

## CURRICULUM VITAE

### Proposed position:

1. **Family name:** Auvinen
2. **First names:** Heikki Kalevi
3. **Date of birth:** 21 December 1945
4. **Nationality:** Finnish
5. **Civil status:** Divorced
6. **Education:**

<i>Institution</i> <i>Date: from - to</i>	<i>Degree(s) or diploma(s) obtained:</i>
University of Helsinki 09/1967 - 05/1972	B.A. in Pedagogy
University of Helsinki 09/1972 - 05/1974	M.A. in Educational Management
Extensive ICT and management training programs with employers (IBM, Nokia, DG)	Altogether more than one year full time training certified by training centre diplomas & progress in professional career

### 7. Language skills (mark 1 to 5 for competence) (1 - excellent; 5 - basic):

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
Finnish	Mother tongue	Mother tongue	Mother tongue
Russian	1	1	1
English	1	1	1
French	4	5	5

8. **Memberships of professional bodies:** The Finnish Information Processing Association, Finnish Systems Engineering Association, Association of International Consultants, the Development Executive Group
9. **Other skills:** Fully computer literate: Internet, MS Office, Adobe Photoshop, Pinnacle Studio Plus, MS Vision
10. **Present position:** Freelance Development Consultant
11. **Years within the firm:** 35
12. **Key qualifications:**
  - Good professional knowledge of trade development, policy making and strategy development, functional analysis of management and public procurement processes in countries in transition in EE & CA, division of labour in investment s and infrastructure building since 1970s in Western Europe, the FSU and Central Asian countries.
  - Good professional knowledge of Western industrial R & D and technology development and export/export support mechanisms with at MS level and in UNICE, UEAPME, CEEP and ETUC in European level industrial cooperation.
  - A sound experience in EU PRAG 2010 procedures aid planning, coordination, delivery and M & E methodology in multiple sectors and with multiple financing instruments whereas results oriented project management (ROM) tools have been used, as well as sound experience in use of ICT/Internet in promotional activities.
  - Demonstrated interpersonal team building skills gained from nine TL positions with personal tact and the ability to manage projects under different cultural settings.
  - Excellent knowledge of English and Russian language and business cultures in the FSU countries enabling to obtain information directly from public administration/business community and keeping general public informed as a part of donor visibility.

### 13. Specific experience in the region:

<i>Country</i>	<i>Date: from (month/year) to (month/year)</i>
Russia, Belarus, Ukraine	05/1976 – 10/2013
The Baltic States	05/1979 – 08/2011
Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan, Turkmenistan	03/1996 – 04/2013
UAE/Egypt/Israel	11/1989 – 01/2004
Vietnam, China Mongolia	07/2008 – 08/2013

14. Relevant Professional Experience related to International Operations

Date from - Date to	Location	Company	Position	Description
10/2013 - 11/2013	Kyrgyzstan	WB SSfER PCU (KG)	ST Expert	Design the research methods and instruments to conduct observation of teaching practices at classroom level, probation of survey measure instruments, develop training module for national observers and analysis & making recommendations on improving pedagogical practices in Kyrgyz primary schools.
05/2013 - 07/2013	Vietnam	Impact Consulting Oy Ltd (FIN)	Team Leader	Appraisal of Innovation Partnership Programme between Finland and Vietnam, Phase 2 (IPP 2) comprising assessment of the three programme components 1) Institutional Development and Capacity Building 2) Partnership for Innovation and 3) Innovation projects - finalizing the draft programme document into a final programme document.
09/2012- 01/2013	Kazakhstan (Astana)	EPRD Ltd (Pl)	Team Leader	EU funded FWC Com Lot 1 project: Providing the EC Delegation with an independent assessment of the two ongoing “Support to VET in Kazakhstan” and VET Institutional Partnership Project (VIIP)” projects as part of the EU-funded “Support to the National Programme of Vocational Education Development” program (decision 19259, AP 2007) and making recommendation for future steps of the programme.
06/2012 – 06/2013	Finland	FIPA	Mentor	Participation as mentor on internationalisation of ICT business in Finland under the Finnish Information Processing Association’s one-year mentoring programme for ICT professionals (Certified programme).
01/2010 – 04/2011	Ashgabat	IBF Consulting (B)	Team Leader	Development of human capital relevant for a modern society integrated into the world economy by contributing to modernization of the general secondary education through development of modernisation strategy, content restructuring, teachers’ training and setting up QA system and bringing Turkmen education system closer to international recognition.
06/2009 – 08/2009	Beijing	Danish Management S/A	Team Leader	Final Evaluation of EU-China Information Society Project under the EU-China IS Dialogue and EC make recommendation for IS Dialogue sustainability/continuation with project’s four components Regulatory Framework, Improved Government Services, e-Government Training, Administrative Capacity Building and the whole IS Dialogue.
01/2009 – 03/2009	Beijing- Ulaanbaatar	HTSPE Limited	Team Leader	Assessment of EC-Mongolia Development Cooperation Strategy with appropriate analyses and recommendations including project identification study for Medium Term Review of the EC’s Strategy Paper 2007 – 20013 for Mongolia.
05/2008 – 12/2008	Ashqabad Turkemnistan	AETS-Europe (F)	Team Leader	Identification of SCST and higher education institutions science, technology and postgraduate education standards compliant with the internationally accepted standards. Creation of portal: <a href="http://www.science.gov.tm/projects/pes/en/index.htm">http://www.science.gov.tm/projects/pes/en/index.htm</a>

07/2008 – 08/2008	Danang, Vietnam	FCG Int'l Ltd (FIN)	Team Leader	Support to PIU of Danang eGovernment project in WB Vietnam ICT Development Programme 2008 - 2011, advising on project management (PCM/LFA) and ICT systems development in inception phase for implementation of eGovernment in Danang.
01/2008 - 04/2008	Tajikistan	Apri International	Team Leader	Mission to draw up Terms of Reference (TOR) for development and implementation of One-stop Shop (OSS) for new business registration in Tajikistan.
03/2007 - 10/2007	St. Petersburg, Arkhangelsk, Novgorod	Steinbeis GmbH & Co /HCG	Senior ICT Quality Service Expert	Development of Internet-based Interactive Government-to-Business Services in NW Russia (G2B-NWR) with focus on ICT-based Public Procurement in Arkhangelsk province, transfer of EU experience in SME-sector and eGovernment development, assessment of Russian on-going eGovernment & Information Society development reforms with regard to the Lisbon Process and i2010 initiative framework. Review and design of development indicators for measuring progress and benchmarking. Design and executing study tour to Finland to see G2B settings, ICT and R & D cooperation with universities including City of Oulu and its development with Nokia a leading telecommunications R & D centre in the world in 30 years.
01/2006 – 11/2006	Batken, (KG) & Sughd (TJ), Rovaniemi (Finland)	Private Consultant	Consultant	Promotional photo/video -materials production on Kyrgyzstan and Central Asia (CA) in connection with the 100 anniversary of Finnish Marshal Mannerheim's horseback riding trip via CA to Peking as Russian army general. Support to festive events in Kyrgyzstan for the Finnish Ministry of Foreign Affairs. Finnish Industrial Delegation programme/travel arrangements in 2006 in Kyrgyzstan. Photo exhibition on Apricot flowering in Ferghana Valley at Tapiola Cultural Centre in Finland 2007. Design of tours to Central Asian with support services at Matka2007 Exhibition for tour operator Kontiki Tours Ltd. PR operations for Russian tourists in Lapland Winter Holiday season.
01/2005 - 12/2005	Batken, (KG) & Sughd (TJ)	Transtec	Team Leader	Tacis project: Addressing Social Consequences of Transition in Ferghana Valley, including baseline e-Government services assessment and set-up basic ICT services at Oblast administration level, SME start-up and incubator services and training programmes in Southern Kyrgyzstan & Northern Tajikistan, renovation of agriculture produce through implementation of new species from Europe with new plantation techniques (1400 apple trees and 120 rootstocks) and introduction of new meat cutting techniques from Europe.
01/2002 - 12/2004	Cairo, Egypt	The EC Delegation	Individual Expert	Individual Expert on Government Liaison at the EC Delegation in Cairo (advisor to Head of Operations/Ambassador on coordination of EU aid planning and delivery in Egypt) through participating annual, CSP and indicative programme documents drafting process, working as secretary of the EU – Member States aid coordination body, participating as the EC Delegation representative in international and GoE policy level donor meetings and being expert in aid planning & coordination methodology (PCM/LFA, aid effectiveness, SWAP/BS) & ICT tools (Internet), as well as taking part as expert in the sector-oriented WGs in education, environment, SME/private sector, aid harmonisation and good governance donor cooperation bodies in Egypt.

11/2000 - 01/2002	NW Russia	HCG Ltd	Team Leader	Tacis CBC project on tourism development in NW Russia focusing on set-up of Tourism Information Centres (TIC), design & installation of Internet portal on NW Russian Tourism marketing, drafting a Guidebook for funding tourism sector and design and implementation of training program on new tourism product and services development in NW Russia.
05/1999 - 09/2000	Kizel, Russia	IMC Consulting	Resident Adviser	Municipal Economic and Social Reform Initiative of Tacis (MERIT), including design and implementation new business and incubator services for MSME, IT training programme for entrepreneurs and civil servants in town of Kizel and assessment of tourism potential, identification of products and services in tourism sector and linking food industry to tourism development, support activities and advice to existing office furniture and sewing industry firms in Kizel.
12/1998.- 02/1999	Finland, Uzbekistan	HAUS International	ST Expert	Tacis tender preparation for Uzbekistan, including fact-finding in Uzbekistan and drafting & e-Government development plan drafting for the tender for the Administration of the President in Uzbekistan.
03/1996.- 04/1998	Kazakhstan	HUKS Ltd	Team Leader	Tacis project: Addressing Social Impacts of Privatization in Kazakhstan, including policy advice on design employment registration IT systems and pension sector reform and building up national databases and information management, new food industry entrepreneurship and SME incubator activities and food industry & services product development in an ex-industrial mono-town.
12/1994	Vienna, Austria	Finnish Research Centre (VTI)	Consultant	Intergovernmental Conference on Innovation Research Co-operation with Countries in Transition in capacity of Expert representing of the Finnish Government with requested presentation on Finnish experiences in cooperation with the USSR in the field information technology development/R & D institutions, S & T cooperation and commercialisation of the USSR scientific know-how.
06/1992 - 12/1994	Geneva & USSR	ITU	Consultant	Telecommunication Development Policy for Countries in Transition in Central and Eastern Europe draft report compilation with interview program in the CIS countries and Draft Report results and recommendations presentation at a CMEA Ministerial Conference in Moscow.
05/1991	Paris, France	OECD	ST Expert	Short term expert to contribute in international OECD expert team to review and assess the 1991 Russian Federation IPR protection Draft Law for the RF Government generally and with special focus on of IPR protection of computer software with the given Draft Law .
02/1990 - 11/1991	Moscow & USSR Cities	MTI of Finland	Consultant	Conducting survey on the USSR Services Industry setting and Trade in Services business practices and assessment with recommendation for the Finnish Government how to develop trade in services with the USSR..
05/1989 - 07/1989	Pereslavl-Zalessky, Russia	IT-firms in worldwide	Co-chairman	Industry-driven software copyright protection development conference in the USSR, including: innovating the approach and designing the event, member of the drafting team of the International Pereslavl-Zalessky Declaration on software protection declaration and promoting it and its results amongst western & USSR IT firms and mass media.
02/1989 - 04/1989	Brussels, Belgium	The EC	Consultant	EC Assessment of the cooperation potential in ICT sector with the USSR for drafting cooperation policy with the USSR with delivery of Asumer analyses and reports on the USSR ICT industry and marketplace in advance and running an EC inter-Directorate General workshop in Brussels.

01/1989 - 12/1989	San Jose, USA	Dataquest	Licensor	Sale of "USSR PC Marketplace" –business guide report publishing rights, including Dataquest version compilation & support services in marketing at CeBIT/Comdex exhibitions
01/1986 - 12/1986	Kotka, Finland	City of Kotka	Consultant	Set-up of Municipal Information Technology Centre, including feasibility study, design and fund raising, personnel selection and start-up of the Centre aimed at design and production of EDI-standard automated container control systems.
01/1985 - 06/1986	Major Cities in the USSR	MTI of Finland	Consultant	Assessment of the USSR Information Technology Market potential for the Finnish and Finland-based IT-firms, including market-survey type of analysis of the market, identification of business opportunities and trade restrictions, making recommendations and workshop for MTI/IT firms.
06/1981 - 02/1996	Finland, Europe, USA, USSR	Private Consultant, Asumer Oy	Consultant & Managing Director	East-West Trade and new business development consultancy specialising in trade in ICT and trade in services with the USSR and start up services for software export to Western Europe (CeBit) and national policy formulation for participation in Eureka and other new European innovation programmes, including larger reports drafting for the governmental organisations, business guides writing which were jointly marketed with Dataquest & IDC Corporation, rendering advisory services either of ad-hoc or retainer basis (altogether more than 300 clients - some 80 clients on retainer or long term contract basis), co-chairmanship of the Pereslavl-Zalessky IPR protection conference ( <a href="http://www.newscientist.com/article/mg12316721.400-battle-against-bootleggers-.html">http://www.newscientist.com/article/mg12316721.400-battle-against-bootleggers-.html</a> ) in 1989 in the FSU, TV/press interview arrangements with key USSR officials for international mass media, PR services for the principal firms and other organisations. Development of new water transport and irrigation method for arid and semi-arid regions, fund raising, publicity campaign and intellectual property right protection at national and international (US & EPO) levels. Support service to University of Arts and Design of Helsinki in development of new training contents/programs.
02/1979 - 05/1981	Helsinki, Major Cities in USSR	Stroemberg-Data	Sales Manager	Computer Export to the USSR, including Sales Manager responsible for Export to USSR, Sales to the Public sector organizations in Finland in setting up e-Governance in Finland. Participation in the Finnish-Soviet S & T cooperation in the field of image processing and pattern recognition.
12/1974 - 02/1979	Helsinki, Paris, & Moscow, USSR	IBM Finland & IBM Trade Development SA	Systems Engineer, Sales Rep.	Computer systems development and sales/export, including: Systems engineer in the IBM USSR operations including e.g. functional and process analysis of results system of the Moscow 1980 Olympics, Sales representative for the State Computer Centre in Finland in late 1970s when e-Government development began with design and implementation of national/ministerial systems, assessment of IT systems in universities and higher education institutions.
08/1972 - 11/1974	Helsinki, Finland	Nokia	Systems Analyst	Research and development & new software products and services development & design of pilot computerized personnel information systems for Nokia Corporation and its sales support when the system was also marketed and sold outside of Nokia Corporation.
02/1971 - 07/1972	Helsinki, Finland	Dalog	HR Specialist	R & D and functional & process analysis work associated with design of comprehensive computerized personnel information systems for Finnish firms, which will be linked to corporate level pension funds' systems and national pension systems under Ministry of Social Security.

01/1970 - 01/1971	Helsinki, Finland	Educ. Research Auvinen Co	Partner	R & D and design of computerized personnel information systems for Finnish firms, estimation and measurement methodology for Finnish municipalities to assess school building sizing based on demographic data.
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### **Selected Publications and Reports:**

- The Computer in Personnel Management – systems analysis method applied in computerised personnel information systems, Oy Nokia Ab, Electronics , 171 pp. plus annexes, 1974;
- The Finnish-Soviet Information Technology Trade Development Study Report, Ministry of Trade and Industry of Finland, 118 pp., 1985;
- The USSR PC Market - Market Survey and Business Guide, Dataquest Inc. (a Dun and Bradstreet subsidiary in the U.S.), 120 pp., 1989;
- The East-West IT Trade Directory - a contact development tool, which covers some 2,700 Western organisations associated with the trade in 49 countries, Asumer Oy, 54 pp., 1990;
- The USSR IT Industry Directory - a contact development tool, which covers some 1,600 Soviet Union IT organisations in the 15 Union Republics, Asumer Oy, 98 pp., 1990;
- The USSR/CMEA Computer Hardware Directory - a business development tool comprising more than 900 computer systems and devices with short form specifications, Asumer Oy, 52 pp., 1990;
- Service Industry Structures (including HE structure analysis) and Cooperation Opportunities in the Sector in the FSU countries - a survey report, Ministry of Trade and Industry of Finland, 157 pp., 1992;
- Business Laws and Regulations in the FSU countries - a short form law directory, which contains some 500 laws and regulations, Asumer Oy, 72 pp., 1992;
- Telecommunications Development Policies for Countries in Transition in EE CE Europe - an expert report for International Telecommunication Union, ITU, 92 pp. plus annexes, 1994;

### **Articles:**

- Finnish Foreign Policy and the International High Technology Issue - an article in the Swedish-language 'Hufvudstadsbladet' newspaper in July 1985 and the same article was published in Finnish by the Finnish-language 'Information Technology' magazine, September 1985;
- Co-chairman of the Forum and the drafting team of the International Pereslavl-Zalessky Declaration on Computer Software Copyright Protection in the former USSR, June-July 1989  
<http://www.newscientist.com/article/mg12316721.400-battle-against-bootleggers-.html>;
- Premises and Barriers to Commercialisation of Russian Information Technology - Presentation Synopsis (15 pp.) at the Six Countries Programme Conference on Innovation 'Research Co-operation with Countries in Transition, December 1-2, 1994, Vienna;
- Does Finland need a Private Technology Development Fund - an article in the Finnish Technology and Economy (Tekniikka ja Talous) newspaper, June 1995;
- "Social Media – postilion without silence obligation, an article in "Technology and Economy Newspaper in Finland in January 2014.

### **Publications/Reports Related to Education/Higher Education Development:**

- Review of Economic Reforms, Privatisation and Social Policies in Kazakhstan - a Tacis project (EDKAZ 9402) national level survey with further development proposals for the government, 1996, 135 pp. (+ 100 pp. appendices compiled by a Kazakhstan team);
- Co-author of the report 'Social Policy and Privatisation of the Social Sphere in Kazakhstan' - a Tacis project (EDKAZ 9402) report, 1996, 62 pp. + Appendices;
- Memorandum to the President of Kazakhstan within the EU project on Impact of Privatisation in Social Sphere in Kazakhstan (Tacis project (EDKAZ 9402) with recommendations to advice for the third phase (social objects) in national privatisation programme, 1998, 12 pp;
- Author of the "Annual Review Report on Local Co-ordination among the EC/EIB/MS Development Aid Co-operation in Egypt in 2001 – 2002, 61 pp., The EC Delegation in Egypt;
- Co-author of the aid coordination report "Annual Report on European Union in Egypt 2002", The EC Delegation in Egypt; 90 pp, 2003;
- Inception Report and the 1<sup>st</sup> Progress Report on Tacis project "Addressing Social Consequences in Ferghana Valley" including Kyrgyzstan and Tajikistan territories, 2005
- Public Procurement System Assessment in Arkhangelsk Oblast, NW Russia - Project's Quality Expert Report, EC Tacis G2B NWR project in NW Russia, 67 pp., 2007;

- eGovernment & Information Society Development in Russia and Associated Development Indicators, EC Tacis G2B NWR project in NW Russia, 98 pp., 2007;
- Terms of Reference for Tacis project for EU One-Stop-Shop (OSS) in Tajikistan under Tacis Programme, 40 pp, 2008;
- **Designer and major content writer of Internet Portal on Postgraduate Education in Europe, selected CIS countries and in the US (<http://science.gov.tj/projects/pes/en/index.htm>), 2008**
- Co-writer of Assessment of EC – Mongolia Cooperation Strategy, Final Report, Mission Report , 44 pp. plus 42 pp. annexes, HTSPE Ltd, 2009;
- Final Evaluation of EU – China Information Society Project, Final Report, 55 pp. plus 65 pp. annexes, Mission Report, Danish Management Group, 2009;
- Inception Report of the “Support to Modernisation of the Education System in Turkmenistan, EU project report, 59 pp. with 99 pp. Annexes, August 2010;
- Progress Report No 1 of “Support to Modernisation of the Education System in Turkmenistan”, EU project report, 36 pp. with 56 pp. Annexes, October 2010;
- Overall Plan of Operations for “Support to Modernisation of the Education System in Turkmenistan”, EU project report, 67 pp. with Annexes December 2010;
- Internal Communication Strategy and EU Visibility Plan for the above project, a 14-page Annex to the Overall Plan of Operations (OPO) –report, December 2010;
- Secondary Education and Education Administrations in EU Countries, 4-volume summary on EU education/HE systems and policies, pp. 600 pages, spring 2011;
- Final Report “Evaluation of ongoing EC-funded Projects “Support to VET in Kazakhstan” and “VET Institutional Partnership Project (VIPP)” DCI2007/19259” approved in February 2013.
- Draft Report on appraisal of Finnish-Vietnam Innovation Partnership Programme, Phase 2 (IPP 2) for Ministry of Foreign Affairs of Finland, pp. 108, June 2013,
- Initial Report (28 pp.) and Final Report (97 pp.) on Education Assessment Framework Development /Classroom Observation Instrument for Learning Measurement (Word Bank) in Kyrgyzstan (2013).

#### Articles & Presentations:

- Ethical Aspects of the Social Sphere Reform in Kazakhstan - a Russian presentation summary published in the Second Central Asian Public Sector Management Conference proceedings, and the English version as a Tacis project (EDKAZ 9402) document, April 1997;
- Human Rights and Ethics of Knowledge, an article about the 50<sup>th</sup> anniversary of the Universal Human Rights Declaration and needs to make it current because of Internet and emerging information society, the University Magazine, University of Helsinki, November 1998;
- Editor -in Chief of three Newsletters: ‘Social Partnership’, ‘Employment Development’, ‘Higher Education’ about the results of the Tacis project EDKAZ 9402 in Kazakhstan, 1998;
- Is a new tripartite institutional setting needed in Finland? – an article about restructuring of the Finnish social institutions in the Pellervo society’s “Co-operation” magazine, April 1999;
- An Institutional Model of Consensus Society, a Presentation at “Social Dialogue, Civil Society and NGOs in Europe and Russia Conference, St. Petersburg State University, November 12-14, 2010.  
<http://www.zdes.spbu.ru/assets/files/Publications%20ZDES/abstracts-Book.pdf>

#### Customer References:

**Asumer Oy/Mr. Heikki K. Auvinen customer references in consulting/donor business since 1982**

#### Governmental & International Aid Business Organisations by Country

**Belgium:** Commission of the European Communities; IBF International Consulting, Transtec;  
**Denmark:** Danish Management; **Finland:** The Finnish Association of Information Processing, The Association of the Disabled of Finland; The Association of Energy Firms of Finland; Bank of Helsinki; City of Kemi; City of Kotka; Finnfund; The Finnish Association of Consulting Firms; Central Federation of Small Industries; FCG International, The Finnish Hotel and Restaurant Council; Finnagro, The Finnish Foreign Trade Association; The Finnish Institute of Public Management; The Finnish Ministry of Trade and Industry; HUKS, The General Industrial Group; National Bank of Finland (KOP); Lapland’s Regional Land Use Planning Authority; The Finnish



Management Institute (LIFIM); Postal Savings Bank of Finland; The Regional Development Fund of Finland (KERA); The State Computer Centre of Finland (VTKK); Technical Research Centre of Finland (VTT); **France:** AETS Europe, O.E.C.D; **FSU:** The USSR Ministry of Foreign Economic Relations; **Italy:** APRI International; **Poland:** EPRD; **South Korea:** Korea Trade Promotion Corporation; **Spain:** Instituto Espanol de Comercio Exterior; **Switzerland:** Economic Commission for Europe (United Nations); International Telecommunication Union (ITU); **Taiwan:** Institute for Information Industry; **UK:** HM Government; HTSPE, IMC Consulting; **Turkmenistan:** Academy of Sciences.

### **Trade Development and Private Sector Customers by Country**

**Austria:** Hewlett-Packard Austria; IBM Trade Development Inc; **Belgium:** Applied Magnetics Belgium; Intel Corporation; Motorola Information Systems Group **Canada:** Canadian Marconi Company; **Finland:** A. Ahlstrom Corporation; Agfa-Gevaert; Arvelin; Bertel Ekengren Engineering Office; Businessman; Canon; CDS Finland; Consensio; CPT Finland; Data-Helsinki; Dataway; Dava; Digital Equipment Corporation (DEC); Economic-Kaluste; Elektrotel; Esselte, Esselte System; Field; Finnair; Fiskars, Power Electronics; Haka; The Helsinki Region Joint Computer Centre; Hewlett-Packard; HOAS Consulting; IBM; ICL Finland; Inter-Marketing; IVO International; Info-Yhtiöt; Jaakko Pöyry Enterprises; Kaukomarkkinat; Kone; Kon-Tiki Tours; Kotka Information Technology Centre; Labsystems; Lapland Safaris; Lohja; Electronics; A. W. Liljeberg; LTL-Elka; Matti Wuori Solicitors; Mentor Graphics (Finland), Mercantile; Mercantile Computers; Metalex; METRA Engineering; Nokia; Nordan Trade; Norinter; Onninen, Perusyhtymä.; Outokumpu, Electronics Division; PIB Personnel Investment for Business; Rastor-Institute; Salcom Finland; Siemens; Suomen Sokeri; Symmetric; Sähköliikkeiden; Tecnomen; Tekla; Thomesto; Teollisuuden JOT Systemeit; Teräsbetoni; Tietotehdas; Timerider; TMT-Tietoyhtiöt; TN-System, Unic; Uniscience; Unisys, X-Computer; Wallac; Valmet, Instrument and Meter Works; Valmet-PCI; Wärtsilä; **France:** Brun Exportation; Bull S.A.; Compass Design Automation; Framatome; IBM EHQ; **Germany:** Compaq Europe International; ECS International Deutschland GmbH; Epson Deutschland GmbH; Microsoft Europe; MiniScribe; Siemens; Siemens Nixdorf Informationssysteme AG; Sony Europe AG; Star Micronics Deutschland GmbH; Sun Microsystems **Italy:** Italtel; **Japan:** Matshushita Electric Industrial Corp.; **The Netherlands:** Intergraph Europe; Philips International B.V.; QMS Europe B.V.; **Norway:** Tandberg Data; **Sweden:** Apple Computer Europe North; Tecator AB; **Switzerland:** Admerca; Caterpillar Overseas; Commodore Electronics; Digital Equipment Corporation; **United Kingdom:** Acorn Computers; Ashton-Tate Europe; Borland International; Citizen Europe; Datapoint Corp.; Lotus Development European Corporation; Motorola Inc.; Rank Xerox; Seagate Technology; X/Open; **United States of America:** Abacus ICS; Global Development Corporation; Sackman Associates; Seagate Technology Inc.; VLSI Technology; Wyse Technology

### **Finnish and International Mass Media Organisations by Country**

**Finland:** Computer Weekly Finland; The Finnish Broadcasting Company (YLE), The Finnish Business Daily, Idänkauppa (East-West Trade) Magazine; MTV3, Sanoma Oy; **France:** Communications Week International Newspaper; Dataquest Europe; **Germany:** IDC Deutschland; **Israel:** People and Computers Magazine; **UK:** Dataquest UK; Rapide Productions Ltd (Channel 4); The European IT Market Research Group; **United States:** Datamation Magazine; Dataquest Inc.

**N.B.** Some 200 organisations, which only purchased the reports either from Asumer Oy or through two distributors: Dataquest Inc. and IDC Deutschland GmbH, are in addition to the customers above.