



## Pasi Heiskanen

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## Summary

An experienced marketing and PR professional with an extensive contact network across Finland. More than 20 years of experience in an industry vantage point in construction and development. Extensive experience and proven results in managerial positions in building, land use, property, commerce, concept development and sales.

- Managing Director positions in building development and events marketing
- Successful development and implementation of commercial concepts internationally
- Proven track record in sales management and profitability enhancement
- Long experience in land use, building development and property development
- Skilled in interfacing corporate with municipal decision-making
- A seasoned marketing and PR professional
- An experienced speaker in domestic and international arenas
- Versatile education from leading Finnish universities

I am an open, outgoing and resourceful person with great conflict resolution skills and an excellent ability to work under pressure. I believe in visionary leadership and in engaging the people I work with. Strong commitment to achieving goals, personal engagement and persistence drive my actions. I am a very experienced negotiator and speaker with the ability to inspire commitment in my employees and in stakeholders.

## Professional experience

<b>Managing Director</b>	<b>Aari Isännöinti Oy</b>	<b>2016-</b>
	<ul style="list-style-type: none"> <li>• Real estate management company, turnover 2.0 milj.€, 24 employees in four major cities in Finland</li> <li>• Digitalisation, change management and increase of turnover in focus</li> </ul>	
<b>Managing Director</b>	<b>Housing Fair Finland Co-op</b>	<b>2003-2016</b>
	<ul style="list-style-type: none"> <li>• Oversaw the completion of zoning and building projects at various housing fair sites, with all 19 projects finished exactly on schedule.</li> <li>• Was able to increase the balance sheet by 50% and to deliver the best result in the Housing Fair history in 2015.</li> <li>• Boosted the event's net sales to EUR 10 million (140,000 visitors and 200 seasonal employees).</li> <li>• Achieved a 20% profitability improvement with cost trimming and additional sales.</li> <li>• Grew the number of builders, exhibitors and partners by 20%.</li> <li>• Managed several high-impact b-c and b-b marketing and communications reforms in online and mobile platforms and led social media campaigns.</li> <li>• Built a large relationship network in major Finnish cities with building companies and builders, the trade and industry sector, media, decision-makers and organisations.</li> <li>• Secured the future of the Housing Fairs event, with trade fair events confirmed until 2020.</li> </ul>	

<b>Director of the Eurospar chain</b>	<b>Suomen Spar Plc</b>	<b>2001-2003</b>
		<ul style="list-style-type: none"> <li>• Member of the Management Group of Suomen Spar Plc, accountability for net sales of about EUR 110 million, number of personnel 300.</li> <li>• Expanded the Eurospar chain of supermarkets by building three new and converting two markets.</li> <li>• Improved the overall profitability of the chain by 1.5% in relation of net sales by increasing net sales, reinventing the chain concept, adopting stricter and more precise operative management practices and introducing personnel reforms.</li> </ul>
<b>Retail Network Director</b>	<b>Suomen Spar Plc</b>	<b>1998-2003</b>
		<ul style="list-style-type: none"> <li>• Member of the Management Group of Suomen Spar Plc, accountability for net sales of EUR 17 million, number of personnel 20.</li> <li>• Under my leadership, the entire retail outlet network was rationalised, a SPAR concept reform was implemented, and new outlets were built. (The previous owner TUKO left the chain concept lacking in consistency, and with multiple loss-making outlets.) The reform harmonised the business concept and design of 320 retail outlets, and an organisational change increased the efficiency of site acquisition.</li> <li>• Property maintenance and lease administration was reorganised to improve operational efficiency.</li> <li>• Responsibility for implementing international concept development in Finland in collaboration with SPAR International. Pilot projects in Greece and Hungary.</li> <li>• Involvement in extensive strategy work with the major shareholders Axfood AB regarding major outlets. (A sizeable investment programme was never put into action as SOK acquired Suomen Spar in 2005, at which time I was the Managing Director of Housing Fair Finland Co-op).</li> </ul>
<b>Manager, Finland</b>	<b>DuPont JET Oy (ConocoPhillips)</b>	<b>1993-1998</b>
		<ul style="list-style-type: none"> <li>• Accountable for the establishment of an American oil company's JET fuel station chain in Finland, acquisition of retail station sites and fuel station construction. Working language Swedish, reporting in English.</li> <li>• The goal was to achieve a 5% market share in gasoline sales in 10 years, with 60 fuel stations. Despite strong opposition from our competitors, the goal was achieved in 5 years and with just 30 fuel stations (DuPont ConocoPhillips sold the chain to Teboil in 2006).</li> </ul>
<b>Project Manager, Via Baltica</b>	<b>Neste Liikennepalvelu Oy</b>	<b>1992-1993</b>
		<ul style="list-style-type: none"> <li>• Responsible for supervising the construction of the Neste transport fuel distribution chain in extremely difficult conditions in Russia, Estonia, Latvia, Lithuania, and Poland.</li> <li>• Major achievements included the construction of three new fuel stations in line with the Neste concept, and training the local project managers to adopt to Western operating model in a situation where the transition into market economy was very recent.</li> </ul>
<b>Project Manager</b>	<b>Neste Liikennepalvelu Oy</b>	<b>1991-1992</b>
		<ul style="list-style-type: none"> <li>• Management of Neste fuel station building projects.</li> <li>• The biggest project was Kainuunportti in Kajaani.</li> </ul>
<b>Project Manager</b>	<b>Kesoil Oy</b>	<b>1990-1991</b>
		<ul style="list-style-type: none"> <li>• Management of Kesoil fuel station building projects.</li> </ul>
<b>Architect</b>	<b>Various architectural offices</b>	<b>1985-1990</b>
		<ul style="list-style-type: none"> <li>• A wide range of design and town planning projects in a number of architectural and engineering offices.</li> </ul>

## Qualifications

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- M.Sc. Economics and Business Administration Hanken 2010
- MBA Helsinki University of Technology 2004
- M. Sc. Architecture Tampere University of Technology 1990

## Other education

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- Sales Management Course Helsinki School of Economics 2009
- Land Use Planning and Management Helsinki University of Technology 2006
- Senior Certified Building Developer Helsinki University of Technology 1995

## Positions of trust

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- International Federation of Housing and Planning Council representative 2011-
- Suomi-Finland Housing and Planning, Board member 2004-
- Member of the TTS representative body 2012-2016
- Assembly of the Building Information Foundation RTS sr,  
Vice Chair of the representative body 2004-2016
- The Finnish Union of Trade Fair Organisers, Board member 2004-2016
- Pientaloteollisuus ry, Board member 2013-2015
- Metropoliseura, Board member 2011-2013
- SAFA (Finnish Association of Architects), Member of the Construction  
Design Committee 2004-2007
- Federation of Finnish Commerce and Trade, Member of the Safety  
and Security Committee 2003-2004
- Vantaa Enterprise Agency, Board member 2001-2003
- Finnish Food Marketing Association, Member of the Urban and  
Regional Planning Committee 1998-2003
- Finnish Oil and Gas Federation, Member of the Retail Station Committee 1993-1998

## Representative duties and awards

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- Representative in the Business Delegation of Ms Pia Viitanen, Minister of Housing, to China 2013
- Representative in the Business Delegation of Mr Paavo Väyrynen, Minister for Foreign Trade and Development,  
to Russia 2009
- Representative in the Business Delegation of Mr Matti Vanhanen, Prime Minister of Finland,  
to Japan 2008
- The most influential person in the Finnish housing market in 2009. (The award is given annually by Finnish  
building professionals to one outstanding representative of the industry. In 2008, the award was given to Minister  
of Housing, Mr. Jan Vapaavuori)
- CONOCO Special performance award for successful strategy implementation in Finland 1995
- Senior Lieutenant, reservist 1996

## Family and recreational activities

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- Married, two grown-up children
- Running (marathon), fly fishing, golf, squash, skiing, studying and cooking

Website  
LinkedIn

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