



# Ari Virtanen

**An executive with over 30 years of broad and deep business and IT technology leadership experience from telecommunications, consumer products, software development, construction, manufacturing and consultation industries, both B2B and B2C.**

**Since 1997 running large business, SW and IT organizations as CEO, EVP, SVP or VP in global listed and family companies, based in Finland and in the USA.**

**Experienced Board Member and Advisor.**

**Passion for business renewal, growth and value creation.**

**Collaborative and people-oriented working style.**

**“Internal values drive behaviors, and behaviors shape company’s external image. Trust is the foundation and promises are kept.”**

## Summary:

- In-depth understanding of **Owners-Board-Executive Management collaboration** based on own Board memberships and CEO/other executive positions.
- **Strategy Creation**, e.g. Ensto’s “Better life with electricity”. Capability to turn strategy into actionable and measurable actions, and follow-up together with the Board.
- **P/L experience**: 270 MEur (and 1600 people) as CEO, 800 MEur as Business Unit head.
- **Leading mainstream business**: growing Nokia’s Mobile Switching business from 150 MEur to 800 MEur.
- **Establishing new growth business**: e.g. creation of Kone’s “Intelligent People Flow” solution concept and business. Leading Nokia’s Linux community activities.
- **Turnarounds**: e.g. Elektrobit’s SW business profitability improvement through fundamental portfolio arrangements and restructuring.
- **Technology management**: e.g. leading Nokia Networks’ technology organization (154 MEur budget, 700 people).
- **Offering portfolio development and roadmapping according to the customer needs** in many positions and roles.
- **Acquisitions**: business responsible for numerous acquisitions from 10 MEur to 421 MUSD.
- Leading one of the biggest multisite **SW program** ever done in the world (Nokia’s DX 200 mobile switching center).
- **Passion for company culture, values and behaviors.**
- **Building strong and multicultural teams.**
- **Leading from the front or from the middle of the team, depending on what is needed.**



## Education and Qualifications

1983-1985	Senior Secondary School, Tampereen Lyseon Lukio (Rellu) <ul style="list-style-type: none"><li>▪ Attained grade of Laudatory in six exams of six</li></ul>
1985 -1990	Tampere University of Technology <ul style="list-style-type: none"><li>▪ Master of Science in Technology</li><li>▪ Major subject: Computer Science</li><li>▪ Minor subjects: Industrial Economy, Computer Control</li><li>▪ Graduated with honors</li></ul>
2014 ->	Aalto University, PhD studies "Transformation of a technology company"
Languages	Finnish - native, English - fluent, Swedish - good, German – intermediate
Key skills:	Strategic Leadership Business Management & Business Transformation Innovation and Technology Management Digitalization and Ecosystems
Training:	Big amount of leadership, management and technology training, including "Panorama" and "Networker" at Nokia, provided e.g. by IMD and INSEAD.
Military service:	Second lieutenant Primus of RUK (Reserve Officer School) course 186
Hobbies:	Running, fitness training, archipelago & outdoors, reading, PhD studies

## Current Positions of Trust

- Lännen MCE Oy, Member of the Board of Directors
- SAXO, Member of the Board of Directors
- Advisor in some IT start-ups, scale-ups and funds

## Earlier Positions of Trust

- Helvar Oy, Member of the Board of Directors
- Mirasys Oy. Member of the Board of Directors
- a4ESSOR, Alliance for European Secure Software Radio, Board Member
- FIMECC (Value Creation Steering Team), Member of the Board
- Tekes (Organizing for Digitalization), Steering Team Chairman
- FinPro (Industrial Internet/Capitalize your Knowledge) steering team member

## International Experience

- Located in Palo Alto, California, USA, from 2001 to 2003
- Global customers, partners and own teams in all positions
- More than 100 keynotes in international conferences

## Publications

- Virtanen, A. (2015) Digitalization enables user-centric people flow planning in smart buildings, CTBUH 2015 Conference
- Salonen, A., Terho, H., Böhm, E., Virtanen, A., Rajala, R. (2020). Engaging a product-focused salesforce in solution selling: The interplay between individual and organizational-level conditions, Journal of the Academy of Marketing Science.
- Rajala, R., Virtanen, A., Brax, S., Salonen, A. (2019). The next phase in servitization: transforming integrated solutions into modular solutions business, International Journal of Operations and Production Management.
- Salonen, A., Rajala, R., & Virtanen, A. (2018). Leveraging the benefits of modularity in the provision of integrated solutions: A strategic learning perspective. Industrial Marketing Management, 68, 13-24.
- Salonen, A., Terho, H., Böhm, E., Virtanen, A. & Rajala, R. (2018). How to Transform a Product-Focused Salesforce to Solution Sales, 47th EMAC Conference: Glasgow (UK), May 29-June 1, 2018.
- Salonen, A., Rajala, R., & Virtanen, A. (2016). Why should manufacturers learn to provide modular solutions? 45th EMAC Conference: Marketing in the Age of Data, Oslo (Norway), May 24-27, 2016.
- Salonen, A., Rajala, R., & Virtanen, A. (2015). A modularity perspective to industrializing solutions in partner networks, 31st IMP Conference, Kolding, (Denmark), Aug 25-29, 2015.
- Salonen, A., Rajala, R., & Virtanen, A. (2015). Developing industrialization capabilities in solution business, 44th EMAC 2015 Conference: Collaboration in Research, Leuven (Belgium), May 26-29, 2015.