

Walteri Lähtevänoja

PORTFOLIO STRATEGY | CUSTOMER ENGAGEMENT | HEALTHCARE COMMERCIAL LEADERSHIP

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PROFESSIONAL PROFILE

Healthcare commercial and business development leader with 10+ years of experience in diagnostics, point-of-care technology, strategic accounts, international market development and customer-facing growth. My work combines portfolio choices, market and customer insight, commercial ownership, product adoption, launch execution and long-term value creation across public and private healthcare.

I have held personal commercial responsibility across Finland, the Baltics and EMEA export markets, including an estimated EUR 4-6M regional business and commercial governance of an estimated EUR 6-8M export portfolio. I have translated more than 500 customer and market inputs into portfolio priorities, built approximately 100 international KOL and stakeholder relationships, and led cross-functional work across sales, product management, distributors, external partners and healthcare stakeholders.

LEADERSHIP AND PORTFOLIO STRENGTHS

Portfolio and growth strategy	market assessment, portfolio prioritization, go-to-market choices, customer value and opportunity sizing
Commercial and financial ownership	sales targets, EUR 4-6M regional responsibility, EUR 6-8M export portfolio governance, pricing and resource prioritization
Customer and market insight	500+ structured inputs, approximately 100 KOL relationships, stakeholder mapping and competitive understanding
Cross-functional leadership	sales, product management, distributors, consultants and healthcare stakeholders; leadership of a 3-person Baltic commercial network
Launch and adoption	diagnostic product launches, customer education, workflow fit, recurring usage, service needs and long-term account value

EXPERIENCE

Aidian Oy | Global portfolio scope

Jan 2025 - Jun 2026

Business Development Manager, Primary & Acute Care

- Owned global commercial development workstreams across five priority European markets, integrating market data, customer needs, competitor signals and product usage logic into portfolio priorities and practical growth recommendations.
- Built approximately 100 new international KOL and healthcare stakeholder relationships and established a structured voice-of-customer base of 500+ inputs for portfolio, market-entry and go-to-market decisions.
- Led an AI-supported disease reporting and forecasting model to improve seasonal demand visibility and commercial planning during respiratory infection peaks, supporting a business opportunity estimated at approximately EUR 1M annually.
- Steered cross-functional growth projects with sales, product management, distributors, external partners and healthcare stakeholders, prioritizing opportunities by market potential, customer value, service need and commercial fit.

Aidian Oy | EMEA export markets

Jan 2024 - Jan 2025

Business Development Manager, Export Markets

- Exceeded annual commercial targets by approximately 30% across assigned EMEA markets through structured distributor governance, focused opportunity development and active pipeline follow-up.
- Held commercial governance responsibility for an estimated EUR 6-8M export portfolio, leading business reviews, forecasting, scorecards, pricing discussions, tender support and country-level growth plans across 15+ distributor markets.
- Allocated attention and commercial support according to partner performance, market potential, pipeline quality and near-term revenue opportunities, improving accountability and execution focus.
- Translated clinical need and technical product value into customer-specific propositions covering workflow fit, recurring usage, service support, pricing and long-term healthcare value.

Aidian Oy | Finland and Baltics

Sep 2022 - Jan 2024

Business Development Manager

- Held personal commercial responsibility for an estimated EUR 4-6M point-of-care diagnostics business across four countries, covering growth targets, strategic accounts, pricing, tenders and distributor coordination.
- Delivered estimated 10-12% annual growth against approximately 3% market CAGR by prioritizing strategic accounts, competitor displacement and expansion of existing customer potential.
- Led a 3-person Baltic commercial network and coordinated regional priorities across Finland, Estonia, Latvia and Lithuania, aligning account plans, forecasts and execution.
- Built long-term customer plans across hospitals, laboratories, primary care and private healthcare, balancing clinical need, technical reliability, adoption, training, service support and commercial value.

Aidian Oy | Finland and Baltics

Jan 2020 - Sep 2022

Key Account Manager

- Led Finnish launch activities for COVID-19 testing solutions, contributing to the largest single sales increase in company history and developing a profitable business exceeding EUR 2M annually.
- Owned strategic hospital, laboratory and primary care accounts in tender-driven environments, engaging procurement, clinical leaders, laboratory management and senior healthcare decision-makers.
- Managed rapidly changing demand, supply, pricing and customer priorities during the pandemic, coordinating commercial and operational stakeholders under significant time pressure.

Orion Diagnostica Oy | Finland

Nov 2017 - Jan 2020

Account Manager / Key Account Manager

- Held regional responsibility for point-of-care diagnostics sales, customer retention, product adoption and competitive account development.
- Grew selected account groups by an estimated 8-10% annually through active customer engagement, long-term relationship development and systematic identification of usage potential.
- Managed more than 50 healthcare customer relationships across clinicians, laboratories, procurement stakeholders and regional decision-makers.

Attendo Terveyspalvelut Oy | Finland

Nov 2015 - Nov 2017

Account Manager

- Held customer relationship and local sales responsibility in private healthcare services, supporting acquisition, retention and regional business growth.
- Worked with operational teams to connect customer needs with service capacity, delivery quality and commercial priorities.

EDUCATION

Master of Science (M.Sc.), Industrial Engineering and Management | University of Oulu | 2010 - 2015

LANGUAGES

Finnish: native | English: fluent