

**MIKKO KOSONEN, PhD (Econ)**  
**President, Finnish Innovation Fund, Sitra**

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Mikko Kosonen was born in Ontario, Canada 1957. He holds a master's degree in economics (1982), a licentiate degree in economics/ International business (1990) and a doctorate degree in economics/International business (1991) from the Helsinki School of Economics.

Kosonen was awarded Honorary Professorship of Budapest Business School 2012.

<b>Current position</b>	President, Finnish Innovation Fund, Sitra
<b>Positions held</b>	2007-2008 Executive Vice President, Finnish Innovation Fund, Sitra
	2005-07 Nokia Group, Senior Advisor
	1996-05 Nokia Group, Senior Vice President, Strategy and Business Infrastructure Main responsibilities covered: <ul style="list-style-type: none"> <li>• Nokia's Business Infrastructure organization (business processes, applications and IT): world-wide leadership of approx. 3000 people and about 1500 contractors</li> <li>• Corporate Strategy</li> </ul>
	1995-96 Nokia Telecommunications, Corporate Planning, Vice President
	1994-95 Nokia Telecommunications, UK, Controller
	1993-94 Nokia Telecommunications, Corporate Planning, Vice President
	1991-93 Nokia Telecommunications, Public Networks, Business Development and Control, Vice President
	1990-91 Nokia Telecommunications, Human Resources Development, Vice President
	1986-90 Nokia Telecommunications, Finance and Control, Business Development and IT, Department Manager
	1985-86 Nokia Telecommunications, Business Development Manager
	1984-85 Nokia Telecommunications, Business Analyst
	1982-84 Helsinki School of Economics, Assistant to professor Reijo Luostarinen
	1980-82 Helsinki School of Economics, Research Assistant /FIBO-project

## Board Memberships

- Member of the Board of Aalto University, Vice Chair 2016 ->
- Member of the Board, Telia 2013 ->
- Member of the Board, Foundation for Economic Education, 2011 ->
- Chairman of the Board, Tiera Oy 2010 -2013
- Member of Board, Technology Academy Finland 2009 ->
- Member of the Board, Kesko 2009-2012
- Member of the Board, Fifth Element Oy, 2008 - 2013
- Member of the Board, Itella Corporation 2003 – 2009, Vice Chairman 2006 – 2009
- Member of the Communications Advisory Board of the worldwide Hewlett-Packard Corporation 2000-2005

## Publications and Articles

- 2017. Kohti yhden valtioneuvoston mallia, Kanava 2/2017
- 2014. Governments for the Future: Building the Strategic and Agile State, Sitra Studies 80 (Mikko Kosonen and Yves Doz)
- 2014. Valtionhallinnon siilot murskaksi, Kanava 7/2014
- 2013. How good is strategy making in the company you oversee? And how you can improve it!, Board view 1/2013 (Mikko Kosonen and Yves Doz)
- 2012. Strategic Agility in Public Management, Insead Working Paper Collections 2012, Issue 30, p1-37 (Mikko Kosonen, Yves Doz and Timo Hämmäläinen)
- 2011. Letter to the Editor: Nokia and Strategic Agility: A Postscript, California Management Review, Vol 53, N° 4, summer 2011 (Mikko Kosonen and Yves Doz)
- 2010. Embedding Strategic Agility: A Leadership Agenda for Accelerating Business Model Renewal, Long Range Planning Special Issue on Business Models, Vol 43, N° 2-3 April/June 2010. (Mikko Kosonen and Yves Doz)
- 2008. The Dynamics of Strategic Agility: Nokia's Rollercoaster Experience, California Management Review, Vol 50, N°3, Spring 2008 (Mikko Kosonen and Yves Doz)

- 2008. How agile is your strategy process? Article in Strategy Magazine March 2008 (Mikko Kosonen and Yves Doz)
- 2008. Fast Strategy: How Strategic Agility Helps You Stay Ahead of the Game, Wharton School Press, 2008. (Translated into Finnish as "Nopea Strategia" Talentum Media Oy, 2008). Book reviewed also in Financial Times and Wall Street Journal (Mikko Kosonen and Yves Doz)
- 2007. The New Deal at the Top. Article in Harvard Business Review (HBR) June 2007 (Mikko Kosonen and Yves Doz)
- 2005. Strategic Agility, working paper, Insead N° 2005/65/ST (Mikko Kosonen and Yves Doz)
- 2001. Managing Industrial Knowledge - Creation, Transfer and Utilization. Article: 'How Tacit Knowledge Explains Organizational Renewal and Growth: the Case of Nokia', together with Seija Kulkki, SAGE Publications
- 1998. Process Management works - if only implemented. Two articles: 'Business Development until 1993' and 'Business Development from 1993 to 1998', Systems Group Publications A-10
- 1992. Joining the Global Race. Article: 'Fast Responding Global Network Organization', The Helsinki School of Economics, D-162
- 1991. 'The Internationalization of Industrial System Suppliers: A Case Study for the Internationalization Process of Industrial Systems Suppliers with Special Emphasis on Strategy and Organization', The Helsinki School of Economics, Series A:78 (Doctoral thesis)
- 1990. 'Systems Sales as an International Business Strategy for Industrial Companies', The Helsinki School of Economics, B-97 (Licentiate thesis)
- 1984. 'System Business as Part of International Business in Finnish Enterprises', The Finnish Institute for International Trade, 14:26

**Languages** Finnish, English, Swedish

**Badges of Honor** Commander of the Order of the Lion of Finland (2013)  
Knight, 1st Class of the Order of the Lion of Finland (1998)  
Medal for Military Merits (2008)

**Military rank** Senior lieutenant

**Hobbies** Sports (triathlon, running, skiing etc.)  
Culture (Classical music, arts)