update s/w offerings & focused on h/w

Options Considered

- Flexible organizational structure
- Training the Staff
- Changing the top-management if necessary

Benefits

- Increased sales
- Optimized supply-chain management
- Real-time tracking
- Customer satisfaction & timely feedback

Business Case



Timescale

- Started on 30th August 2021, and the project will end on 13th May 2022
 - Project will take approximately 9 months
-

Costs

- Total estimated cost = \$4,849,650.00
-

Risks

- Project Scope risk
- Insufficient time to deliver the project
- Insufficient budget
- Delivery from the Supplier

A photograph showing a person's hands typing on a silver laptop keyboard. The laptop is resting on a light-colored wooden desk. In the background, there is a red brick wall. A white coffee cup with a lid sits on the desk next to the laptop. To the left, a portion of a notebook is visible.

Proposed Solution

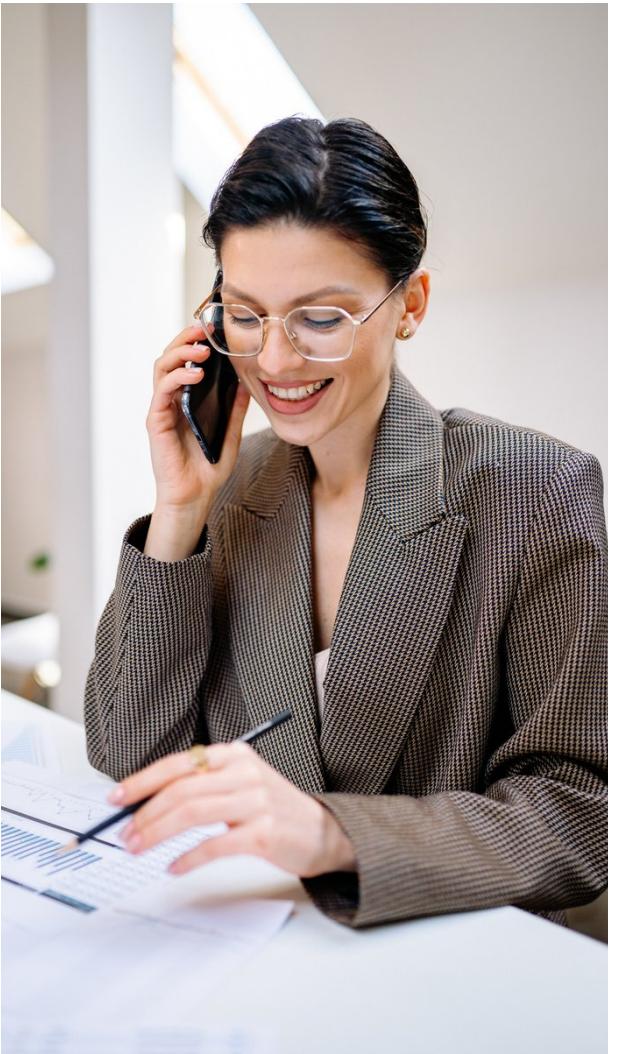
- 1. Project Objective
- 2. Project Deliverable
- 3. Committee
 - a. Strategic Management Plan
 - b. Change Management Plan

Objective



- 1 Create a customer-oriented committee**
- 2 Address Internal Organizational Conflicts**
- 3 Address Lack of Leadership**
- 4 Address Lack of Technological Awareness**

Deliverable



Creating a Committee that would:

- Propose a Strategic Management Plan
- Enlighten importance of Change Management

Committee



Anonymous customer-survey & feedback based decision-making

Customized corrective measure suggestions

Strategize and propose necessary change management principles

Offer best management practices for long-term sustainability

Develop enhanced interaction between project sponsors, stakeholders, and team members.

Strategic Management Plan

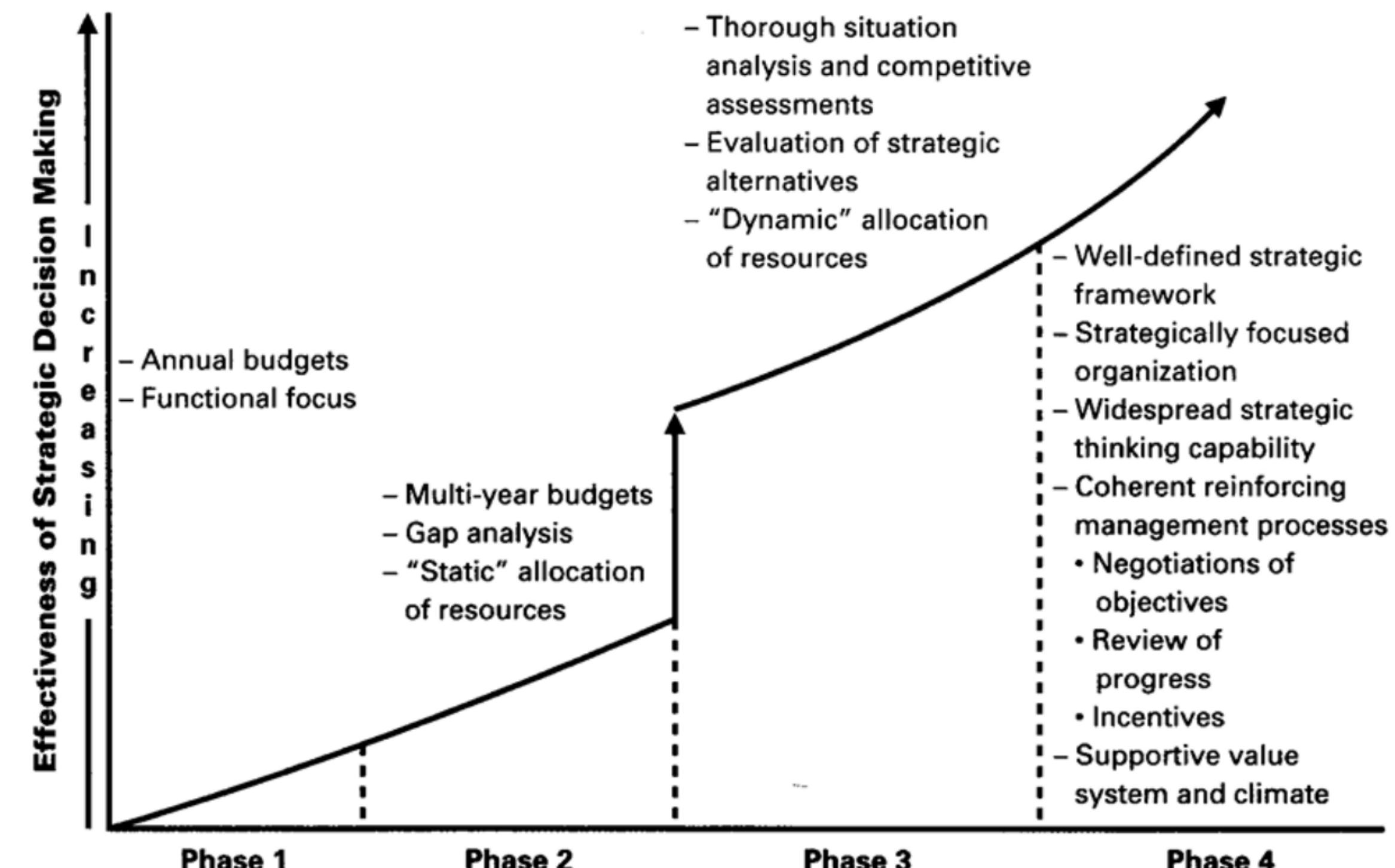
Phase 1: Financial Planning

Phase 2: Forecast Based Planning

Phase 3: Externally Oriented Planning

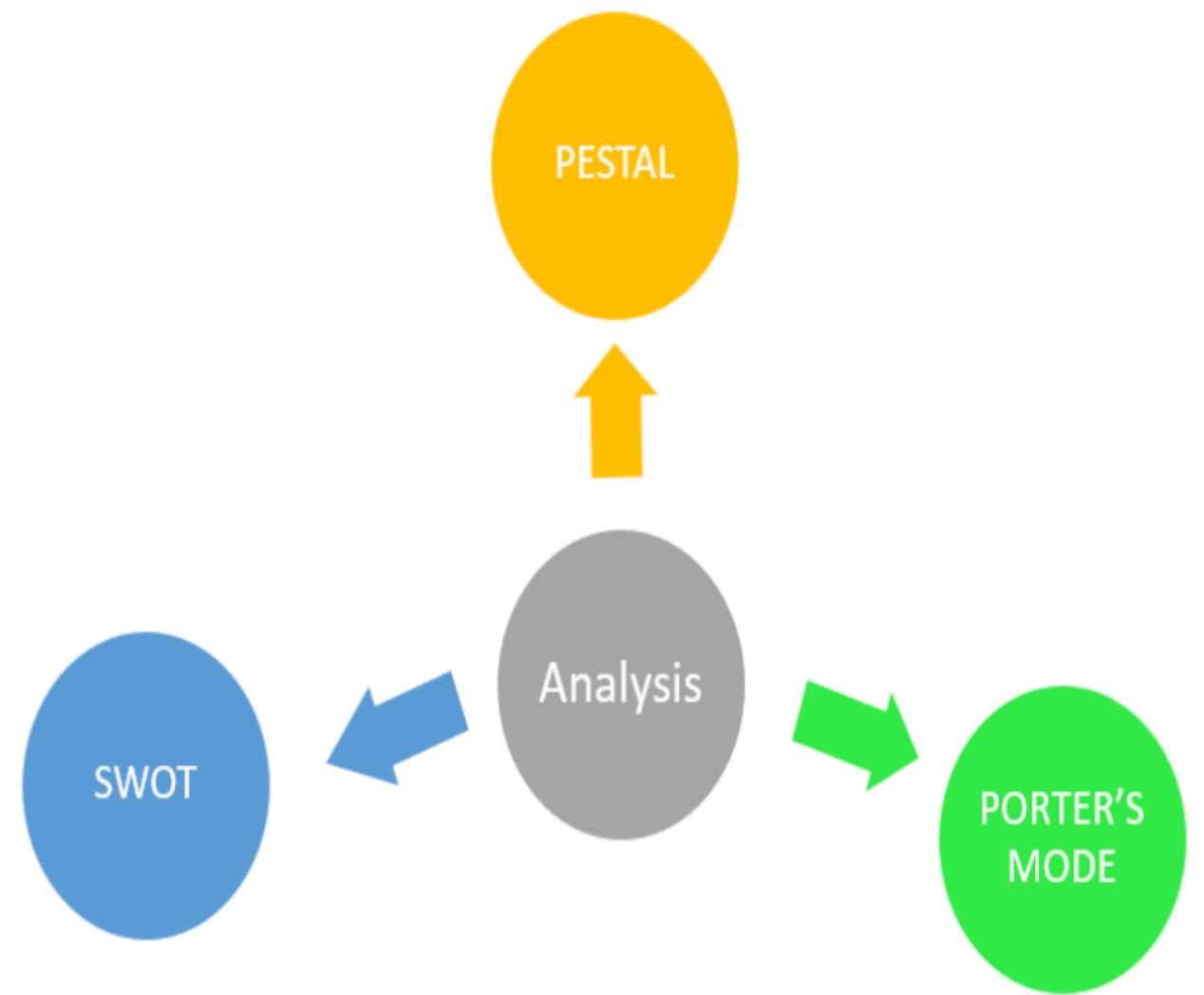
Phase 4: Strategic Management

Figure 1. PHASES IN THE DEVELOPMENT OF STRATEGIC PLANNING



Analysis Methods

- The major issues that Nokia faced were:
 - Internal Organisational Conflicts
 - Lack of Leadership
- In order to resolve these issues, the committee will conduct multiple analysis
 - **PESTLE:** To Assess the external environment of the organisation.
 - **SWOT:** To assess the strength, weakness, opportunities and threat to an organisation.
 - **Porter's Five Model:** This model will help nokia to assess their competitor's strengths and weakness.



Strategies

Corporate Strategy

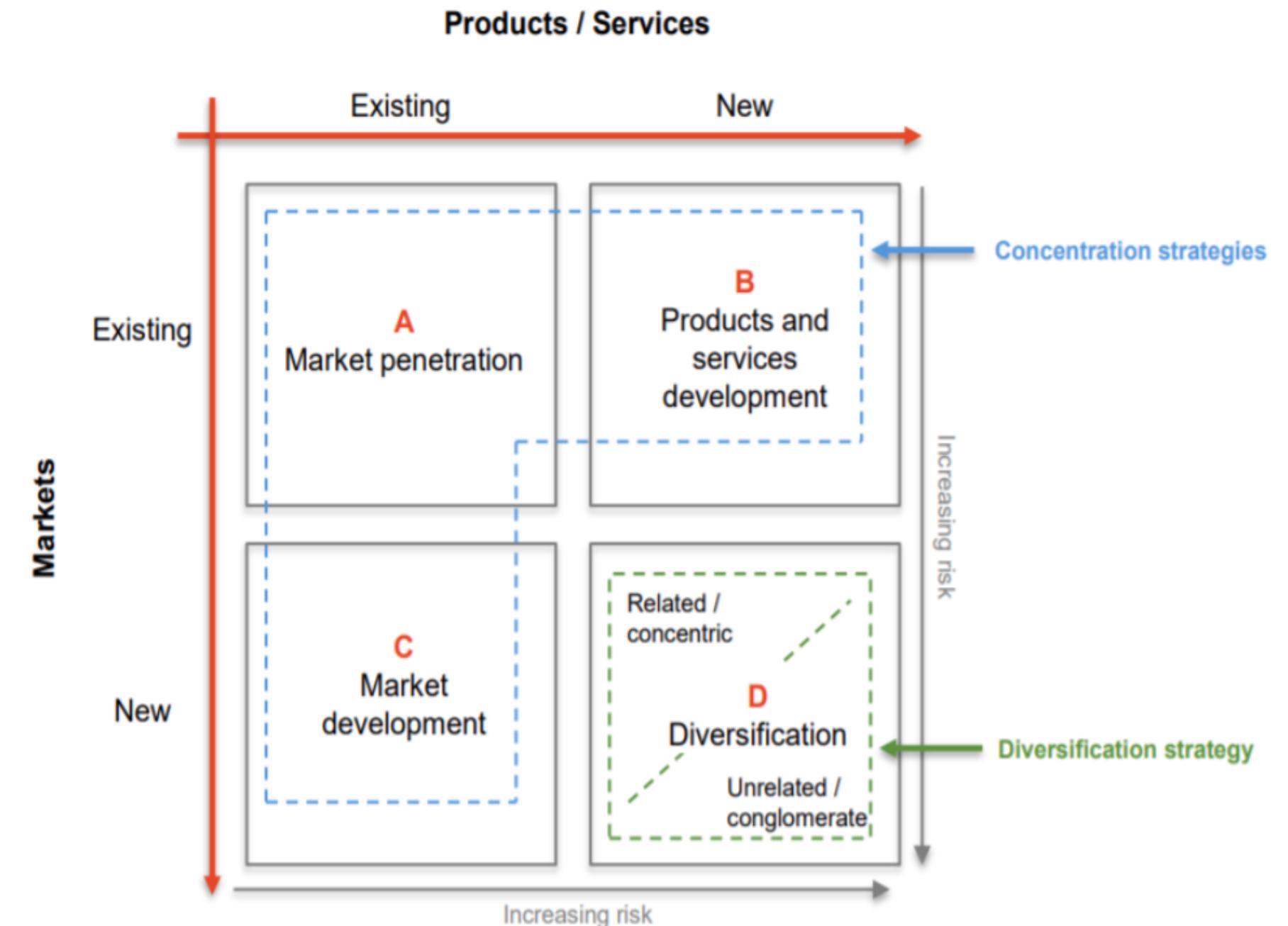
- will help them to grow
- growth could be horizontal or vertical technological innovation
- concentric strategy & diversification of existing business into different market segments

Cooperative Strategy

- mitigate risk by equal distribution among stakeholders.
- Eg: Microsoft and Apple revolutionized their business by shifting their business culture as well as change in leadership

Ansoff Matrix

- 1 Market penetration
- 2 Product and service development
- 3 Market development
- 4 Technology

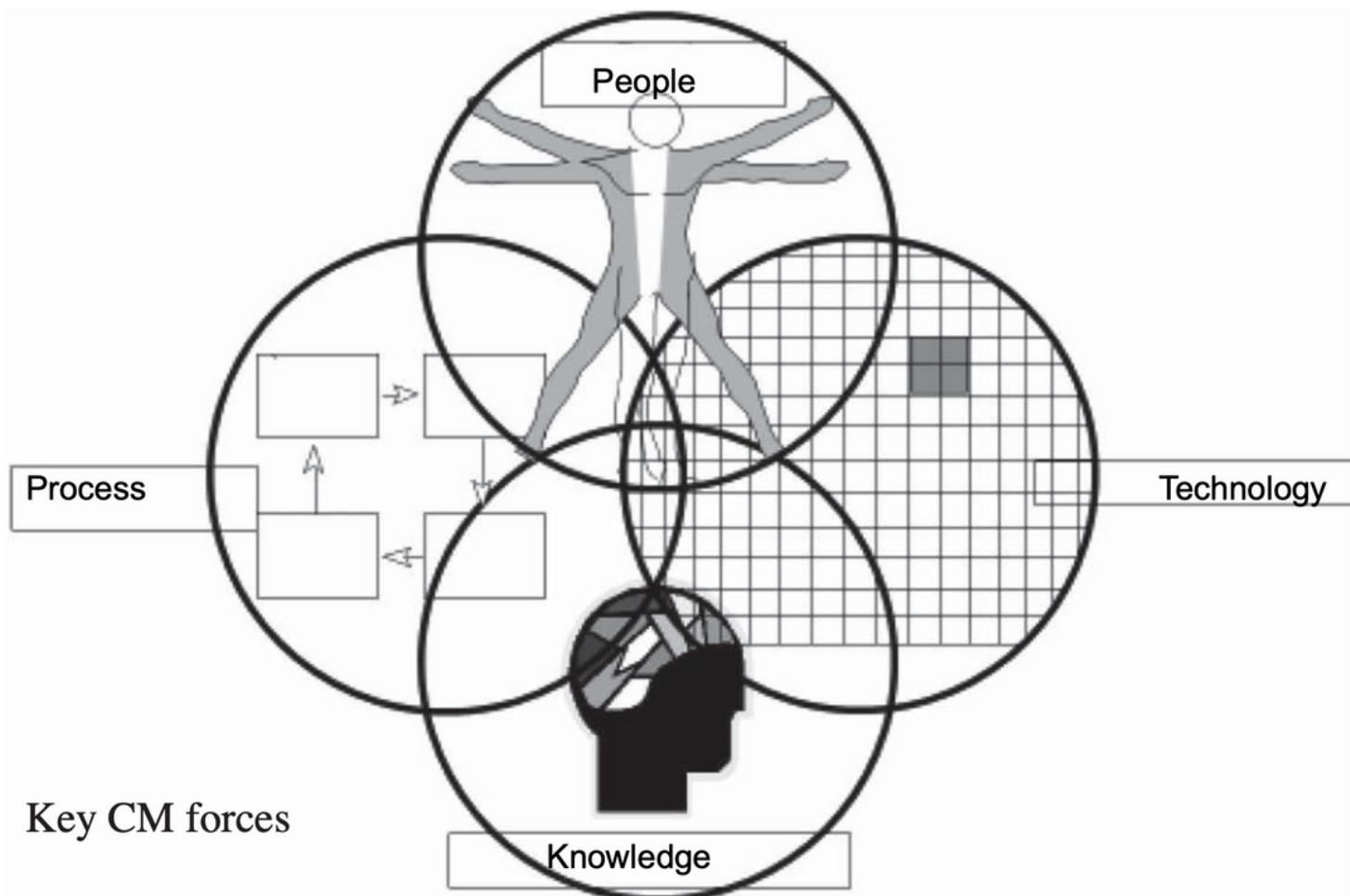


Benefits

- Better Communication Plan
- Optimized Portfolio Management and Financial Management Plan for IT
- Business Relationship Management: maintain a healthy relationship among stakeholders & their needs
- Better Service Level Agreement: What levels of quality, cost, and risk will you offer your consumer
- Emphasize more on Problem & Incident Management: tackle all the unplanned incidents efficiently
- Qualitative and Quantitative forecasting:
Using Delphi method & Best practices.
- In order to support/ implement change management, it will ensure that other inventories and management aspects are in sync such as assets and configuration management, CMDB, and SKMS.

Why Change Management?

The four key change management factors



- Lacking study in:
 - Market change
 - Innovations and Upgrades
 - Technical resources & awareness

- Internal Organizational Issue:
 - High level of bureaucracy

- Not scaling internal processes:
 - Supply Chain - Bullwhip Effect

What to Change? - I

I. Upgrade Software

- a. **Change OS:** Symbian → Android
- b. **Implement better UI/UX**
 - i. Ex:- Apple's iOS → highly attractive + support for newer features
- c. **Four Forces of change:**
 - **People**
 - Learn a set of new skills in order to adapt to the new changes.
 - Implement workshops to instill new norms in employee work culture
 - **Technology**
 - adopt new technologies to develop a new OS, software system, and features
 - **Knowledge**
 - Top management needs to keep abreast of market changes and fluctuation
 - Keep aware of what the competitors are doing in the market that is benefiting them
 - Strategize changes in mission, vision, goals, objectives, and internal processes
 - **Process**
 - Optimize internal processes to obtain strategized results

What to Change? - II

II. Appoint visionary leader

- a. Top management → Finance Expert
- b. Top management → Entrepreneur
 - Company success is more than attaining increasing market share

III. Institutionalize flexible organizational structure

- a. Temperamental internal issues → Vast Communication Gap → Slow Decision Making

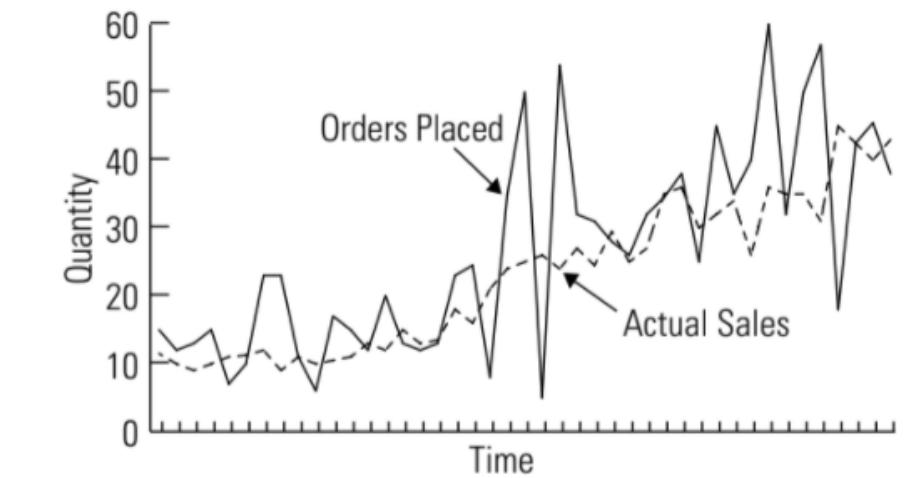
IV. Internal process scaling

- a. Current processes not able to meet growing customer demands
 - Outsourcing?
- b. Bullwhip effect - Supply Chain Issue
 - Use Blockchain to mitigate
 - Implement Smart Contracts to automate data entry in Blockchain

Bullwhip Effect

- **Definition:**
 - Stable consumers sales
 - Variability in retailers' orders to wholesales and wholesalers to suppliers
- **Four main causes:**
 - **Demand Forecast Updating**
 - Estimating future demands + safety stock
 - Long lead times → Retailers ordered more than consumer sales
 - **Order Batching**
 - One-time order → spike in demand at one time and little activity during the month.
 - Periodic ordering amplifies variability and contributes to the bullwhip effect.
 - **Price Fluctuation**
 - “Forward Buying” → Retailers buy more than needed during promotional offers
 - **Rationing and Shortage Gaming**
 - When demand exceeds supply → Rationing
 - Retailers exaggerate needs in their orders to multiple wholesalers (Gaming)
 - Cancellation occurs when one wholesaler delivers

Figure 2 Higher Variability in Orders from Dealer to Manufacturer than Actual Sales



Bullwhip Effect: Solutions

- **What is Blockchain?**
 - A digital distributed ledger of data shared among a network of independent entities.
 - Key Benefits
 - traceability
 - high-security
 - ability to work on real-time data
- **Bullwhip Effect solutions optimized with Blockchain**
 - Make demand data at a downstream site available to the upstream site.
 - Implement Blockchain
- **Stabilize prices**
 - Reduce “Forward Buying”
 - Reduce frequency and the level of wholesale price discounting

Change in 4 factors: to implement Blockchain

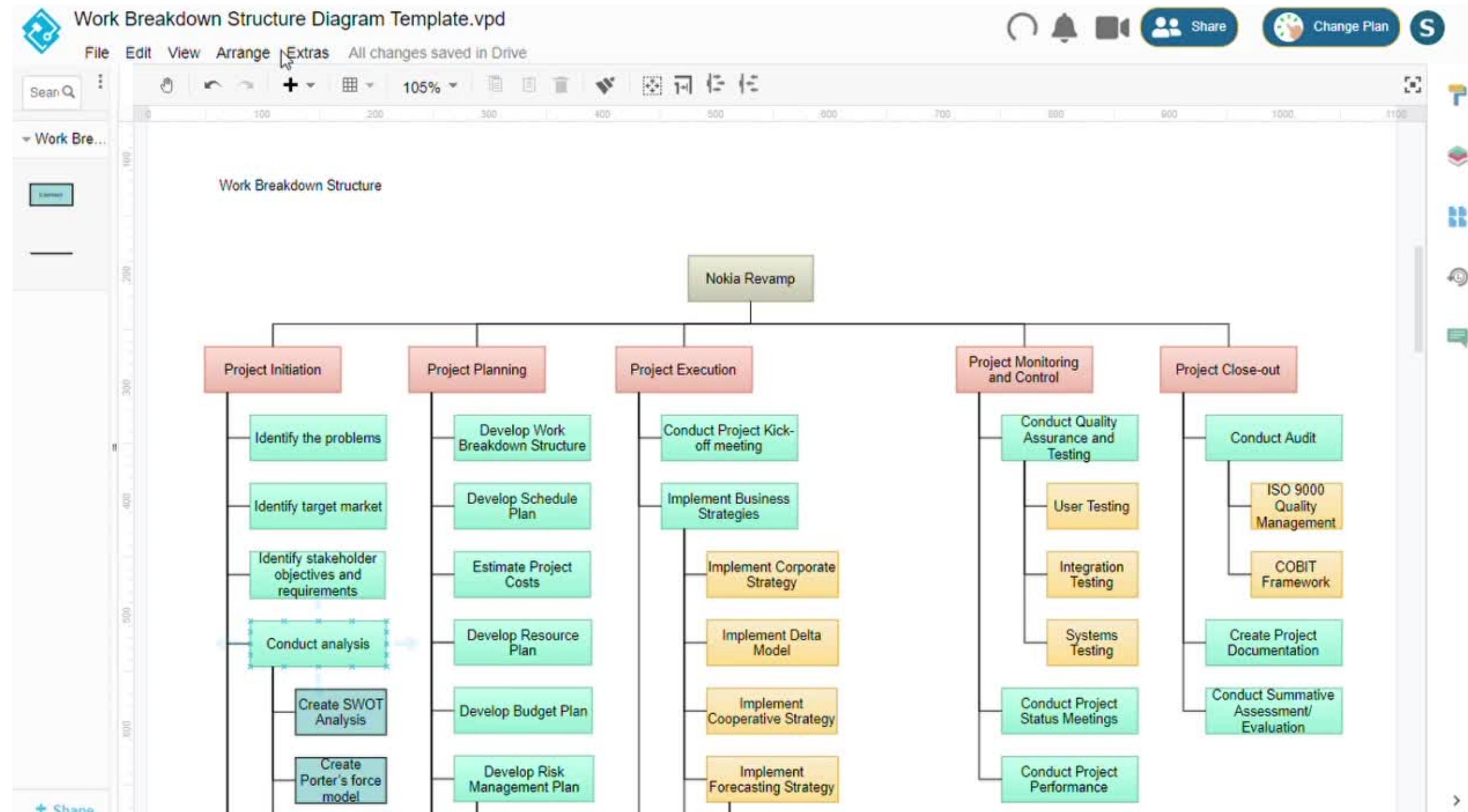
- **People:**
 - Acquaint with the new technology
 - Learn new skills to thoroughly understand Blockchain
 - Provide certification courses to employees
- **Technology:**
 - Some other technological aspects might change in order to integrate blockchain into the existing business process.
- **Knowledge:**
 - Top management needs to understand the resources required to integrate this technology.
 - Top management can educate themselves about other aspects in which Blockchain can be used.
- **Process:**
 - Some internal processes might need to change when the new technology is integrated.

A photograph showing a person's hands typing on a silver laptop keyboard. The laptop is resting on a light-colored wooden desk. In the background, there is a red brick wall. A white coffee cup with a lid sits on the desk next to the laptop. To the left, a portion of a notebook is visible.

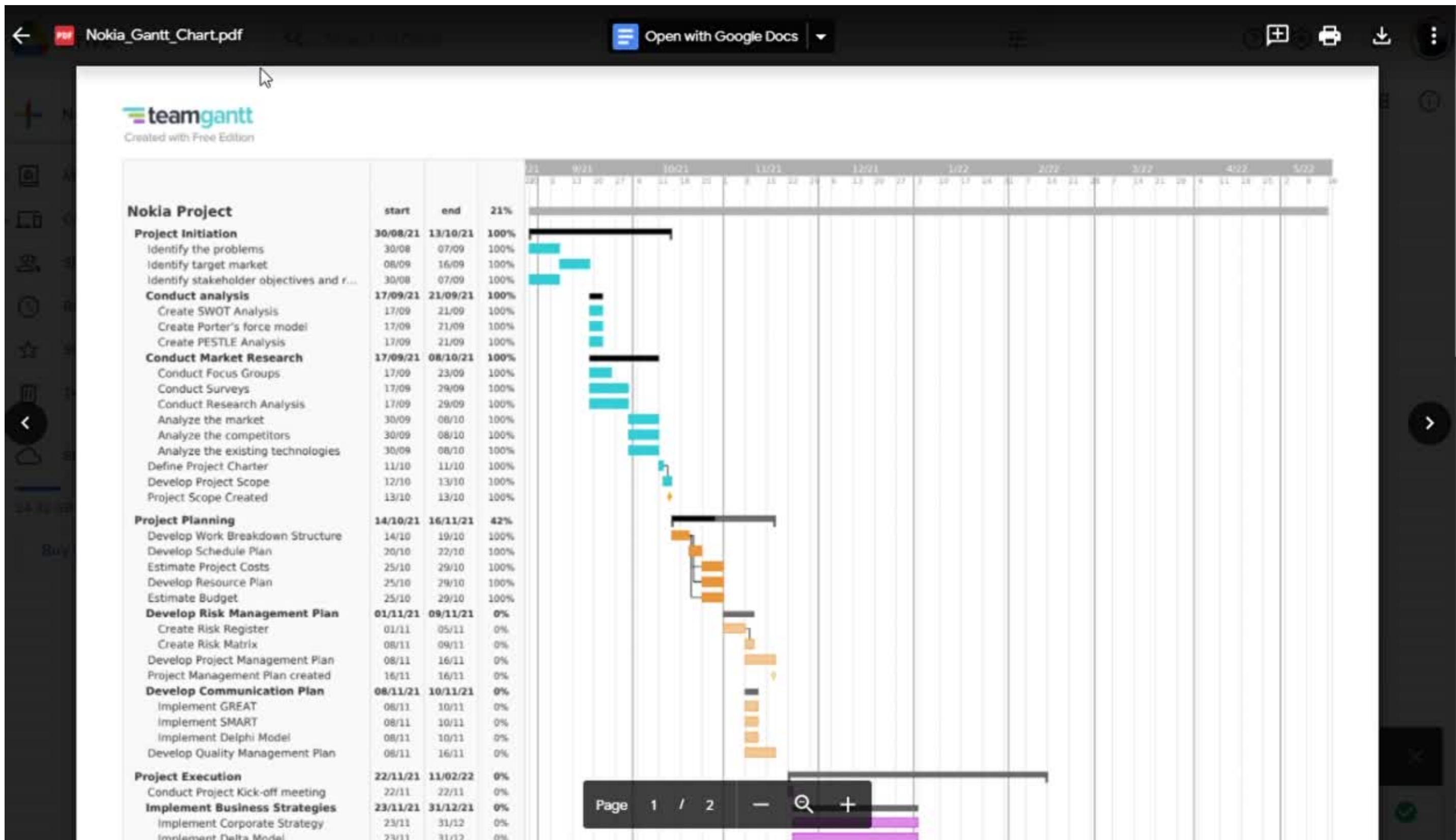
Project Plan

- 1. Work Breakdown Structure**
- 2. Gantt Chart**
- 3. Network Diagram**
- 4. RACI Matrix**
- 5. Cost Estimates**
- 6. Risk Analysis**

Work Breakdown Structure

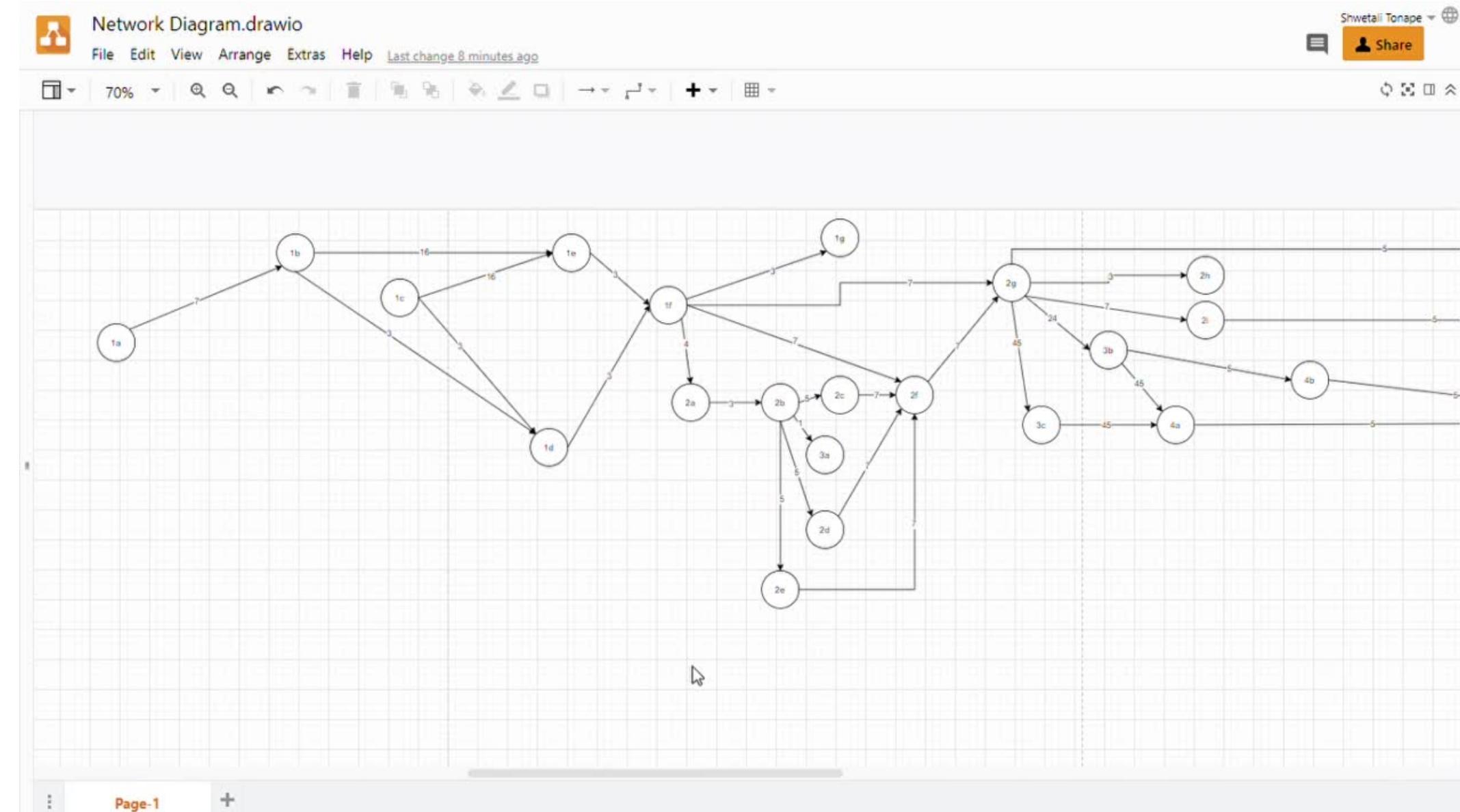


Gantt Chart



Network Diagram

WB# Activity	Activity Identifier	Duration (Days)	Predecessors
Project Initiation			
Identify the problems	1a	7	None
Identify target market	1b	7	1a
Identify stakeholder objectives and requirements	1c	7	None
Conduct Analysis	1d	3	1b, 1c
Conduct Market Research	1e	16	1b, 1c
Define Project Charter	1f	3	1d, 1e
Develop Project Scope	1g	3	1f
Project Planning			
Develop Work Breakdown Structure	2a	4	1f
Develop Schedule Plan	2b	3	2a
Estimate Project Costs and Budget	2c	5	2b
Develop Resource Plan	2d	5	2b
Develop Budget Plan	2e	5	2b
Develop Risk Management Plan	2f	7	1f, 2c, 2d, 2e
Develop Project Management Plan	2g	7	1f, 2f
Develop Communication Plan	2h	3	2g
Develop Quality Management Plan	2i	7	2g
Project Execution			
Conduct Project Kick-off meeting	3a	1	2b
Implement Business Strategies	3b	24	2g
Implement Change Management	3c	45	2g
Project Monitoring and Control			
Conduct Quality Assurance and Testing	4a	45	3b, 3c
Conduct Project Status Meetings	4b	5	3b
Evaluate Project Performance	4c	5	2i, 4a, 4b
Project Close-out			
Conduct Audit	5a	5	4c
Create Project Documentation	5b	5	2g
Conduct Summative Assessment / Evaluation	5c	5	5a, 5b



RACI Matrix

R - Responsible



A - Accountable



C - Consulted



I - Informed



Cost Estimate

COST ESTIMATE				
Project Phase	Number of Units	Estimated Months	Estimated Cost/ month	Total Cost (\$)
Human Resource				\$3,412,485.00
Project Manager	2	9	16000	\$276,480.00
Market Analyst	2	9	11520	\$138,240.00
Financial Analyst	2	9	12480	\$112,320.00
Quality Analyst	8	9	7200	\$14,400.00
Software Developer	20	9	5760	\$368,640.00
Software Tester	8	9	6480	\$1,166,400.00
HR	5	9	5280	\$380,160.00
Information System Manager	5	9	\$11,454	\$515,430.00
Information Security Manager	5	9	\$9,787	\$440,415.00
Development				\$150,000.00
Enterprise blockchain software development	-	-	-	\$150,000.00
Hardware and Servers				\$207,000.00
AWS Service	1	9	\$2,000	\$18,000.00
Laptop	-	9	\$5,000	\$45,000.00
Servers	4	9	\$4,000	\$144,000.00
Training, Support and Services				\$47,400.00
Documentation (Github, BIT.AI)	2	9	\$300	\$5,400.00
Training	-	9	\$1,500	\$13,500.00
Hardware Installations & Services	50	3	\$100	\$15,000.00
Support	-	9	1500	\$13,500.00
Software and Certifications				\$39,990.00
Software	4	9	\$250	\$9,000.00
Certifications	50	9	65	\$29,250.00
Quality standards tools	1	3	\$580	\$1,740.00
Supply chain				\$90,000.00
Supply chain	-	9	\$10,000	\$90,000.00
Other expenses				\$94,500.00
Travel	-	9	\$8,000.00	\$72,000.00
Amenities bills	-	9	\$2,500.00	\$22,500.00
Contingency Reserves (10% of total budget)				\$404,137.50
R&D (10% of total budget)				\$404,137.50
Project Budget				\$4,041,375.00
Total Budget				\$4,849,650.00

a) Direct Cost:

Cost Description	Number of Units	Estimated Months	Estimated Cost / month	Total Costs
AWS services	1	9	\$2000	\$18000
Software	4	9	\$250	\$9000
Supply chain		9	\$10000	\$90000
Documentation (Github, BIT.AI)	2	9	\$300	\$5400
Servers	4	9	\$4000	14,400
Hardware Installations & Services	50	3	\$100	\$15000
Support	1	9	\$1500	\$13500
Quality standards tools	1	3	\$580	\$1740

b) Indirect cost

Cost Description	Number of Units	Estimated Months	Estimated Cost/ Month	Total costs
Certifications	50	9	65	\$29,250.00
Project manager	2	9	16000	\$276,480.00
Market Analyst	2	9	11520	\$138,240.00
Financial analyst	2	9	12480	\$112,320
Quality Analyst	2	9	7200	\$14,400.00
Software developer	8	9	5760	\$368,640.00
Software tester	20	9	6480	1,166,400.00
HR	8	9	5280	\$380,160.00
Information Security Manager	5	9	\$11454	\$515,430.00
Information Systems Manager	5	9	\$9787	\$440,415.00
Travel	-	9	\$8000.00	\$72,000.00
Training	-	9	\$1500	\$13,500
Support	-	9	1500	\$13500
Amenities bills	-	9	2500	\$22,500.00
Laptop	-	9	\$5000	\$45,000.00

Risk Register

Search the menus (Alt+/) 90% Default (Ca... 11 B I S A Risk Register Risk Severity

A1	B	C	D	E	F	G	H	I	J	K	L	
1	Risk Register											
4	ID	Risk Category	Risk Name	Description/Implication	Significance	Probability	Impact	Severity	Risk Mitigation	Risk Owner		
5	1	Key Stakeholders		Risk of communication	Not able to understand the needs and requirements of the key stakeholders		This risk would directly impact the project deliverables, features, functionalities etc.	Moderate	High	High	To hold regular meetings and take feedback and progress review from the team members	
6	2	Internal	Delay in Task Delivery	The tasks are not completed on time by the team members	Project Timeline may get affected and also the delivery of the project.		Moderate	High	High	Team should communicate about any difficulties that they might be facing in advance.	Team Members	
7	3		Performance risk	The team member performance is not upto the mark, thereby hindering deliverable quality	Both project progress and quality is affected		Low	High	High	Team should spend enough time and work on the assigned tasks and communicate if faced with any difficulties.	Team Members	
8	4		Lack of communication regarding project progress	Team hasn't updated or communicated about their progress with the Project Manager	Project timeline and progress would become difficult to determine		Moderate	High	High	Project manager should conduct weekly scrum meetings	Team Members	
9	5	CTO		Unavailable for project progress update	CTO is not available on the assigned time and suggests a new date for meeting		Project feedback is delayed which could affect the project timeline, if new tasks are suggested by the CTO	Low	Moderate	Moderate	Changes to meetings should be notified a week prior.	Development/ Testing Team
10	6	Scope	Project Scope risk	Project scope isn't clearly written or isn't accurate	Important information such as Cost estimates, risk register, deliverables etc might not be accurate		Moderate	High	Critical	Consult the market analyst, financial analyst and stakeholders if any difficulties faced while creating the project scope	Project Manager	
11	7		Target users	User needs and requirements not clearly understood	This would directly affect the project deliverable and the user satisfaction for the product would be low		Moderate	High	High	Thorough research on the consumer needs through methods such as surveys, focus group, interviews etc.	Project Manager	
12	8		Risk of change in project scope	The client or consumer needs might change and new approach could be needed	A change in project scope would directly affect the project plan, deliverable, timeline and budget.		Moderate	High	High	Conduct thorough requirement and cost analysis to avoid change. If change still occurs, notify the client with the progress every 1-2 weeks to avoid last minute changes.	Project Manager	
13	9	Technical	Development	The project deliverable is not developed according to user needs/ it is complex/ the development phase faces problems	Development risk would affect the results of the deliverable, the consumers can be unsatisfied due to it not being customer-friendly.		Low	High	High	Make the project user-friendly and conduct thorough testing	Developer	
14	10		Testing	Inability to use the right testing method/ strategy.	Project has to go through many iterations, using a wrong testing method would not give the required output and would directly affect the deliverable		Low	Moderate	Moderate	Implement various testing methods and consult the QA manager, if any hurdles are encountered	Tester	
15	11	Communication	Misunderstanding or misinterpretation risk	The project team doesn't understand/ interpret the needs of the client/ stakeholders as required. Communication can be misinterpreted due to language, insufficient words used or poor choice of words.	Project progress and timeline affected		Low	Moderate	Moderate	Confirm whether everyone is on the same page, use as much face to face communication as possible (where possible), use gestures and proper grammar.	Project Manager	

A photograph showing a person's hands typing on a silver laptop keyboard. The laptop is open and placed on a light-colored wooden desk. In the background, there is a red brick wall. A white coffee cup with a lid sits on the desk next to the laptop. To the left, a portion of a notebook is visible.

Why choose us?

- Benefits:
 - Increased sales
 - Optimized supply-chain management
 - Real-time tracking
 - Customer satisfaction & timely feedback
- Value of the project:
 - Better organizational structure
 - Sustainable strategic management
 - Lifetime benefit to the company
- Strength of our Team:
 - Highly experienced & knowledgeable team
 - Relevant work experience in large scale projects
 - Exemplary cohesive & collaborative work culture

Thank You

Any questions?



References

- Medium. 2021. Why did Nokia fail and what can you learn from it?. [online] Available at: <<https://medium.com/multiplier-magazine/why-did-nokia-fail-81110d981787>> [Accessed 30 October 2021].
- Inc.com. 2021. Steve Jobs Summed up Apple's Entire Strategy Using Just 6 Bullet Points. Each One Teaches an Amazing Lesson. [online] Available at: <<https://www.inc.com/justin-bariso/apple-steve-jobs-how-to-write-a-meeting-agenda-email-apple-vs-epic-business-strategy-how-to-write-a-strategic-plan-apple-ecosystem.html>> [Accessed 30 October 2021].
- Free Essays. 2021. Nokia Organizational Structure - 1271 Words | Essay Example. [online] Available at: <<https://ivypanda.com/essays/nokia-organizational-structure/>> [Accessed 30 October 2021].
- Nokia. 2021. Nokia announces first phase of its new strategy, changes to operating model and Group Leadership Team | Nokia. [online] Available at: <<https://www.nokia.com/about-us/news/releases/2020/10/29/nokia-announces-first-phase-of-its-new-strategy-changes-to-operating-model-and-group-leadership-team/>> [Accessed 30 October 2021].
- Hyperledger Foundation. 2021. Walmart Case Study – Hyperledger Foundation. [online] Available at: <<https://www.hyperledger.org/learn/publications/walmart-case-study>> [Accessed 30 October 2021].
- Statista. 2021. Dell R&D spending 2000-2021 | Statista. [online] Available at: <<https://www.statista.com/statistics/264918/dell-expenditure-on-research-and-development-since-2000/>> [Accessed 30 October 2021].
- Markert, D., 2021. INFO6012 IT Strategy and Value. [ebook] Sydney: University of Sydney. Available at: <<https://canvas.sydney.edu.au/courses/31334>> [Accessed 30 October 2021].
- Chua, I., 2021. Understanding IT Innovations. [ebook] Sydney: Usyd. Available at: <https://canvas.sydney.edu.au/courses/26006/pages/week-01-page-introduction-aug-24-2020?module_item_id=932926> [Accessed 30 October 2021].

References

- Nokia. 2021. Our history | Nokia. [online] Available at: <<https://www.nokia.com/about-us/company/our-history/#:~:text=Nokia's%20transition%20to%20a%20primary,phone%20brand%20in%20the%20world>> [Accessed 30 October 2021].
- The Irish Times. 2021. Nokia timeline. [online] Available at: <<https://www.irishtimes.com/business/technology/nokia-timeline-1.1514981>> [Accessed 30 October 2021].
- Nokiapoweruser. 2021. Market share report: Nokia brand ranks 2nd in phones & 15th in smartphones in Q4 2020. [online] Available at: <<https://nokiapoweruser.com/report-nokia-brand-ranks-2nd-in-phones-15th-in-smartphones-in-q4-2020-market-share-details-inside/>> [Accessed 30 October 2021].
- Medium. 2021. Why did Nokia fail and what can you learn from it?. [online] Available at: <<https://medium.com/multiplier-magazine/why-did-nokia-fail-81110d981787>> [Accessed 30 October 2021].
- Velez, G., 2021. How AWS Pricing works. [online] ClickIT. Available at: <<https://www.clickittech.com/aws/aws-pricing/>> [Accessed 30 October 2021].
- Free Essays. 2021. Nokia Organizational Structure - 1271 Words | Essay Example. [online] Available at: <<https://ivypanda.com/essays/nokia-organizational-structure/>> [Accessed 30 October 2021].
- Bit.ai. 2021. Pricing | Bit.ai - Free Document Collaboration Platform. [online] Available at: <<https://bit.ai/pricing>> [Accessed 30 October 2021].
- Velez, G., 2021. How AWS Pricing works. [online] ClickIT. Available at: <<https://www.clickittech.com/aws/aws-pricing/>> [Accessed 30 October 2021].
- Rubberdesk. 2021. Sydney's Office Space Pricing Guide. [online] Available at: <<https://www.rubberdesk.com.au/research/sydney-office-space-price-guide>> [Accessed 30 October 2021].
- GitHub. 2021. Pricing · Plans for every developer. [online] Available at: <<https://github.com/pricing>> [Accessed 30 October 2021].
- 2021. [online] Available at: <<https://www.cisin.com/coffee-break/technology/what-is-the-standard-cost-of-building-a-blockchain-application.html>> [Accessed 30 October 2021].