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Aspectum 15 v.





JARMO R. LEHTINEN A MAN WITH A MISSION

ARTICLE: MONIKA MINQVIST PHOTO: JYRKI KORHONEN

In recent years Finland has become renowned as a hotbed of information technology. Unfortunately only a few people seem to realise that Finland has something to offer within the business consulting sector as well.

Do Jarmo R. Lehtinen, founder and the Chairman of the Board at Aspectum Finland Oy, is a man with a mission. His mission is to make Finnish business management expertise known not only throughout continental Europe, but also as far afield as Southeast Asia. Lehtinen has not only been active as Professor of Marketing, but also busy putting theories into practice as a consultant and executive.

It is only a few years back that when you said you were from Finland nobody knew where it was. Suddenly everybody – or at least those dealing with information technology or mobile communications – knows exactly where Finland is. For this sudden celebrity we can blame one company particularly, Nokia, the Finnish telecommunications giant – plus one low-profile nerd, Linus Torvalds, the godfather of the Linux system.

Three Export Phases

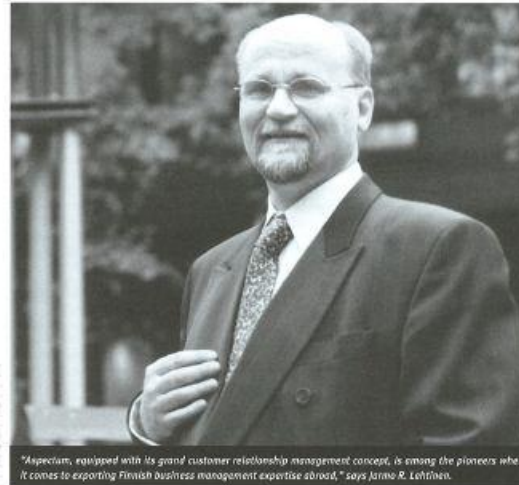
Lehtinen maintains that there are basically three phases in Finnish export business. In the

“Now we come to the third phase,” continues Lehtinen. “Aspectum, equipped with its grand customer relationship management concept, is among the pioneers when it comes to exporting Finnish business management expertise abroad.”

According to Lehtinen, such an operation is made much easier by Nokia’s worldwide reputation. “People take notice of us because they truly believe we have something to offer. This is largely made possible by Nokia and its clout. People seem to think that if one company from our country proves to be innovative, then the other companies will be worth taking notice of.”

Go East Young Man

Up until now, almost all management business theories have come out of the West, from the United States. Lehtinen gives credit to the Americans for making management consulting what it is today – a mighty business with a great reputation. However, the Americans also have a reputation for steamrolling over everything and everybody.



“Aspectum, equipped with its grand customer relationship management concept, is among the pioneers when it comes to exporting Finnish business management expertise abroad,” says Jarmo R. Lehtinen.

effective. Unfortunately, time and time again they manage to be so effective that people find them scary. It is also important to note, that not everyone is keen to American ‘Big Five’ consulting companies.”

“There are three challenges to be met when it comes to internationalising business management services. First of all, you have to package your product so that it can be sold just everywhere. Second, you have to create a business logic plan which can be applied just everywhere. The Americans have always been outstanding at this. Think Arthur Andersen and Mc Kinsey, for example. Third, you have to find the right people to co-operate with in the local market. This is crucial.”

Finding

different. On the other hand, the bottom line in business is that basically people work in the same way in every culture there is. Business is business everywhere. Everybody wants to make profit.”

Another business paradox, according to Lehtinen, is that it is easier to use English as a business language in Thailand than in France. “You see when we talk business in Thailand, English is a foreign language for both of us.”

“All in all, the business culture in France and in other middle European countries differ widely from Nordic countries. The French business culture is utterly hierarchical and quite authoritarian. Going into that market with the belief of managing customer relationships is a very real challenge. On the other hand, opportunities beckon to us, too. We have that big French customer

France, and even in Belgium there are ten million, which must make these markets extremely interesting. It is just a matter of identifying the potential customers and in so doing making yourself look convincing. Once you locate these potential customers and inform them they can increase the profitability, efficiency and commitment of their customers, then they really start listening to you.”

“At the moment, Aspectum is expanding its operations into Benelux and France, the Baltic countries and Southeast Asia. As far as the United States is concerned, of course we cannot afford to overlook it, we intend to arrange representation in the States as soon as possible. We are co-operating with Symmetrix Marketing Corporation. It is enough for today.” Nevertheless,



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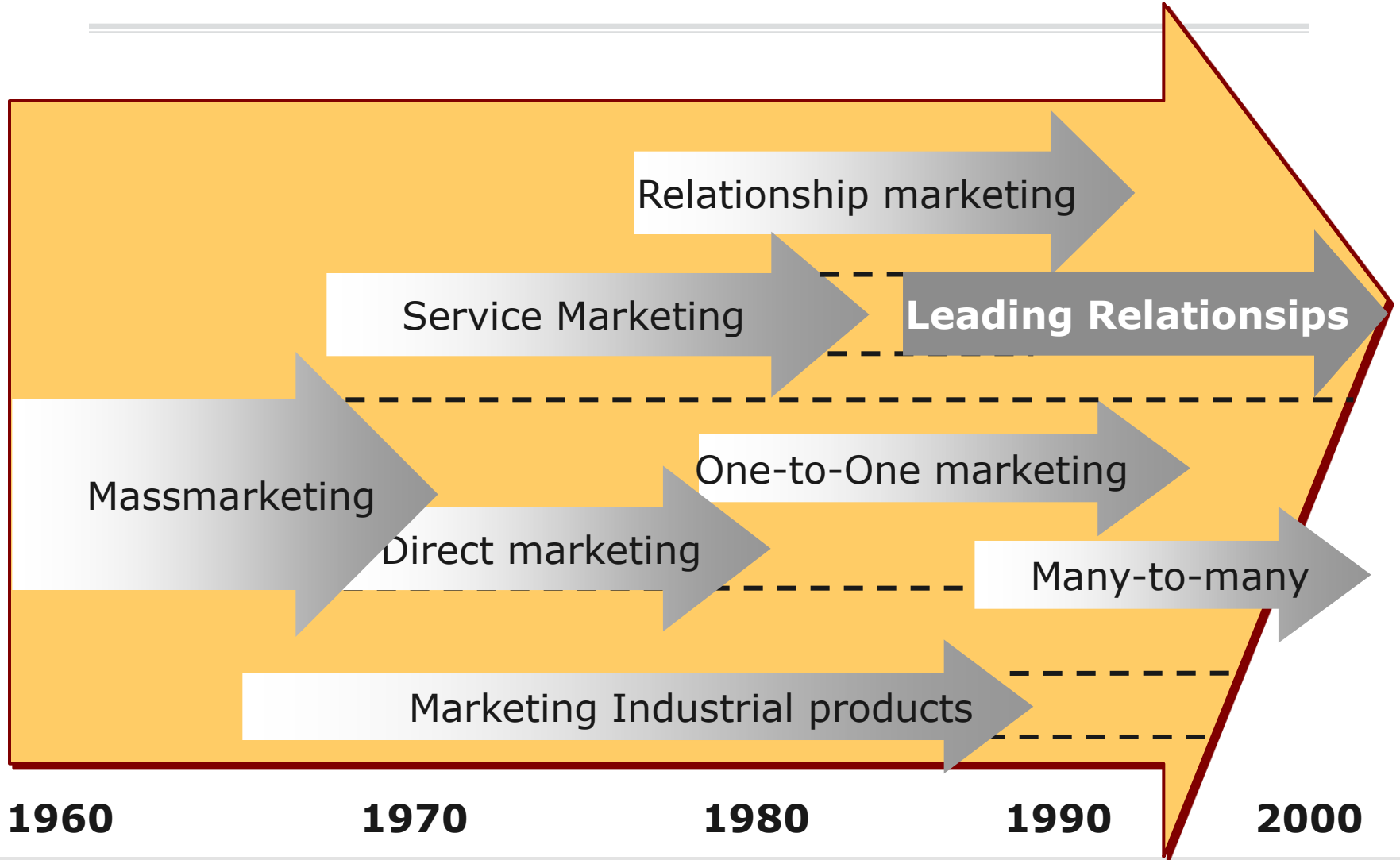
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Taustaa



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1960

1970

1980

1990

2000



Aspectumin historia

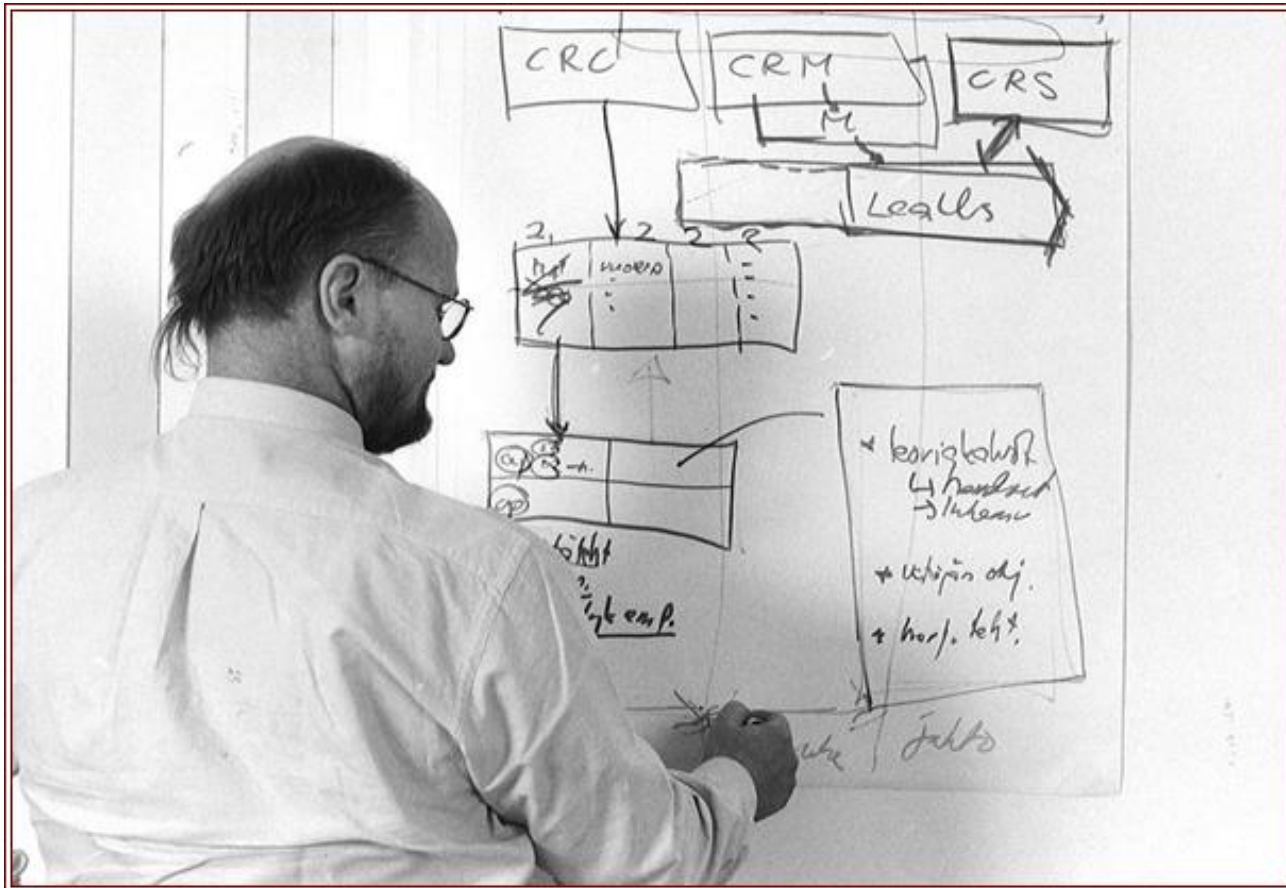
- Aspectumin historialliset juuret ovat Eric Rhenmanin luomassa SIAR organisaatiossa
- Richard Nomann kehitti Service Management ajattelua
- Christian Grönroos, Evert Gummesson ja monet muut synnyttivät Nordic School of Service Marketing koulukunnan
- Aspectum jatkoi omalta osaltaan kehittämällä teoriaa ja työkaluja asiakkuuden hallintaan
- Asiakkuuden lisäksi on tarve ymmärtää myös muita sidosresurssi suhteita.



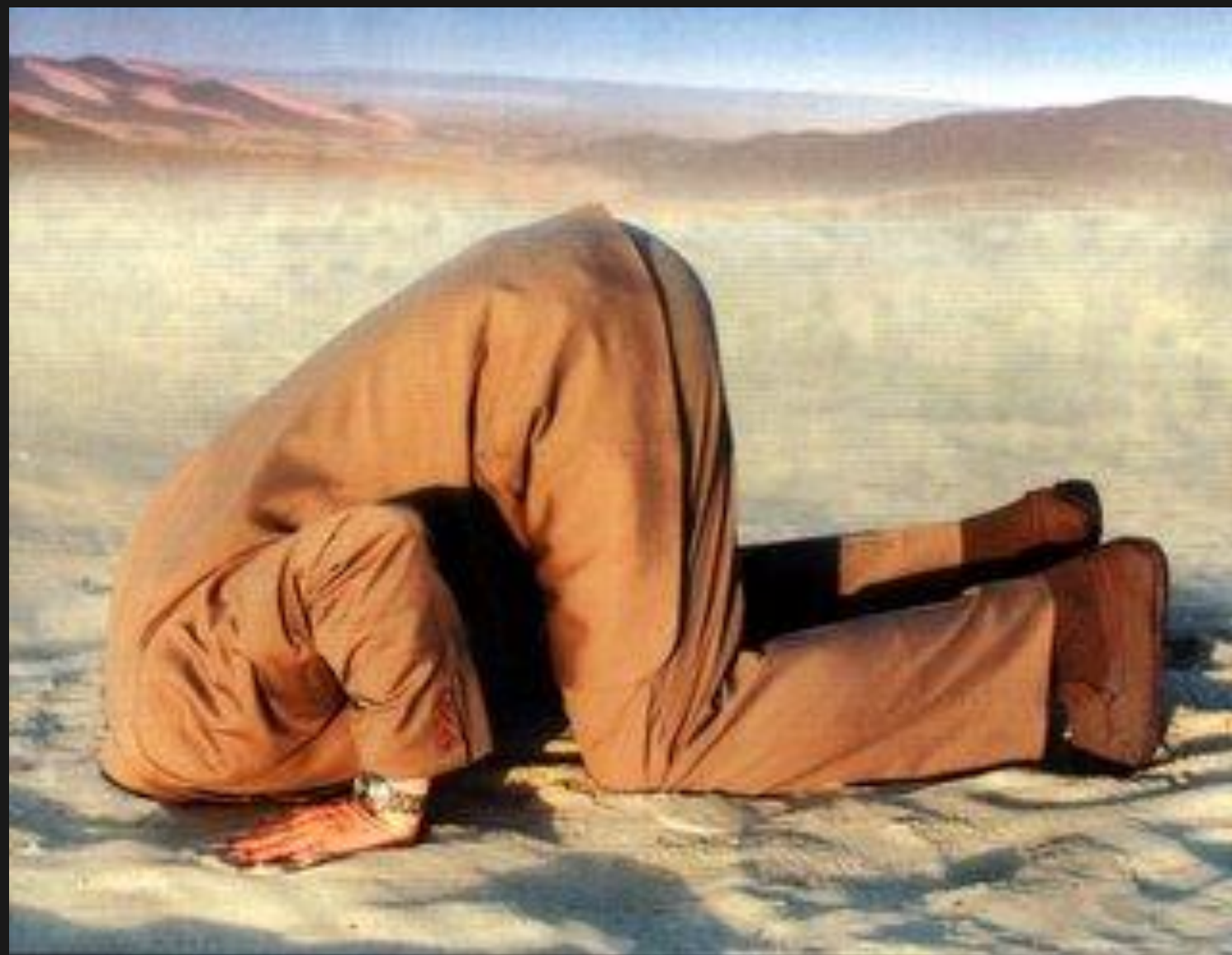


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Asiakkuuden elinkaaren johtaminen

Asiakkuuden innostamista on tapahduttava koko asiakkuuden elinkaaren ajan.

Vaatii eniten investointeja



viimeinen vaikutelma

**ensi-
vaikutelma**



Tunne asiakkuudesta luodaan asiakkuuden syntyvaiheessa,

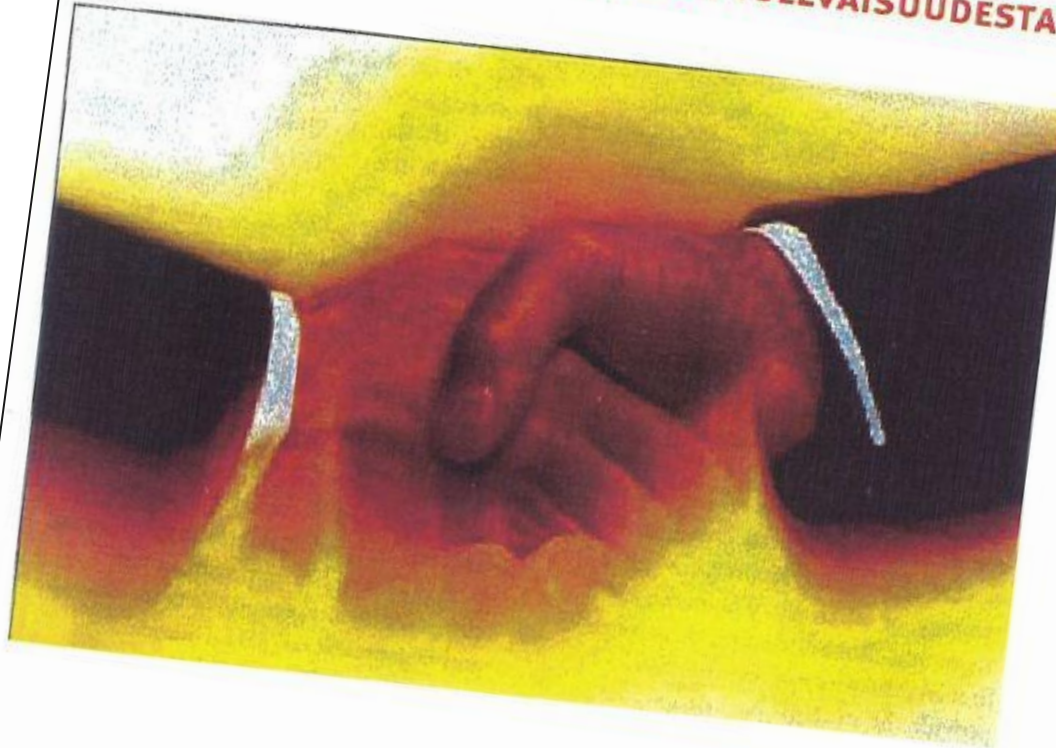


Poistuma pyrittävä minimoimaan.
Paluukynnys alas.

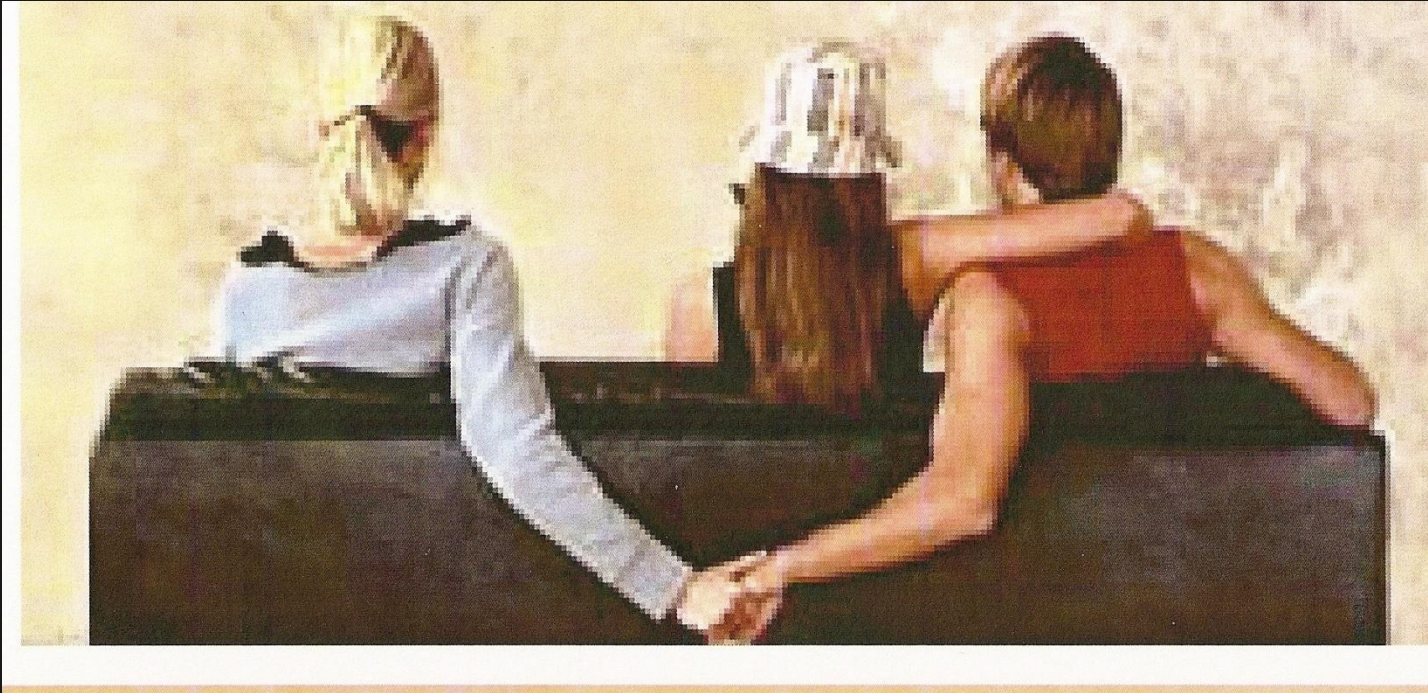


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LEADING CUSTOMER RELATIONSHIPS
RAPORTTI ASIAKKUUSAJATTELUN TULEVAISUUDESTA



Jarmo R Lehtinen





ASPECTUM

social engine

facebook



LinkedIn

Just joined LinkedIn

30 new colleagues from Hasbro

12 new classmates from Kent State University

Your Network

1

Connections
Your colleagues

214

2

Two degrees
Friends of friends

46,200+

3

Three degrees
Their friends

3,091,500+

[View full network stats](#)



COMING SOON!



THE BUSH ADMINISTRATION
IN ASSOCIATION WITH
THE OTHER BUSH ADMINISTRATION
PRESENTS

GULF WARS
EPISODE II
CLONE OF THE ATTACK

STARRING GEORGE W. BUSH · CONDOLEEZZA RICE · DONALD RUMSFELD

REPRISING THEIR ROLES FROM EPISODE I
DICK CHENEY · SADDAM HUSSEIN · COLIN POWELL

AND INTRODUCING OSAMA BIN LADEN AS THE PHANTOM MENACE

BASED ON AN IDEA BY GEORGE BUSH, SR.
PRODUCTION DESIGNED TO DISTRACT YOU FROM THE FAILING ECONOMY
PRODUCED BY THE MILITARY INDUSTRIAL COMPLEX IN ASSOCIATION WITH EXXON, TEXACO, MOBIL, ET AL.
DIRECTED BY A DESIRE TO WIN THE NOVEMBER ELECTIONS
THE SUCCESS OF THIS MILITARY ACTION HAS NOT YET BEEN RATED

A MAD MAGAZINE POSTER

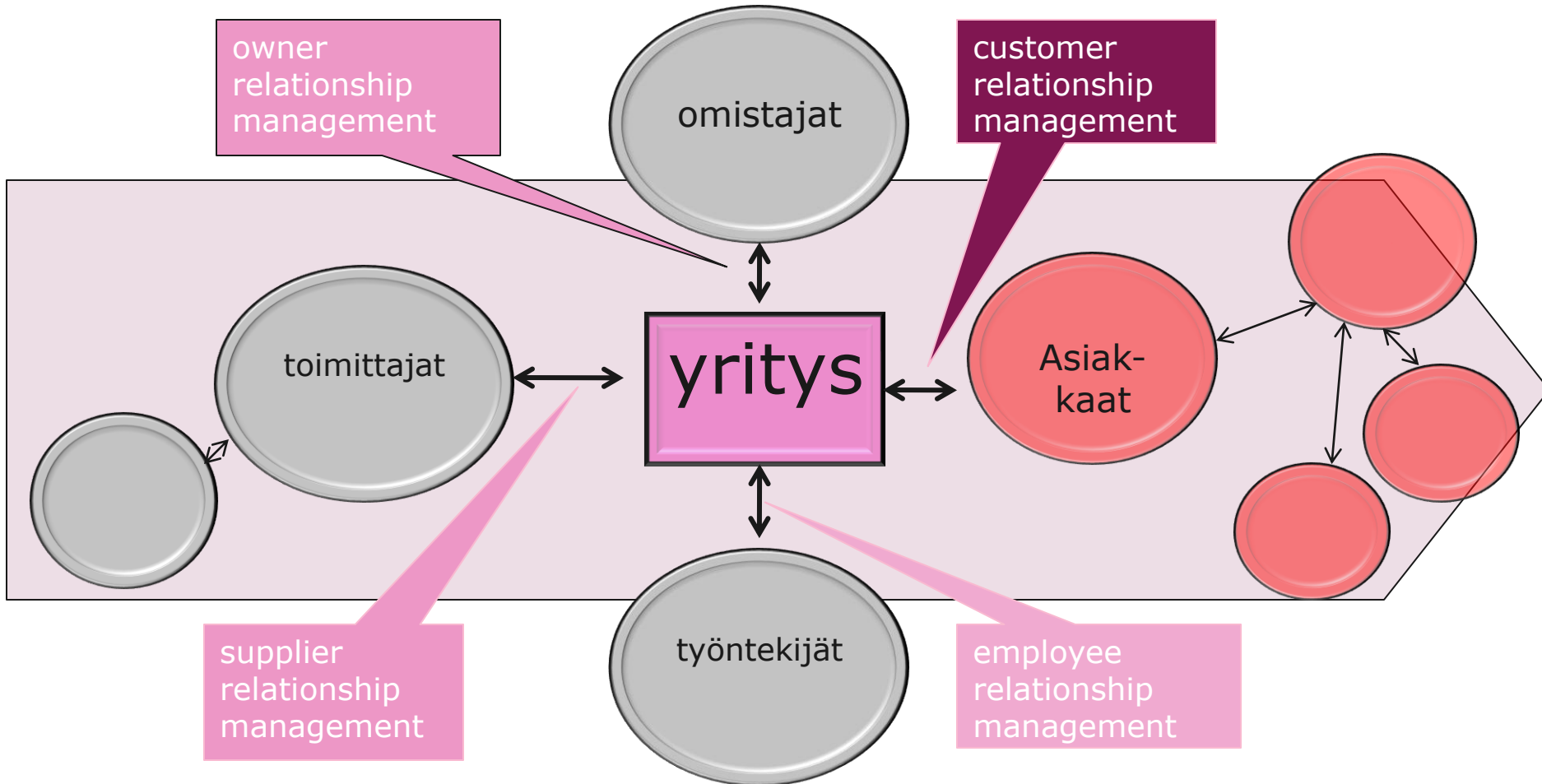
Suuntauksia Asiakkuudessa



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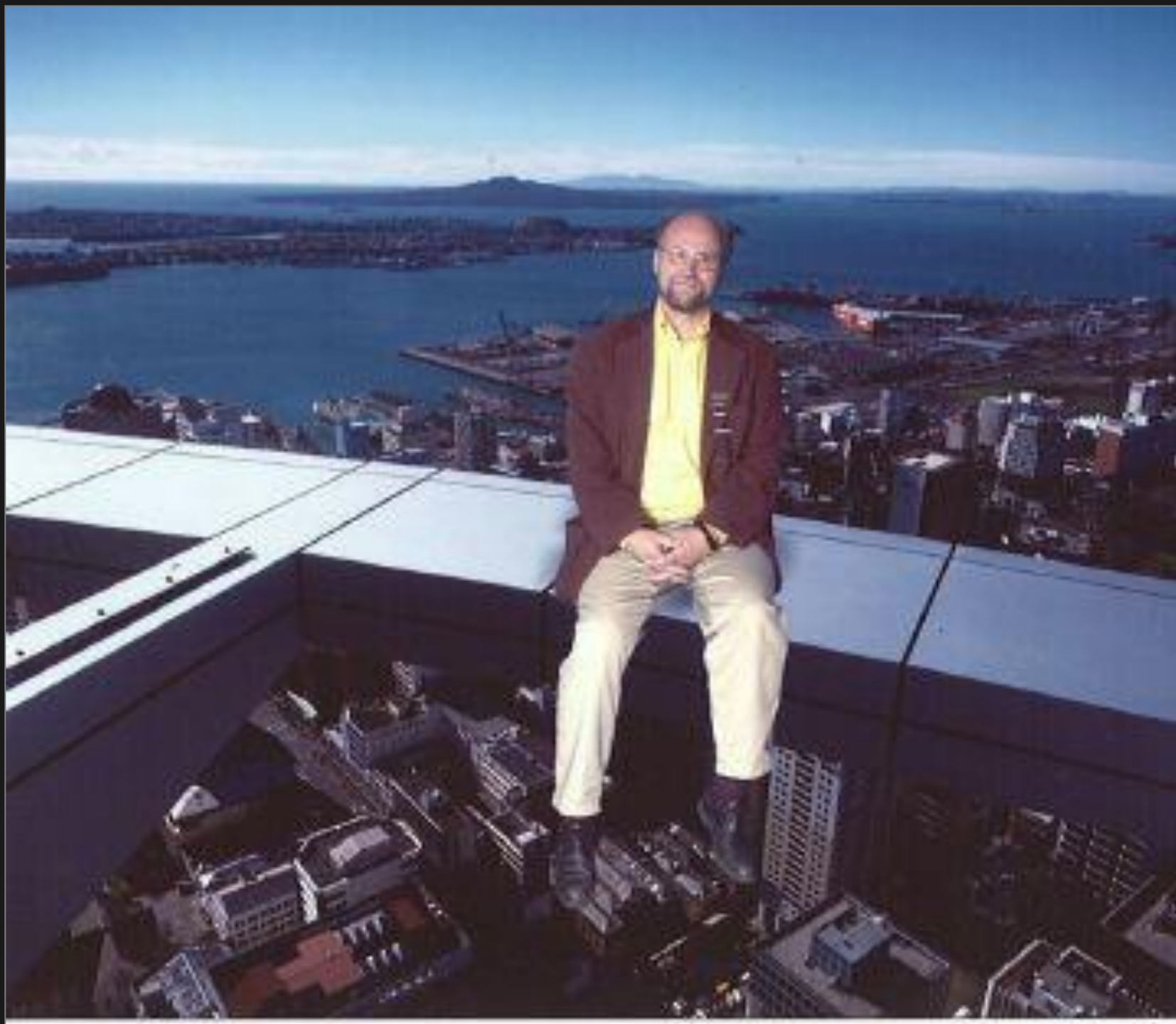
- Asiakaskannat **sirpaloituvat** yhä pienemmiksi asiakasyhteisöiksi
 - Asiakasuskollisuus heikkenee, kynnys **vaihtaa toimittajaa** laskee lähestyessä "hyperkilpailua",
 - **Tunteen merkitys kasvaa** vaihtokynnyksen madaltuessa
 - **Asiakasyhteisöjen johtaminen** tulee yhä tärkeämmäksi
 - Sosiaalisen median merkitys kasvaa
 - Asiakkaiden **elämysten hallinnan** merkitys kasvaa
 - Asiakkaista tulee **moniuskollisia**
 - Asiakkuus on **"tasearvo"**
 - **Asiakasyhteisöjen** merkitys kasvaa
 - **Suhteiden johtaminen** on yrityksen johtamista
-
-

Suhteiden johtaminen





**It Is Better to Be
Someone to Somebody
than No-One to
Everybody**





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Kiitos!

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