

ESMERK

## Abstracts: about Internationalisation

### Europe:

#### Leading Hotels plans expansion

*Caterer & Hotelkeeper, 14 Aug 2003,-*

Leading Hotels of the World is focusing its expansion on France, Italy, Switzerland and Germany and has EUR 1bn (US\$ 1.13bn) at its disposal over the coming three years. The US-based hotel consortium is aiming to purchase 16 hotels via a firm called Leading Trust set up in association with Trinity Hotel Investors, the property investment firm based in New York. The bulk of the hotels of interest belong to its consortium, where owners are still keen to sustain the standards set by Leading Hotels.

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### US/Canada:

#### NAFTA upholds US position on lumber imports

*Wall Street Journal, 14 Aug 2003,-*

A five member panel from the North America Free Trade Agreement (NAFTA) looking into the US-Canada lumber dispute has ruled that Canada does subsidise its industry and that US tariffs are therefore legal. At the same time, the NAFTA panel said US tariffs were too high and that the Commerce Department will need to use a new method to calculate them within 60 days from 13 August 2003. The US currently levies an 18.8% tariff on Canadian lumber.

NAFTA may also press the Canadian government to establish a more market-based lumber industry.

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### Estonia:

#### Two new Citymarkets to be opened in Tallinn

*Postimees, 12 Aug 2003,-*

Estonia's Kesko Food of the Finnish Kesko group, will open two new Citymarkets, by the end of 2003, bringing the total number of Citymarkets to four in Tallinn. The Citymarket at Sõpruse avenue, with the general area of 6,000 m<sup>2</sup>, including 5,500 m<sup>2</sup> in sales area, will cost EKr 100mn (US\$ 7.34mn).

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# In this issue:

## Digital Future

Nokia Home Communications believes in market potential.

Peppiina Peltonen  
Leena Korttila



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[page 2](#)

## Business Intelligence - Concerns Everyone

Business intelligence should not be a task exclusively for just a few persons in a company. It's important to create a goal-oriented structure that involves all employees.



[page 3](#)

# Esmerk Update

Esmerk People  
Full Text Links for Selected Abstracts

[page 4](#)

# Nokia Home Communications Brings Digitality to Your Home Digital Future



Photo by: Sanna Liimatainen

**M**arketing Manager Leena Korttila believes that, in the long run, the basic functions of digital receivers will be integrated in TV sets, but a separate device will be required for interactive functions. At the moment, the biggest advantage of digital receivers is their price and upgradeability - a digital receiver is a significantly smaller investment for those who want to enjoy fully all the services digital TV broadcasting can offer than a new TV set.

The advance of digitalisation has been fastest in Great Britain, where over 40 percent of households watch digital TV broadcasts. In Europe, the total penetration of digitalisation is only about 20 percent.

- One day all TV broadcasting will be digital, so there is still plenty of market potential, Korttila says.

In future, different devices will interact with each other and digital content can be transferred from one device to another.

- Actually this is already possible - for example digital images can be transferred from a camera phone to TV via digital receiver, Korttila points out. Future applications will provide infinite possibilities to create and consume digital

**Market Analyst Peppiina Peltonen and Marketing Manager Leena Korttila of Nokia Home Communications.**

content created by the consumers and service providers.

**New Market Areas**

Expanding into new market areas always requires plenty of work. Each country has its own legislation, own language and technology in use. Digital receivers have to be specified separately for each country. In future, the aim is to create uniform standards at least in Europe. This would unify the market, and consumers do not have to worry about the compatibility of the technology anymore.

Due to the diversity of the markets, also the targets of marketing vary. In some countries, the emphasis is on operators, in others also on consumers. In the initial stage, it may also be important to lobby the authorities. Nokia Home Communications has approached consumers mainly with joint campaigns together with operators, because the marketing of digital receivers is very product-centred and linked to different operator-related channel bouquets.

**Acquiring Information - it is not the Amount But the Quality that is Important**

Acquiring a wide range of information is very important for a company operating on

**Nokia Home Communications has its roots in Nokia's past as a television set manufacturer. The company has operated on the digital TV markets since the 1990s, that is, all through the existence of digital television. Digital TV receivers form the core of its present operations.**

new markets. According to Market Analyst Peppiina Peltonen, there are several ways to do this:

- In addition to using information received from unofficial, personal contacts such as sales offices in the country in question, we use Esmerk's current awareness service and occasionally also the services of outside market research firms.

The flow of information is immense, and filtering the information poses a bigger problem than acquiring it. According to Korttila, the biggest benefit of Esmerk's service is that it provides her with a complete picture of the market situation easily. Peltonen finds it particularly useful that she can get information on small countries, such as Estonia, through the news service. There is always time to go through the compact news report and the information is stored so you can refer to it later.

HANNA KOMULAINEN  
TRANSLATED BY  
ANNA-MAIJA LEHMUS



# Business Intelligence - Concerns Everyone

Is business intelligence a special function for only a few people in an organisation or is it in fact something that affects all employees? Sven Hamrefors, researcher and noted lecturer at the Stockholm School of Economics, tries to answer these, and other, questions in his book "Den uppmärksamma organisation - från Business Intelligence till Intelligent Business (The aware organisation - from Business Intelligence to Intelligent Business).



**M**ost companies view current awareness as a means to identify the possibilities and threats which can have a direct and indirect affect on their own business. Sounds simple and straightforward, but can in fact be difficult to realize. In his book, Hamrefors demonstrates what a company must take notice of in order to improve its ability to observe different influential factors and act accordingly.

One of the most important factors is that every employee can contribute to current awareness. All should be given the task to pay attention to events in the surrounding world. Each employee should, however, focus on their own field. A more comprehensive and integrated monitoring would be achieved this way, as it is presumably easier to snap up news in the field with which one is familiar.

## Generating New Ideas

Additionally it is of great importance that the changes and innovations that are

noted are transmitted further through the organisation. The company must therefore create the conditions to ensure an effective and goal-orientated structure for current awareness. This is achieved by, among other things, developing an open company culture where employees are motivated and are encouraged to air their views in order to facilitate the communication of information internally. One must have the capacity to draw conclusions from that which has been noted and to create a contextual consistency.

It is important that current awareness is not simply a large collection of facts. The information that the company collects should to a significant extent be used as a hot-bed for new ideas. This is how a flexible enterprise is developed, with the possibility to act and react to keep pace with changes in the world around it.

## Special BI Departments

So are those companies that invest in separate entities for business intelligence, barking up the wrong tree? Simply put, no. The special departments that have the

official responsibility for companies' current awareness have a very important task and are an important complement to all the other "aware" employees. With their focus and broad perspective they are crucial in creating a system for information management within the company. They therefore have a greater possibility to identify the factors which may lie outside usual business areas and are therefore more difficult to discover. Not to be taken lightly, these factors could involve a threat or a possibility which could have serious consequences for the company in question.

MARIA ANDERSSON  
TRANSLATED BY PETER SIMPSON

Article is based on Sven Hamrefors book: "Den uppmärksamma organisationen: Från Business Intelligence till Intelligent Business", Studentlitteratur AB, Sweden 2002

# Esmerk Update

## People Behind the Abstracts at the Esmerk Offices Around the World.

### Esmerk People:



Photo by:  
Michael  
Blackburn

**Jens Jakubasch**  
Team Leader NA & Caribbean

In the last two years before finishing secondary school in a thriving picture postcard town in the south German Black Forest I worked for a local newspaper I had to spend one weekend in a remote village to cover the inauguration of a new Catholic priest. The villagers were shy and their dialect so strong that I could hardly understand anything they said let alone the ceremonies. My article therefore relied largely on visual descriptions and relating

associations which, in fact, infuriated the villagers but led to my decision to have a serious crack at journalism and to explore even stranger parts of the world.

The following years were a chaotic mixture of studying, working, sports, an excessive party life and travelling with abandon. I studied Political Science, Psychology and Law in Heidelberg and Bonn, Broadcast Journalism and Acting in a small college in Ohio, finally I did an MA in African Studies in London. Along the way I worked for various newspapers and radio stations. I hope that I gradually improved the way I gather relevant information yet I fear that my work lost some of the spontaneity of my early articles.

Following my dissertation I started working in Esmerk's Central European team. Now, one and a half years later, I am the team leader of the North American and Caribbean team.

Apart from the cosmopolitan nature of the job I very much love its immediacy, the no

nonsense approach to the stories we cover. Unlike in a social science degree there is no time for long consideration, no waffle about policies; one has to decide quickly what stories to cover and how to get the most significant points across in a manner that makes our abstracts understandable for people all over the world.

Being forced to focus on the factual content of the original articles I am frequently shocked to realise how oblivious I had been of the true scope of deception in newspaper journalism - and how difficult, almost impossible, it is for us to avoid subjectivity totally.

One of the greatest privileges, however, is the variety of issues that we get to write about. I agree that my excitement about the launch of new yoghurt varieties is rather limited but then there is major political and economic news that most journalists get to cover only after years of experience - and that feels pretty cool.



### Full Text Links for Selected Abstracts

Esmerk now offers its clients an extra facility, that is linking to original or full text web-based articles for selected Esmerk abstracts. At the end of the abstract, Esmerk provides a link to the text of those original articles, which are available on the Internet. The link will indicate whether access is only available via registration or subscription to the source, as well as the language of the original article. The links will not be available in the archive services after a period of seven days as thereafter Esmerk would be unable to guarantee the validity of the link.

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