ARI VIRTANEN
CV

EDUCATION AND QUALIFICATIONS

2016 ->	Aalto University, PhD studies "Managing the strategic transformation of a technology company"
1985 -1990	MSc, Computer Science and Industrial Economy Tampere University of Technology
Languages	Finnish - native, English - fluent, Swedish - good

CAREEER SUMMARY

2022 -present	**Boardman Oy** Partner
2021 -present	**Granarium Advisors Oy** Founding Partner, CEO
2019 -2021	**IMS Talent Oy** Partner
2016 - 2019	**Ensto Oy** President and CEO
2011 - 2016	**KONE Oy** SVP, Access Control and Integrated Solutions
2008 -2011	**Elektrobit Oy** EVP, Wireless Solutions (which is currently Bittium)
2005 - 2008	**Nokia Multimedia** VP, Convergence Products
1989 - 2005	**Nokia Networks** (also Telenokia)

1989 - 2005 — **Nokia Networks** (also Telenokia)
- Vice President, System Technologies 2004
- Vice President and Director, Network Platforms 2000
- Vice President & General Manager, Mobile Packet Core 1999
- Promoted to Vice President, MSC&HLR Product Line 1997
- Promoted to Department Manager 1993
- Promoted to Group Manager 1991
- Nominated as SW Designer (GSM Charging) 1990
- Joined Nokia in March 1989 as a trainee

CURRENT POSITIONS OF TRUST

- SAXO Oy, Member of the Board of Directors
- Elpac Oy, Member of the Board of Directors
- High Metal Oy, Member of the Board of Directors

EARLIER POSITIONS OF TRUST

- The Warming Surfaces Company Oy, Member of the Board of Directors
- Lännen MCE, Member of the Board of Directors
- Enfo Oy, Vice Chairman of the Board of Directors
- 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

EXPERIENCE AND ACCOMPLISHMENTS

- 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 and Service 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** based on the customer needs.

- **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.

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.