







BUSINESS FINLAND



Bisnesammattilaisen ehdoton työkalu.

Business Finland on Suomen johtava kansainvälinen talousjulkaisu, joka on ehtinyt 20 vuoden ikään. Matkan varrella sen sivuilla on nähty niin suomalainen businesseliitti kuin Suomen tasavallan edustajat.



Suomalainen osaaminen on tänä päivänä maailmanluokkaa hyvin monella toimialalla. *Business Finland* pyrkii tuomaan esille suomalaisen elinkeinoelämän dynaamisuutta – teemoja rakennetaan rohkeasti ja tilaa annetaan uusille, kuumille toimialoille ja teknologioille.

Business Finlandin sisällössä painottuvat huipputason haastattelut: kun pöydän ääreen saadaan toimitusjohtaja tai päättävä itse, artikkeleiden intensiteetti ja näkemys nousevat aivan toiselle tasolle. *Business Finland* on asiantunteva englanninkielinen lehti maamme talouselämän ilmiöistä.

Näkyvyyttä yrityksen omilla ehdoilla

Business Finlandin perimmäinen tarkoitus on edistää suomalaisen teollisuuden vientiä. Valtaosa lehden artikkeleista on maksullisia advertoriaaleja. Termi advertoriaali tulee englanninkielisistä sanoista *advertisement* (mainos, ilmoitus) ja *editorial* (pääkirjoitus).

Yrityksille tarjotaan näin väylää esitellä tuotteitaan ja palveluitaan tehokkaasti ja monipuolisesti. Valikoitujen yritysten kanssa yhteistyössä tehdyissä advertoriaaleissa halutaan antaa lukijalle tietoa yrityksestä ja sen tuotteista. Advertoriaali toteutetaan asiakkaan ehdoilla alusta loppuun.

Business Finlandin sisältö on toisin sanoen räätälöityä, ja soveltuu tilanteeseen, jossa yrityksessä tehdään muutoksia tai vaikkapa lanseerataan uusi tuote. Viestintä lehdessä takaa näkyvyyden valikoiduilla kansainvälisillä messuil-



“ *Business Finland* pyrkii tuomaan esille suomalaisen elinkeinoelämän dynaamisuutta – teemoja rakennetaan rohkeasti ja tilaa annetaan uusille, kuumille toimialoille ja teknologioille.

la. Yrityksellä on lisäksi mahdollisuus saada lehtiä omaan jakeluun. Lehti on lukijalle maksuton.

Osaavan toimittajakunnan käsissä

20-vuotias *Business Finland* on perinteikäs lehti, joka ehti ilmestyä 16 kertaa yearbook-formaatissa. Vuodesta 2006 lehteä on julkaistu vähintään kaksi kertaa vuodessa; kahdesti vuodessa ilmestyvään lehteen saadaan mukaan enemmän ajankohtaisuutta ja tuoreita näkökulmia. Tänä



Katja Kangasniemi



Sini Pennanen

Business Finland syntyy ammattitaitoisen toimittajakunnan käsissä. Toimittajista **Katja Kangasniemi** (KTM/FM) yhdistää työssään liiketoiminnan ymmärtämistä ja kielellistä osaamista. Hänellä on lisäksi omakohtaista kansainvälistä työkokemusta suuren suomalaisyrityksen palveluksesta Milanosta. Lehteen kirjoittaa myös toimittaja ja käsikirjoittaja **Inderjit Kaur Khalsa**, hankin kansainvälisen taustan omaava. Valokuvaaja ja pidetty helsinkiläisvalokuvaaja. Hänen erikoisalaansa ovat juuri lehti- ja mainoskuvat. Lehden taitosta vastaa pääosin **Aivo Blum** (TaM) on monipuolinen virolais-syntyinen taiteilija, joka päätyi pian omalla urallaan tuottamaan erilaisia graafisia palveluita yrityksille.



Aivo Blum



Käyntikorttisi maailmalla.

Kohderyhmä

Business Finlandin kohderyhmiä ovat mm. keskuskauppakamari, elinkeinoelämän järjestöt, suurlähetystöt, liikemiehet ja ulkomaan lehdistö – kaikki Suomen talouselämästä kiinnostuneet tahot.

Sisältö

Business Finland on kattava englanninkielinen tietopaketti Suomesta ja maamme talouselämästä. *Business Finland* on jokaisen Suomen talouselämästä kiinnostuneen keskeinen tietolähde.

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FISKARS

– 360 YEARS TURN INTO 360 DEGREES

Text: Katja Kangasniemi
Photos: Sini Pennanen, Fiskars

Director of Fiskars Oyj Abp, Kari Kauniskangas

The iconic pair of orange-handled scissors is still Fiskars most well-known product 360 years after the company was founded. It is the oldest business in Finland but it now does much more than sell scissors. *Business Finland* met CEO Kari Kauniskangas, who stepped in two years ago and helped Fiskars emerge as a new and integrated company.

Kari Kauniskangas believes Fiskars' heritage is very important. "Many try to build a company heritage," he says. "But Fiskars does not need to do it – we have 360 years of it." Despite this confidence, Fiskars has invested in the future since it was founded in 1649 in order to maximise its ability to create profitable long-term growth. This internal process of change was given the name '360 degrees'.

"As we want to change direction, we have to look around and be open in all of our organisation, from sales to product development," says Kauniskangas.

Brand focus

Fiskars' business model is based on generating shareholder value by creating innovative must-have products for consumers, supported by strong speciality brands in selected high-return categories. Today, the business is focused on the home, garden and outdoor markets as well as real estate.

"We recognise that we cannot be strong in everything so we decided to focus on developing and eventually succeeding in these core areas," says Kauniskangas. "Often it is more important to decide what one does not do."

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Efficiency and innovation

Fiskars is constantly looking for opportunities to expand its business into new markets and to embrace new customers.

"Looking into the future, I hope to first of all see the company remain strong. I am confident Fiskars will emerge as a leading company in the garden, home and outdoors sectors. Our goal is to, first of all, find and retain the best professionals in their respective fields. Exceptional products cannot be produced without exceptional people," says Kauniskangas.

"We have our own designers, but we have to look further. Let's take the Arabia artistic community from Birger Kaipiainen to Kristiina Riska as a model. Openness and being visionary is an attitude and we have a lot of people who are capable of it."

"I personally have learned to adapt as I have had the opportunity to live in three countries. Before starting at Fiskars I worked in the US in 1991–94 and in Germany 1994–2004, after which I was employed in Finland."

"We look for innovation everywhere; 360 degrees. It's healthy to look outside. The solutions are seldom born here, behind the desk."

www.fiskars.com

"What is common to our home, garden and outdoor products is their DNA - a unique design and aesthetic, which is also functional."

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During the seventeenth century a number of ironworks were founded in Finland. Fiskars was started in 1649, and today it is one of the oldest businesses in the western world. Actually, today, the Fiskars Corporation is an international company, a leading global supplier of consumer products for the home, garden, and outdoors that are renowned for their functionality and cutting-edge design. The associated company Wärsilä Corporation is also an important part of the Corporation. The Group recorded net sales of EUR 697 million in 2008, and employs some 4,100 people in over 20 countries. Fiskars has operations in 21 countries, and its products are sold in over 60 countries across the globe.



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The company has also focused on powerful brands. The Fiskars Group has a strong portfolio of international and soon-to-be international names including the core brands *Fiskars*, *Iittala* and *Gerber*.

Secondly, it owns regional brands such as *Arabia*, *Hackman* and *Silva*. The first two are both well known in the Nordic region, and *Silva*, the leading manufacturer of compasses worldwide, is strong in Sweden and the Nordic countries. Likewise *Buster*, the market leader in the Finnish boat market, is also the number two boat brand in both Sweden and Norway.

Thirdly, Fiskars Group owns strong local brands including garden tools manufacturer *Zinck & Lysbro* in Denmark which is hardly known outside its home market.

"The latter brands will most likely never become international. We prefer to invest in the core brands."

Empowering simplicity

All of the company's unique brands share a common mission – lasting everyday design.

"What is common to our home, garden and outdoor products is their DNA - a unique design and aesthetic, which is also functional," says Kauniskangas. "Fiskars products have always been very functional. We have managed to bring to the mar-

ket innovations that are significant to the consumer. This is where the company is strong and has been for a long time. Another good example of true innovation is the Swedish *Silva* which recently entered the mobile lighting market."

The iconic orange Fiskars scissors have been the number one choice in many markets, including France, the US and Germany, since 1967.

"We constantly try to make our products better. Take the traditional axe, for example; even this tool can be made more efficient. We look for new solutions, ways to do things better. We also opt for sustainable development, being ecological, designing products that last not days or years but decades. Timeless design is always ecological. As the motto of Iittala puts it, we are 'against throw-awayism'."



"Many try to build a company heritage," he says, "But Fiskars does not need to do it – we have 360 years of it."

LUMENE

– BRINGING ARCTIC BEAUTY TO THE WORLD

Text: Katja Kangasniemi
Photos: Sini Pennanen/ Lumene

Ever since it was founded in 1948, Lumene has been working to promote customer beauty and wellbeing by combining innovative product development, high technology and unique arctic natural ingredients. *Business Finland* met Tapio Pajuharju who became Lumene's president and CEO in 2007 when we first told the story of this globally ambitious company.

Tapio Pajuharju says that although Finland is still the most important market for Lumene, which was named after a Finnish lake, internationalisation will be one of the key elements of the company's growth strategy in the future. The company has defined Russia, the US, Scandinavia and the Baltic countries as its main international markets. In 2008, a total of 51 percent of the company's turnover came from outside Finland (Russia 22 percent, other Nordic countries 12 percent, US 7 percent, others 10 percent). The last time we met, the company representatives had also expressed interest in markets in the Far East.

"Our clean nature and values resonate well with Japanese and Korean tourists visiting Finland and the tax-free shelves are often left empty," says Pajuharju. "We will nevertheless take one step at a time, concentrating on the key markets. In China we are present in around 100 points of sale. If we decide to enter the Japanese market, the clarity of the skin is key, together with natural ingredients that the Japanese themselves have long excelled in."

Skincare as a spearhead

The US is Lumene's second most important market after Finland. Today, the US represents 12 percent of sales of Lumene products and 7 percent of the whole company sales.

"During the first quarter of 2008 we nevertheless carried out a massive strategic change, leaving only the skincare products on the market. The reasoning behind this was that we realised that managing the display of over 200 make-up products was challenging. When we have our own personnel constantly filling in the shelves it works out. If not, after a couple of days it looks bad for the products that sell the most."

Today, the company markets 36 skincare products in the US. It is among the top six brands and its main competitors are *Olay*, *Johnson & Johnson*, *Neutrogena*, *L'Oréal* and *Nivea*, all of which are the same as in all the European markets, with the exception



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MetroAuto's Trend Towards Low Emission Cars

Last year was an interesting time for the car industry. Although there was a serious crisis, it was also a catalyst for many manufacturers to come up with new solutions to the problems facing them. People are now more aware of environmental changes than ever before and companies are listening to their customers. This has resulted in almost every large manufacturer making more environmentally-friendly vehicles. One of the first was Toyota which launched its hybrid car, the Prius, in the mid-90s. MetroAuto is one of the oldest car dealerships in Finland. It is still a family-owned business and will celebrate its 85th birthday in 2010 but today MetroAuto Group consists of a group

of companies operating in Sweden and Finland. About 10 years ago it expanded its operations to Sweden when the subsidiary Svenska Bil was established. The company started to sell Toyota cars in Sweden in 2004, when the Toyota Centre opened its first four car dealerships in Stockholm. Satu Wrede is managing director and CEO of MetroAuto Group. She took up the top position in 2007, after her husband tragically died in a motorcycle accident. "Last year has been challenging for us due to the general economic instability which reduced car sales. General Motors' difficulties and the uncertainty of Saab's future have also been reflecting on our business. But I'm extremely happy that we

started Toyota sales in the Helsinki region last year," says Wrede, who herself drives a Toyota Prius. **From wagons to cars** The first cars were sold at the beginning of the 20th century and were called wagons after their predecessors which were pulled by horses. When MetroAuto was founded in 1925 the 'wagon' they were selling was called Ford. "Each sale was a special occasion, because cars were in their first generation. My late husband's grandfather used to keep books of each customer they had," says Wrede as she pulls out a boxful of old hand-written notebooks containing names such as Karl

Managing director and CEO of MetroAuto Group, Satu Wrede



FINNISH SQUEAKY CHEESE: The Next Big Thing?

"We organized a competition on how to eat the cheese here in Finland, and we got 300-400 recipes."

In June, many were surprised to learn that Lapland Food had negotiated for the production and sales of Lapland cheese in China with a local dairy. At the same time it was announced that sales of Lapland cheese would begin in Germany through Rewe, one of the biggest German retail chains, as well as in Slovakia and Poland. *Business Finland* met managing director **Veikko Jukkola** who is determined to beat the Swedish international marketing success stories with his new venture.

Text: Katja Kangasniemi
Photos: Sini Pennanen/ Lapland Food/ Stockexhng

Lapland Food is a strong family business. Jukkola says the company is as deeply rooted in the northern soil as Lapland cheese itself. There have been cheese makers in the family across the generations and the skill of cheese making has passed from parents to children. Jukkola himself has two daughters, one studying food science and the other management science, who may continue the family business in the future. "My brother and I were in different professions - I was keeping our family farm and my brother was busy at his wife's parents' farm - when we had the idea to start manufacturing Finnish squeaky cheese in our garage," says Jukkola. "I remember when I was holding the first product we had manufactured in my hands and I was about to sell it at Prisma supermarket in Kokkola. My goal was, of course, to get the cheese on the shelves. Even though we did it all in the garage - naturally we had done it before as it is typical in the district - we did everything properly; the Finnish Food Safety Authority had inspected our facilities, and the packaging and design was chosen carefully from the beginning."

Managing Director of Lapland Food Ltd.,
Veikko Jukkola

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Fazer, Paulig, and Hartwall. These were all owners of Finnish companies and their names are now known in Finland and across the world as trademarks. Today, MetroAuto sells fourteen different makes of car.

Changing trends

The change in customer attitudes towards more environmentally-friendly cars has happened much quicker than manufacturers had expected. According to Wrede, customers are now looking for smaller cars than they were five years ago and manufacturers are aiming to produce cars that produce even lower emissions than they do now. Wrede believes the trend towards cleaner-fueled cars such as hybrid, ethanol, electric or hydrogen cars, is a positive one. But for this new trend to succeed it is important that governments support cleaner vehicles; choosing a low emission car in Sweden, for example, benefits the driver as well as the environment because they are entitled to free tolls and free parking in the city of Stockholm. In Finland, car taxation is based on CO₂ emissions and the tax is lower for low emission cars.

"The cleanest car in MetroAuto Group's car selection is the Toyota Prius Hybrid which has the lowest emissions," says Wrede. "We also have other models available with very low emissions, for example the Skoda Octavia Greenline and Opel Astra Eco-flex. The electric cars are also developing fast, but it will still take some time

before the industry comes up with reasonable battery and electric engine techniques as well as with less expensive models. But the trend is absolutely clear."

Safety first

Most young people's first car is an old, used vehicle but in fact it is young drivers, who have little driving experience, who would benefit most from a new car with the latest safety equipments such as ABS, air bags and a safer body structure. Wrede believes old cars are the worst for the environment as their emissions are the highest and they are the most polluting.

The future of the industry

Over the past hundred years people have become used to travelling ever faster to their destinations - first with wagons and later with airplanes - and it seems unlikely they will want to give up the opportunity to travel quickly. New cars are much safer than they were 10 years ago and the main focus of the car industry is now on environmental issues. It therefore seems likely the industry will keep coming up with cleaner solutions to environmental problems.

Wrede sees the future of MetroAuto lying partly in hybrid cars, which consume half the amount of gasoline that normal cars do, and partly in the development of the traditional motor technique. She believes the answer is in combining a traditional engine and electricity. "Earlier, people were only

interested in how fast the car could go. Now they are asking about the consumption and how environmentally friendly the car is."

As well as selling cars MetroAuto provides services for their customers as well and as such the companies are responsible for the environment in the service area.

"In our service outlets environmental programs are certified and followed, which emphasize the importance of minimising, sorting and recycling waste, decreasing energy and water consumption and the proper handling of hazardous waste," Wrede explains. MetroAuto companies have 28 attributes to handle waste.

The best feeling for a car owner is the knowledge that if anything happens after they buy a new vehicle they will have access to a proper service. MetroAuto companies aim to keep their customers for life by selling the car, servicing it and offering service packages that are most suitable for each customer.

"When I have a car it has to work. And when I need the service, I want to get my car serviced professionally," says Wrede.

In 2008, MetroAuto Group sold over 21,000 cars, had net revenue of EUR 452 million and employed 947 employees in Finland and Sweden.

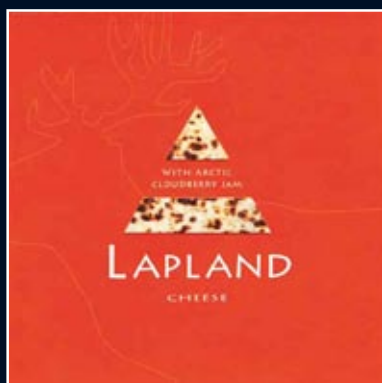
www.metroauto.fi



"Each sale was a special occasion, because cars were in their first generation. My late husband's grandfather used to keep books of each customer they had."



business



"Basically, my approach is still the same. Nothing has changed; whether I am in China, Poland or Germany the same idea carries through but certain things have to be in order."

Jukkola points out that although he and his brother still own 55-60% of the company, he could not have gone about it alone. Lapland Food's team comprises experts from different fields, such as the ex-managing director of Valio, the ex-product development manager of Raisio and consultants in the fields of research, production technologies and marketing. Their priority is to offer consumers the best possible arctic experience with Lapland cheese and unique jams such as cloudberry, bilberry and buckthorn.

Cheese and jam

The sleek Lapland Food packages conceal Finnish squeaky cheese coupled with jam manufactured according to traditional company recipes, but with a new twist. Lapland cheese with cloudberry jam is the most traditional and popular combination. The Lapland Cheese Cloudberry package contains Lapland cheese with cloudberry jam for two. In Lapland Cheese Cloudberry Light the fat has been reduced to 12% and the cloudberry jam for two is sweetened with fructose. The Lapland Cheese Bilberry package contains cheese with mountain bilberry jam for two. A 'How to Serve' booklet gives customers ideas on how to eat the cheese.

"We organised a competition on how to eat the cheese here in Finland, and we got 300 to 400 recipes," says Jukkola.

Marketing Lapland

Jukkola knows that Lapland is better known abroad than Finland and the

brand and its marketing draws on the strong imagery and colours of Lapland.

"Looking at traditional Lapp costumes it is easy to see how nature has affected the decoration and colours. The colours represent the deep blue of the sky, bright red and yellow of the berries and the green of the northern lights. The package design of Lapland cheese is inspired by the wonderful colour theme of the traditional costumes. Originally the Lapps were nomads. They followed their lichen-eating reindeers in the fields and lived in fast and easily-built cone shaped shelters. This tent-like dwelling has lent its shape to the window of the Lapland cheese package."

Lapland Food will also bring food journalists to Finland to taste the cheese in its natural surroundings. In addition, the cheese will feature in local cooking programmes around the world. Not even the distribution of this appetising product is left to chance; in China it will involve in-shop marketing with tasting sessions.

Breaking into China

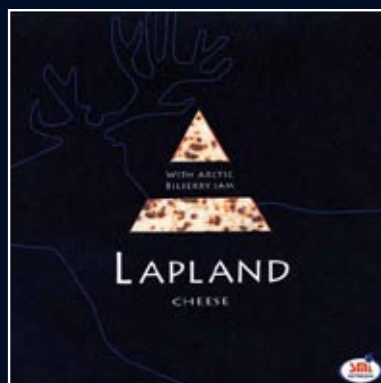
Jukkola is especially enthusiastic about venturing into the Chinese market as it is an opportunity to influence the eating habits of such a big nation. After positive feedback, production will start next March. Sales in Poland have just begun and Germany is next in mid-February 2010. There has also been interest from Russia.

"We have conducted marketing tests in 12 countries and although in 2007, when we opened our Riga factory, I thought they would never buy it it has been a success."

Jukkola did manage to sell his first cheese at Prisma supermarket in Kokkola, all those years ago, but now Lapland Food products are available all over Finland and a new cheese will soon be added to the selection.

www.laplandfood.fi

"We have conducted marketing tests in altogether 12 countries, and although in 2007 when we opened our Riga factory, I thought they will never buy it, it has been a success."



What is Lapland "squeaky" cheese?

Finnish squeaky cheese gets its nickname from the sound you hear while chewing the cheese. It is the oldest and most well-known gourmet cheese in Finland and was originally produced in the northern and western parts of the country. It can simply be eaten as it is or by dropping pieces into hot coffee. The most common way is to serve the cheese with another Lapland 'specialty' - cloudberry jam.

Lapland cheese has belonged to Finnish cuisine and celebration menus for hundreds of years and is used in hot soups and stews with meat. There is also a wide variety of desserts made with Lapland cheese. In addition, Lapland cheese was valued highly and used to compensate the work of seasonal haymakers on farm or given as a present for a newborn baby.

Lapland cheese was mainly produced in the summer when milk production was higher. The fresh farm milk was warmed up in a big kettle, a few drops of rennet were added and after coagulation the cheese mass was stirred and loosely pressed. The whey was often used as a base for bread making to give it some flavour. The pressed cheese was then baked next to an open fire until the surface of the 'bread' was spotted brown. The baking board was a special wooden disc with a base. Sometimes the bottom of a basket or shingles were used instead of wood. The traditional surface treatment of Lapland cheese by open fire improved the quality and killed the bacteria.

ECOWAVE CONVERTING WAVE ENERGY INTO POWER

Marine waves create a great deal of energy; anybody standing by the ocean can see the strength of the wind and water. But although no-one has yet invented a cost-efficient method to capture energy from water and convert wave-motion into electricity, many companies around the world are competing with each other to find a solution. In Finland, there are two companies working on this issue; Ecowave is one of them and is very close to having invented something that is really quite profound.

Text: Inderjit Kaur Khalsa
Photos: Sini Pennanen, Ecowave

Teemu Penttilä, president and CEO of the family-owned company Ecowave, praises the work of Seppo Ryyänen, master of science in technology, who examined the movement of water while working closely with liquefied masses. "Ryyänen was a courageous inventor and my father wanted to help him with his new realization. Now this new technology has a patent pending in 40 countries backed by evidence from the University of Technology in Helsinki."

The turbine created by the company is in the shape of a spiral, which some believe is the most natural way for energy to move. The circular motion of water in a wave drives such a turbine effectively while the wave dies out. Pairs of convex and concave parts extend helically around the power shaft. Water flows in all directions, comes into contact with the pairs of parts and produces a rotational movement. This rotation works in the same way as wind turbines when producing wind energy. Penttilä personally believes the invention is a ground-breaking one. He made a decision to be part of it when staring at waves in the Caribbean and from speaking to friends working on international renewable energy projects.

“Deep-water wave power resources are enormous.”

technology

Water is the future
Wave-power devices are generally categorised by the method used to capture the energy of the waves. As well as their power system, they can be categorised by location which can be shoreline, near-shore or offshore. Waves generate about 2,700 gigawatts of power but our current technology can only capture about 500 gigawatts.

Deep-water wave power resources are enormous. Locations with the most potential for wave power are the western seaboard of Europe, the northern coast of the UK and the Pacific coastlines of North and South America, southern Africa, Australia and New Zealand. The north and south temperate zones have the best sites for capturing wave power.

Waves are very predictable. The prevailing winds in the middle latitude blow strongest in winter and waves caused by wind can be predicted five

days in advance. Tidal currents caused by the moon are known 100 years in advance.

Water has a high power density that is over 800 times greater than the power density of air meaning that large amounts of energy can be obtained from relatively small devices. For example, it would require a wind turbine thirty times the size of a regular underwater turbine to generate the same amount of power. The wave energy on Finland's coastline is quite small so Finnish technology in the wave power field is aimed for export.

Ongoing simulation and tests

Ecowave is just about to enter into the second round of development into its potential for generating energy and cost. The company is looking for funding to finalise the simulation and for further testing. The biggest challenge

is to make a device that will survive in the water and produce power at a reasonable cost. According to Penttilä, wave power holds enough energy to cover the needs of the whole planet. "The best speed to produce power is the same that wind turbines are using. Our spiral-formed turbine has the same speed as wind turbines have. The cost of one windmill is actually the same as cost of a spiral turbine, but the spiral turbine is more productive than a windmill," he says.

A unique solution

Although the circular movement seems the most natural solution to the wave power problem it is not the only method being developed. There are around 70-90 similar concepts around the world but none have been able to commercialise their inventions yet. In Finland, two companies are currently

developing products to produce power from water. Another competitor is using plants that capture kinetic energy using a specially-designed, bottom-mounted moving wing. Pelamis, by the coast of England, has the furthest developed and probably the best-known floating wave power plant.

"Pelamis is a great example of how waves are catching the world's attention and we believe that Ecowave will be a long-awaited happy surprise in the field of renewable energy," says Penttilä.

Ecowave's invention produces power from the surface of water where water moves in a circular direction. The rotation speed of the apparatus based

on testing is in the same class as in big wind turbines with easy anchored installation near or far from the coast. Penttilä believes Ecowave's solution for capturing wave power is unique. When the turbines are ready and running it will be several metres long and will float on the surface of the sea supported by pontoons. The biggest problem for inventions such as this one, especially in a small country such as Finland, appears to be funding. The government is often only able to fund one project at a time in each field. That is why many great inventions now need private funding to truly take off and succeed.



President and CEO of Ecowave, Teemu Penttilä

technology

culture & design

artek: MANIFESTO OF A 21ST CENTURY DESIGN COMPANY

Text: Katja Kangasniemi
Photos: Sini Pennanen / Artek

Business Finland met Mirkku Kullberg, Artek's managing director, on its 75th anniversary and just before the company takes its first bold steps to go international.

"Our main challenges over the next three to five years are internationalisation and renewing our distribution structure. In a way it is the beginning of a new era," says Kullberg, who has a background in fashion. "For the past five years we have worked on rebuilding our brand and our recognisability. When I started with Artek five years ago it came as a surprise to me that although everyone knows Artek in Finland – it is part of our DNA – we had to start more or less from the beginning when it came to the internationalisation of the company."

"Other big news is that our creative management was previously based in

London but this summer we started a product development unit here in Finland. Now we have marketing, sales and product development under the same roof."

"We are also ready to start founding international units and will direct our operations abroad to a greater extent. We will open an office in New York this year as well as a showroom in Stockholm around January or March. Stockholm is a challenging city, close to us but at the same time very different, which offers a way to learn about our own retail and sales. There will be a shop adjacent to the showroom, and we will see whether we can duplicate the concept internationally."

"Many European companies may think it's possible to go international from a home base with minimum input. But it does not work like that in the US: you are there or you do not exist at all. We thought about it long and hard, and we are currently in the

Sweden and the US

The company already has an existing structure in Sweden but in the US everything began with a meeting with a law firm.

"In a certain sense, going to the US market may sound a bit bold, but it is a big market with a lot of potential," says Kullberg. "A lot of things are changing and sustainable development is raising its head."

"Many European companies may think it's possible to go international from a home base with minimum input. But it does not work like that in the US: you are there or you do not exist at all. We thought about it long and hard, and we are currently in the



process of recruiting a representative in the country. One employee from our Finnish organisation will also move there in January."

In the first phase, the company's internationalisation will focus on these two countries. The subsequent aim is to target Europe, Japan and south-east Asia. The company's slogan, in Kullberg's words, is 'Global brand, local operations'.

International heritage

Kullberg explains that in the time of Alvar Aalto, a famous Finnish architect and designer who founded Artek, it was an international company.

"Maire Gullichsen and Alvar and Aino Aalto had liaisons with internationally-known designers and politicians. They were passionate about their international connections. Among other things they brought the Picasso exhibition to Helsinki, and Aalto took Artek products to Italy and the US. It was a holistic approach. When the Aalto era ended, the creative department seized to exist. The Artek fans remained but the communication ceased. Then the 1990s were very trendy and the old models seemed stuck to certain schemes."

Mirkku Kullberg on a Tankki armchair, one of her all-time Artek favourites. This rather masculine armchair, which was originally called the K01, is a bestseller in the US and next year the company's marketing will focus on this one product.



The company's production will remain in Finland and Kullberg emphasises that in addition to the obvious quality considerations it is also a question of identity. "The wood, after all, is Finnish and there is a lot of knowledge about wood manufacturing in Finland. And, whether we expected it or not, Finnish engineering is once again seen as interesting," she says.

Today, 75-80% of Artek's turnover comes from Finland but Kullberg says other markets are similar in the sense that people all over the world are attracted by beautiful, timeless and pure forms. The Artek stool, for example, has a universal appeal, she says, and sustainable choices are increasingly sought after. Ethics and good design are a good combination and she says there has to be something that touches us in the design of a product.

Communication

Artek believes in communication rather than marketing and the word 'propaganda' can be found in its manifesto. This year the company has launched a selection of new slogans: 'One chair is enough', 'Timeless content inside', and 'Buy now, keep forever'.

"Sustainability is the word," says Kullberg. "We have bought hundreds of used stools and brought them to fairs, giving them a second life so to speak. Many companies have approached us asking how we could have conceived of something like this, and yet there are so many products in this world that do not have a second life."

Artek has decided not to participate in the Milan International Furniture Fair next year.

"We do not believe in fairs anymore. They are expensive and yet they are not sustainable. Instead, we wish to do something alternative in Milan while there are 500,000 people interested in design in town. We have booked a great, maybe even daring, venue; it is one of the most significant events we are planning for our 75th anniversary. Maybe they are right in saying that you should leave a fair when it gets popular."

In addition to Milan, Artek's anniversary will be cele-

“This year the company has launched a selection of new slogans: ‘One chair is enough’, ‘Timeless content inside’, and ‘Buy now, keep forever’.”



culture & design

Atelier Torbjörn TILLANDER:

Next Stop Bond Street, London?

Text: Katja Kangasniemi
Photos: Sini Pennanen / Tillander

We step into an old perfumery which has been transformed into a jewellery shop with ancient hardwood shelves. On the shelves there are minuscule chairs with pieces of unique jewellery on them. Upstairs, Tina Tillander has five goldsmiths working for her. The jeweller maintains a personal connection to her employees, which she believes helps achieve the best results when designing unique jewellery.



Tina Tillander

TAILORING FOR FINNISH MEN

Text: Katja Kangasniemi
Photos: Sini Pennanen / Turo Tailor

Turo Tailor is one of the most widely known clothing brands in Finland and regularly dresses the country's key public figures. The company, which was established in Kuopio in 1938, is the biggest manufacturer of men's suits in the Nordic region. *Business Finland* met its managing director Heikki Vuorinen.

Heikki Vuorinen has worked with men's clothing for many years. He started by selling Turo trousers and then began exporting the products to Norway. He acted as the company's marketing manager before becoming managing director in 1997.

Turo's clothes are mainly exported to Sweden and there is a market for its products in Norway where the company is known as *Fridid*. There are also some buyers in Russia but Vuorinen expects the company focus to remain in the Nordic area.

Personal tailoring

According to Vuorinen, manufacturing and selling men's suits requires strong local knowledge, not least because different nationalities vary in how they are physically constructed; even the colour of a person's eyes makes a difference to the clothing they wear.

The Finnish and Norwegians do not, for example, differ as much as Finns and Swedes, he says. It is therefore no

wonder that there are only a few international mega-brands, such as the German company *Boss*, in the market for men's suits.

Vuorinen says shops are also more likely to cooperate with local players.

"The stores are not willing to stock expensive suits. They prefer to order them one by one as they are sold. Our warehouse service is important; you place your order today and get the suit tomorrow," he says.

Turo Tailor aims to differentiate itself from other companies by offering its customers an individual service. Its marketing is based on a 'personal tailor' concept, which is also the company slogan. Vuorinen says it is possible for a customer to design his own individual outfit from the company's extensive range of models and materials.

As part of the 'personal tailor' concept the company also trains retailers to become personal dressers for men all over Finland. Vuorinen says that good service is the key: "A man will not buy a suit without service."

Finnish dressing

While Finnish men generally choose clothing in a comfortable loose fit, Vuorinen says that Italians, for example, opt for tighter suits where the arch of the back is visible. He admits Italians are much slimmer physically and says their shoulders are narrower. Vuorinen also believes Italians are more creative in how they accessorise their outfits, be it with scarves or quilted vests.

"For the past 10 to 15 years we have tried to make Finnish men dress better. We have trained the retailers and their personnel. We have also published guides on how to dress; it is better to know the etiquette first and then start to bend the rules."

Vuorinen questions the Finnish phenomenon of praising "weird" designers that few people actually buy. He points out that Sweden has successfully commercialised brands such as *Filippa K*, *Acne* and *Odd Molly* which are not necessarily manufactured in Sweden but cost as much as some international labels. Accord-



"Turo Tailor aims to differentiate itself from other companies by offering its customers an individual service. Its marketing is based on a 'personal tailor' idea, which is also the company slogan."



lander says the family heritage is very important and it would be great if her daughters continued the business. She adds that the girls could bring in new ideas, with their imagination being the only limit when making unique jewellery.

Talented goldsmiths

When designing jewellery Tillander comes up with ideas that she then develops with her extremely talented goldsmiths. Rauno Tynkkynen, awarded goldsmith of the year in 2009, is one of her employees. They are trained and then, unlike serial production work, they develop their skills little by little. There is a certain amount of pressure in the job and it calls for a certain sort of character.

With the possible exception of Russia, the international jewellery business is heavily industrialised: 95 percent of products are machine-made using casting models to produce series of 1,000 to 5,000. "It is not like that at Tillander, where the key words are tradition, handicraft, quality and uniqueness – the feeling, in one word!" Tillander says the family has nothing to fear – rather they have a lot to say.

Inspiring unique jewellery

Tillander is passionate about jewellery and her work as a jeweller. Along with another passion of hers – horses – jewellery is a big part of her life. She says she will continue in her profession as long as she can and when we visit the atelier, we see Tina's mother who is still around doing the accounting.

Tillander likes a certain richness in her jewellery and a combination of the old and the new. She describes a 1970s bracelet found in the company storage space that was stripped down and brought back to life as something new.

"I love the combination of fine and 'krouvi' – crude – the opposites. I make jewellery that I like myself. Then again, I will sell jewellery that I am wearing, if customers are fond of it."

"I go for colours – this season grey and brown. I am also inspired by materials. Every stone is unique. In addition I am an apt follower of fashion; you have to keep abreast of the trends." She attends the international fairs once or twice a year. "But if you concentrate too much on the commercial side, it will take away the creativity. You have to dare, to evoke sensations," she says.



Tillander's great-great-grandfather founded an atelier in the 1860s in St Petersburg, where there was a concentration of craft professionals. After the Russian revolution many returned to Finland, bringing with them all their accumulated knowledge and skills.

During the 1940s, Tillander's father became an apprentice to her grandfather and he then became a goldsmith himself. He eventually founded his own atelier, working on commission for companies such as Kalevala Koru.

At her father's request, Tillander in turn ventured to Germany when she was 16 years old. She studied to become a gemologist and continued to Japan to explore the world of pearls and the industry as a whole. After that it was her turn to be her father's apprentice. Tina says that in 1985 her father founded a pearl shop for her and her sister. The business grew and they employed more goldsmiths.

According to Tillander, a family business is a resource composed of different generations. She herself has two teenage daughters. Til-



Precious marketing

Contact with customers is important and Tillander has regulars that come back time and time again. There is a man who has shopped at the atelier for 10 years, telling staff every time that his wife is always happy. There are customers from the US, UK and Germany, to name just a few. Some already know Atelier Torbjörn Tillander and others discover it when visiting, saying: "Oh, this is the shop where they make fantastic jewellery!"

The company's recent advertising campaign by Finnish agency *Perfect White* beat 30,000 other adverts to be awarded the best in Finland in 2008. It has a generational theme, with images progressively depicting a child, a young girl and an old couple. The latest company ad, from the same agency, shows a girl in a glamorous wintery setting.

Tillander says there is also a Finnair air-hostess who wears the company's jewellery on every flight and people often approach her and ask where she bought it.

www.tillander.com

ing to Vuorinen, Finnish customers still expect to buy clothes that have actually been made in Finland but do not necessarily want to pay for it; across Europe, only Bulgarians spend less on clothing than the Finnish.

"The situation is accentuated by the fact that clothes are more expensive here – we are easily the worst dressed in Europe. In addition, the climate dictates the use of heavier clothing for several months which means there is less variation between winter and summer."

Suits you

Vuorinen says that although suit trends do change they often go unnoticed by both consumers and stores.

"Right now the suit is tight-fitting, slightly too small rather than too big. There are no fluttery trouser legs nor is there too much looseness in the back. For a long time suits were monochrome but now more and more patterns are used even in business dressing instead grey or black."

"A little while ago stripes were the thing but now old-fashioned materials, such as flannel, are back with a new twist. Patterned sport jackets have long been absent but now combination suits are raising their head. In addition, leather patches are hot right now," says Vuorinen, who concludes by advising men to go for something lighter this spring such as a marine-like suit with seersucker stripes.

www.turotailor.fi



"Right now the suit is tight-fitting, slightly too small rather than too big. There are no fluttery trouser legs nor is there too much looseness in the back. For a long time suits were monochrome but now more and more patterns are used even in business dressing instead grey or black."



CALCUS

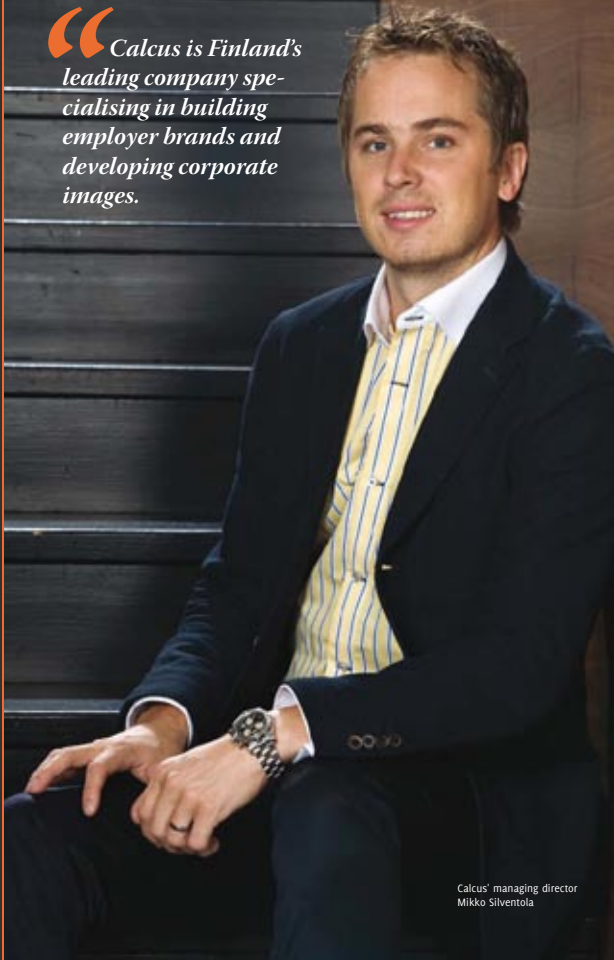
Text: Tiina Rauhonen
Photos: Miira Ojanen

Calcus' head office is situated in Helsinki's central Punavuori district, where a strong team of professionals produce high quality and cost-efficient corporate branding publications.

Calcus is Finland's leading company specialising in building employer brands and developing corporate images. Its clients include most of the Talouselämä 500 list of the largest companies in Finland and many listed companies, as well as growing companies in various fields. Calcus' employees carry out more than 250 corporate presentations on a turnkey basis every year, focusing exclusively on the development of corporate and employer brands. ▶



“Calcus is Finland's leading company specialising in building employer brands and developing corporate images.”



Calcus' managing director
Mikko Silventola

MIRASYS

– KEEPING AN EYE ON THE FUTURE

“Mirasys has a fully-open and resolution-independent platform that is easy to connect to other systems.”



Text: Inderjit Kaur Khalsa
Photos: Sini Pennanen,
Stocksberg, Mirasys



Finland-based Mirasys develops and supplies software to help organizations manage information captured by high-resolution digital video and CCTV cameras. Camera surveillance is often perceived to guard luxury items in high class department stores, but Jukka Riivari, CEO of Mirasys, says its systems can be found almost everywhere - in schools, factories, gas stations and grocery stores as well as embassies and government buildings.

Mirasys was founded in 1997 and is privately owned. Its annual revenue is EUR 7 million and its software controls over 300,000 video surveillance cameras across the world. It has offices in Finland, Germany, Spain and the UK as well as a network of sales partners across the rest of Europe, North America and Asia. The video surveillance industry is expanding rapidly due to rising security needs

cutting edge solutions

Team of builders and developers

A good corporate image is built on continuous and active communication with the right target groups. According to Calcus, it is important to select the best and the most cost-effective channels in order to profile and develop this image.

Calcus publishes high quality articles for leading companies in economic daily newspapers and magazines, the readers of which consist of key professionals and decision-makers. It creates the layout and content of articles according to the wishes of the customer. All articles include a satisfaction guarantee and are always approved by the client.

Calcus' managing director Mikko Silventola says the company's team spirit is excellent and energetic and all employees work closely together. "Our team consists of youthful experts with the ambition to evolve and respond to the needs of our partners. Our team is international and very experienced. The journalists are writing hundreds of articles each year."

Corporate and employer branding

According to Silventola, a good corporate brand is the key to a company's success. A favourable corporate image helps companies to attract new clients, and to recruit and maintain client relations. "By building a positive corporate image a company says that it's a good partner for new customers, existing customers and potential new employees."

At the same time, a favourable image as an employer helps a company attract the best job applicants. Silventola predicts that competition for good workers will intensify in the coming years, and the companies that have handled communications well will be the winners. Good and ambitious employees directly reflect the performance of the company, and Calcus believes that investment in current and future talent is always profitable. The company has 'faces' in its publications; successful leaders or employees



inside the company who talk about its operations and actions. Its corporate branding publications can provide high-quality and cost-efficient corporate visibility in the client's target group.

A satisfied customer

Calcus has worked with Mars Finland for a long time, and has received excellent feedback from this work. According to Silventola, success in such a relationship is not solely about money but about continuous innovation and the company's ability to predict future trends. "We are especially proud of cases where the client has acquired new accounts or succeeded in profiling itself as a trendsetter."

Future prospects

Calcus currently operates in Finland, Sweden and Norway. It recently opened a new office in Denmark and later this year will be opening in central Europe. "Globalisation will surely bring lots of interesting projects and customer relationships. Our objectives for the coming year are highly ambitious, and we believe that the year will be really interesting," says Silventola.

Calcus continues to offer excellent channels for companies to raise their profile among the largest companies in Finland, Scandinavia and soon in the rest of Europe. ■

www.calcus.fi



cutting edge solutions

combined with an increase in technological innovations including the migration to digital, fully networked systems.

With the dawn of multiple megapixel cameras, new H.264 encoding and the introduction of more intelligent management software, digital technology will transform video surveillance in the coming years. H.264 encoding can reduce the size of digital video files more efficiently without compromising image quality. This combination decreases the demand on network bandwidths while still providing excellent image quality.

Serious security

Mirasys NVR Enterprise software has been designed for customers with demanding needs. It offers a comprehensive security platform with automated processes, tools for pro-active fraud and loss detection, and post-active investigation. "Camera can prevent criminal activity just by being visible. But where actual evidence is needed our system can easily find small details from the masses of material recorded," says Riivari.

Mirasys NVR Enterprise is flexible and scalable network video management that supports up to 5000 IP and analogue cameras, which can be managed as a single system independent of a location. Unlike much other network software, Mirasys has a fully-open and resolution-independent platform that is easy to connect to other systems.

Mirasys' roots are in research conducted by VTT in Finland. "After the research was done there was no other direction but to start marketing the invention. In 1997, there were several companies in this field around the world. We ended up being one of the four largest ones in Europe."

Riivari says the company's products are even used in power plants in Iraq. In such an isolated area it is easy to see when someone is approaching the plant from a distance and unexpected visitors can be stopped before they enter the critical area.

Professional surveillance

Mirasys has designed software for retail and small businesses that provides an easy-to-use video surveillance system for an area or building. The system can cover between four and 32 cameras, and the software runs on a standard Windows system. Although it is a small system it contains all the functionality of any professional network video recording solution, such as real-time monitoring, recording and video playback, intelligent motion detection and powerful search tools. It is entry-level software that will protect staff and assets, it is control-centre ready and can be easily upgraded to other software for more demanding needs.

When it comes to security, the cultural differences between countries are vast. "In Finland we do not have such a long history of guarding as, for example, in England, where someone is always watching the monitors. This is because the threat of terrorism is more real in countries such as England," says Riivari.

He believes Mirasys solutions are not only suitable for guarding purposes but can be used in training as well. "Football teams can benefit from our system by recording the game from many



“Mirasys software will initially support up to 20,000 cameras in the city of Bangkok.”

“In Finland we do not have such a long history of guarding as, for example, in England, where someone is always watching the monitors.”



MIRASYS new products - Mirasys Touch and N500

angles and then watching it for learning purposes. Our systems are also used in restaurants and have solved several fight situations."

Securing Bangkok

In September 2009, Mirasys was selected as the surveillance software for the city of Bangkok. The company was chosen due to its seamless integration capabilities, reliability and long-term adaptability. Mirasys software will initially support up to 20,000 cameras in the city allowing digital images to be recorded as well as monitored both locally and centrally. The city's existing analogue cameras will be seamlessly integrated with Mirasys's products to allow for very high-resolution cameras in the future. "There will be cameras on each road crossing. With our intelligent system it is possible to find small details in the recordings. For instance, if there is a suspicious red car driving in several areas in the city, the car can be easily found from each camera that captured the car. This way the exact route for the subject can be proved," says Riivari.

Developing new solutions

In May 2009, Mirasys announced that it was joining forces with Pivotal5, a global leader in high definition storage, to bring the benefits of their combined open platform video solutions to the European market. This union will demonstrate how large-scale surveillance systems could become simpler in terms of configuration and integration.

Mirasys continues to expand partnerships that enable users to store and retrieve the large amounts of data produced from high-resolution cameras.

Camera surveillance has grown within the few last years. One reason for this is that after 2006 the expense of having a system dropped to a level where it became affordable for many businesses. Now there is an ongoing transition from analogue to digital systems. Mirasys is in a good position in these developing markets. Riivari says the company is constantly developing new solutions using ever-evolving camera techniques.

www.mirasys.com



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Handlung 10: Die Geburt
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GRUPO AUTA

Vivre ja parke

O Grupo Auta é uma das principais empresas de desenvolvimento imobiliário do Brasil, com mais de 40 anos de experiência. A empresa atua em todo o país, com foco em projetos de médio e grande porte. Seu portfólio inclui empreendimentos residenciais, comerciais e de lazer, sempre com o compromisso de oferecer qualidade e inovação. O Grupo Auta é liderado por profissionais experientes e conta com uma equipe dedicada para garantir a satisfação dos clientes em todas as etapas do processo.

Desde 1975, o Grupo Auta vem desenvolvendo projetos imobiliários de alto padrão, sempre com o compromisso de oferecer qualidade e inovação. A empresa atua em todo o país, com foco em projetos de médio e grande porte. Seu portfólio inclui empreendimentos residenciais, comerciais e de lazer, sempre com o compromisso de oferecer qualidade e inovação.

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LAPSUUDEN KRIISIT – KUINKA PERHESSÄ SELVITÄÄN NIISTÄ KUNNIALLA?

Maailmanlaajuisesti
tunnettu tutkimus

Jokainen ihminen on jollain tavalla lapsuuttaan läpäissyt, kun tämä elämänsä, koulunsa, kotinsa ja muut elämänsä osa-alueet on jossain vaiheessa jättänyt taakseen. Lapsuuden kriisit ovat elämänsä vaiheita, joita jokainen ihminen läpäisee. Jos lapsuuden kriisit eivät ole onnistuneita, ne voivat aiheuttaa ongelmia aikuisuudessa. Jos ne ovat onnistuneita, ne voivat auttaa ihmistä selviämään elämänsä vaikeuksista.



Elkäämme kuitenkaan unohtaa, että lapsuuden kriisit ovat elämänsä vaiheita, joita jokainen ihminen läpäisee. Jos lapsuuden kriisit eivät ole onnistuneita, ne voivat aiheuttaa ongelmia aikuisuudessa. Jos ne ovat onnistuneita, ne voivat auttaa ihmistä selviämään elämänsä vaikeuksista.

Tracce per la prima attività

Leggere e ascoltare l'audio della prima attività. Osservare attentamente le immagini e ascoltare la musica. Ripetere le attività con la musica.

1. **Tracce per la prima attività** (10 minuti)
L'attività si svolge in un ambiente tranquillo, con un tappeto morbido e un cuscino. La mamma si sdraiava sul fianco, con le gambe piegate e il braccio piegato. Il bambino si sdraiava sopra di lei, con la testa appoggiata al petto della mamma. La mamma legge il libro e ascolta la musica.

2. **Tracce per la seconda attività** (10 minuti)
L'attività si svolge in un ambiente tranquillo, con un tappeto morbido e un cuscino. La mamma si sdraiava sul fianco, con le gambe piegate e il braccio piegato. Il bambino si sdraiava sopra di lei, con la testa appoggiata al petto della mamma. La mamma legge il libro e ascolta la musica.

3. **Tracce per la terza attività** (10 minuti)
L'attività si svolge in un ambiente tranquillo, con un tappeto morbido e un cuscino. La mamma si sdraiava sul fianco, con le gambe piegate e il braccio piegato. Il bambino si sdraiava sopra di lei, con la testa appoggiata al petto della mamma. La mamma legge il libro e ascolta la musica.

4. **Tracce per la quarta attività** (10 minuti)
L'attività si svolge in un ambiente tranquillo, con un tappeto morbido e un cuscino. La mamma si sdraiava sul fianco, con le gambe piegate e il braccio piegato. Il bambino si sdraiava sopra di lei, con la testa appoggiata al petto della mamma. La mamma legge il libro e ascolta la musica.

5. **Tracce per la quinta attività** (10 minuti)
L'attività si svolge in un ambiente tranquillo, con un tappeto morbido e un cuscino. La mamma si sdraiava sul fianco, con le gambe piegate e il braccio piegato. Il bambino si sdraiava sopra di lei, con la testa appoggiata al petto della mamma. La mamma legge il libro e ascolta la musica.

6. **Tracce per la sesta attività** (10 minuti)
L'attività si svolge in un ambiente tranquillo, con un tappeto morbido e un cuscino. La mamma si sdraiava sul fianco, con le gambe piegate e il braccio piegato. Il bambino si sdraiava sopra di lei, con la testa appoggiata al petto della mamma. La mamma legge il libro e ascolta la musica.

7. **Tracce per la settima attività** (10 minuti)
L'attività si svolge in un ambiente tranquillo, con un tappeto morbido e un cuscino. La mamma si sdraiava sul fianco, con le gambe piegate e il braccio piegato. Il bambino si sdraiava sopra di lei, con la testa appoggiata al petto della mamma. La mamma legge il libro e ascolta la musica.

8. **Tracce per l'ottava attività** (10 minuti)
L'attività si svolge in un ambiente tranquillo, con un tappeto morbido e un cuscino. La mamma si sdraiava sul fianco, con le gambe piegate e il braccio piegato. Il bambino si sdraiava sopra di lei, con la testa appoggiata al petto della mamma. La mamma legge il libro e ascolta la musica.

9. **Tracce per la nona attività** (10 minuti)
L'attività si svolge in un ambiente tranquillo, con un tappeto morbido e un cuscino. La mamma si sdraiava sul fianco, con le gambe piegate e il braccio piegato. Il bambino si sdraiava sopra di lei, con la testa appoggiata al petto della mamma. La mamma legge il libro e ascolta la musica.

10. **Tracce per la decima attività** (10 minuti)
L'attività si svolge in un ambiente tranquillo, con un tappeto morbido e un cuscino. La mamma si sdraiava sul fianco, con le gambe piegate e il braccio piegato. Il bambino si sdraiava sopra di lei, con la testa appoggiata al petto della mamma. La mamma legge il libro e ascolta la musica.

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9 kuukautta

Odotus ja synnytys

- 16 Espanjalais-suomalaista odotusta
- 20 Toisen kolmanneksen tunteita
- 24 Kohti syntymän ihmettä
- 28 Odotus- ja synnytysgallup
- 32 Viimeinen kuukausi ennen syntymää
- 34 Raskausvaivat ja niiden huononmukainen hoito, osa 2: turvotus
- 36 Myönteisiä synnytyskokemuksia - Relaxbirth® auttaa synnytyksessä

Kuvaa: Outbackphoto

9 kuukautta 2020 15



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Havainnollinen 4-värikuviitus

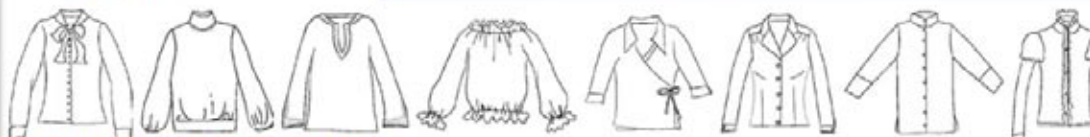
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Koko: 229 X 276 mm

ISBN: 978-952-494-270-6

Kovakantinen

Kestävä sidonta!

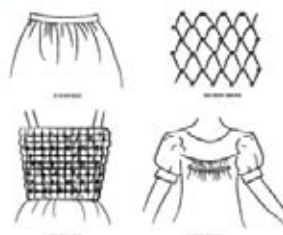


OMPELURASIA



POIMUTUKSET

Esittely poimutuksista



Poimuttaminen ja poimuhahon kiinnittäminen

