

DR. MATTI J. HAVERILA

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SUMMARY

- Significant teaching experience at graduate and undergraduate level as well as in executive training seminars both in traditional as well as in eLearning environment.
- More than ten years experience in management, strategic planning, high technology marketing, and new product launches in global software and legacy companies.
- Strong business strategy, new product launches, venture capital, acquisitions, global marketing, and interpersonal skills demonstrated through direct supervision of high-quality first-line VPs, directors and managers.
- Special skills include solid writing, and oral communication skills demonstrated through publications and presentations given to demanding audiences globally.
- Technical skills: InDesign, PhotoShop, Illustrator, FileMaker, SPSS, JMP 1-2-3, Dreamweaver, WebCT, Moodle, Blackboard, iMovie, CMap Tools, Inspiration, Excel, Word, and PowerPoint.

EDUCATION

- **Ph.D.** (Marketing), [Tampere University of Technology](#), Finland, 1995.
- **M.Sc.** (Information Systems), [Golden Gate University](#), San Francisco, 1998.
- **MBA** (Marketing), [University of Oregon](#), Eugene, Oregon, USA, 1982.
- **Lic. Tech.** (International marketing), [Tampere University of Technology](#), Finland, 1982.
- **M.Sc.** (Industrial Management), [Lappeenranta University of Technology](#), Finland, 1977.
- **eLearning Professional**, [Open University](#), United Kingdom, 2006-07.
- **Teacher's Certificate**, [Tampere Polytechnic University](#), Teacher Education Center, 2006-08.

ACADEMIC EXPERIENCE

American University of Sharjah, School of Business and management, **Sharjah, UAE.**
Associate professor. 2005-

Tampere Polytechnic University, **BBA program**, Tampere, Finland. 2002-

Principal lecturer/Assistant professor.

- Developed and facilitated classes for international BBA and MBA rank students in Marketing and Strategic Planning. Classes taught include Basic of Marketing, Business strategy, Business Game, International Marketing, Marketing strategy, Commercial Innovation, Strategic Alliances, Marketing in High-Tech Industries, Balanced Scorecard and Electronic Marketing.
- Developed and facilitated Internet based eLearning classes.
- Research in the area of best practices in NPD activity in high and medium high technology companies.
- MatrixMBA development project for online teaching.

Golden Gate University, **School of Business**. San Francisco, CA. 1996-98.
Associate professor of marketing.

- Developed and facilitated classes for top and middle management rank students in U.S. and Singapore mostly from the high-technology industries in MBA, graduate and undergraduate levels in Marketing Strategy and Planning, International Marketing, Marketing Management, and Principles of Marketing.
- Developed and facilitated Internet based eLearning classes.

- Marketing methods research of high technology companies in California.
- Marketing strategy research project of Internet content providers.

Valdosta State University, [School of Business](#). Valdosta, Georgia. 1995-96.
Associate professor of marketing.

- Developed and facilitated international marketing classes in the MBA level.

Tampere University of Technology, [School of Industrial Management](#). 1992-95.
Tampere, Finland.

Associate professor and Head assistant.

- Developed and facilitated courses for graduate level students in Marketing Management, Basics of Industrial Management and International Marketing.
- Completed dissertation "The Role of Marketing in Finnish High-technology Companies when Launching New Products into the Foreign Markets."

Jyväskylä Polytechnic University, Jyväskylä, Finland. 1991-92.

Assistant professor.

- Developed and facilitated courses for undergraduate level students in Marketing Management, Basics of Industrial Management and Accounting.

Tampere University of Technology, [School of Industrial Management](#). 1978-80.
Tampere, Finland.

Associate professor and Head assistant.

- Developed and facilitated courses for graduate level students in Marketing Management, Basics of Industrial Management and International Marketing.

PRACTICAL WORK EXPERIENCE

Infacs Leadership Technique Ltd., Tampere, Finland. 1990 -.

President and CEO

- Developed and completed an internal climate survey for AMICA Ltd.
- Developed and completed a market research of home garments for Finlayson.
- Developed and completed an international OPTIREEL-reeler purchasing criteria study for Metso to further strengthen its' global market position.
- Managed international launch strategy of RISKWIT software program.
- Planned and authored "Negotiating and selling in the international environment" with Institute of Marketing.
- Managed, planned and partly authored the complete publication of four editions (1992, 1994, 1999 and 2003) of book, "Industrial Management".
- Managed, planned and authored the complete publication process of book, "Marketing", which included "PLANMARK", marketing strategy simulation software and "MARKSMALL", computer-based marketing exercises software.
- Developed and facilitated 200 executive training sessions for the management of Nokia Corp., Valmet Paper Machinery Ltd., UPM-Kymmene, and Amica, and management level students at University of Jyväskylä, FINTRA, Helsinki School of Economics, Institute of Marketing, and Tampere University of Technology.

Cybelius Software Inc., Silicon Valley, CA. 1999-2002.

President and CEO.

- Managed the MRD and PRD creation process in global organizational setting for the product launch. Both new products were launched according to the schedule.
- With total P/L responsibility executed the market launch strategy for the database based Internet 3D visualization SBA (Conductor).
- With total P/L responsibility executed the market launch strategy for the mobile communications SBA (Maestro) to simulate and test the complete client-side telecommunications handset environment (hardware and software components, applications, data services etc.). Landed Nokia as the first client.
- Created the strategic plan to get the company ready for the 2nd round VC financing.
- Changed the corporate structure to conform to the strategic direction.
- Assembled new organizational structure in lieu with the new strategy and hired new top management.

- Established key partnerships with BlueMartini, Gauss, Pulse 3D, Cycore, Nokia, and Viewpoint.
- Established product strategy for Conductor (ShareMore, TrackMore, ShowMore) and Maestro SBAs (Builder, Engine, Server and SDK) in order to build a scalable industry strength solution with connections to back-end databases and systems.
- Created and executed new global unified branding and communications strategy.

Finpro, Finland Trade Center, New York, NY and Silicon Valley, CA. 1999-2000.
Commercial Counselor.

- Initiated and completed product launch strategies with Finnish companies to the U.S. market.
- Developed the Market Oriented Product Development and Launch (MOPDL) project for the Finnish software and telecommunications companies.
- Initiated and completed major acquisitions projects in U.S.
- Managed two Trade Centers both in New York and Silicon Valley.
- Initiated and completed the trade center transfer to Silicon Valley from Los Angeles.
- Initiated and completed the New Strategy for Finpro's Infocom cluster in U.S.

Prodax Software Oy, Tampere, Finland. 1990-91.
Business Area Director, Division of Business Location Evaluation.

- Developed profit center and SBA based organizational structure.
- Laid out and initiated the foundation for international business.

United Paper Mills (UPM) Ltd.

Walkisoft Caribbean Ltd. (subsidiary of UPM), Freeport, Bahamas. 1988-90.
President.

- With total P/L responsibility incorporated the new company, and completed market research to identify marketing opportunities for dry laid paper in U.S.
- Opened new customer contacts and started new business.
- Formulated new strategy for the U.S. markets and finalized the investment proposal, which lead to the plant investment of 15 MUS\$ in U.S.

Dowdings Ltd. (subsidiary of UPM), Ripley, Derby, UK. 1986-88.

President, Division of Stationary Products.

- With total P/L responsibility initiated and completed company wide business process redesign (BPR) projects turning around the downward trend of profitability.
- Increased the sales of the company by 120% in two years.
- Increased the sales of a new growth area by 900% in one year.
- Reorganized and focused the marketing function.
- Initiated and created new inventory policy, purchasing policy, bonus scheme and management information system (MIS) improving profitability significantly.
- Carried out investment program to improve productivity and quality.

General Manager, Stationary Products Division (Envelopes), Tampere. 1984-86.

- With total P/L responsibility initiated, facilitated and completed business process redesign (BPR) projects turning around the downward profitability trend.
- Planned new factory layout and carried out a major investment program including automatic reel changers, robots, envelope and printing machines.
- Created inventory policy, which decreased current assets in inventory by 30%.
- Established Total Productive Maintenance (TPM) program to increase the capacity utilization rate by 10% and decrease the need for capital investments.
- Formulated new marketing strategy (distribution channels, SWOT, and action plan).
- Initiated and facilitated division wide information systems redesign project.
- Re-organized the top management of the division.
- Created open personnel policy through information sharing and involvement.

Aaltonen Works Ltd., Tampere, Finland.

General Manager, Rubber Products Division, Tampere. 1983-84.

- With the total P/L responsibility established new strategy for the rubber products division on the basis of which the decision to divest the assets was made.

- Director of strategic planning, Head Office, Tampere.** 1982-83.
- With the responsibility for strategic planning established new acquisition and divestiture policy, managed and controlled the strategic planning, created cash-flow forecasts and the substance value for each profit center and the whole company.
- Marketing manager, Viiala Leather, Viiala.** 1980-81.
- Opened new sales channel, which increased the sales by 300%.
- [Metso Ltd.](#) Jyväskylä.** 1979-80.
Researcher.
- Completed "The Internationalization Alternatives" -research project.

ELECTRONIC LEARNING ENVIRONMENT

- eLearning Professional course at Open University (15 ECTS credit points), U.K. , 2008.
- Development of the [MatrixMBA](#) online format, 2004-2005.
- Conducted and planned several marketing classes in EDF (Electronic Delivery Format) at Tampere Polytechnic University and American University of Sharjah using the [WebCT](#), [Moodle](#) (Open source) and [BlackBoard](#) platforms, 2002- .
- Initiated, conducted and planned several marketing classes in EDF (Electronic Delivery Format) at Golden Gate University's [Cyber Campus](#) using the [WellEngaged](#) platform, 1997-1999.
- Conducted and planned a trial marketing course with [World Trade Center University](#) in April-May 1998 using the [Convvene](#) platform.

PUBLICATIONS

- Haverila, Matti: Trailblazers or Guinea Pigs: A comparative study between two eLearning courses at Open University and Tampere Polytechnic. Tampere Polytechnic University. 2007 (available [Tampere Polytechnic University library](#) and [here](#)).
- Haverila Matti: Marketing in the Digital and Information Age: Strategies and Tools for the Global Networked Economy. Infacs Ltd. 2004.
- Haverila Matti , Uusi-Rauva Erkki, Kouri Ilkka, ;ietinen Asko: Industrial Management. Infacs Ltd. Tampere, Finland. Sixth ed. 2009 (Fifth ed. 2005, Fourth ed. 2003, Third ed. 1999, Second ed. 1994, First ed. 1993).
- Matti Haverila: New Strategy for Finpro's Infocom Cluster in United States. Finpro. New York. Los Angeles, Houston. 1999.
- Matti Haverila: The Marketing Strategy of Finnish Internet Content Providers in the International Market Place. In The development of the Competitiveness of Internet Content Providers, F&L Management Services, Helsinki. 1998.
- The role of marketing when launching new products into the international markets: An empirical study in Finnish high-technology companies. Tampere University of Technology, Tampere, Finland. 1995.
- Haverila Matti - Saarikorpi Jorma: Marketing. Infacs Oy. Tampere, Finland. 1994.
- Haverila Matti, Reunanen Kari: MARKSMALL computer based marketing exercises. Infacs Ltd. Tampere, Finland. 1994.
- Haverila Matti, Nurmela Marko, Paranko Jari: Exercises in Industrial Management. Infacs Ltd. 1994.
- Haverila Matti, Nurmela Marko, and Paranko Jari: Test questions in Industrial Management. Infacs Ltd. Tampere, Finland. 1994.
- Haverila Matti, Nurmela Marko: Exercises and test questions in Marketing. Infacs Ltd. Tampere, Finland. 1994.
- Haverila Matti, Saarikorpi Jorma, and Nurmela Marko: PLANMARK marketing strategy simulation software. Infacs Ltd. Tampere, Finland. 1994.
- Negotiating and selling in the international environment. Institute of Marketing. Helsinki, Finland. 1991.
- Pre-study of Lappeenranta industrial estate, Lappeenranta, Finland, 1978.

- The decision-making concerning the internationalization alternatives of a company making industrial goods. Licentiate thesis. Tampere University of Technology, Tampere, Finland, 1980.

PAPERS

- Matti Haverila: Marketing concept, mix, and organization and planning when launching new products into the international markets: case Finnish high tech companies, [International Academy of Business and Economics](#), June 5-7, 2009; Thessaloniki, Greece.
- Matti Haverila, Earl Naumann: Longitudinal analysis of customer satisfaction and complaints in B-to-B services, [International Academy of Business and Economics](#), June 5-7, 2009; Thessaloniki, Greece.
- Matti J. Haverila, Sajid Khan, Paul Williams, Earl Naumann: [An exploratory study of switching motives in a B2B services context](#), [International Academy of Business and Economics](#), June 6-8, 2008; Stockholm, Sweden.
- Matti J. Haverila: "[Students' perceptions of highly interactive, reflective and process oriented eLearning courses](#)", New Learning 2.0? [EDEN Annual Conference 2007](#), 13-16.06.2007, Naples, Italy.
- Matti J. Haverila, Paul Williams: All that glitters is not gold!" Exploring the quality of academic support services. Business, Information and Management Academy ([BIMA](#)), Inaugural Conference, March 17 - 18, 2007.
- Matti J. Haverila, Sanjay Mishra: A Study of the Factor Structures of Antecedents of Successful and Unsuccessful New Products in Finland. International Conference On. Innovation and New Product (Goods and Services) Development. December 20-21, 2006. [Product Development & Management Association, India](#).
- Matti J. Haverila: The Use of Marketing Variables and their Perceived Effectiveness in International Context: An empirical study in Finnish technology firms. , [International Trade and Finance Association, 16th International Conference. Lodz](#), Poland, May 10 - 13, 2006.
- Matti J. Haverila: The role of company related factors when launching new products into the international markets in Finnish high-technology companies, [International Trade and Finance Association, 14th International Conference](#). San Antonio, Texas, May 19 - 22, 2004.
- Matti J. Haverila: The Relative Impact of Various Marketing Methodologies When Launching Industrial High-Technology Products into Foreign Markets: Findings from Finnish High-tech Firms, [International Trade and Finance Association, 13th International Conference. Vaasa, Finland](#), May 28 - 31, 2003.
- Matti J. Haverila: Critical Marketing Variables When Launching High-Technology Products into International Markets: An Empirical Study in Finnish Firms. [Academy of Business Administration](#) International Conference. Barcelona, July 22-29, 1998.
- Matti J. Haverila, Bruce D. Buskirk, David Ralph: Marketing Variables Critical to Successful High-Technology Launches Overseas: Insights from a Finnish Versus California Comparison. International Colloquium in International Marketing: New Frontiers and New Tendencies. Montpellier, [France at Sup De Co Montpellier in the Graduate School of Management](#). 10-18, October 1997.
- Matti J. Haverila, Bruce D. Buskirk, David Ralph: Successful Product Launches in High-Technology Industries: A Cross-Cultural Marketing Methods Study. [Academy of Business Administration](#): 1997 Global Business Trends Conference. Acapulco December 18-23, 1997.

ARTICLES

- Matti Haverila: The Nature of the New Product Idea, submitted to Journal of International Management Studies, Spring 2010.
- Matti Haverila, Nick Ashill: Intelligence in the NPD Process of Technology Companies, submitted to Market Intelligence and Planning, Spring 2010.
- Matti Haverila: "Newness to the firm"-variables in the NPD Process of Technology Companies, submitted to International Journal of Business Innovation and Research (IJBIR), Fall 2009.
- Matti Haverila: The Managerial Conceptualizations and Perceptions of Marketplace variables in Successful and Unsuccessful NPD Projects: Case Technology Intensive Companies, submitted to International Journal of Technology Marketing, Fall 2009.

- Matti Haverila: Prior E-Learning Experience and Perceived Learning Outcomes in an Undergraduate e-Learning Course, submitted to [International Journal of Learning Technology](#), Summer 2009.
- Matti Haverila: International Journal of Online Pedagogy and Course Design, submitted to the International Journal of Online Pedagogy and Course Design, Spring 2010.
- Matti Haverila, Earl Naumann: Customer Satisfaction and Complaints: A Longitudinal Analysis in a B-to-B Services Industry, [Journal of Services Research](#), Vol. 9, No. 2, 2010, accepted Fall 2009.
- Matti Haverila, Cybelius Software Inc., a description of the challenges of a new software start-up company, revised and submitted to the [CASE Journal](#) Fall 2008.
- Matti Haverila, Dowdings Ltd., a subsidiary of European forest industry company facing a threat of downsizing and opportunities in the marketplace, revised and resubmitted the [CASE Journal](#) Fall 2008.
- Matti Haverila: Walkisoft Caribbean Ltd., A strategic plan for launching a new paper based high-tech product into the U.S. market, submitted to the [CASE Journal](#) in Summer 2008.
- Matti Haverila and Reza Barkhi: The Influence of Experience, Ability and Interest on eLearning Effectiveness, [European Journal of Open, Distance and e-Learning](#), accepted Summer 2009.
- Matti Haverila: The Factors Affecting New Product Success in Technology Companies: Case Finland, International Journal of Product Development, forthcoming 2009.
- Earl Naumann, Matti Haverila, Sajid Khan, Paul Williams: Understanding the Causes of Defection among Satisfied B2B Service Customers [Journal of Marketing Management](#), accepted Spring 2009.
- Matti Haverila: The Factors Affecting New Product Success in Technology Companies: Case Finland, International Journal of Product Management, accepted Spring 2009.
- Matti Haverila, Earl Naumann: Customer satisfaction and complaints: Is there a relationship? [Review of Business Research](#), Vol. 9, No. 1, 2009.
- Matti Haverila: Marketing concept, mix, and organization and planning when launching new products into the international markets: Case Finnish high tech companies, [International Journal of Strategic Management](#), Vol. 9, No. 1, 2009.
- Matti Haverila, Marjatta Myllylä, Hanna Torp: Towards Innovative Virtual Learning in Vocational Teacher Education, [European Journal of Open, Distance and e-Learning](#), Spring 2009.
- Sajid Khan, Earl Naumann, Robert Bateman, Matti Haverila: Customer satisfaction research: standardization or adaptation? [Asia Pacific Journal of Marketing and Logistics](#), 2009, Vol. 21, No. 3.
- Matti J. Haverila, Sajid Khan, Paul Williams, Earl Naumann: An exploratory study of switching motives in a B2B services context, [Review of Business Research](#), Vol. 8, No. 1, 2008.
- Haverila Matti: Trailblazers or Guinea Pigs: A comparative study between two eLearning courses at Open University and Tampere Polytechnic University. [Tampere Polytechnic University Publications](#). Spring 2007.
- Haverila Matti, Buskirk Bruce, Ralph David: Successful Product Launches in High-Technology Industries: A Cross-Cultural Marketing Methods Study. [Journal of the Academy of Business Administration](#). Spring 1998, Vol. 3, No. 1.

SUPERVISED RESEARCH PROJECTS AND OTHER ACADEMIC PROCEEDINGS

- Evaluator of Quality Education Unit for the Department of Arts at Tampere Polytechnic University. 2004.
- Member of the committee for the selection of the Professor of Marketing in the area of industrial and high technology marketing at the Tampere University of Technology. 2000.
- Co-Chair of Conference in Electronic Commerce at Golden Gate University. 1998.
- Henrik Räsänen: Developing Intimate Relationships: The Effect of Knowledge Intensity on Management of Customer Relationship Portfolios in Profitable High-Technology Firms. Tampere University of Technology. 1998. Pre-examiner of dissertation.
- Harri Järveläinen: The strategic plan for a new software product for the international markets. Tampere University of Technology. Finland. 1995.
- Marko Nurmela: The role of marketing in a high-technology company - A Case Study. Tampere University of Technology. Finland. 1995.
- Heikki Korpela, Jari Kilpinen, Jarmo Lilja, and Arto Pehkonen: The SMEs services of the bank. University of Jyväskylä. 1995.

- Tapio Saranpää: Rewarding as a part of the control and encouragement system of a company. Tampere University of Technology. Finland. 1994.
- Ari Pajula: Marketing in a professional organization. Tampere University of Technology. Finland. 1994.
- Tero Heiska: A strategic plan for the Harjavalta factory of Kemira Agro Oy. Tampere University of Technology. Finland. 1994.
- Sami Sinisalo: The customer oriented R&D and launch of an industrial product into the international markets. Tampere University of Technology. Finland. 1994.
- Asko Hyttinen, Seppo Kangas, and Pekka Rautalahti: The strategic portfolio of Kymmene Paper Industry Ltd. And its' change needs. University of Jyväskylä. Executive Education. 1993.
- Teemu Ronkka: Quality in teaching. Tampere University of Technology. Finland. 1993.
- Riku Kalliomaa: A study project regarding the establishment possibilities and alternatives of a company into the Swedish markets. Tampere University of Technology. Finland. 1993.
- Susanna Maunula: The development of the production control system of the tire manufacturing company. Tampere University of Technology. Finland. 1992.
- Olli Aro: The analysis of the inventory of the envelope factory. Tampere University of Technology. Finland. 1985.

CASES FOR CLASSROOM AND EXECUTIVE TRAINING

- Matti Haverila, Cybelius Software Inc., a description of the challenges of a new software start-up company.
- Matti Haverila, Dowdings Ltd., a subsidiary of European forest industry company facing a threat of downsizing and opportunities in the marketplace.
- Matti Haverila: Walkisoft Caribbean Ltd., A strategic plan for launching a new paper based high-tech product into the U.S. market.
- Matti Haverila, Jorma Saarikorpi: Raflatac, United Paper Mills Ltd., description of the strategic evolution process of a self-adhesive paper producer into the European markets. 1996.
- Matti Haverila: The Spa of Ikaalinen, a description of a company facing major changes in its' most important market segments. 1996.
- Matti Haverila: CM-Grocery store Länsitori, Tampere, a description of a grocery store in a major city in Finland going through purchasing behavior changes in its' customer base. 1996.

APPLIED RESEARCH

- VTT research project: Launching of accident consequence visualization software [RISKWIT](#) into the international markets. 1994-95.
- Haverila Matti, Reunanen Kari: Consumer purchasing criteria of home garments. Tampere, Finland, 1994.
- Haverila Matti: Purchasing criteria of [OPTIREEL](#)-reeler. Metso Corp. 1994.
- Haverila Matti: The evaluation of the value of Suomen Sivuntekijät Oy. 1994.
- Haverila Matti, Reunanen Kari: Measurement of internal climate of AMICA Ltd. Tampere, Finland, 1993.

CLASSES TAUGHT

- | | |
|-----------------------------------|---|
| • Marketing Management | • Business Strategy |
| • Basics of Marketing | • Commercial Innovations |
| • International Marketing | • Balanced Scorecard |
| • Marketing Strategy and Planning | • Marketing of High-technology Products |
| • Business Game | • Networks and Alliances |
| • Electronic Marketing | • Marketing Research |
| • E-Commerce | • Marketing Management Simulation |

ARTICLES/INTERVIEWS

- Education and marketing facing change. Aamulehti. 20.08.2004.
- IT area needs concentration and specialization. Aamulehti. 16.08.2003.
- Silicon Valley is still hatching the Golden Eggs of IT companies. Kauppalehti. 26.05.2000.
- Finpro concentrates its strengths on California Silicon Valley. Kaleva. 01.10.1999
- One has to export excellent products or economical products to United States. Karjalainen. 16.03.1999.
- Commercial Counselor exports Finnish Companies. Aamulehti. 25.01.1999.
- Incorrect saving in export promotion. Kauppalehti. 21.01.1999.
- Export promotion is under threat to be done only half way. Kauppalehti. 20.01.1999.
- New Zealand on the top of the list. Aamulehti. 30.05.1997.
- Defending Doctoral dissertation In Finland. Valdosta Daily Times. 04.02.1996.
- Large enough company size matters in the international marketing. Karjalainen 13.12.1995.
- Success with high-technology products is not easy in the international markets. Finnish Broadcasting Company Channel 2. 13.12.1995.
- To succeed in the export markets requires a lot of money! Kaleva 13.12.1995.
- Many innovations die before they reach the marketplace! Aamulehti 13.12.1995.
- Matti Haverila clarified the reefs of high-tech exports. Kauppalehti 12.12.1995.
- An Engineer cannot manage only by Intuition! Kauppalehti 15.09.1993.
- Why is the Roll not rolling? Talouselämä 9/1993.

SCHOLARSHIPS AND GRANTS

- American University of Sharjah, 2006.
- The Trade Society of Tampere, 1996.
- Valdosta State University, 1996.
- Paulo Foundation, 1996.
- Tampere University of Technology, 1995.
- Marcus Wallenberg, 1995.
- Jenny and Antti Wihuri, 1995.
- Foundation for Economic Education, 1994.
- Foundation of Emil Aaltonen, 1982.
- Rotary Scholarship Foundation, 1981.
- Foundation of Leo and Regina Wainstein, 1980.

EXECUTIVE TRAINING AND CONSULTING

- [International Management Education](#), Helsinki.
- Tampere Electricity Board.
- [POHTO](#), The Institute for Management and Technological training.
- University of Jyväskylä, [Executive MBA-program AVANCE](#).
- [FINTRA](#), Executive training programs in international business.
- [Helsinki School of Economics](#), Executive Training Program JOKO.
- [Institute of Marketing](#), Executive-training programs.
- Tampere University of Technology, [Edutech](#).
- [Metso Corporation](#), [United Paper Mills](#), [Amica Ltd](#), [Finlayson Ltd](#).
- Approximately 200 executive training sessions given in Europe, U.S. and Asia.

MEMBERSHIPS AND COMMITTEES

- Track chair of the BIMA conference at American University of Sharjah, 2007.
- Strategic Planning Committee, American University of Sharjah, 2006-2007
- Curriculum and Hiring, American University of Sharjah, 2005-06

- MatrixMBA Scientific Council, 2003-
- BBA program, Tampere Polytechnic University, Curriculum development, 2002-05
- The Rotary Club of Kaleva in Tampere, Finland.
- Co-chair of the e-Commerce conference, Golden Gate University, 1997.
- Faculty Library Advisory Committee. Golden Gate University, 1996-97.
- Continuing Improvement Oversight Committee, Member, Valdosta State University, 1995-1996.
- American Marketing Association.

BOARD MEMBERSHIPS

- [Tampere Polytechnic University](#), Tampere, Finland. 2004-05.
- [Muurla Glass Ltd](#), chairman, consumer glass products, Finland. 1994-98.
- Walkisoft Caribbean Ltd., Walkisoft-drylaid paper, Bahamas. 1988-90.
- Hunt & Broadhurst Ltd., stationary products, Oxford, U.K. 1986-88.
- Dowdings Ltd., stationary products, Ripley, Derby, U.K. 1986-88.
- [Reinas Oy](#), business direct marketing services, Helsinki, Finland. 1984-86.
- [Atkos Oy](#), consumer direct marketing services, Helsinki, Finland. 1984-86.

PERSONAL

- Hobbies: Cycling, squash, golf, investing, literature, traveling.
- Marital status: Married, three children.

REFERENCES

- [Professor Bruce B. Buskirk](#), Pepperdine University, Graziadio School of Business, Los Angeles, CA. Tel. 310-568-5500. <mailto:bbuskirk@pepperdine.edu>.
- Vice president Sal Mahboub, Avaya Corporation, 744 Lucent Blvd | 446w290 | Highlands Ranch, CO 80129, USA, Tel.: +1-(720) 444-2221, <mailto:Sal.Mahboub@oracle.com>.
- [Professor Hank Pruden](#), Golden Gate University, School of Business, Department of Marketing, San Francisco, California. Tel: 1-415-442-6500. <mailto:hpruden@ggu.edu>
- [Professor Kerry Curtis](#), Golden Gate University, School of Business, Department of Marketing, San Francisco, California. Tel: 1-415-442-6531. <mailto:kcurtis@ggu.edu>.
- [Professor John E. Oliver](#), Valdosta State University, School of Business Administration, Valdosta, Georgia, 31698. Tel.: 1-912-245-2236 and fax: 1-912-245-6498. <mailto:joliver@valdosta.edu>.
- Professor Erkki Uusi-Rauva, Tampere University of Technology, Department of Industrial Management, P.O. Box 527, 33101 Tampere, Finland. Tel. +358-3-3162111 and fax: 011-358-3-3162107. <mailto:Erkki.Uusi-Rauva@tut.fi>.

TEACHING EFFECTIVENESS

Evidence of a commitment to excellence in teaching.	Valdosta State University (Scale 1-5)	BA300 International Business FA95	3,61
		BA300 International Business W96	4,27
		BA300 International Business SP96	4,15
	Golden Gate University (Scale 1-5)	MK300 Marketing management FA96	3,84
		MK100 Principles of Marketing FA96	3,79
		IB 343 International Marketing SP97	3,64
		MK300 Marketing Management SP97	4,35
		MK100 Principles of Marketing SP97	4,45
		MK300 Marketing Management SP97	4,64
		MK100 Principles of Marketing SU97	4,39
		MK204 Marketing for Managers FA97 (eLearning)	4,02
		MK100 Principles of Marketing FA97	4,65
		MK343 International Marketing FA97	4,28
		MK300 Marketing Management SP98 (eLearning)	4,05
		MK 343 International Marketing SP98	3,46
		MK337 Marketing strategy and planning SP98	4,40
		MK300 Marketing Management SU98 (eLearning)	4,38
		MK343 International Marketing FA98 (eLearning)	3,74
		MK300 Marketing Management FA98 (eLearning)	4,45
	Tampere Polytechnic University/ MBA program (Scale 1-5)	MBA International Marketing and strategy SU03	4,77
		MBA International Marketing and strategy SP04	4,28
		MBA International Marketing and strategy SU04	4,21
		MBA International Marketing and strategy W05	4,17
MBA International Marketing and strategy S05		4,38	
MBA International Marketing and strategy W06		4,05	
MBA International Marketing and strategy S06		4,43	
MBA International Marketing and strategy W07		4,53	
MBA International Marketing and strategy S07		4,28	
	MBA International Marketing and strategy W08	4,26	
	MBA International Marketing and strategy S08	4,13	
	MBA International Marketing and strategy W09	4,71	
	MBA International Marketing and strategy S09	4,58	
	AVERAGE	4,23	