Role of openness in industrial internet platform providers’ strategy

Industrial internet, Industry 4.0 and Cyber-Physical Systems (CPS) can be collectively defined as industrial systems that integrate computational and physical capabilities of machines in order to provide advanced analytics and interact with humans. Industrial internet platforms allow the industrial companies to manage data, information and knowledge effectively within and between product lifecycle phases. Industrial internet platform’s openness plays a very important role in decision making related to platform selection for industrial companies. This paper focuses on various dimensions of openness and how it effects the strategy of platform owners or providers and how this strategy effects in short and long term to their end-users. In order to analyze the above Kaa IoT and PTC ThingWorx have been analyzed to understand the impact of openness dimensions on their strategy and business.

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Industrial and Information Management, Research group: Business Data Research Group, West Virginia University
Authors: Menon, K., Kärkkäinen, H., Wuest, T.
Number of pages: 14
Pages: 92-105
Publication date: 9 Dec 2017

Host publication information
Title of host publication: Product Lifecycle Management and the Industry of the Future : 14th IFIP International Conference, PLM 2017, Seville, Spain, July 10-12, 2017
Volume: 517
Publisher: Springer
Editors: Rios, J., Bernard, A., Bouras, A., Foufou, S.
ISBN (Print): 978-3-319-72904-6
ISBN (Electronic): 978-3-319-72905-3

Publication series
Name: IFIP/ACT
ASJC Scopus subject areas: Business, Management and Accounting(all)
Keywords: Industrial internet, platforms, PLM, openness
DOIs: 10.1007/978-3-319-72905-3_9
Research output: Scientific - peer-review › Conference contribution

A method for analyzing practicing managers’ perception on the disruptive nature of digitalization in machine-building industry

The purpose of the paper is to demonstrate a technology foresight method where Visual Analogue Scale is used with an experimental survey design to investigate views and perceptions of possible future disruption caused by digitalization in an established machine-building industry. We demonstrate the usability of the method in detecting differences in future worldviews of practicing managers with results highlighting polarized responses with significant clustering among groups. For example, the respondents that were inclined to view that digital technologies are disruptive, i.e. change the paradigm of value creation in machine-building, also viewed that it is more related to service and business models than products and operation. Digitally enabled concepts like open innovation and industrial internet were perceived to be more disruptive drivers than the digital technologies themselves.

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Industrial and Information Management, Research group: Center for Innovation and Technology Research
Authors: Sommarberg, M., Mäkinen, S.
Number of pages: 7
Pages: 1-7
Publication date: 1 Dec 2017

Host publication information
Title of host publication: Proceedings in 2017 Portland International Conference in Management and Engineering (PICMET) : (PICMET) 9-13 July 2017, Portland, USA
Publisher: IEEE
ISBN (Electronic): 978-1-890843-36-6
DOIs: 10.23919/PICMET.2017.8125295
Research output: Scientific - peer-review › Conference contribution
Mechanisms of disruptive technological change: Case studies in transformation of traditional industries

The purpose of the manuscript is to use grounded theory building method to investigate three industry contexts that show disruptive innovations based in digital technologies that change the dynamics in industry competition. Specifically, we investigate the mechanisms of disruption in these cases and seek common features of change. Our analysis builds on mechanisms as detecting actors, their properties, and start- and end-states of the system under change and activities of the actors that bring about the change. Our analysis shows common themes that are exhibited throughout all the cases. One of these mechanisms is de-coupling of traditional value chain activities. These de-coupling mechanisms are driven by the formation of innovation ecosystems rather than traditional value chains. This is further accelerated by the emergence of platforms and digital technologies at large. We propose, based on our results, some fundamental mechanisms that are driving industry transformation due to digitalization. We also discuss managerial and theoretical implications of our results in detail.

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Industrial and Information Management, Research group: Center for Innovation and Technology Research
Authors: Sommarberg, M., Mäkinen, S.
Number of pages: 10
Pages: 1-10
Publication date: 1 Dec 2017

Cross-functional integration for managing customer information flows in a project-based firm

The delivery of integrated solutions requires effective integration both between organizations and across various functions within the project-based firm. While earlier research has focused on how project-based firms integrate the resources and capabilities of suppliers, research on intra-organizational integration in projects is scant. In this study, we scrutinize integration between the sales, project operations and services functions of a project-based firm, to identify the required management support in solution deliveries. The focus is on the flow of customer information between these functions during the different phases of a solution delivery project. Drawing on 14 interviews, we identify eight integration mechanisms in three cross-functional interfaces. We find that the utilization of integration mechanisms varies strongly in the different project phases.

General information
State: Published
Organisations: Industrial and Information Management, Research group: Center for Research on Operations Projects and Services
Authors: Ståhle, M., Ahola, T., Martinsuo, M.
Number of pages: 12
Publication date: Dec 2017
Peer-reviewed: Unknown
Research output: Scientific › Paper, poster or abstract

Monitieteisyyttä tuotannon ja kunnossapidon koulutukseen ja työhön

General information
State: Published
Ministry of Education publication type: D1 Article in a trade journal
Organisations: Industrial and Information Management, Research group: Center for Research on Operations Projects and Services
Authors: Martinsuo, M.
Number of pages: 1
Pages: 9
Publication date: Dec 2017
Tuotantoinnovaatiot tuotannon suorituskyvyn kehittämisessä


Integrating micro-level interactions with social network analysis in tie strength research: the edge-centered approach

A social tie is a target for ongoing, high-level scientific debate. Measuring the tie strength in social networks has been an important topic for academic studies since Mark Granovetter’s seminal papers in 1970’s. However, it is still a problematic issue mainly for two reasons: 1) existing tie strength measurements may not reflect the true social connections of individuals accurately enough, and 2) many different methods to gather data from social media are not applicable anymore due to different data openness issues. In addition, we have only little empirical knowledge of the actual tie strengthening process in online social networks. Therefore, we suggest a new approach to tie strength research, which focuses on studying communication patterns (edges) more rather than actors (nodes) in a social network.
Using crowdfunding for extracting feedback: literature review

During the last few years, crowdfunding has grown in importance as an alternative source of finance for various types of purposes. It has quickly evolved into a commonly used tool to help entrepreneurs getting products developed, and furthermore, is a way for innovative, small organizations to access capital since the financial crisis. However, only very recently, it has been noticed that the significant value of crowdfunding lies in its ability to enable learning from crowdfunding backers and receive useful and interesting feedback from them in various manners. The purpose of the study was to review and better understand the various business-related novel and rapid means of crowdfunding to provide useful information and feedback. To our knowledge, no earlier systematic literature reviews have been carried out on this topic. To study the topic, we carried out a literature review on empirical academic journal articles on crowdfunding between 2005--2016, making use of Fink's [6, 7] process model of systematic literature review. On the basis of our review, we can state that crowdfunding is a very interesting and useful approach as a feedback channel for various types of business organizations. Even though feedback was not commonly the main goal in crowdfunding campaigns, it was noted to be very important outcome in the reviewed articles. Managerially, this study enables for instance start-ups, entrepreneurs and managers to evaluate the usefulness of crowdfunding as a means for gaining various types of feedback, new information and knowledge.

Designing green marketing across industries: a conceptual framework and implications for consumers and transdisciplinary research

Understanding what marketing messages trigger sustainable consumer behavior is one of the key issues for companies to be able to design effective green marketing. The goal of this paper is to present a conceptual framework for a green marketing approach that includes product, industry, production processes, and supply chain specific considerations to be utilized in the design of green product marketing for the mass markets. Based on a literature review, we have created a conceptual framework with industry-specific aspects on the basis of unique features in seven industrial sectors that are of relevance to the personal needs of consumers from an environmental perspective, but are focusing on the product-specific aspects of the marketed products. The originality of this study lies in the proposition that green marketing should use the actual product features as a starting point and not focus only on green consumers. The greenness of a product should be an additional dimension that adds to the competitiveness of the product when compared to conventional products. Theoretically, we propose that a transdisciplinary approach that integrates sustainable supply chain management perspectives to green marketing would benefit companies designing green marketing approaches and consumers making green product choices.
In this paper, we examine the managing of the full innovation process, from visioning to commercialisation, in extensive networks. By drawing on the IMP, strategic network, and innovation network literatures, we develop a comprehensive picture of the management activities when 'mobilizing', 'orchestrating', and 'involving' actors in working towards the innovation aim in such network settings. Through using two longitudinal case studies – the one pursuing radical and the other incremental innovation - we provide an empirically refined understanding of seven key management activities (motivating, resourcing, goal setting/refining, consolidating, coordinating, controlling, and leveraging), which are needed throughout the innovation process to turn the diversity of an innovation network into an opportunity rather than an obstacle. We demonstrate how actor diversity and the type of innovation (radical or incremental) shape the management activities, and map a dynamic actor composition that evolves alongside the innovation process. The longitudinal data highlights the consequences of the presence or lack of management activities, and the interlinkages between activities throughout the process. Our findings also provide insights for practitioners on how to cope with the increasing tendency to involve diverse stakeholders in innovation by pinpointing the critical management activities that can be employed.
The role of weak ties in enhancing knowledge work

The purpose of this research paper is to explore the collaboration in knowledge worker’s performance from the organizational perspective and decompose most relevant contributing factors. A systematic literature review based on Fink’s model [1] was conducted, 22 key journal articles were selected for further analysis. This research sheds light on the use of weak ties in knowledge workers’ related tasks, seeking answers towards what context knowledge workers can make use of weak ties in their tasks and for what purposes. A constructive pattern is built to advance some effective measures in knowledge work. Since the focus of the study was on knowledge work-related tasks, there is a possibility that dissimilar evaluations would have arisen if the focus had been on non-knowledge work relevant tasks. This study has gone some way towards enhancing organizations' understanding of the significance of weak ties in knowledge workers' performance. The originality of this paper lies in taking a new look at opportunities of weak ties towards knowledge workers, revisit the significance of weak ties
Ecosystem approach on medical game development: The relevant actors, value propositions and innovation barriers

This paper explores the medical game ecosystem and reveals the reciprocal value propositions of the relevant actors of medical game ecosystems, as well as barriers that may be complicating or hindering realization of the value propositions. The case comprises an emerging medical game ecosystem in Finland in the traumatic brain injury (TBI) rehabilitation context. This study presents 12 actor groups, their value propositions, and the barriers between the actors. This paper gives a comprehensive view of the actual medical game ecosystem that is needed to utilize the full potential of gamification and serious games in the health care sector.

Network management in the era of ecosystems: Systematic review and management framework

Business-to-business (B2B) and business network scholars have begun adopting an "ecosystem" approach to describe the increasing interdependence and co-evolution of contemporary business and innovation activities. Although the concept is useful in communicating these issues, the challenge is the lack of overall understanding of the added value of the approach, its particular theoretical logic, and its links to network management. This systematic review analyzes the usage of the ecosystem concept in B2B journals and its implications for network management. Common themes are distilled, the specific features of the ecosystem approach are examined, and four categories of the ecosystem approach are identified: (a) competition and evolution; (b) emergence and disruption; (c) stable business exchange; and (d) value co-creation. We also examine shifts in management opportunities and challenges related to these developments. Finally, we suggest a revised network management framework, where we address the implications of utilizing an ecosystem layer for the analysis, as well as using the ecosystem as a perspective in the management of business and innovation networks. Overall, this study contributes to the literature by providing a coherence-seeking, systematic outlook on the increasingly useful, but still nascent and ambiguously utilized ecosystem approach.
Knowledge sharing in knowledge collectivity: case digitalization in industrial network

Knowledge sharing (KS) in the inter-organizational setting is not widely researched area. However, in temporary organizations such as projects, sharing expert knowledge is essential and may take place in knowledge collectivities, i.e., Collectivities of Practices (CIP). Due to CIPs' often temporary nature, time and socialization are lacking, thus efficient KS practices are required. The complexity of projects may also necessitate CIPs to cross organization boundaries, forming inter-organizational CIPs, IO-CIPs. Therefore, a better understanding of intra-organizational practices overlapping inter-organizational KS is called for. This paper contemplates on who should participate and how the process of boundary spanning KS should be put into practice in IO-CIP context. We present a case of a network-dependent focal company aiming to form a new digitalization strategy, which requires boundary-spanning knowledge management (KM) approaches. We concentrate both on intra- and inter-organizational steps needed for developing a digitalization roadmap eventually encompassing the whole network. Based on case observations we conclude that KS in industrial IO-CIP context involves multiple internal and external stakeholders, which also play facilitating roles in KS process. The results also reveal that it is possible to achieve KS in a larger group with a stepwise, well-facilitated and goal-oriented approach that involves experts into practices gradually. Additionally, complex phenomena in industrial networks, such as digitalization, requires other processes of KM besides KS: knowledge transfer for explicit knowledge and knowledge creation at the network level, too. Thus, in IO-CIP setting, KM processes of the company and network should be approached holistically, aiming at an overall view. The results shed light on KS in inter-organizational setting, particularly the overlap between intra-organizational practices and inter-organizational KS within knowledge collectivities. We contribute to boundary spanning inter-organizational KS by adding a description of the KS practices in CIPs, which is based on the theory of social constructivism of knowledge, and expand the viewpoint of the CIP-concept also towards inter-organizational setting.
Exploring institutional drivers and barriers of the circular economy: A cross-regional comparison of China, the US, and Europe

The Circular Economy (CE) has been identified as a sustainable alternative to the current linear economic model. Thus far, research on the circular economy has focused on methods for better conserving the value in material flows. As the CE is currently being adopted as a sustainable development strategy in, e.g., China and the EU, identifying and comparing the drivers of and barriers to CE implementation would be beneficial for the acceleration of the development path. To contribute toward this research area, we built on institutional theory via a multiple case study covering China, the US, and Europe. We analyzed each region as an institutional environment and considered manufacturer and integrator types of value chain actors due to their central role in CE implementation. As our key findings, we identified that the general drivers of the CE from each institutional environment support recycling as the primary CE action, while support for other CE types appears to be lacking. Regulatory measures have primarily driven increased recycling efforts on both the integrator and manufacturer sides. Similarly, identified normative indicators overwhelmingly point toward recycling, while increasing reuse faces cultural-cognitive barriers. Between regions, China differs due to its informal sector and strong regulative institutional support. We conclude that to improve institutional support for the CE and allow it to fulfill its potential as a sustainable growth model, diversified institutional support for reducing the products produced and materials used as well as increasing reuse are needed.

General information
State: E-pub ahead of print
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Industrial and Information Management, Research group: Center for Innovation and Technology Research
Authors: Ranta, V., Aarikka-Stenroos, L., Ritala, P., Mäkinen, S. J.
Publication date: 6 Sep 2017
Peer-reviewed: Yes

Publication information
Journal: Resources Conservation and Recycling
ISSN (Print): 0921-3449
Ratings:
Scopus rating (2016): CiteScore 3.73 SJR 1.16 SNIP 1.709
Scopus rating (2015): SJR 1.275 SNIP 1.915 CiteScore 3.98
Scopus rating (2014): SJR 1.339 SNIP 2.089 CiteScore 3.7
Scopus rating (2013): SJR 1.432 SNIP 2.184 CiteScore 3.34
Scopus rating (2012): SJR 1.262 SNIP 1.811 CiteScore 2.91
Scopus rating (2011): SJR 1.119 SNIP 1.848 CiteScore 2.62
Scopus rating (2010): SJR 1.163 SNIP 1.82
Scopus rating (2009): SJR 1.143 SNIP 1.647
Scopus rating (2008): SJR 0.803 SNIP 1.302
Scopus rating (2007): SJR 0.783 SNIP 1.708
Scopus rating (2006): SJR 0.933 SNIP 1.688
Scopus rating (2005): SJR 0.719 SNIP 1.426
Scopus rating (2004): SJR 1.031 SNIP 1.425
Scopus rating (2003): SJR 0.571 SNIP 1.086
Scopus rating (2002): SJR 0.399 SNIP 0.856
Scopus rating (2001): SJR 0.328 SNIP 0.953
Scopus rating (2000): SJR 0.582 SNIP 0.938
Scopus rating (1999): SJR 0.479 SNIP 0.879
Original language: English
Electronic versions:
Ranta et al2017_Exploring institutional drivers and barriers of CE
Ecosystem creating experiences: a case from pediatric health care

Purpose – Recent discussion on reformation of healthcare systems to tackle rising healthcare costs has increased interest towards applying ecosystem thinking in healthcare. Despite the increased interest, little is known about the ecosystem that co-creates the healthcare services and importantly customer experiences in healthcare, namely patient experiences. As there has been no detailed investigations of the composition of ecosystem actors and actors’ roles in the healthcare ecosystem, this paper will map and provide an overview to the healthcare ecosystem in a pediatric healthcare context.

Design/Methodology/Approach – Study draws on selected literature from the fields of customer experience research and service ecosystem and explores actors participating to experience co-creation in a pediatric healthcare context. Study is based on qualitative interviews with 23 healthcare professionals and with 6 ecosystem actors. From this data, we map the ecosystem actors and their roles in the ecosystem.

Findings – Key findings show that pediatric healthcare service ecosystem is complex and comprises heterogeneous set of actors that participate to children’s patient experience co-creation. We identify four actor categories participating to experience co-creation, namely 1) healthcare actors, 2) social and welfare services actors, 3) family, friends and other social group actors and 4) ecosystem supportive actors. These categories include total of 11 different sub-categories for actors from hospital and social settings having effect and role in customer experience co-creation of patients.

Research implications – The paper builds contribution by increasing understanding on ecosystems co-creating customer experiences particularly in health care context. Our findings imply that customer experience and service management research should extend their view from only examining customer experiences in a service setting to a broader view that includes also customer’s social settings.

Originality/value – This paper contributes by providing a detailed mapping on the ecosystem co-creating customer experiences in healthcare settings – the aspect that has been missing from the earlier customer experience research.
The front end of radical manufacturing technology innovations

The creation of Radical Manufacturing Technology Innovations (RMTI) is necessary for the renewal and enhanced productivity of manufacturing processes. There is a need to understand different strategies for managing the front end of RMTI in manufacturing firms. We conducted an embedded multiple-case study in three firms with different RMTI strategies. The results show different extents of formal roles, involved departments and documentation in RMTI, and differences in organizing the RMTI front end. All case companies had carried out the front end of RMTI successfully and repeatedly. The contributions include alternative strategies for managing the front end of RMTI successfully.

Decision making on strategic value at the front end of system delivery projects

Projects can be considered as value-creating processes. The definition of strategic value is important in the front end of system delivery projects, but also uncertain and susceptible to stakeholders’ interpretations. This study explores project-based firms’ decision-making on strategic value in system delivery projects. A case study with a system provider in process industry reveals external and internal sources of strategic value, and a collaborative approach to decision making. Decision making on strategic value requires customers and suppliers to engage in jointly understanding needs, evaluating joint benefits from collaboration, and understanding of both parties’ value creation capacities in the long term.
Knowledge transfer and work productivity

General information
State: Published
Ministry of Education publication type: B3 Non-refereed article in conference proceedings
Organisations: Industrial and Information Management, Research group: Knowledge and Learning Research Center
Authors: Palvalin, M., Vuori, V., Helander, N.
Number of pages: 15
Pages: 1120-1134
Publication date: 15 Jun 2017

Host publication information
Title of host publication: Proceedings of 12th International Forum on Knowledge Asset Dynamics : St. Petersburgh, Russia
7-9 June 2017
Editors: Spender, J., Schiuma, G., Gavrilova, T.

Publication series
Name: Proceedings IFKAD
ISSN (Print): 2280-787X
Links: http://www.ifkad.org/
Research output: Scientific › Conference contribution

Examining service experiences: comparing methods to capture children's experiences

Purpose – Recent discussion on the service-dominant logic (SDL) and interest of studying service experiences in different contexts have been increased. However, this has brought up a new methodological challenge for contemporary research. Research methods used, need to capture experiences in the contexts of value co-creation while taking dimensions affecting to experience co-creation into account. This challenges researchers to adapt their methodology to be suitable for the context of studied phenomenon. This paper will provide a set of methodological snapshots applicable for SDL and service research in a context of healthcare services for children and their families.

Design/Methodology/approach – Study draws on selected literature from the fields of service research and healthcare services and tests new methods of capturing experiences in a special experience context of children’s healthcare. We analyze and report a set empirical studies applying of qualitative and quantititative approaches for investigating experience in a special research field of children’s healthcare experience. These methodological approaches include probing, structured and unstructured interviews and surveys. We review and compare the key characteristics of the methods and their respective benefits for service experience research.

Findings – Key findings shows that some research methods are more appropriate capturing children's experience data. Study also suggest that some methods are more appropriate for capturing data of co-creation in children’s social contexts.

Research implications – The paper builds contribution by increasing understanding on how different research methods capture dimensions of service experience co-creation and help researchers interested in studying children’s experiences to select an appropriate methodology for conducting their research.

Originality/value – Service experience research lacks paper that pieces together different methodology approaches capturing complex phenomenon of children’s experiences.

Key words methodology, children’s experiences, service experience, healthcare
Paper type – Research paper

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Industrial and Information Management, Research group: Center for Innovation and Technology Research, Research group: Center for Innovation and Technology Research, Aalto University, School of Science, Department of Computer Science
Authors: Litovuo, L., Aarikka-Stenroos, L., Kaipio, J., Karisalmi, N.
Number of pages: 20
Publication date: 9 Jun 2017

Host publication information
Title of host publication: The 5th Naples Forum on Service 2017 proceedings : Sorrento, Naples, Italy 6-9 June 2017
Publisher: SIMAS di Salerno for Naples Forum on Service
Managing intellectual liabilities by service recovery

Purpose – The paper studies intangible liabilities in a practical management setting with an overall aim to develop better managerial practices to avoid depreciation of organizations’ intangible assets.

Design/methodology/approach – Empirical examination of the studied phenomenon was carried out in construction industry. Empirical data was gathered in two phases. First, 16 persons engaged to customer service in four construction companies were interviewed. The purpose was to identify intangible liabilities. After the interviews, two workshops in two companies were organized to reflect findings and to improve and develop organizations’ service recovery practices.

Originality/value – The novelty value of the suggested approach lies in cross-disciplinary consideration of customer experience as an antecedent of various processes that may have negative impact on organizations’ intellectual capital, and further on performance. The paper conceptualizes the hidden renewal capability of contradictory and negative customer experiences by analyzing their potential implications on IC, especially in relational capital.

Practical implications – Contributions of the paper relate to its practical research approach and focus on relational liabilities. The paper provides new understanding about intellectual liabilities within a certain industrial context and discusses more generalizable aspects to be considered in managing intellectual capital.

Keywords – Intellectual liabilities, Intellectual capital, Service recovery, Customer satisfaction

Paper type – Academic Research Paper

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Industrial and Information Management, Research group: Knowledge and Learning Research Center, Research group: Business Data Research Group, University of Tampere
Authors: Laihonen, H., Sillanpää, V., Vuolle, M.
Number of pages: 14
Pages: 1570-1583
Publication date: 9 Jun 2017

Host publication information
Title of host publication: Proceedings IFKAD 2017, 12th International Forum on Knowledge Asset Dynamics : Knowledge Management in the 21st Century: Resilience, Creativity and Co-creation, 7-9 Jun 2017, St. Petersburg, Russia.
Publisher: IKAM - Institute of Knowledge Asset Management
Editors: Schiuma, G., Spender, J., Garvilova, T.

Publication series
Name: Proceedings IFKAD
ISSN (Print): 2280-787X
ASJC Scopus subject areas: Business, Management and Accounting(all)
Keywords: Intellectual liabilities, Intellectual capital, Service recovery, Customer satisfaction
Links:
Research output: Scientific - peer-review › Conference contribution

If you know social media, you see opportunities…

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Research group: Business Ecosystems, Networks and Innovations, Industrial and Information Management , Research group: Business Data Research Group
A typology of inter-firm project networks
While existing literature has provided rich insights into the nature and functioning of inter-firm project networks, relatively little is still known about how these temporary organizational networks differ from each other. Drawing from transaction cost economics and social embeddedness literatures, this paper provides an attempt to elaborate how two antecedent factors, namely structural embeddedness and goal ambiguity may relate to the governance structures set up to ensure that projects will be carried out efficiently and effectively by inter-organizational networks of heterogeneous participating firms. A typology of project networks derived from earlier literature is presented and discussed in light of earlier research. This typology provides an initial attempt at highlighting how the mechanisms used to safeguard, coordinate and adapt interdependent economic transactions may differ between inter-firm project networks.

General information
State: Published
Organisations: Industrial and Information Management, Research group: Center for Research on Operations Projects and Services
Authors: Ahola, T.
Publication date: Jun 2017
Peer-reviewed: Unknown
Research output: Scientific › Paper, poster or abstract

Developing the project-based firm’s relationship with distributors in the delivery of complex systems
Many project-based firms in industrial markets use distributors to save cost, utilize local expertise, and maximize coverage in their global markets. Distributors in business-to-business market are not only wholesalers but they are representatives of the focal firm’s business in defined regions. The purpose of this paper is to increase understanding on the role of distributors in delivering complex systems and highlight the importance of developing distributors’ capabilities in the delivery of complex systems. A qualitative case study was conducted in one project-based firm. The results show that the project-based firm and distributors have close collaboration in the different phases of system delivery. The results contribute by identifying different required distributor capabilities that are grouped into business, relational, marketing, and delivery capabilities. The manufacturer needs to develop the distributors’ capabilities to move them from a standard equipment seller to a partner that can take an active role in delivering complex systems to the customers. The development can be divided into actions independent from projects and those closely related to the different phases of system delivery.

General information
State: Published
Organisations: Industrial and Information Management, Research group: Center for Research on Operations Projects and Services
Authors: Momeni, K., Martinsuo, M.
Number of pages: 30
Publication date: Jun 2017
Peer-reviewed: Unknown
Research output: Scientific › Paper, poster or abstract

Introducing the project value framework: An integrative view of the multidimensionality of project success measurement
Measuring a project’s success has been extensively discussed by practitioners and researchers alike. However, practice and research tend to provide a large number of different success measures which form a fragmented whole. Some of the used success measures even seem to be in conflict unless contextualized in terms of reference to time, or in terms of taking a perspective of a specific stakeholder. The purpose of our paper is to develop a conceptual framework for measuring project success that integrates those key dimensions necessary for understanding the distinct contribution of individual measures in the overall project assessment. The proposed project value framework relates benefits with sacrifices by considering explicitly time (in the system lifecycle), perspective (of a project stakeholder) and context (of the
project itself) to select a set of measures to determine project success. We analyze the extant literature of project success to develop the project value framework. We see that the conceptual understanding of project success and value, and the key dimensions that are necessary for making sense of various success measures, has a potential to contribute significantly to the management of project operations in organizations that use projects as specific forms of organizing their activities.

General information
State: Published
Organisations: Industrial and Information Management, Research group: Center for Research on Operations Projects and Services, Stevens Institute of Technology
Authors: Lechler, T., Ahola, T., Artto, K.
Publication date: Jun 2017
Peer-reviewed: Unknown
Research output: Scientific › Paper, poster or abstract

Practices for program scope definition and goal setting in change programs
Organizations establish change programs to renew their business and implement their strategy. Programs coordinate the activities and projects in the strategic change, to achieve the pursued benefits. As the success of programs is usually assessed in terms of achieving the program benefits, there is a need for better understanding on how the benefit expectations are converted to the program scope and goals. The purpose of this paper is to explore change program scope definition based on company strategies, and the conversion of scopes towards program goals. The aim is to present the practices the organizations use to define the scope in change programs and, thereby, develop new knowledge on the process of program scope definition. A qualitative study was performed in three programs involving change in information systems, processes and organizational structures in two technology companies. The results show that organizations specify program scopes based on assumptions about the status of the organization, and develop use case scenarios of the target state of processes to convert benefit expectations to goals. The findings contribute by specifying actions for scope definition and offering a more formal view to it in information system oriented organizational changes, when compared to behavioral organizational changes.

General information
State: Published
Organisations: Industrial and Information Management, Research group: Center for Research on Operations Projects and Services
Authors: Guzmán Monet, J., Martinsuo, M.
Number of pages: 19
Publication date: Jun 2017
Peer-reviewed: Unknown
Research output: Scientific › Paper, poster or abstract

Surviving project discontinuities: Relationship quality and extrabusiness relationship maintenance practices in project relationships
Project-based firms repeat projects in similar kinds of project networks and may often benefit from maintaining long-term relationships with their suppliers. Maintenance of extrabusiness relationships is needed during project discontinuity in order to ensure that relationships do not decay or dissolve. This paper explores relationship quality between a project-based firm and its suppliers, and mechanisms to maintain extrabusiness relationships during project discontinuity. We collected interview data in one business network with long-term and recurrent project collaboration in a situation in which the actors were not engaged in a joint project together. We explored the experienced relationship quality at the early phase of discontinuity and identified extrabusiness relationship maintenance mechanisms used during project implementation. Specific extrabusiness maintenance activities were not found during the discontinuity but, instead, certain relational and business-related activities during project implementation seem to carry over the project discontinuity as well. The results show evidence that strong relationships characterized by technical congruence, reciprocal dependence, complementing technological commitment and developed during a long-term, recurrent and demanding project execution, do not require active maintenance during periods of project discontinuity.

General information
State: Published
Organisations: Industrial and Information Management, Research group: Center for Research on Operations Projects and Services, Research group: Business Ecosystems, Networks and Innovations
Authors: Mäenpää, S., Martinsuo, M., Ahola, T., Breite, R.
Number of pages: 18
Publication date: Jun 2017
The business of projects in and across organizations

An organizational perspective of project management emphasizes the use of projects as means for profitable, sustainable business. To maintain a successful project business, it is not sufficient for project execution to be managed efficiently. Instead, the lifecycles of projects must be managed strategically. Significant business choices concerning project scope, partner relationships, and financial commitments are made before a project is planned or implemented. Similarly, significant business implications occur after a project has been completed, when the project’s results are in the customer’s use and may require repetitive or continuous services. This chapter outlines the business of projects through the decisions that occur at the front end of projects, the management control of projects during project execution, and the services offered to build continuous customer interaction over the lifecycle of product use. We will illustrate the business aspects of projects through examples of three empirical studies. The chapter will contribute to the extant literature by revealing the business lifecycles of projects in their contexts, mapping the business-inducing events of projects in and across organizations, and highlighting new avenues for research, particularly at the boundaries of projects and their broader business contexts.

Using sales agents in project marketing

Many project-based firms (PBF) provide tailored solutions to a global marketplace. Success in project marketing calls for both a systematic collection and processing of customer information and active development of customer relationships on potential markets. When the base of PBF’s potential customers is not necessarily concentrated on specific market areas, project marketing activities may be prohibitively expensive to be fully carried out in-house. To combine the ability to serve global markets with an acceptable cost level, the PBF may outsource a part of its project marketing activities to external sales agents. As the use of sales agents is insufficiently covered in previous project research, we explore how Energy Solutions, a PBF delivering solutions to the process industry, routinely utilizes sales agents in its project marketing process. Drawing on interviews carried out with 14 individuals, our analysis resulted in a categorization of sales agents based on the breadth of their involvement in the project marketing process: no agent involvement, agent as lead seeker, agent as consultant, and agent as value-adding partner. The findings highlight the different ways to involve sales agents in project marketing and complement earlier research discussing the roles of external actors in the marketing of complex systems in the global marketplace.
Challenges of collecting B2B customer insight from multiple channels

The purpose of the paper is to study the challenges that B2B companies are confronting when trying to understand their current and potential customers through digital channels and utilizing these viewpoints in innovation development. The paper combines literature on innovation, B2B customer experience and challenges related to digital channel usage. The study comprises 17 qualitative customer interviews and a web survey for 167 customers. The paper discusses why the customers want or do not want to express their needs in digital channels and if some of those reasons are dependent on sellers' or customers' actions. As a result, a categorisation of buyers according to their role in buying and social media usage at work is presented. Identified challenges are grouped into data, process or management challenges.

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Industrial and Information Management, Research group: Business Data Research Group, VTT Information Technology, Haaga-Helia University of Applied Sciences
Authors: Rantala, T., Vuori, J., Kärkkäinen, H.
Number of pages: 14
Publication date: 19 Mar 2017

Host publication information
Title of host publication: Proceedings of ISPIM 2017 Conference : 19-22 March 2017, Toronto, Canada
Publisher: International Society for Professional Innovation Management ISPIM
ISBN (Print): 978-952-335-019-9
Keywords: Customer insight, B2B sales, Open innovation, Digital channel, Social media, Challenges, customer experience
Links: https://www.dropbox.com/s/xggxhndmzz7w2v/2017_ISPIM_Forum_Book.pdf?dl=0
http://www.ispim.org/abstracts/The%20Proceedings%20of%20the%202017%20ISPIM%20Innovation%20Forum,%20Toronto%20-%20Canada%20-%20March%202017/rantala_tuija.html
Research output: Scientific › peer-review › Conference contribution

Analysing the role of crowdfunding in entrepreneurial ecosystems: A social media event study of two competing product launches

The aim of the explorative study is to understand the role of crowdfunding in the facilitation of customer engagement for entrepreneurial ecosystems, using data from two recent events of competing product launches. We conducted an event study that employed content analysis and emotion analysis, as well as social set analysis (SSA) of Facebook data to uncover and better understand crowdfunder (investor and customer) engagement and interactions before, during and after a crowdfunding campaign event. Our paper focuses especially on the role of Jollas tablet crowdfunding campaign in the development of its fanbase in relation with Nokia’s tablet launch during Slush 2014 event. On the basis of the above analyses and related literature, we present propositions about various types of engagement with the potential to facilitate the evolution of entrepreneurial ecosystems. We discuss the results, and evaluate the implications of crowdfunding on customer engagement for entrepreneurial ecosystems, and conclude with directions for future work. One of the key contributions of the study is the introduction of a new data source and approach for co-creative interaction between companies and their customers, as well as an approach to support the study of ecosystems from a customer perspective.

General information
State: Published
Ministry of Education publication type: D1 Article in a trade journal
Organisations: Civil Engineering
Authors: Katko, T. S.
Number of pages: 1
Pages: 35
Publication date: 2 Feb 2017
Peer-reviewed: Unknown

Publication information
Journal: Kuntateknikka
Volume: 72
Issue number: 1
ISSN (Print): 1238-125X
Original language: Finnish
Research output: Professional › Article
Forecasting sales in industrial services: modeling business potential with installed base information

Purpose – The purpose of this paper is to examine how installed base information could help servitizing original equipment manufacturers (OEMs) forecast and support their industrial service sales, and thus increase OEMs' understanding regarding the dynamics of their customers lifetime values (CLVs). Design/methodology/approach – This work constitutes a constructive research aiming to arrive at a practically relevant, yet scientific model. It involves a case study that employs statistical methods to analyze real-life quantitative data about sales and the global installed base. Findings – The study introduces a forecasting model for industrial service sales, which considers the characteristics of the installed base and predicts the number of active customers and their yearly volume. The forecasting model performs well compared to other approaches (Croston's method) suitable for similar data. However, reliable results require comprehensive, up-to-date information about the installed base. Research limitations/implications – The study contributes to the servitization literature by introducing a new method for utilizing installed base information and, thus, a novel approach for improving business profitability. Practical implications – OEMs can use the forecasting model to predict the demand for - and measure the performance of - their industrial services. To-the-point predictions can help OEMs organize field services and service production effectively and identify potential customers, thus managing their CLV accordingly. At the same time, the findings imply new requirements for managing the installed base information among the OEMs, to understand and realize the industrial service business potential. However, the results have their limitations concerning the design and use of the statistical model in comparison with alternative approaches. Originality/value – The study presents a unique method for employing installed base information to manage the CLV and supplement the servitization literature.
Future industrial services: pathways and tools for service business renewal

General information
State: Published
Ministry of Education publication type: D4 Published development or research report or study
Organisations: Industrial and Information Management, Research group: Center for Research on Operations Projects and Services, Hanken School of Economics, University of Vaasa, Aalto University, Åbo Akademi University
Number of pages: 73
Publication date: 2017

Publication information
Publisher: DIMECC Oy
Original language: English
Links:
http://hightech.dimecc.com/system/attachments/files/000/000/058/original/FutIS_Booklet_2017.pdf?1493115463
Research output: Professional › Commissioned report

Limit Order Books and Liquidity around Scheduled and Non-Scheduled Announcements: Empirical Evidence from NASDAQ Nordic

Information arrivals may drive investors to require immediacy, generating sudden liquidity demand across multiple price levels in limit order books. We document significant intraday changes in stock limit order book characteristics and liquidity beyond the best levels around scheduled and non-scheduled company announcements. At aggregated level, liquidity beyond the best levels behaves quite differently from the bid–ask spread around scheduled announcements. Moreover, scheduled announcements improve multi-level liquidity to an exceptionally good level. We also provide evidence for pre-reactions in order books before non-scheduled announcements, which suggest the possibility of information leakage.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management, Research group: Financial Engineering
Authors: Sikanen, M., Kanniainen, J., Valli, J.
Pages: 264-271
Publication date: 2017
Peer-reviewed: Yes
Early online date: 29 Dec 2016

Publication information
Journal: Finance Research Letters
Volume: 21
ISSN (Print): 1544-6123
Scopus rating (2016): SJR 0.38 SNIP 0.713 CiteScore 0.87
Scopus rating (2015): SJR 0.402 SNIP 0.814 CiteScore 0.72
Scopus rating (2014): SJR 0.468 SNIP 0.92 CiteScore 0.99
Scopus rating (2013): SJR 0.481 SNIP 0.704 CiteScore 0.81
Scopus rating (2012): SJR 0.349 SNIP 0.408 CiteScore 0.44
Scopus rating (2011): SJR 0.346 SNIP 0.701 CiteScore 0.54
Scopus rating (2010): SJR 0.602 SNIP 0.561
Scopus rating (2009): SJR 0.39 SNIP 0.594
Scopus rating (2008): SJR 0.677 SNIP 0.355
Scopus rating (2007): SJR 0.815 SNIP 0.835
Scopus rating (2006): SJR 1.197 SNIP 0.777
Scopus rating (2005): SJR 0.648 SNIP 0.187

Original language: English

Keywords: Limit order book, Liquidity, Company announcement, High-frequency data

Bibliographical note
INT=tta,"Valli, Jaakko"

Research output: Scientific - peer-review › Article

S4Fleet – Service Solutions for Fleet Management: FINAL REPORT 6/2017

General information

State: Published

Ministry of Education publication type: D4 Published development or research report or study

Organisations: Industrial and Information Management, Research group: Cost Management Center, Managing digital industrial transformation (mDoIT), Mechanical Engineering and Industrial Systems, Mathematics


Number of pages: 168
Publication date: 2017

Publication information

Publisher: DIMECC Oy
ISBN (Print): 978-952-238-199-6
ISBN (Electronic): 978-952-238-200-9

Original language: English

Publication series

Name: DIMECC Publication series
Publisher: DIMECC Oy
Volume: 19
ISSN (Electronic): 2342-2696

Links:
http://high-tech.dimecc.com/results/final-report-s4fleet-service-solutions-for-fleet-management-3d4cbb8-3462-4a16-b8c9-daabc3347166

Bibliographical note

EXT="Tiittainen, Panu"
INT=TTJ, "Koro, Juho"
EXT="Uusitalo, Teuvo"
INT=TTJ, "Poikonen, Elina"
EXT="Jähi, Markus"
EXT="Hakanen, Taru"
EXT="Kailanto, Meri"
Source: Bibtex
Source-ID: urn:07a456a964ef5351873e959b88a0dfc
Research output: Professional › Commissioned report
The use of performance measurement information in the work of middle managers

The purpose of this paper is to investigate how middle managers utilize performance measurement information in their work. More specifically, the study gives understanding on the impact of performance measurement, policies and procedures (formal controls), and individual intuition and experiential knowledge (informal controls) on strategy implementation and decision making. The study also identifies hindrances to the use of measurement information.

The study is carried out as a semi-structured interview study in Finnish companies representing five industries and 29 interviewees. Empirical data were analyzed deductively according to the research framework combining informal and formal management controls with two managerial processes.

This study contributes to the earlier literature by highlighting the usage of performance measurement information as opposed to developing new measures. In addition, the novelty value of the paper relates to the focus in the work of middle managers which has gained less attention in the previous research.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Industrial and Information Management, Research group: Center for Research on Operations Projects and Services
Authors: Jääskeläinen, A., Luukkanen, N.
Number of pages: 21
Pages: 479-499
Publication date: 2017
Peer-reviewed: Yes

Publication information
Volume: 66
Issue number: 4
ISSN (Print): 1741-0401
Ratings:
Scopus rating (2016): SJR 0.607 SNIP 1.046 CiteScore 1.85
Scopus rating (2015): SJR 0.638 SNIP 1.371 CiteScore 2.08
Scopus rating (2014): SJR 0.421 SNIP 1.289 CiteScore 1.59
Scopus rating (2013): SJR 0.345 SNIP 1.003 CiteScore 1.28
Scopus rating (2012): SJR 0.294 SNIP 1.144 CiteScore 1.22
Scopus rating (2011): SJR 0.317 SNIP 0.71 CiteScore 1.2
Scopus rating (2010): SJR 0.344 SNIP 0.939
Scopus rating (2009): SJR 0.485 SNIP 1.214
Scopus rating (2008): SJR 0.5 SNIP 0.948
Scopus rating (2007): SJR 0.152 SNIP 0.184
Scopus rating (2006): SJR 0.118 SNIP 0.071
Scopus rating (2005): SJR 0.114 SNIP 0.079
Original language: English
Electronic versions:
PM utilized by middle managers
DOIs: 10.1108/IJPPM-02-2016-0043
Links: http://urn.fi/URN:NBN:fi tty-201704061261
Research output: Scientific - peer-review › Article

Assessing business learning by analysing ERP simulation log files

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Information Management and Logistics, Research group: Novi
Authors: Nisula, K., Pekkola, S.
Publication date: 10 Dec 2016

Host publication information
The Cuckoo’s Nest Approach for Co-Creating Business Ecosystems in Smart Cities

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management, Aalto University
Authors: Arto, K., Kyrö, R., Ahola, T., Peltokorpi, A., Sandqvist, K.
Pages: 26-37
Publication date: Dec 2016
Peer-reviewed: Yes

Publication information
Journal: Technology Innovation Management Review
Volume: 6
Issue number: 12
ISSN (Print): 1927-0321
Original language: English
Electronic versions:
Arto_et_al_TIMReview_December2016
Links:
Research output: Scientific - peer-review » Article

Tunneledata toimintaprosessien kehittämisessä - faktaa vai fiktiota?

General information
State: Published
Ministry of Education publication type: D1 Article in a trade journal
Organisations: Department of Information Management and Logistics, Research group: Novi, Managing digital industrial transformation (mDIT)
Authors: Helander, N., Jussila, J., Boedeker, M., Jalonen, H.
Pages: 12-14
Publication date: Dec 2016
Peer-reviewed: Unknown

Publication information
Journal: Tietoaasiantuntija
Volume: 5
Issue number: 31
ISSN (Print): 1795-7338
Original language: Finnish
Keywords: tunneta, tunneledata
Research output: Professional » Article

The nexus between social media behaviour, negative consumer emotions and brand disloyalty

General information
State: Published
Organisations: Department of Information Management and Logistics, Research group: Novi, Managing digital industrial transformation (mDIT)
Authors: Jalonen, H., Jussila, J.
Publication date: 11 Nov 2016
Peer-reviewed: Unknown
Identifying weak ties from publicly available social media data in an event

The concept of weak ties was introduced by Granovetter through the seminal paper titled "Strength of weak ties". Since then the role of weak ties in general and their specific role as occupying the structural hole has been explored in many different fields. In this study, we identify actual or potential weak ties using publicly available social media data in the context of an event. Our case study environment is community managers' online discussions in social media in connection to the yearly-organized Community Manager Appreciation Day (CMAD 2016) event in Finland. We were able to identify potential weak ties using the conversation based structural holes, making use of social network analysis methods (like clustering) and content analysis in the context of events. We add to the understanding of and useful data sources for the Strength of weak ties theory originated from Granovetter, and developed further by other researchers. Our approach may be used in future to make more sophisticated conference recommendation systems, and significantly automate the data extraction for making useful contact recommendations from them for conference participants.

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Information Management and Logistics, Research group: Novi, Department of Mathematics
Number of pages: 9
Pages: 11-19
Publication date: 17 Oct 2016
Developing a conceptual model for the relationship between social media behavior, negative consumer emotions and brand disloyalty

Companies have been facing the dark side of social media. Particularly, the odds of customer complaints and brand insults have increased tremendously. Social media has given a voice to disappointed consumers. They use the voice when they feel negative emotions, for example, due to product failures, service problems or unethical behavior. It seems reasonable to expect that the more ubiquitous social media becomes, the more it persuades people to share also their negative experiences. However, although social media raises new challenges for companies, it also gives them new opportunities. Social media enables companies to trace disappointed customers, evaluate their impressiveness and communicate with them. The conceptual paper aims to develop a model for the relationship between social media behavior, negative consumer emotions and brand disloyalty. The argument of this paper is that although social media gives consumers more power which is manifested in sharing negative emotions related to the company, the effect this has on brand disloyalty depends on the company’s behavior.

Enhancing the supplier's non-contractual project relationships with designers

Project delivery involves networks of customers, contractors, sub-contractors, suppliers, and designers. Strong interorganizational relationships are considered relevant to project performance. Previous research has focused on contractual relationships in direct supply chains, with little attention to suppliers and their non-contractual relationships. This study develops and tests a framework of relationship strength and its antecedents in the non-contractual relationship
between suppliers and designers as third parties in construction projects. The intent is to identify the key factors relevant
to enhancing the supplier’s non-contractual relationships with designers. The results reveal the supplier’s activeness and
technical capability as antecedents to trust, and supplier’s technical capability and supplier-designer cooperation beyond
project boundaries as antecedents to commitment. The different antecedents of trust and commitment imply alternative
pathways for strengthening non-contractual relationships in construction projects, thereby deviating from activities in
contractual relationships. Further research is proposed on other types of third parties and other antecedents of
commitment.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management, Research group: Center for Research on Operations Projects and
Services
Authors: Sariola, R., Martinsuo, M.
Number of pages: 14
Pages: 923-936
Publication date: 1 Aug 2016
Peer-reviewed: Yes

Publication information
Volume: 34
Issue number: 6
ISSN (Print): 0263-7863
Ratings:
Scopus rating (2016): CiteScore 4.58 SJR 1.396 SNIP 2.711
Scopus rating (2015): SJR 1.484 SNIP 2.834 CiteScore 4.16
Scopus rating (2014): SJR 1.443 SNIP 2.851 CiteScore 3.55
Scopus rating (2013): SJR 1.186 SNIP 2.651 CiteScore 3.11
Scopus rating (2012): SJR 1.11 SNIP 2.42 CiteScore 2.7
Scopus rating (2011): SJR 0.997 SNIP 2.228 CiteScore 2.57
Scopus rating (2010): SJR 1.17 SNIP 1.55
Scopus rating (2009): SJR 1.172 SNIP 1.749
Scopus rating (2008): SJR 0.926 SNIP 1.442
Scopus rating (2007): SJR 1.076 SNIP 1.63
Scopus rating (2006): SJR 0.88 SNIP 1.824
Scopus rating (2005): SJR 1.12 SNIP 1.719
Scopus rating (2004): SJR 0.732 SNIP 1.72
Scopus rating (2003): SJR 0.594 SNIP 1.09
Scopus rating (2002): SJR 0.853 SNIP 0.883
Scopus rating (2001): SJR 0.502 SNIP 1.066
Scopus rating (2000): SJR 0.52 SNIP 1.145
Scopus rating (1999): SJR 0.463 SNIP 1.114
Original language: English
Keywords: Commitment, Interorganizational relationship, Non-contractual relationship, Project networks, Relationship
strength, Trust
ASJC Scopus subject areas: Business and International Management, Management of Technology and Innovation,
Management, Monitoring, Policy and Law
DOI:
10.1016/j.ijproman.2016.04.002
Links:
Source: Scopus
Source-ID: 84966270814
Research output: Scientific - peer-review › Article

Study on the capability to measure stakeholders’ brand experiences with a consumer-centric measurement framework
The target of this paper is to introduce a general brand experience measurement scale that can be used to measure brand
experiences of the stakeholders of a company. It is proposed that also stakeholders’ brand experiences can be measured
with a measurement scale developed for consumer marketing research.
In literature, there are various different kinds of individual brand constructs and measurement frameworks that have been
developed for tracking consumers’ brand perceptions; however, these models have not been frequently used to measure
brand-related aspects outside consumer-centric situations. The tracking of stakeholders’ brand experiences can help companies to position their brands better in the tightening global competition where also stakeholders have a critical role and can influence the performance of the company (Hult, Mena, Ferrell, & Ferrell, 2011).

Brands are experienced via stimuli that can be either controlled by the company, including, for example, advertisements, logos, sales environments, sales packages, and services, or then they are out of their control, for example, brand related information can spread freely on the social media or by word-of-mouth (Brakus, Schmitt, & Zarantonello, 2009; Keller, 2013). Thus, it can be said that the measurement of brand experiences can give valuable information to the company on what is the status and reputation of the brand. However, it is not only the customers or consumers that have brand experiences, also stakeholders encounter brands and the way they experience them can have a major impact on how they interact and promote the brand in other contexts. Some B2B marketing theories have brought up the importance of understanding long-term relationships between buyers and sellers, including experiences associated with the relationship (Hadjikhani & LaPlaca, 2013) as well as purchase risks (Brown, Zablah, Bellenger, & Johnston, 2011).

Brand experiences can be measured, for example, with a measurement scale (Brakus et al., 2009) that has been extended with an eco-friendliness dimension (Saari, 2016). This model has been tested with consumers, and this paper argues that the same scale can be useful for monitoring the brand experiences of other stakeholders as well. The extended brand experience scale can be used to monitor whether consumers and stakeholders experience a certain brand to be ecofriendly, and how positively or negatively they are inclined towards the eco-friendliness of the brand experiences.

With the raising focus on stakeholders’ important role in solving environmental problems, the role of stakeholder marketing becomes more critical for a company (Homburg, Stierl, & Bornemann, 2013). And in this situation it becomes also more crucial to follow up what are the brand experiences of stakeholders. The stakeholders’ brand experiences can give a strong indication is the company implementing its strategy correctly and are all the essential elements transparently and authentically communicated to the stakeholders, especially with regard to the environmental development activities that are reflected in the eco-friendliness dimension of brand experiences.

Keywords: brand experience; brand measurement scales; stakeholders’ brand experiences; stakeholder marketing

References:
Customer value management framework for supply chains

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Information Management and Logistics, Research group: Transport Research Centre Verne
Authors: Ala-Maakala, M., Liimatainen, H.
Number of pages: 10
Pages: 447-456
Publication date: 4 Jul 2016

Host publication information
Title of host publication: The proceedings of 21st international symposium on logistics (ISL 2016): Sustainable transport and supply chain innovation, Kaohsiung, Taiwan 3-6 July 2016
Editor: Pawar, K.
ISBN (Electronic): 9780853583172
Links:
Research output: Scientific - peer-review › Conference contribution

Categorization of effective safety leadership facets
Safety leadership is a key factor for promoting safety performance in organizations. Safety leadership is important to motivate employee safety participation and compliance, as well as to improve related safety outcomes. Based on current research, certain safety leadership competencies are vital with regard to safety performance. By developing safety leadership, organizations could improve their effectiveness by achieving better safety performance. This study aims to suggest a scheme for categorizing effective safety leadership facets and discuss the importance of developing safety leadership. The results are based on a literature review and the findings of 17 interviews carried out in a Finnish expert organization, and they are structured following the transactional and transformational leadership theory. The results point toward the importance of all traditional facets of transactional and transformational leadership with regard to safety performance, and the facet of idealized influence leadership is emphasized. Other important facets are inspirational motivation, intellectual stimulation, and management by exception. Thus, both the transactional and transformational facets of safety leadership should be exercised and developed.

General information
State: Published
Ministry of Education publication type: A3 Part of a book or another research book
Organisations: Department of Industrial Management, Research group: Safety Management and Engineering
Authors: Tappura, S., Nenonen, N.
Pages: 367-383
Publication date: 21 Jun 2016

Host publication information
Title of host publication: Ergonomics and human factors in safety management
Publisher: CRC Press
Editors: Arezes, P., Carvalho, P.
ISBN (Print): 978-1-4987-2756-3
ISBN (Electronic): 978-1-4987-2757-0
Publication series
Name: Industrial and Systems Engineering Series
Publisher: CRC Press
Keywords: safety management, Safety leadership
DOIs:
10.1201/9781315370354-18
Links:
Research output: Scientific - peer-review › Chapter

Exploring how brand experience measurement could be used for integrating marketing and R&D
Based on a brand experience survey done on global mobile phone brands, we have analysed how brand experiences impact brand loyalty and are associated to prior product selections. We have created two conceptual models after doing exploratory factor analysis (EFA) on data collected from Finland (N=468). Our findings indicate that brand experiences of mobile phone brands consist of intellectual, sensory, behavioural, and eco-friendliness related aspects, and that the
affective dimension that has earlier been linked to brand experiences is in fact associated more with brand loyalty. Also the perception of eco-friendliness in the brand experience can have an impact on brand loyalty and it is reflected in the product selection. Thus we suggest that integrated marketing and innovation management concentrate on improving the emotions consumers have towards a brand and measure this dimension to track how the brand has succeeded to deliver intellectual, sensory, behavioural and eco-friendliness related brand experiences.

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management, Research group: Center for Innovation and Technology Research
Authors: Saari, U. A., Mäkinen, S. J.
Number of pages: 14
Publication date: 19 Jun 2016

Host publication information
Keywords: brand experience, brand experience measurement, stakeholders, product development
Electronic versions:
ISPIM2016_Saari_Makinen_Exploring how brand experience measurement
Links:
Research output: Scientific - peer-review » Conference contribution

Multiple facets of innovation and business ecosystem research: the foci, methods and future agenda

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management, Research group: Center for Innovation and Technology Research
Authors: Aarikka-Stenroos, L., Peltola, T., Rikkiev, A., Saari, U.
Pages: 1-33
Publication date: 19 Jun 2016

Host publication information
Links:
http://search.proquest.com/docview/1803692429?pq-origsite=gscholar
Source: Bibtex
Source-ID: urn:de0e11bb8d4f01574e47a23803543bc1
Research output: Scientific - peer-review » Conference contribution

Being a start-upper in Italy: Motivations, obstacles and success factors

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Pori Department, Research group: Business Ecosystems, Networks and Innovations, Department of Information Management and Logistics, Research group: Novi, Managing digital industrial transformation (mDIT), University of Calabria
Authors: Michele Felicetti, A., Ammiritto, S., Rasol, C., Aramo-Immonen, H., Jussila, J.
Number of pages: 14
Pages: 1370-1383
Publication date: 15 Jun 2016

Host publication information
Title of host publication: Proceedings of the 11th forum on knowledge asset dynamics : Towards a new architecture of knowledge: big data, culture and creativity
Place of publication: Dresden
Article number: 182
ISBN (Electronic): 978-88-96687-09-3
Keywords: Start-up
Links:
Does Strategic and Innovative Fit Indicate Smart Social Media use in a Company?

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Information Management and Logistics, Research group: Novi, Pori Department, Research group: Business Ecosystems, Networks and Innovations, Managing digital industrial transformation (mDIT), University of Calabria
Authors: Jussila, J., Aramo-Immonen, H., Rouvari, O., Porkka, P., Ammirato, S.
Number of pages: 11
Pages: 1973-1983
Publication date: 15 Jun 2016

Host publication information
Title of host publication: Proceedings of the 11th International Forum on Knowledge Asset Dynamics: Towards a New Architecture of Knowledge: Big Data, Culture and Creativity, Dresden -Germany 15-17 June 2016
Place of publication: Dresden
Article number: 249
ISBN (Electronic): 978-88-96687-09-3
Keywords: social media, strategy, Innovation
Links:
http://www.knowledgeasset.org/Program/
Research output: Scientific - peer-review » Conference contribution

Social media analytics empowering marketing insight- A framework for analyzing affective experiences from social media content

General information
State: Published
Organisations: Department of Information Management and Logistics, Research group: Novi, Managing digital industrial transformation (mDIT)
Authors: Jussila, J., Boedeker, M., Jalonen, H., Helander, N.
Publication date: 27 May 2016
Peer-reviewed: Unknown
Links:
http://www.emac2016.org/
Research output: Scientific » Paper, poster or abstract

Comparing university students’ commitment – a multicultural case study
The aim of this research was to evaluate and compare the creative tension of university students in three different universities in South Korea and Finland. The creative tension, or the gap between a person's feeling of current reality and target for future, was analysed according to features describing their committing factors related to their universities and studies. Data for this study were collected from 41 university students through self-evaluation using internet-based survey instrument. The application was able to identify the creative tension in each group of university students, and the results show differences in creative tension across the universities and also between countries. This type of in-depth analysis into the cultural perceptions of attributes offers valuable new information for academia and businesses.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Pori Department, Korea Aerospace University, University of Vaasa
Authors: Einolander, J., Vanharanta, H., Chang, Y. S., Kantola, J.
Number of pages: 17
Pages: 267-283
Publication date: 3 May 2016
Peer-reviewed: Yes

Publication information
Journal: Theoretical Issues in Ergonomics Science
Crowdsourcing in Business-to-Business Markets: A Value Creation and Business Model Perspective

The foundation for the analysis of this chapter builds on the value creation model of Amit and Zott (2001), where they studied the importance of sources of value creation in the field of electronic business. This model was chosen for the purposes of this study because it is developed from fundamental value creation models and dominates concerning value creation in e-business, of which crowdsourcing by utilizing social media tools represents also. Moreover, Amit and Zott’s business model (2001, p. 511), which focuses on e-business for B2C companies, can be adapted for all virtual markets in general, and also applies to B2B companies (2006, p. 20). Most importantly, the model enables to analyze the relations between value creation and business model. In next, the theoretical background of value creation is opened up especially
in the context of business-to-business markets, and furthermore, the model of Amit and Zott (2001) is presented. Lastly, crowdsourcing in business-to-business markets as the research context of the present study is discussed.

**General information**
State: Published
Ministry of Education publication type: A3 Part of a book or another research book
Organisations: Department of Information Management and Logistics, Research group: Novi, Managing digital industrial transformation (mDIT)
Authors: Bernhardt, J., Helander, N., Jussila, J., Kärkkäinen, H.
Number of pages: 11
Pages: 933-943
Publication date: Apr 2016

**Host publication information**
Title of host publication: Encyclopedia of E-Commerce Development, Implementation, and Management
Place of publication: United States
Publisher: IGI Global
Article number: 66
ISBN (Print): 978-1-4666-9787-4
Keywords: Crowdsourcing, value creation, business model

Electronic versions:
Crowdsourcing in Business-to-Business Markets
DOIs: 10.4018/978-1-4666-9787-4.ch066
Links:
http://urn.fi/URN:NBN:fi:ttty-201608084397
http://www.igi-global.com/chapter/crowdsourcing-in-business-to-business-markets/149014
Research output: Scientific · peer-review › Chapter

**Can crowdsourcing platforms be used in b2b innovation?**

**General information**
State: Published
Ministry of Education publication type: A3 Part of a book or another research book
Organisations: Department of Information Management and Logistics, Research group: Novi
Authors: Kärkkäinen, H., Jussila, J., Multasuo, J., Helander, N.
Number of pages: 28
Pages: 393-421
Publication date: Mar 2016

**Host publication information**
Title of host publication: Open Innovation: A Multifaceted Perspective: Part II
Volume: II
Place of publication: Singapore
Publisher: WORLD SCIENTIFIC
Editors: Mention, A., Torkkeli, M.
ISBN (Electronic): 978-981-4719-21-6
Keywords: open innovation, crowdsourcing, Innovation, business-to-business
Links:
http://www.worldscientific.com/worldscibooks/10.1142/9760
Research output: Scientific · peer-review › Chapter

**Crowdsourcing for Value Creation in Lean Start-ups**

**General information**
State: Published
Ministry of Education publication type: A3 Part of a book or another research book
Organisations: Department of Information Management and Logistics, Research group: Novi, Managing digital industrial transformation (mDIT)
Authors: Erkinheimo, P., Kärkkäinen, H., Jussila, J.
Number of pages: 18
Strategizing – i.e. the construction of strategy through social (inter)action – has been subject to relatively little academic scrutiny specifically in pluralistic expert organizations such as universities. Simultaneously, changes in universities’ operating environment, increasing managerialism and market-like pressures have increased the perceived need for strategic management also in universities. This, in turn, is manifested in various and substantial activities in and around strategizing – a phenomenon which I here call ‘strategy buzz’. Thus, the aim of this study is to increase our understanding about strategizing in the university context, including how it develops over time, and what outcomes it brings about. In addition, the aim is to facilitate the actual management of such organizations through this increased understanding.

The research strategy of this study is premised on a longitudinal single-case setting, because the research task necessitates rich informational access and close observational contact with the focal phenomenon. This research setup also enabled accumulating broad and rich data concerning how the internal and external stakeholders of the organization perceive the arrival of the ‘strategy buzz’ to the case organization, and the assessment of the implications such perceptions have for future strategizing within the organization. This study falls under the Strategy-as-Practice research tradition in the spirit of which the study is qualitative by nature and conducted with characteristically qualitative research methodology. In the analysis symbolic interactionism was used as a guiding perspective.

The results of the study indicate that supra-organizational practices have a significant and temporally increasing influence on the strategizing of the focal organization. In particular, societal discourses such as management by results, competition and change discourses appear especially prominent in this regard. The results also indicate that highly formalized and systems-mediated strategizing is not very appropriate in a pluralistic expert organization, because management control systems, for instance, and the perceived ‘mechanization’ of organizational life in general appear to create confusion and even disempowerment in a pluralistic expert organization. In other words, highly systems-mediated strategizing does not seem to be conducive towards inducing creativity and working towards shared organizational goals even if the managerial intentions behind such rigidly formalized and ‘mechanized’ strategizing are well-meaning.

The results of the study also suggest that strategizing in pluralistic expert organizations has some distinct qualities, which are not generally present in the context of contemporary profit-seeking corporate organizations. Such distinct qualities include e.g., cultural diversity and multivocality which, in turn, necessitate that strategizing in pluralistic expert organizations should be permissible and based on co-creation, instead of being manifested in a hegemonic strategy discourse which is generally perceived to originate from the top management.
Eco-Friendliness in the Brand Experience of High-Tech Products

The focus in this research is to develop a brand measurement scale for measuring how consumers experience eco-friendliness when reflecting on global high-tech brands. The aim is to examine can the eco-friendliness dimension in the brand experience of a high-tech brand be measured with a brand experience measurement scale by extending the research of Brakus et al. (2009). This research topic was selected because also high-tech companies are facing the need to analyze how consumers view the eco-friendliness of their brands in order to create greener products that could also benefit the financial performance of the company (Siegel, 2009). Eco-friendliness can be seen as an important factor for consumers when they are purchasing e.g. fast-moving consumer goods (McDonald et al., 2009) and automobiles (Kim, 2011). However, it is not still considered to be so relevant when buying consumer electronics or high-tech products and this is an area that has not been researched as extensively (McDonald et al., 2009). This dissertation focuses on this research gap and investigates how eco-friendliness can be measured in the brand experience of high-tech products.

The approach in this dissertation is empirical and the research has been conducted as a replication and extension of the existing brand experience measurement scale (BBX scale) developed earlier by Brakus et al. (2009). The BBX scale was developed further and extended with a fifth dimension for eco-friendliness to get a better understanding of the concept of eco-friendliness in the brand experience. In the design of the study, the eco-friendliness dimension was created on the basis of the attested dimensions in the BBX model, including affective, behavioral, intellectual and sensory dimensions. The theoretical background of this dissertation is based in management of high-tech innovations and especially consumer behavior and brand management research in this domain. The research includes empirical data collected in a web survey in Finland that was analyzed by using the original BBX model and two different models portraying extensions of the BBX model that also included items on eco-friendliness.

The contribution of this study is that theoretically brand experience was proved to have also an eco-friendliness dimension in addition to the affective, behavioral, intellectual and sensory dimensions included in the original BBX scale. This study succeeded in modelling the general brand experience of mobile phones based on the original BBX model and it was also confirmed that eco-friendliness is an additional, uniquely identifiable fifth dimension in the brand experience of high-tech brands. The implication of this finding is that high-tech companies should also take into account eco-friendliness that has become increasingly important in the management of corporate value and brands in the global competition (Mohr et al., 2010, Keller, 2013) in order to respond to the needs of green consumers (Chatterjee et al., 2010, Aaker, 2011, Kotler, 2011, Ottman, 2011, Accenture and UN_Global_Compact, 2014).
Designing Measures for Managing the Effectiveness for Integrated Service Delivery: The Case of a Geriatric Outpatient Clinic

Health and social services are increasingly produced in cooperation among several specialized organizations. This has increased the importance of service integration in the sector. While the literature acknowledges the need for performance measurement addressing outcomes and effectiveness of service integration, not enough is known about applying such measurement practices. This paper examines the design of a performance measurement system to support the effectiveness management of an integrated service delivery. The research identifies three aspects of effectiveness – community, client and network level. Empirical examination reveals that success factors for design of measures for integrated service delivery include consensus on the targets, coordination and fluent cooperation among actors in the network. The paper contributes to performance measurement literature by illustrating how the design of system level measurement is carried out in practice and analyzing the lessons learned.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics, Research group: Novi
Authors: Sillanpää, V.
Number of pages: 17
Pages: 36-52
Publication date: 1 Jan 2016
Peer-reviewed: Yes

Publication information
Volume: 4
Issue number: 1
Article number: 3
ISSN (Print): 2155-6423
Original language: English
DOI:
10.4018/IJPPHME.2015010103
Links:
http://www.igi-global.com/viewtitlesample.aspx?id=143728
Research output: Scientific - peer-review » Article

A Case Study on Participatory Approach to Support Shift to Experience Design of Work Tools in B2B Context

To support the shift from technology-driven to experience-driven design in a company developing work tools (materials handling equipment), we developed and applied a participatory approach to increase awareness and buy-in of experience design and related methods at the company. We 1) present user experience (UX) design guidelines developed for both designers and managers based on the participatory process, 2) report evaluation of the guidelines with designers, developers, and selected internal and external stakeholders, and 3) present a participatory approach to create personas and experience journey maps covering the product life-cycle. SWOT analysis of the guidelines revealed that guidelines need to be understandable without expert UX knowledge, managerial support is needed that was aimed to be supported by the guidelines developed for managers, and representative user participation is needed. Participants experienced positively the applied participatory approach, and the mindset change is proceeding in the case company.

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Pervasive Computing, Research area: User experience, Aalto University, Department of Design, Rocla Oy
Authors: Väätäjä, H., Hilden, E., Roto, V., Uusitalo, K.
Number of pages: 18
Publication date: 2016

Host publication information
Title of host publication: Proceedings of the Thirty Seventh International Conference for Information Systems (ICIS 2016)
Publisher: Association for Information Systems
Article number: ICIS-1065-2016
ISBN (Electronic): 978-0-9966831-3-5
Keywords: experience design, user experience, Participatory design, learning organization, organizational change
Electronic versions:
Rhetoric in customer referencing: Fortifying sales arguments in two start-up companies

Abstract This study investigates how start-up companies can strengthen their argumentation power and the persuasiveness of their scarce customer references by applying the principles of rhetoric in the business-to-business (B2B) context. We demonstrate how to fortify the qualitative information embedded in a start-up's single customer reference. By conducting a constructive study with two longitudinal cases, we develop a construction for qualitative reference information with the help of the literature on start-ups, value creation, customer references, and rhetoric. This construction of qualitative reference information for a start-up comprises (1) basic reference data, (2) the reference customer's long-term orientation, (3) the reference customer's value-in-use experiences comprising both direct benefits (i.e., monetary benefits) and (4) indirect benefits (e.g., new competencies), (5) the start-up supplier's demonstrated and improved competencies, and (6) the customer's current and future-oriented commitments to conducting business with the start-up. This study also associates each information element to aspects of rhetoric and accordingly develops propositions regarding the persuasive effects. In addition, it demonstrates the procedure for capturing information to highlight divergent customer perspectives with the assistance of the single reference customer. The key contributions of this study are the developed construction for qualitative reference information and understanding how the rhetorical approach improves sales argumentation by improving logos (rational aspect), pathos (emotional aspect), and ethos (source credibility), as well identification in B2B marketing. The construct also serves as a managerial tool for building and developing single customer references effectively. The results of this study, and particularly the developed propositions, build avenues for further research on start-up and customer reference marketing.
Social media-based value creation and business models

Purpose - The purpose of this paper is to create an organized picture of the current understanding of social media-based value creation and business models. Design/methodology/approach - Following the process model presented by Fink (2005), a systematic literature review of academic journal articles published between 2005 and 2014 was conducted. The research was grounded on the theoretical foundations of service-dominant logic. Findings - This study offers detailed descriptions and analyses of the major social media mechanisms affecting how value is created in social media-based value networks and the kinds of impact social media can have on present and future business models. Research limitations/implications - The study is limited to academic research literature on business organizations, excluding all studies related to public and non-profit organizations. Practical implications - Attention is given to developing an in-depth understanding of the functions and concrete value creation mechanisms of social media-based co-creation within the different organizational processes (e.g. in product and service development and customer services) and to updating the related practices and knowledge. Originality/value - This study provides new insight into the challenges related to research models and frameworks commonly used for observing value creation, thus highlighting the need for further studies and updates.
What brings production back? The case of Finland

This study investigates the drivers and mechanisms of reshoring in the manufacturing industry of Finland. The survey with 229 firms reveals the background, drivers and patterns of offshoring and reshoring. The results indicate that over one-third (37%) of the manufacturing companies in Finland have been active in transferring production across the national borders, both offshore and back to Finland. More production has been moving away from Finland than coming back. The drivers and benefits of offshoring and reshoring are quite different, which suggests that companies must prepare their manufacturing location strategies in line with their benefit expectations.
A fast universal self-tuned sampler within Gibbs sampling

Bayesian inference often requires efficient numerical approximation algorithms, such as sequential Monte Carlo (SMC) and Markov chain Monte Carlo (MCMC) methods. The Gibbs sampler is a well-known MCMC technique, widely applied in many signal processing problems. Drawing samples from univariate full-conditional distributions efficiently is essential for the practical application of the Gibbs sampler. In this work, we present a simple, self-tuned and extremely efficient MCMC algorithm which produces virtually independent samples from these univariate target densities. The proposal density used is self-tuned and tailored to the specific target, but it is not adaptive. Instead, the proposal is adjusted during an initial optimization stage, following a simple and extremely effective procedure. Hence, we have named the newly proposed approach as FUSS (Fast Universal Self-tuned Sampler), as it can be used to sample from any bounded univariate distribution and also from any bounded multi-variate distribution, either directly or by embedding it within a Gibbs sampler. Numerical experiments, on several synthetic data sets (including a challenging parameter estimation problem in a chaotic system) and a high-dimensional financial signal processing problem, show its good performance in terms of speed and estimation accuracy.

General information

State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management, Research group: Financial Engineering, Research Community on Data-to-Decision (D2D), Universidad Politecnica de Madrid
Authors: Martino, L., Yang, H., Luengo, D., Kanniainen, J., Corander, J.
Pages: 68-83
Publication date: 1 Dec 2015
What Engineering Scientists Know and How They Know It: Towards Understanding the Philosophy of Engineering Science in Finland

Knowledge, research and science are all concepts into which every member of the scientific community must have some kind of insight. Although nowadays there appears to be a general consensus that engineering science is a scientific enterprise in and of its own, this has not been the case for very long. As a scientific discipline, engineering science has been somewhat neglected from the standpoint of epistemology and philosophy.

This study aims at understanding the prevailing philosophy of engineering science in Finland. It strives to comprehend the essence and challenges of knowledge and knowledge-creation processes in the field. It is hoped that the resulting comprehension will improve the research community's possibilities 1) to reflect critically upon its procedures, 2) to discuss what should be studied and how, and 3) to determine on what bases the processes and results should be evaluated. It is also expected to assist in developing doctoral education and to result in better supervision by providing a framework and vocabulary for philosophical and methodological discussion.

The cognitive interest in this study is practical, and the orientation hermeneutic. The process follows the general lines of qualitative research and applies the method of qualitative content analysis. As an empirical inquiry, this study belongs to the realm of science and technology studies. The phenomenon was studied in the context of Finland in the guise of a single-case study, with Tampere University of Technology as the case.

The final results support the view that engineering science certainly is a scientific discipline in and of its own, characterised by its own technical matrix. Most engineering science research can be classified as design science. Scientific inquiry in engineering science often requires building conceptual—but also material—constructs, as well as developing new methods for different purposes (analyses, design, implementation, evaluation). Consequently, the contributions recognised in research are of many types (artefacts, methods, declarative knowledge, proposals), but they are not always the kind of knowledge adhering to technical norms. Arriving at new theories or linking knowledge to existing theories seems to be even rarer than arriving at technical norms.

Engineering science is a discipline of considerable diversity. The objectives, methods, empirical processes and results pertaining to one type of inquiry can be very different from those found in other types of investigation. This study uncovered five distinct research profiles, but there may well be more to discover.

At the moment, the philosophy of engineering science has not raised significant interest, as it appears not to have many direct consequences; yet, there are challenges that engineering scientists face that may well be rooted in the lack of common understanding about the epistemic, ontological and methodological issues of the topic.
Markov Chain Monte Carlo Estimation of Stochastic Volatility Models with Finite and Infinite Activity Lévy Jumps: Evidence for Efficient Models and Algorithms

A financial model plays a key role in the valuation and risk management of financial derivatives, and it serves as an important tool for investors to measure the risk exposure of their portfolios and make predictions and decisions. However, the popular affine stochastic volatility models without jumps, such as the Heston model, have been questioned in the finance literature in terms of their appropriateness for modelling stock prices and pricing derivatives. Many alternative model specifications have been proposed in recent decades, including the specification of non-affine variance dynamics and the inclusion of Lévy jumps. However, the complexity introduced by further model specifications leads to poor probabilistic properties, and hence most popular estimation methods are not applicable. The Bayesian estimation method is among the few that work. In this thesis, I discuss the role of new model specifications and investigate the performance of Bayesian estimation methods. First, I use an extensive empirical data set to study how the use of infinite-activity Lévy jumps in stock returns and variance improves model performance. The stock returns and variance are driven by diffusions and different Lévy jumps, including the finite-activity compound Poisson jump and infinite-activity Variance Gamma and Normal Inverse Gaussian (NIG) jumps. Moreover, the non-affine linear variance process is compared to the affine square-root stochastic process. With the conventional Markov Chain Monte Carlo (MCMC) algorithms, including the Gibbs sampler and Metropolis-Hastings (MH) methods, and the Damien-Wakefield-Walker method to cope with complicated posteriors, eighteen different model specifications are estimated using the joint information of the S&P 500 index and the VIX index for 1996–2009. There is clear evidence that in terms of the goodness of fit and option pricing performance, a relatively parsimonious model with infinite-activity NIG jumps in returns and non-affine variance dynamics is particularly competitive. In the second part of the thesis, I examine the performance of advanced MCMC algorithms. The efficiency of the MH algorithm has been questioned because of its slow mixing speed, especially in the presence of high dimensions and a strong dependence between model parameters and state variables. Generally, a class of algorithms seeks to improve the MH by constructing more effective proposals, and another combines the MCMC with the Sequential Monte Carlo algorithms. To investigate, I first conduct simulation studies to compare the estimation performance of seven advanced Bayesian estimation methods against the MH. Specifically, I use the affine Heston model, the affine Bates model, and an affine model with NIG return jumps, and examine whether the different jump structures affect the estimation results. Second, I estimate the non-affine model with NIG return jumps using the joint information of the S&P 500 index and the VIX for 2002–2005 with selected algorithms that perform well in the simulation studies. The results of the simulation and empirical studies are mixed about the performance of the algorithms. The Fast Universal Self-tuned Sampler algorithms are particularly competitive in generating virtually independent samples and achieving the fastest mixing with a fixed number of MCMC runs, and their performance is stable regardless of the model specifications. However, they are computationally expensive. The computational costs of the Particle Markov Chain Monte Carlo (PMCMC) methods are much cheaper and also efficient in mixing, and they perform best when estimating the models

Liikenteen markkinat murroksessa - pysyvätkö yritykset kyydissä?

Markov Chain Monte Carlo Estimation of Stochastic Volatility Models with Finite and Infinite Activity Lévy Jumps: Evidence for Efficient Models and Algorithms

A financial model plays a key role in the valuation and risk management of financial derivatives, and it serves as an important tool for investors to measure the risk exposure of their portfolios and make predictions and decisions. However, the popular affine stochastic volatility models without jumps, such as the Heston model, have been questioned in the finance literature in terms of their appropriateness for modelling stock prices and pricing derivatives. Many alternative model specifications have been proposed in recent decades, including the specification of non-affine variance dynamics and the inclusion of Lévy jumps. However, the complexity introduced by further model specifications leads to poor probabilistic properties, and hence most popular estimation methods are not applicable. The Bayesian estimation method is among the few that work. In this thesis, I discuss the role of new model specifications and investigate the performance of Bayesian estimation methods. First, I use an extensive empirical data set to study how the use of infinite-activity Lévy jumps in stock returns and variance improves model performance. The stock returns and variance are driven by diffusions and different Lévy jumps, including the finite-activity compound Poisson jump and infinite-activity Variance Gamma and Normal Inverse Gaussian (NIG) jumps. Moreover, the non-affine linear variance process is compared to the affine square-root stochastic process. With the conventional Markov Chain Monte Carlo (MCMC) algorithms, including the Gibbs sampler and Metropolis-Hastings (MH) methods, and the Damien-Wakefield-Walker method to cope with complicated posteriors, eighteen different model specifications are estimated using the joint information of the S&P 500 index and the VIX index for 1996–2009. There is clear evidence that in terms of the goodness of fit and option pricing performance, a relatively parsimonious model with infinite-activity NIG jumps in returns and non-affine variance dynamics is particularly competitive. In the second part of the thesis, I examine the performance of advanced MCMC algorithms. The efficiency of the MH algorithm has been questioned because of its slow mixing speed, especially in the presence of high dimensions and a strong dependence between model parameters and state variables. Generally, a class of algorithms seeks to improve the MH by constructing more effective proposals, and another combines the MCMC with the Sequential Monte Carlo algorithms. To investigate, I first conduct simulation studies to compare the estimation performance of seven advanced Bayesian estimation methods against the MH. Specifically, I use the affine Heston model, the affine Bates model, and an affine model with NIG return jumps, and examine whether the different jump structures affect the estimation results. Second, I estimate the non-affine model with NIG return jumps using the joint information of the S&P 500 index and the VIX for 2002–2005 with selected algorithms that perform well in the simulation studies. The results of the simulation and empirical studies are mixed about the performance of the algorithms. The Fast Universal Self-tuned Sampler algorithms are particularly competitive in generating virtually independent samples and achieving the fastest mixing with a fixed number of MCMC runs, and their performance is stable regardless of the model specifications. However, they are computationally expensive. The computational costs of the Particle Markov Chain Monte Carlo (PMCMC) methods are much cheaper and also efficient in mixing, and they perform best when estimating the models
without jumps/with NIG jumps in the simulation studies, as well as in the fit to the VIX in the empirical studies. However, the PMCMC methods are more vulnerable to model specifications than the other algorithms; in particular, the rare large compound Poisson jumps in the Bates model significantly reduce the acceptance rate and worsen the estimation performance of the PMCMC methods.

**General information**

State: Published  
Ministry of Education publication type: G4 Doctoral dissertation (monograph)  
Organisations: Department of Industrial Management, Research group: Financial Engineering  
Authors: Yang, H.  
Number of pages: 107  
Publication date: 13 Nov 2015

**Publication information**

Publisher: Tampere University of Technology  
ISBN (Print): 978-952-15-3597-0  
Original language: English

**Publication series**

Name: Tampere University of Technology. Publication  
Volume: 1331  
ISSN (Print): 1459-2045  
Electronic versions:  
yang_1331  
Links:  

**Bibliographical note**

Awarding institution: Tampere University of Technology  
Versio ok 16.12.2015  
Research output: Monograph › Doctoral Thesis

**Social Media in Business-to-Business Companies’ Innovation**

Regarding the increasingly important paradigm of open innovation, it is recognized that valuable innovation-related knowledge is distributed ever more widely to various actors outside the company borders, such as users, customers, and communities. Various types of novel collaborative web tools and approaches, such as social media, can enable and significantly increase the use of distributed knowledge both within and outside company borders.

It is a common assumption that it is much more difficult to utilize social media in business-to-business (B2B) innovation and the customer interface because of the significant differences in B2B markets, B2B products, and product development, for example. Despite the growing number of company experiments and academic studies, social media are still new to many businesses. The opportunities and benefits of social media are not well understood in business, especially in B2B context. Despite the recent increasing interest in the use of social media in B2B marketing, it has received little attention from the innovation perspective.

The general purpose of this thesis is to study and help to understand the use of social media in B2B companies’ innovation. The thesis focuses on the innovation process, customer interface and the related perspective of the creation and sharing of customer knowledge. The main objectives of the dissertation are to understand the challenges, new opportunities, use and benefits, as well as, functions and roles of social media in B2B innovation. The choice of carrying out the dissertation as an article thesis has offered the researcher the opportunity to study from multiple perspectives a phenomenon that has been little researched or understood. The thesis combines quantitative and qualitative research. Quantitative research approach was used to determine the current use and perceived potential of social media tools in innovation, as well as to identify challenges of social media use in B2B company innovation. Qualitative research was used to gain a deep understanding of the challenges and benefits, and roles and functions of social media in B2B innovation.

The thesis contributes to the increasing understanding on the rather little understood topic of social media and its potential in B2B companies’ innovation. Based on the research, new understanding was gained on the challenges that B2B companies face in using social media in innovation, on the new possibilities and benefits that social media provide for innovation, as well as on the applications and the roles of social media in B2B innovation.

In addition, models and theories were developed for enhancing social media use: based on the qualitative research, for example, a Social Customer Learning model was built, which aims to help researchers and managers to identify and evaluate different social media approaches in business-to-business customer interface and innovation; modifications and
improvements were proposed for media richness theory and channel expansion theory for the better consideration of the social media and the innovation contexts.
Productivity measurement at the factory level

The objective of this study was to develop a new partial productivity measurement method for the case company. The scope of this study was limited to factory-level productivity measurement. Material costs and value of inventory were excluded from the measurement. Labor productivity and capital productivity are the focus of the new method. The case company uses a make-to-order production approach, and it belongs to the mechanical engineering sector, as so many other companies in Finland do.

The developed model includes two main components: ROA and the capacity model. The Gold’s model and the American Productivity and Quality Center model (APQC model) have had the greatest influences on the structure of presented model. The model has been tested with data covering the last four years.

Strictly interpreted, the final result describes the impact of the combined effect of productivity changes and input price changes. The company representatives argued that it is crucial for them to know whether the efficiency of operations will increase, at least in such a way that it will at least cover inflation.

Realized productivity development was a pleasant surprise for the steering group. The fear that the intake of total assets would have decreased productivity proved to be wrong. The level of productivity changed nearly every month. One of the main driving forces behind the change is capacity.

Bibliographical note

Awarding institution: Tampere University of Technology
Versio ok 14.12.2015
Research output: Professional › Conference contribution
Environment Interpretation for Business Continuity in a Project Supplier’s Networks – Critical Factors in International Industrial Upgrades

Project suppliers operate in temporary networks of stakeholders with limited visibility outside of the project’s dyadic relationships. Environment interpretation can reveal opportunities but also fatal risks in complex networks. Therefore, a wider view is needed for the project supplier to develop their business continuity in networks.

Environment interpretation and business continuity of project suppliers have been given limited attention in project business and industrial networks literature, especially from business opportunity and risk recognition perspectives. This research pursues an increased understanding and introduces the concept and process of network picture alignment in a temporary project’s business as a possible tool for environment interpretation and a source of business continuity in networks. The goal is to construct a framework for a project supplier’s network picture alignment in a value system. A qualitative, constructivist research design was selected to study a real life problem, and to advance the scientific knowledge in management both in international project business and in industrial marketing in networks.

The market research collects and analyses data to comprehend the significance of a business environment change in the paper industry and its influence on the paper machinery business. Thereafter, as a special case, six similar paper machinery upgrade projects from Finland to Italy are empirically studied to perceive critical factors in temporary projects. The critical factors are deductively established for the development of network picture alignment framework. The developed framework on network picture alignment is evaluated with three industrial change cases as post mortem analysis.

The market research revealed that the competitive situation among three dominant paper machinery project suppliers changed significantly between 2008 and 2012. The Austrian Andritz suffered the most from the economic downturn but they were capable of interpreting the business environment and rapidly reached the two market dominators, the Finnish Metso and the German Voith. Andritz concentrated successfully on uncertain upgrade projects and managed to change the situation in competition.

The empirical contribution was the map of the critical factors and steps to construct the framework of market-driven network picture alignment. The theoretical contribution is that a project supplier needs to critically interpret the environment and broaden their temporary projects’ and project business boundaries outside of the focal project networks for business opportunity recognition and risk reveal. Moreover, a supplier or other focal stakeholder in the value system is suggested to align its situated network picture to other stakeholders’ network pictures in dyadic, triadic and extended networked collaboration and relationships for continuous cooperation, with the constructed market-driven network picture alignment framework. In addition, network pictures are conceptually suggested to become flexible and dynamic, with market-driven mindsets and consecutive successful network picture alignments in the context specific value system.

The business opportunity identification for a machinery upgrade requires tight interactive technical collaboration in a customer’s production process. Continuous cooperation can be reached with harmonious relationships and repetitive network picture alignments between stakeholders. However, cultural distance matters in the reach of business objectives. A project supplier’s organization and persons have to follow a market-driven mindset in context specific network picture alignment. A market-driven mindset attached to collectivistic, and entrepreneurial activities advances the business performance. Thus, a supplier can create their own path for continuous business utilizing market-driven network picture alignment framework as the core of the strategic market management in networks.

Forthcoming research should study the question “why” salience is caused in global level environment interpretation in addition to “what” and “who” cause stakeholder salience. Moreover, network picture alignments should be studied in other social interaction processes, for example in business acquisition integrations. When the situated network picture version is the focus of this research, the representationalist and mentalist alignment versions would need further understanding. As the dissertation reveals network picture dynamization and consecutive network picture alignments as features of evolving project businesses, they are suggested as topics of future research.

General information
State: Published
Ministry of Education publication type: G4 Doctoral dissertation (monograph)
Organisations: Department of Industrial Management
Authors: Halinoja, M.
Number of pages: 237
Publication date: 4 Sep 2015
If we critically look at the evolution of the Tourism Industry (TI), we can note that, in the past decade, nothing has changed as much as ICTs and the Internet which caused an extensive transformation of the TI. Both demand and supply of ICT, together with innovation in transportation and international trade agreements, have evolved the tourism sector in operational workflows, management and marketing of new of tourism experiences. The massive use of new technologies has facilitated the rise of new flat organizational models where traditional brokers have disappeared, replaced by direct connections between local providers and tourists, or they have been reconfigured into new forms of dynamic and web-based tourism package providers. The depicted industry evolution shows potential, unthinkable just a few years ago, for local service providers usually marginalized from main tourism flows, due to their small sizes, and who are unable to compete in the globalized market. In many regions characterized by a niche tourism vocation, local tourism operators have started organizing themselves spontaneously in Collaborative Networks in order to create aggregate tourism offers that are able to compete with big tourism operators thus transforming regions with potential and vocation in real tourism destinations. The main social effect of instantiating these tourism partnerships, is the stimulus towards Tourism Business Ecosystems (TBEs) giving local tourism service providers a means for economic growth. The aim of this paper is to describe how the organizational paradigm of CNs, applied to the TBEs knowledge management and supported by ICTs, can be the key means for the growth of emerging TBEs. Such models are able to reengineer the tourism destination management model in order to gain much more flexibility in service provision and provide tourists the possibility to live an augmented tourism experience. In this paper we point out that tourism destinations, in an effort to give services able to actively support each phase of the 2.0 tourist lifecycle, can benefit from collaborative network models.

Knowledge Management and Emerging Collaborative Networks in Tourism Business Ecosystems

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Pori Department, Research group: Business Ecosystems, Networks and Innovations, Department of Information Management and Logistics, Research group: Novi, Managing digital industrial transformation (mDIT), University of Calabria
Authors: Ammirato, S., Michele Felicetti, A., Della Gaia, M., Aramo-Immonen, H., Jussila, J.
Number of pages: 7
Pages: 19-26
Publication date: 3 Sep 2015

Host publication information
Title of host publication: Proceedings of the 16th European Conference on Knowledge Management (ECKM 2015), University of Udine, Italy, 3-4 September 2015
Place of publication: Reading, UK
Publisher: Academic Conferences and Publishing International Limited
Editors: Massaro, M., Garlatti, A.
ISBN (Print): 978-1-910810-46-0
Keywords: tourism business ecosystem, collaborative network, ICT, tourist 2.0 lifecycle
How to support managers’ commitment to safety management and leadership in organizations: good practices from the managers’ viewpoint

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management, Research group: Safety Management and Engineering
Authors: Tappura, S., Nenonen, N., Kivistö-Rahnasto, J.
Publication date: Sep 2015

Host publication information
Title of host publication: WOS 8th international conference - Book of Abstracts
ISBN (Print): 978-989-98203-5-7
Research output: Scientific - peer-review › Conference contribution

Personal constructs concerning safety and atmosphere

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Pori Department, Department of Industrial Management, Research group: Safety Management and Engineering
Authors: Porkka, P., Laukkanen, I., Kivistö-Rahnasto, J.
Publication date: Sep 2015

Host publication information
Title of host publication: WOS 8th international conference - Book of Abstracts
ISBN (Print): 978-989-98203-5-7
Research output: Scientific - peer-review › Conference contribution

Standardizing the service delivery system for repetitive industrial services
Manufacturers need to develop efficient service deliveries that can be used for multiple customers with different equipment. The service delivery system can support service repetitiveness through standardization. The objective is to increase understanding on features and requirements of standardization in the service delivery system and identify means for efficient service delivery in triadic settings. The qualitative multiple-case study with three manufacturing firms reveals different relevant factors for standardization for reactive and proactive services and highlights certain practices in triadic customer participation. Equipment and remote technologies both challenge and enable standardization and require new competences.

General information
State: Published
Ministry of Education publication type: B3 Non-refereed article in conference proceedings
Organisations: Department of Industrial Management, Research group: Center for Research on Operations Projects and Services, Tampere University of Technology
Authors: Poikonen, E., Martinsuo, M., Nenonen, S.
Number of pages: 20
Publication date: Sep 2015

Host publication information
Title of host publication: RESER 2015 : 25th Annual RESER Conference
Publisher: RESER European Association for Research on Services
ISBN (Electronic): 978-87-7349-921-4
Keywords: service delivery, industrial services
Links: http://www.reser.net/conference/past-conferences/2015-copenhagen-denmark

Bibliographical note
AUX=tta,"Poikonen, Elina"
Use of equipment lifecycle data in industrial services

Manufacturing firms can use equipment lifecycle data to enable industrial services. With the increased centrality of information technology, they may need cooperation with software providers, and this cooperation is still poorly understood. This study pursues increased understanding on the use of equipment lifecycle data in industrial services. An exploratory study with four software providers and two manufacturing firms reveals unexploited opportunities for industrial services through intensified triadic cooperation and clarifies the task division between manufacturing firms and software providers. A framework is suggested, on the conditions enabling and promoting success in the services based on equipment lifecycle data.

General information
State: Published
Ministry of Education publication type: B3 Non-refereed article in conference proceedings
Organisations: Department of Industrial Management, Research group: Center for Research on Operations Projects and Services, Tampere University of Technology
Authors: Ocaña Flores, M., Martinsuo, M.
Number of pages: 20
Publication date: Sep 2015

Host publication information
Title of host publication: RESER 2015 : 25th Annual RESER Conference
Place of publication: Copenhagen
Publisher: RESER European Association for Research on Services
ISBN (Electronic): 978-87-7349-921-4
Keywords: equipment lifecycle, lifecycle data, industrial services
Links:
http://www.reser.net/conference/past-conferences/2015-copenhagen-denmark

Bibliographical note
AUX=tta,"Ocaña Flores, Moramay"
Research output: Scientific › Conference contribution

Developing commercialization plans through stakeholder interaction: Patterns identified from Public-Private Innovation Projects

General information
State: Published
Ministry of Education publication type: D3 Professional conference proceedings
Organisations: Department of Industrial Management, University of Southern Denmark
Authors: Höjbjerg Clarke, A., Rostgaard Evald, M., Aarikka-Stenroos, L.
Number of pages: 20
Publication date: 27 Aug 2015

Host publication information
Title of host publication: The 31st Annual IMP Conference and Doctoral Colloquium 2015, Kolding, Denmark.
Editors: Vagn Freytag, P., Höjbjerg Clarke, A.
Keywords: stakeholders, commercialization, innovation, Public sector, private
Links:
http://www.impconference2015.com/
Research output: Professional › Conference contribution

Examining exploration/exploitation along the innovation process in a network: Insights from a case HYGTECH.

General information
State: Published
Ministry of Education publication type: D3 Professional conference proceedings
Organisations: Department of Industrial Management, University of Turku, Turku School of Economics, Åbo Akademi, University of Adelaide
Authors: Aarikka-Stenroos, L., Medlin, C., Törnroos, J., Mäkitalo-Keinonen, T.
Number of pages: 26
Publication date: 27 Aug 2015

Host publication information
Initiation processes and initiation contributors illustrated by Norwegian-South Korean business relationships

General information
State: Published
Ministry of Education publication type: D3 Professional conference proceedings
Organisations: Department of Industrial Management, Norwegian University of Science and Technology, NTNU
Authors: Aarikka-Stenroos, L., Aaboen, L., Rolfsen, A.
Number of pages: 28
Publication date: 27 Aug 2015

Host publication information
Title of host publication: The 31st IMP Conference 2015, Kolding, Denmark.
Place of publication: Kolding, Denmark
Editors: Vagn Freytag, P., Höjbjerg Clarke, A.
Keywords: initiation, international business, marketing
Links:
http://www.impconference2015.com/
Research output: Professional › Conference contribution

Institutionalizing a service innovation in complex networks: The case of developing and diffusing electronic prescription in Finland.

General information
State: Published
Ministry of Education publication type: D3 Professional conference proceedings
Organisations: Department of Industrial Management, University of Turku, Turku School of Economics, Deloitte
Authors: Jaakkola, E., Aarikka-Stenroos, L., Salmivalli, L.
Number of pages: 12
Publication date: 27 Aug 2015

Host publication information
Title of host publication: The 31st Annual IMP Conference and Doctoral Colloquium 2015, Kolding, Denmark.
Editors: Vagn Freytag, P., Höjbjerg Clarke, A.
Keywords: Public sector, Innovation, Service providers
Links:
http://www.impconference2015.com/
Research output: Professional › Conference contribution

Identifying critical technology actors in waste flow management
Waste flow business ecosystems include numerous actors ranging from regulatory bodies actively involved in numerous business and non-governmental actors. High amount of actors can be considered as an entry barrier for new technological actors. Yet, business potential that relates on waste flow management is enormous globally but without conceptualizing the ecosystem in detail level, the business potential might not be fully discovered. In the present study we followed existent insights in literature and applied business ecosystem theories into Brazilian waste flow business. Based on our framework, critical technology actors can be identified in the waste flow management and possibilities they enable may be revealed. We also discuss fruitful avenues to continue the research further.

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management, Research group: Center for Innovation and Technology Research, Managing digital industrial transformation (mDIT)
Asymptotic expansion of European options with mean-reverting stochastic volatility dynamics

We develop methods for pricing European options under general mean-reverting stochastic volatility dynamics, which can be used with both affine and non-affine volatility models. In our methods, the option price under stochastic volatility is expanded as a power series of parameters or variables by transferring the original partial differential equation to a set of solvable inhomogeneous Black–Scholes equations. The analytic approximation is more generally applicable than the fast Fourier transform, because it does not rely on the existence of a characteristic function. Finally, we numerically demonstrate our approach with the Heston, 3/2, and continuous-time GARCH models.

General information

State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management, Research group: Financial Engineering, Research Community on Data-to-Decision (D2D)
Authors: Hu, J., Kanniainen, J.
Number of pages: 10
Pages: 1-10
Publication date: Aug 2015
Peer-reviewed: Yes

Publication information

Journal: Finance Research Letters
Volume: 14
ISSN (Print): 1544-6123
Ratings:
Scopus rating (2016): SJR 0.38 SNIP 0.713 CiteScore 0.87
Scopus rating (2015): SJR 0.402 SNIP 0.814 CiteScore 0.72
Scopus rating (2014): SJR 0.468 SNIP 0.92 CiteScore 0.99
Scopus rating (2013): SJR 0.481 SNIP 0.704 CiteScore 0.81
Scopus rating (2012): SJR 0.349 SNIP 0.408 CiteScore 0.44
Scopus rating (2011): SJR 0.346 SNIP 0.701 CiteScore 0.54
Scopus rating (2010): SJR 0.602 SNIP 0.561
Scopus rating (2009): SJR 0.39 SNIP 0.594
Scopus rating (2008): SJR 0.677 SNIP 0.355
Scopus rating (2007): SJR 0.815 SNIP 0.835
Scopus rating (2006): SJR 1.197 SNIP 0.777
Scopus rating (2005): SJR 0.648 SNIP 0.187
Original language: English
ASJC Scopus subject areas: Economics, Econometrics and Finance(all), Business, Management and Accounting(all), Applied Mathematics
Keywords: Option pricing, Series expansion, Partial Differential Equations, Stochastic volatility, Non-affine models
**Customized service solutions for project business**

Project-based firms are supplementing their technology-based offerings with services, to build continuity into their customer relationships and add customer value. Project-related services can be offered using multiple business model options. Where different customers may require customized service solutions, suppliers need to consider whether and how they can customize service-related offerings efficiently. The purpose of this study is to increase understanding on customization and the use of customer information in project-related service design and delivery processes. We employed a qualitative multiple-case research design, to explore the customization and use of customer information in project deliveries. The results show that companies engage in additive and subtractive customization in their project-related services, despite their increasing pursuit of standardization. They also engage in resource intensive search for customer information, while remote monitoring is foreseen as a strong option for the future. The results illustrate the need for different approaches towards customization for different types of services and during the different stages of the project life cycle.

**General Information**
- **State:** Published
- **Ministry of Education publication type:** D3 Professional conference proceedings
- **Organisations:** Department of Industrial Management, Research group: Center for Research on Operations Projects and Services
- **Authors:** Martinsuo, M., Momeni, K.
- **Number of pages:** 21
- **Publication date:** Aug 2015

**Host publication information**
- **Title of host publication:** 23rd Nordic Academy of Management Conference 2015
- **Publisher:** Nordic Academy of Management
- **Keywords:** project business, services, customization, remote monitoring system
- **Links:**

**Defining product end-of-life strategies in new product development.**

New product development is about creating new offerings to the market and new business for the supplier. At the same time, it needs to consider the end-of-life options for the product, due to increasing legal and regulatory requirements towards eco-friendly product designs. Even if sustainability has become a relevant concern in product development, previous research does not sufficiently cover how end-of-life strategies can be taken into account in new product development processes. This study explores the ways in which environmentally conscious manufacturing firms consider end-of-life strategies in their product development processes. A pre-study with two companies and their external service provider is reported, covering the different practices for identifying end-of-life options and factors relevant in considering product end-of-life strategies during new product development. The results open up avenues for focused studies on the front end of innovation that is identified as the crucial phase for initiating material choices and other end-of-life considerations.

**General Information**
- **State:** Published
- **Ministry of Education publication type:** D3 Professional conference proceedings
- **Organisations:** Department of Industrial Management, Research group: Center for Research on Operations Projects and Services
- **Authors:** Martinsuo, M., Sukanen, I., Kivilä, J.
- **Number of pages:** 16
- **Publication date:** Aug 2015

**Host publication information**
- **Title of host publication:** 23rd Nordic Academy of Management Conference NFF 2015- Business in society : NFF 2015
- **Publisher:** Nordic Academy of Management
- **Keywords:** product end-of-life, end-of-life strategy, product development, sustainability
- **Links:**

**Bibliographical note**
- **AUX=tta,"Sukanen, Ilmari"**
**Project control toward lifecycle value at the front end of delivery projects**

The lifecycle value of delivery projects is defined in the early phases of the project, and it implies benefits both for the supplier and the customer. Companies increasingly expect value beyond tangible technologies, for example through project-related services. This study develops new knowledge on creating lifecycle value in delivery projects and how lifecycle value creation is controlled in the early phases of the project. An embedded case study with two delivery cases in an engineering firm is conducted, to map the means of controlling the creation of lifecycle value. The results demonstrate that suppliers promote and control lifecycle value particularly through sales argumentation, relationship management, and contracting processes. We contribute by identifying and categorizing the relevant dimensions of project control used for promoting lifecycle value at the front end of delivery projects. This pilot study will pave way toward a broader multiple-case study covering different companies and delivery project types.

**Lean start-up companies by means of crowdsourcing**

Lean start-up approach provides both small and larger companies a novel, important and useful way to organize their business development, while reducing related high risks. Traditional start-ups face a multitude of significant challenges and risks. A study by Ghosh showed that as many as 75% of all start-ups fail. Earlier research has preliminarily demonstrated that crowdsourcing has the potential to reduce the risks of failure of start-ups, as well as overcome some of the inherent challenges lean start-ups face. We argue that crowdsourcing can significantly improve the leanness and agility of start-ups’ business functions.
industry organizations and observations in six workshops, while the network aimed at joint market entry. The paper presents 11 enablers and six barriers discovered in the networks formation phase. The findings contribute to understanding the enablers and barriers in network formation affecting failure, especially the significance of network strategy formulation and communication to network organizations in intentionally formed networks. Presenting conclusions for academics and managers, the paper fulfils the gap in the literature of whole networks, particularly their failures in their formation phase.

General information
State: Published
Ministry of Education publication type: D3 Professional conference proceedings
Organisations: Pori Department, Research group: Business Ecosystems, Networks and Innovations
Authors: Suominen, A.
Number of pages: 30
Publication date: 3 Jul 2015

Host publication information
Title of host publication: 31st EGOS Colloquium, General Theme, Organizations and the Examined Life: Reason, Reflexivity and Responsibility, July 2–4, 2015 Athens, Greece
Publisher: SAGE Publications

Publication series
Name: Organization Studies
ISSN (Print): 0170-8406
ISSN (Electronic): 1741-3044
Keywords: network strategy, network formation, network failure, whole network, market entry
ASJC Scopus subject areas: Social Sciences(all), Business, Management and Accounting(all)

Bibliographical note
Enablers and barriers of inter-organizational networks formation 14.7.2015 ei tarkistettu, siirretty kohdasta additional files
Research output: Professional › Conference contribution

Replacing project managers in information technology projects: Contradictions that explain the phenomenon
According to anecdotal evidence, project managers working on information technology (IT) projects are occasionally replaced, although the literature on information systems (IS) and project management (PM) makes little mention of it. With a view to narrowing this knowledge gap the authors examined the reasons behind the practice. The authors took an interpretive approach to the data gathering and analysis, and collected descriptions about replacing project managers (RPM) from interviews and questionnaires (n=43). The concept of contradiction served as a lens through which to identify the underlying reasons. Contradiction refers to statements asserting or expressing the opposite of another statement. The authors identified four contradictions explaining why RPM occurs in IT projects. These contradictions show that RPM appears to be a simplistic solution when there are more fundamental issues to consider. The implications extend to education, practice, and research in the context of IT project management.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Pori Department, Research group: Business Ecosystems, Networks and Innovations, Managing digital industrial transformation (mDIT), University of Oulu, University of Jyväskylä
Authors: Liikamaa, K., Vartiainen, T., Pirhonen, M., Aramo-Immonen, H.
Number of pages: 19
Pages: 1-19
Publication date: 1 Jul 2015
Peer-reviewed: Yes

Publication information
Journal: International Journal of Human Capital and Information Technology Professionals
Volume: 6
Issue number: 3
ISSN (Print): 1947-3478
Ratings:
Scopus rating (2016): SJR 0.224 SNIP 0.193 CiteScore 0.48
Scopus rating (2015): SJR 0.259 SNIP 0.441 CiteScore 0.83
Scopus rating (2014): SJR 0.271 SNIP 0.483 CiteScore 0.54
Scopus rating (2013): SJR 0.256 SNIP 0.608 CiteScore 0.8
Network archetypes in the network formation phase - case new market entry of Finnish maritime network

A theory of co-opetition in supply networks with specified four archetypes has been proposed in the earlier literature. As the model is not yet exhaustive, this study examines it in a case network in its formation phase. The findings bring new contribution to understanding the model of supply network archetypes and the utility of its four interrelated elements in forming strategic supply networks. The results provide novel evidence that competing situation within network and network organizations’ co-opetitive or non-collaborative strategies with competitors, are essential information when forming a network, determining its network level objectives and governance.

Meeting radical change: SMEs and innovation capabilities and strategic foresight

Meeting radical change: SMEs and innovation capabilities and strategic foresight.
Examining Innovation Barriers along Innovation Process in Multi-Industry Hygiene-Technology Network.

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management, University of Turku, Turku School of Economics
Authors: Mäkitalo-Keinonen, T., Aarikka-Stenroos, L.
Number of pages: 15
Publication date: 14 Jun 2015

Host publication information
Title of host publication: The Proceedings of the XXVI ISPIM Conference 2015 Budapest, Hungary
Place of publication: Denmark
Publisher: International Society for Professional Innovation Management ISPIM
Keywords: innovation, barriers
Links:
Research output: Scientific - peer-review › Conference contribution

User experience in technology investment decisions of industrial firms

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management, Research group: Center for Innovation and Technology Research, Pori Department, Research group: Business Ecosystems, Networks and Innovations
Authors: Sundberg, H., Seppänen, M.
Publication date: 10 Jun 2015

Host publication information
Title of host publication: 22nd Innovation & Product Development Management Conference, IPDMC
Place of publication: Copenhagen
Publisher: EIASM
Links:
http://www.eiasm.org/frontoffice/event_announcement.asp?event_id=1079

Bibliographical note
ORG=pla,0.5
ORG=tta,0.5
Research output: Scientific - peer-review › Conference contribution

Corporate managers' perceptions of safety and its value: an interview study of five internationally operating Finnish companies

A manager's active role is generally considered to be essential for successfully managing and improving safety. For example, managers are in the position to make safety-related decisions. To be able to make decisions, managers need to have a sufficient understanding of safety-related issues, such as the economic aspects of safety, the significance of which has recently increased. In order to support managers’ safety-related responsibilities, it is important to understand their perceptions of safety. This paper discusses how corporate managers value safety and perceive the role of the economic aspects and evaluations of safety. Moreover, corporate managers’ views on safety are discussed in relation to different economic situations. Twenty-three management representatives from five large-scale industrial Finnish companies were interviewed. The interviewed managers saw safety as an essential part of company operations and they mentioned many
ways that business and economic factors affected safety. Nevertheless, they approached safety strongly from the
traditional viewpoint of the reactive measurement of accidents and costs and as an ethical principle instead of seeing
safety as part of doing business. One can question whether safety is included sufficiently in decision making if it is only
approached as a value in itself and whether the situation would be different if managers had more and better tools to
model the economic aspects of safety. Economic evaluations could be useful particularly in times of austerity when
resources are scarce. At the same time, the benefits and limitations of the tools for modelling economic aspects of safety
need to be considered.

Decision making on sustainability in product development projects
Companies use various evaluation and decision making criteria in their product development projects, to ensure the
selection of the right projects to their project portfolio. Recently, sustainability has become an increasingly important
decision parameter in companies, but it has not, yet, been studied sufficiently as part of decision making in product
development projects. This study pursues increased understanding on the ways in which companies can embed
sustainability into their decision making and information search. We employed a qualitative, interview-based research
design with three environmentally oriented companies and studied their practices of sustainability-related decision making
in projects. The results map factors relevant in sustainability-based decision making particularly concerning the product
development task, decision makers, decision elicitation and decision aggregation. Sustainability-orientation in decision
making particularly reveals internal information processes, decision makers' different incentives, cost saving orientation
and relationships between different project evaluation criteria as relevant factors. The paper contributes by supplementing
a generic framework of relevant factors in product development decision making with specifics in sustainability-based
decision making.

Enhancing the supplier’s third-party relationships in construction projects
Project delivery involves networks of customers, contractors, suppliers, and various third parties. Previous research has
focused on contractual relationships in the direct supply chains, with less attention to third parties and non-contractual
relationships. This study develops and tests a framework of relationship strength and its antecedents in the non-contractual relationship of component suppliers and designers as third parties. The intent is to identify factors relevant to enhancing the supplier’s third party relationships. The results reveal the supplier’s activeness and technical capability as antecedents to trust, and supplier’s technical capability and supplier-designer cooperation outside projects as antecedents to commitment.

General information
State: Published
Ministry of Education publication type: D3 Professional conference proceedings
Organisations: Department of Industrial Management, Research group: Center for Research on Operations Projects and Services
Authors: Sariola, R., Martinsuo, M.
Number of pages: 21
Publication date: Jun 2015

Host publication information
Title of host publication: The Bartlett IRNOP 2015 : International Research Network on Organizing by Projects Conference
Publisher: IRNOP
Keywords: project networks, supplier relationships, relationship strength
Links: https://www.bartlett.ucl.ac.uk/cpm/irnop-2015/programme
Research output: Professional › Conference contribution

Moving manufacturing back: a content-based literature review
The purpose of this research is to systematically review and analyze the state-of-the-art of research on the backshoring, reshoring, and insourcing of manufacturing, published in peer-reviewed international scientific journals. We identify 21 articles from 2005 to 2015. The content analysis identifies 23 factors that influence the decision to move manufacturing back, and which we categorize in 8 clusters. We also analyze the content with respect to research methodology, industry type, and firm size. Furthermore, we provide suggestions for further research on the phenomenon of moving manufacturing back in a research agenda.

General information
State: Published
Ministry of Education publication type: D3 Professional conference proceedings
Organisations: Department of Industrial Management, University of Southern Denmark, Lund University
Authors: Stentoft, J., Olhager, J., Heikkilä, J., Thoms, L.
Publication date: Jun 2015

Host publication information
Title of host publication: 22nd EurOMA Conference : Operations management for sustainable competitiveness
Place of publication: Neuchatel, Switzerland
Links: http://www.euroma2015.org/
Research output: Professional › Conference contribution

Remote monitoring systems as enablers for project-related services
Project-based firms complement their system deliveries with services. Remote monitoring assists these firms in monitoring the use of the installed base of equipment and offering services that meet the customers’ needs. This paper analyses how remote monitoring systems can enable project-related services. A qualitative study was conducted at three engineering firms that provide technology-based solutions and services for a global installed base of equipment. The paper demonstrates different value drivers for using remote monitoring systems, discusses opportunities for utilizing remote data to improve project-related services and enablers, and describes barriers in implementing remote monitoring systems. Ultimately, the research highlights the role of remote monitoring systems in enabling services during the project lifecycle.

General information
State: Published
Ministry of Education publication type: D3 Professional conference proceedings
Organisations: Department of Industrial Management, Research group: Center for Research on Operations Projects and Services
Accounting prototypes supporting product development: integrating different actors' viewpoints

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management, Research group: Cost Management Center, Managing digital industrial transformation (mDIT)
Authors: Rantamaa, A., Laine, T., Korhonen, T.
Number of pages: 11
Pages: 3-13
Publication date: 29 May 2015
Peer-reviewed: Yes

Publication information
Journal: Proceedings of Pragmatic Constructivism
Volume: 4
Issue number: 1
ISSN (Print): 2246-2821
Original language: English
Links:
http://www.propracon.com/article/view/20930/18453
Research output: Scientific - peer-review › Article

Kohti uusia liiketoimintamalleja

General information
State: Published
Ministry of Education publication type: D1 Article in a trade journal
Organisations: Department of Industrial Management, Research group: Cost Management Center, Managing digital industrial transformation (mDIT)
Authors: Laine, T., Suomala, P.
Number of pages: 1
Pages: 13
Publication date: 29 May 2015
Peer-reviewed: Unknown

Publication information
Journal: Tekniikka & Talous
Issue number: 20
Original language: Finnish
Research output: Professional › Article

Oppivan organisaation kehittäminen osaavaksi organisaatioksi. Tapaustutkimus suomalaisessa teollisuusyrityksessä

General information
State: Published
Ministry of Education publication type: G4 Doctoral dissertation (monograph)
Organisations: Department of Information Management and Logistics
Authors: Hagman, S.
Number of pages: 209
Publication date: 22 May 2015
Role of public regulators in demand response business ecosystem - Case New York State electric power market

This paper draws on business ecosystem research and concepts to study the structure and interdependencies of demand response business network in New York State power market, with a particular focus in investigating the role of public regulators in the business ecosystem. The analysis suggests that while demand response aggregators operatively lead the ecosystem, the regulators hold a central role in both the birth and sustainability of the ecosystem through their authority in setting market rules and performance requirements as well as in their control of the demand response program funding mechanisms. Moreover, an analysis of the distribution of economic value generated by the ecosystem indicates that only a minimal portion of the value surplus accumulates to the ecosystem's operative customers (NYISO and utilities), which suggests that they may have only limited incentives to support the growth and sustainability of the business ecosystem.

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Electrical Engineering, Research area: Power engineering, Department of Industrial Management, Research group: Center for Innovation and Technology Research, Managing digital industrial transformation (mDIT), Smart Energy Systems (SES)
Authors: Koivisto, V., Järventausta, P., Mäkinen, S.
Publication date: 1 May 2015

Host publication information
Title of host publication: EEM15, 12th International Conference on the European Energy Market : Lisbon, 19-22 May 2015, Portugal
ISBN (Print): 978-1-4673-6692-2
Keywords: commerce, demand side management, ecology, power markets, New York State electric power market, demand response business ecosystem sustainability, demand response business network, demand response program funding mechanism, economic distribution, public regulator, value surplus accumulation, Business, Ecosystems, Load management, Power systems, Regulators, Reliability, Technological innovation, Business Ecosystem, Demand Response, Interdependency, Power Market, Regulator
DOIs: 10.1109/EEM.2015.7216610

Bibliographical note
ORG=dee,0.67
ORG=tta,0.33
Source: Bibtex
Source-ID: urn:b7f3d8315db2683f0940fe2462ec4fd5
Research output: Scientific - peer-review › Conference contribution
Cost consciousness: Conceptual development from a management accounting perspective

Purpose - This paper aims to take note of the need to better understand cost consciousness from a management accounting perspective and serves as an exploratory study striving to analyze how the notion has been addressed by management accounting scholars. Design/methodology/approach - This paper presents the findings of a thorough literature review identifying the drivers, interpretations, definitions and results which management accounting scholars have associated with cost consciousness. Findings - This paper has synthesized the definitions and interpretations by considering their conceptual broadness and the subjects that cost consciousness characterizes. In addition, various potential drivers of cost consciousness have been identified where management control systems play a major role. Also, this paper summarizes both the positive and negative outcomes which scholars seem to expect from an increase of cost consciousness. Research limitations/implications - Given that no prior work has focused on the conceptual development of cost consciousness, it was necessary to infer most of the interpretations, drivers and results which management accounting scholars have associated to the cost consciousness notion. Originality/value - Cost consciousness is a concept that appears in hundreds of peer-reviewed articles on management accounting. However, only a handful of management accounting scholars have defined or evaluated this concept to a certain degree. As a result, what management accountants believe cost consciousness to be, how it is driven and what result may be expected from it, is nowhere to be found in any synthesized manner. The findings of this paper develop the concept of cost consciousness by illuminating the common use of the construct across various disciplines.

General information
State: Published
Ministry of Education publication type: A2 Review article in a scientific journal
Organisations: Department of Industrial Management, Research group: Cost Management Center, Managing digital industrial transformation (mDIT), University of Jyväskylä
Authors: Velasquez, S., Suomala, P., Järvenpää, M.
Number of pages: 32
Pages: 55-86
Publication date: 20 Apr 2015
Peer-reviewed: Yes

Publication information
Journal: Qualitative Research in Accounting and Management
Volume: 12
Issue number: 1
ISSN (Print): 1176-6093
Ratings:
Scopus rating (2016): SJR 0.533 SNIP 0.664 CiteScore 1.12
Scopus rating (2015): SJR 0.279 SNIP 0.737 CiteScore 0.91
Scopus rating (2014): SJR 0.406 SNIP 1.09 CiteScore 1.85
Scopus rating (2013): SJR 0.282 SNIP 0.485 CiteScore 0.59
Scopus rating (2012): SJR 0.117 SNIP 0.147 CiteScore 0.36
Scopus rating (2011): SJR 0.109 SNIP 0.022
Scopus rating (2010): SJR 0.126 SNIP 0.171
Scopus rating (2009): SJR 0.13 SNIP 0.222
Scopus rating (2008): SJR 0.139 SNIP 0.317
Scopus rating (2007): SJR 0.113 SNIP 0.06
Scopus rating (2006): SJR 0.112 SNIP 0.215
Scopus rating (2005): SJR 0.102 SNIP 0
Original language: English
ASJC Scopus subject areas: Accounting, Business and International Management
Keywords: Cost consciousness, Literature review, Management accounting
DOIs:
10.1108/QRAM-07-2013-0029
Links:
http://www.scopus.com/inward/record.url?scp=84928727397&partnerID=8YFLogxK (Link to publication in Scopus)
Source: Scopus
Source-ID: 84928727397
Research output: Scientific - peer-review › Review Article

SmartWoW – constructing a tool for knowledge work performance analysis

Purpose – New Ways of Working (NewWoW) refers to a novel approach for improving the performance of knowledge work. The purpose of this paper is to seek innovative solutions concerning facilities, information technology tools and work
practices in order to be able to "work smarter, not harder." In order to develop work practices toward the NewWoW mode there is a need for an analytical management tool that would help assess the status of the organization's current work practices and demonstrate the impacts of development initiatives. This paper introduces such a tool.

Design/methodology/approach – Constructive research approach was chosen to guide the development of the Smart ways of working (SmartWoW) tool. The tool was designed on the basis of previous knowledge work performance literature as well as on interviews in two knowledge-intensive organizations. The usefulness of the tool was verified by applying it in four organizations. Findings – SmartWoW is a compact questionnaire tool for analyzing and measuring knowledge work at the individual level. The questionnaire consists of four areas: work environment, personal work practices, well-being at work and productivity. As SmartWoW is a standardized tool its results are comparable between organizations. Research limitations/implications – SmartWoW was designed a pragmatic managerial tool. It is considered possible that it can be valuable as a research instrument as well but the current limited amount of collected data does not yet facilitate determining its usefulness from that perspective. Originality/value – This paper makes a contribution to the existing literature on knowledge work measurement and management by introducing an analytical tool which takes into account the NewWoW perspective.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics, Research group: Novi, Department of Industrial Management, Research group: Center for Research on Operations Projects and Services, Managing digital industrial transformation (mDIT)
Authors: Palvalin, M., Vuolle, M., Jääskeläinen, A., Laihonen, H., Lönnqvist, A.
Number of pages: 20
Pages: 479-498
Publication date: 13 Apr 2015
Peer-reviewed: Yes

Publication information
Volume: 64
Issue number: 4
ISSN (Print): 1741-0401
Ratings:
Scopus rating (2016): SJR 0.607 SNIP 1.046 CiteScore 1.85
Scopus rating (2015): SJR 0.638 SNIP 1.371 CiteScore 2.08
Scopus rating (2014): SJR 0.421 SNIP 1.289 CiteScore 1.59
Scopus rating (2013): SJR 0.345 SNIP 1.003 CiteScore 1.28
Scopus rating (2012): SJR 0.294 SNIP 1.144 CiteScore 1.22
Scopus rating (2011): SJR 0.317 SNIP 0.71 CiteScore 1.2
Scopus rating (2010): SJR 0.344 SNIP 0.939
Scopus rating (2009): SJR 0.485 SNIP 1.214
Scopus rating (2008): SJR 0.5 SNIP 0.948
Scopus rating (2007): SJR 0.152 SNIP 0.184
Scopus rating (2006): SJR 0.118 SNIP 0.071
Scopus rating (2005): SJR 0.114 SNIP 0.079
Original language: English
Keywords: Knowledge work, Knowledge workers, Measurement, New Ways of Working, Performance, Productivity
ASJC Scopus subject areas: Business, Management and Accounting(all), Strategy and Management
Electronic versions:
Full paper
DOIs:
10.1108/IJPPM-06-2013-0122
Links:
http://urn.fi/URN:NBN:fi:ttty-201603173658

Bibliographical note
ORG=tlo,0.75
ORG=ttta,0.25
Source: Scopus
Source-ID: 84928480375
Research output: Scientific - peer-review › Article
Making decisions on offshore outsourcing and backshoring: A case study in the bicycle industry

Small and medium-sized enterprises (SMEs) are expected to generate new innovations, as well as future growth and employment for the European economy. In the last two decades a large number of European manufacturing companies have offshored their production operations to low-cost countries outside of the Eurozone. However, also bringing back home the once offshore outsourced manufacturing, i.e. backshoring, has become a notable phenomenon even if it has received less attention in research until very recently. This paper reports research on consecutive offshoring and backshoring decisions of a Northern European bicycle manufacturing company. We identified an over 30 percent cost advantage from offshore outsourcing that turned, over a two year period, into an advantage for the firm’s own manufacturing in the home country. The main reasons for the rediscovered advantage of in-house manufacturing were (1) the increasing accuracy of cost allocation procedures, (2) changes in external factors, such as exchange rate variations and supplier costs, (3) growing sales volumes and the simultaneous requirement for shorter lead-times resulting from the redefinition of the product, and (4) the network-level learning to combine factory and network-level operations. The contribution of this paper is the insight that it provides into how companies can overvalue the cost benefits of offshore outsourcing, as well as highlighting factors to be considered and the sensitivity analysis to be carried out in evaluating such decisions. (C) 2015 Elsevier B.V. All rights reserved.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management, Managing digital industrial transformation (mDIT), Aalto Univ Sch Sci, Aalto University, Ind Engn & Management, Helkama Velox
Authors: Gylling, M., Heikkilä, J., Jussila, K., Saarinen, M.
Number of pages: 9
Pages: 92-100
Publication date: Apr 2015
Peer-reviewed: Yes

Publication information
Journal: International Journal of Production Economics
Volume: 162
ISSN (Print): 0925-5273
Ratings:
Scopus rating (2016): SJR 2.216 SNIP 2.179 CiteScore 4.28
Scopus rating (2015): SJR 2.453 SNIP 2.238 CiteScore 4.34
Scopus rating (2014): SJR 2.685 SNIP 2.629 CiteScore 4.06
Scopus rating (2013): SJR 2.209 SNIP 2.664 CiteScore 3.64
Scopus rating (2012): SJR 1.975 SNIP 2.212 CiteScore 3.02
Scopus rating (2011): SJR 2.298 SNIP 2.144 CiteScore 3.19
Scopus rating (2010): SJR 1.936 SNIP 1.643
Scopus rating (2009): SJR 2.061 SNIP 2.058
Scopus rating (2008): SJR 1.895 SNIP 2.173
Scopus rating (2007): SJR 1.755 SNIP 1.98
Scopus rating (2006): SJR 1.568 SNIP 2.062
Scopus rating (2005): SJR 1.28 SNIP 1.688
Scopus rating (2004): SJR 1.335 SNIP 1.597
Scopus rating (2003): SJR 0.861 SNIP 1.102
Scopus rating (2002): SJR 0.873 SNIP 0.943
Scopus rating (2001): SJR 0.728 SNIP 0.908
Scopus rating (2000): SJR 0.492 SNIP 0.759
Scopus rating (1999): SJR 0.45 SNIP 0.609
Original language: English
Keywords: Manufacturing, Make-or-buy, Offshoring, Backshoring, Reshoring, Action research, INTERNATIONAL MANUFACTURING NETWORKS, LOCATION DECISIONS, SITE LOCATION, SUPPLY CHAIN, MODEL, CAPABILITIES, PERFORMANCE, CRISIS, TASKS
DOIs:
10.1016/j.ijpe.2015.01.006
Source: WOS
Source-ID: 000351965500008
Research output: Scientific - peer-review Article
Exploring effects of ecosystem clockspeed on product performance

The performance of any technological system is dependent on the performance of its subsystems. The evolution of the entire technological systems performance is determined by the performance improvements in deficient sub-systems. In this paper, we extend earlier notions of clockspeed measurement [6, 7] in our examination of the evolutionary dynamics of technological systems. We study the time lag in reverse salience improving the overall system performance and its relation with subsequent product performance. Our empirical study of the product performance investigates the product performance of the PC (personal computer) games. Our findings suggest that the evolution of the PC technological system with respect to computer gaming function is losing forward momentum on the processing speed performance front, while maintaining momentum on the graphics performance front.
Internet-of-things disrupting business ecosystems: A case in home automation

The paper presents a case study of Internet of Things (IoT) technology application and its disruptive nature on the business ecosystem. The disruptive nature of changes is analyzed with identification of changes incurred to the business ecosystem as IoT is introduced to the marketplace. The results of a case analysis exemplify how business ecosystems are changing due to opportunities provided by IoT.

General information

State: Published

Ministry of Education publication type: A4 Article in a conference publication

Organisations: Department of Industrial Management, Research group: Center for Innovation and Technology Research, Managing digital industrial transformation (mDIT)

Authors: Mäkinen, S.

Number of pages: 4

Pages: 1467-1470

Publication date: 11 Mar 2015

Host publication information


Publisher: IEEE COMPUTER SOCIETY PRESS

ISBN (Print): 9781479964109

Keywords: business ecosystems, home automation, internet of things

ASJC Scopus subject areas: Business, Management and Accounting (miscellaneous), Industrial and Manufacturing Engineering, Safety, Risk, Reliability and Quality

DOIs: 10.1109/IEEM.2014.7058882

Links: http://www.scopus.com/inward/record.url?scp=84940397804&partnerID=8YFLogxK (Link to publication in Scopus)

Riding for a fall in outsourced ISD: Transferring knowledge between onshore vendor and offshored unit

General information

State: Published

Ministry of Education publication type: D3 Professional conference proceedings

Organisations: Department of Information Management and Logistics, Research group: Novi

Authors: Alanne, A., Pekkola, S.

Publication date: 18 Feb 2015

Host publication information

Title of host publication: 9th Global Sourcing Workshop 2015 : La Thuile, Italy, February 18-21, 2015


The Role of User Experience in a Business-to-Business Context

As industrial companies strive to discover new ways to provide value for their customers, their focus has shifted from offering products and services to creating superior experiences for customers and users. This study focuses on the role of user experience (UX) in a business-to-business (B2B) context. The main objective is to increase the understanding of how UX is perceived and utilized in the suppliers' and customers' activities within a B2B context. From the suppliers' view, the focus is on the role of UX in research and development (R&D) and also in sales and marketing (S&M). In the customer companies, the aim is to create knowledge about whether UX has an impact on technology investment decisions. In addition, a comparison is made between the users and designers of specific products considering the importance of UX-related attributes. A case study research strategy was adopted in order to better understand complex phenomena and the dynamics present within single settings. An embedded case study design included three cases, all of which consisted of one supplier company and two customer companies. As the study follows the research paradigm of pragmatism, both qualitative and quantitative methods are employed to address the research questions. The results suggest that although UX was seen as an important aspect, some challenges occurred in utilizing UX-related knowledge. Although supplier
companies focused on designing better experiences for the users, methods for utilizing UX in new product development (NPD) were not internalized yet in all cases and other stakeholders working outside of R&D were not actively involved in the design process. Considering UX in sales activities, it was found challenging to transfer the benefits of UX into sales argumentation or to find suitable methods for disseminating UX-related knowledge effectively for potential customers. From the customers' point of view, UX can have an indirect impact on supplier selection as previous experiences of the supplier and their products affect decision making. The products' market superiority and technical details, as well as the supplier company's reliability, were considered the most important aspects in choosing a supplier. The results also suggest that R&D mostly agrees on which UX-related attributes are important for users. The results indicate that the pragmatic aspects (e.g. reliability, ease-of-use) of technological products are more important than the hedonic aspects (e.g. attractiveness, visual aesthetics). The study's findings contribute to both prior research and managerial practices. The research provides new knowledge to the research streams of UX as well as customer value in the B2B context. First, a framework is presented in order to combine these theories and illustrate the benefits of UX for different stakeholders. The findings of the empirical part of the study contribute especially in the research on user-centered design and value-based UX selling, as well as the value of UX in technology investment decisions. Based on previous studies on UX measurement, this research also offers a systematically constructed tool for measuring the importance of UX in different contexts. The study also provides practical implications for managers striving to incorporate UX into everyday practices in their company.

**General information**

State: Published
Ministry of Education publication type: G4 Doctoral dissertation (monograph)
Organisations: Department of Industrial Management, Research group: Center for Innovation and Technology Research
Authors: Sundberg, H.
Number of pages: 190
Publication date: 30 Jan 2015

**Publication information**

Publisher: Tampere University of Technology
Original language: English

**Publication series**

Name: Tampere University of Technology, Publication
Publisher: Tampere University of Technology
Volume: 1278
ISSN (Print): 1459-2045
Electronic versions:
sundberg_1278.pdf
Links:

**Bibliographical note**

Awarding institution: Tampereen teknillinen yliopisto - Tampere University of Technology<br>Submitter: Submitted by Kaisa Kulkki (kaisa.kulkki@tut.fi) on 2015-01-12T06:30:54Z
No. of bitstreams: 1
sundberg_1278.pdf: 2736109 bytes, checksum: 5f889de62db651e39dead83ec8b0831e (MD5)<br>Submitter: Approved for entry into archive by Kaisa Kulkki (kaisa.kulkki@tut.fi) on 2015-01-12T06:32:39Z (GMT)
No. of bitstreams: 1
sundberg_1278.pdf: 2736109 bytes, checksum: 5f889de62db651e39dead83ec8b0831e (MD5)<br>Submitter: Made available in DSpace on 2015-01-12T06:32:39Z (GMT)
No. of bitstreams: 1
sundberg_1278.pdf: 2736109 bytes, checksum: 5f889de62db651e39dead83ec8b0831e (MD5)
Source: researchoutputwizard
Source-ID: 123456789/22694
Research output: Monograph › Doctoral Thesis

**Designing a model for profiling organizational performance management**

**Purpose:** The purpose of this paper is to design and test a model for analyzing organizational performance management (PM) practices.

Design/methodology/approach: This study follows the design science approach. Variables affecting the status of PM are reviewed and classified based on existing literature. These variables are analyzed and a compact set of critical variables are chosen to represent PM maturity. Designed model is implemented in practice as a survey receiving 271 responses, and tested by using both quantitative and qualitative approach.

Findings: The survey data are utilized in the development of four distinct PM maturity profiles. The empirical results provide understanding on the current PM maturity level and common development targets in Finnish organizations.

Research limitations/implications: External validity of the research is compromised by the context and respondent group. More in-depth qualitative studies could provide more understanding on the causes of presented findings.
Practical implications: The proposed model offers best practices to develop PM and identifies variables crucial to create satisfaction toward PM. The presented profiles also help in evaluating the status of PM in the organization examined.

Originality/value: The originality of the new model relates to its balance between rigor and relevance. In addition, the study is one of the first attempts to widely apply PM maturity models in practice. A distinctive feature of this study is the maturity profiles which are built upon empirical data.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management, Research group: Center for Research on Operations Projects and Services, Managing digital industrial transformation (mDIT)
Authors: Jääskeläinen, A., Roitto, J.
Number of pages: 23
Pages: 5-27
Publication date: 12 Jan 2015
Peer-reviewed: Yes

Publication information
Volume: 64
Issue number: 1
ISSN (Print): 1741-0401
Ratings:
Scopus rating (2016): SJR 0.607 SNIP 1.046 CiteScore 1.85
Scopus rating (2015): SJR 0.638 SNIP 1.371 CiteScore 2.08
Scopus rating (2014): SJR 0.421 SNIP 1.289 CiteScore 1.59
Scopus rating (2013): SJR 0.345 SNIP 1.003 CiteScore 1.28
Scopus rating (2012): SJR 0.294 SNIP 1.144 CiteScore 1.22
Scopus rating (2011): SJR 0.317 SNIP 0.71 CiteScore 1.2
Scopus rating (2010): SJR 0.344 SNIP 0.939
Scopus rating (2009): SJR 0.485 SNIP 1.214
Scopus rating (2008): SJR 0.5 SNIP 0.948
Scopus rating (2007): SJR 0.152 SNIP 0.184
Scopus rating (2006): SJR 0.118 SNIP 0.071
Scopus rating (2005): SJR 0.114 SNIP 0.079
Original language: English
Keywords: Maturity model, Performance management, Performance measurement, Personnel satisfaction, Profiling
ASJC Scopus subject areas: Business, Management and Accounting(all), Strategy and Management
DOIs:
10.1108/JPPM-01-2014-0001
Links:
http://www.scopus.com/inward/record.url?scp=84921848779&partnerID=8YFLogxK (Link to publication in Scopus)
Source: Scopus
Source-ID: 84921848779
Research output: Scientific - peer-review › Article

A management accounting perspective on safety
Management accounting supports decision making in organisations by providing managers with relevant information and analysis on the performance, costs, and benefits of a certain operation. For safety-related issues, cost-based calculations dominate practice, and typical measures include cost per injury or the total cost of accidents. Monetary information is needed to guide safety-related decision-making. Besides focusing on financial information, management accounting should also focus on non-financial information, such as safety improvement, strategic safety objectives and employee relations. In safety-related investments, the monetary costs of an investment are usually well known, but the monetary value of the benefits is hard to calculate. Thus, there is a need for cost-benefit evaluation methods, including the non-financial benefits and value created though preventing accidents. In addition to calculating the safety investment costs, the efficiency of the improvements, such as productivity improvements, quality and the value of safety goodwill, should be evaluated as well. The objective of this paper is to chart current management accounting practices related to safety issues on the basis of findings from relevant literature. Moreover, we discuss the applicability of certain management accounting methods for safety-related decision-making and how these can be used to improve current practices further. The relevant methods include the Balanced Scorecard approach, the payback period, the simple rate of return, and the benefit-to-cost ratio. They all offer means of calculating the cost and benefits of safety if the basic problems of uncertainty, valuation, perimeter of analysis, and quantification of costs and benefits are perceived. Valuing human life in cost-benefit analyses is also discussed.
A maturity model for evaluating an organisation's reflective practices

Purpose – This study aims to examine how to measure and evaluate the level at which the management control system of the organisation supports reflective practices. Though the literature on management control has recently recognised the value of reflection as a tool for organisational learning, there are few practical means of analysing the management control system alongside reflective activity. To improve and develop reflective practices for more comprehensive and systematic utilisation, the management control system has to support these practices. Design/methodology/approach – The study is based on the current literature on reflection, reflective practices and management control and the pulling together of these three areas to determine how the evaluation and measurement of reflective practices should be organised. Based on that, the maturity model for measuring how the management control system supports reflective practices is elaborated. The empirical data testing the maturity model was collected from three case organisations. Findings – As its main contribution, the study composes a maturity model for evaluating the stage of reflective practices within organisations/an organisation. The existing literature does not present models or frameworks for evaluating the maturity of this kind of competence development activity. The presented model has many advantages that make it useful for pragmatic assessment and facilitation of competence development processes. Practical implications – As a practical tool, the maturity model helps to prioritise development actions when there is a need to enforce creative thinking (transformative learning) and sense-making within the organisation. Because an organisation cannot implement all the best practices in one phase, the maturity model can be used to introduce them in stages. Originality/value – The study advances one way of defining
measures for reflective practices such that they are led from the literature on such practices. In addition, the study composes a maturity model for evaluating an organisation’s stage of reflective practice. Before an organisation can develop and manage its reflective practices or identify necessary changes, the current state of its reflective practices should be analysed.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management
Authors: Pekkola, S., Hildén, S., Rämö, J.
Number of pages: 13
Pages: 17-29
Publication date: 2015
Peer-reviewed: Yes

Publication information
Journal: Measuring Business Excellence
Volume: 19
Issue number: 4
ISSN (Print): 1368-3047
Ratings:
Scopus rating (2016): SJR 0.479 SNIP 0.806 CiteScore 1.38
Scopus rating (2015): SJR 0.329 SNIP 1.22 CiteScore 1.32
Scopus rating (2014): SJR 0.42 SNIP 0.896 CiteScore 1.1
Scopus rating (2013): SJR 0.423 SNIP 0.953 CiteScore 1.36
Scopus rating (2012): SJR 0.269 SNIP 1.126 CiteScore 0.99
Scopus rating (2011): SJR 0.417 SNIP 1.041 CiteScore 1.04
Scopus rating (2010): SJR 0.233 SNIP 0.41
Scopus rating (2009): SJR 0.325 SNIP 0.717
Scopus rating (2008): SJR 0.246 SNIP 0.659
Scopus rating (2007): SJR 0.196 SNIP 0.224
Scopus rating (2006): SJR 0.233 SNIP 0.408
Scopus rating (2005): SJR 0.173 SNIP 0.292
Scopus rating (2004): SJR 0.259 SNIP 0.26
Scopus rating (2003): SJR 0.173 SNIP 0.27
Scopus rating (2002): SJR 0.122 SNIP 0.138
Scopus rating (2001): SJR 0.112 SNIP 0.026
Scopus rating (2000): SJR 0.1 SNIP 0
Scopus rating (1999): SJR 0.1 SNIP 0
Original language: English
DOIs:
10.1108/MBE-05-2014-0011
Source: Bibtex
Source-ID: urn:64e5bafceef575a29f0595a2a723d601
Research output: Scientific - peer-review › Article

Assessment of student retention using the Evolute approach, an overview

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Pori Department
Authors: Einolander, J., Vanharanta, H.
Number of pages: 6
Pages: 581–586
Publication date: 2015

Host publication information
Title of host publication: 6th International Conference on Applied Human Factors and Ergonomics (AHFE 2015) and the Affiliated Conferences, AHFE 2015
Publisher: Elsevier
Benefits for supplier and customer with the help of logged usage data
Visual analytics of logged usage data based on end-user interactions can increase understanding of user experience and system use. This in turn can support continuous development, technology renewal and service development that enhances the end-user’s experience, as well as create competitive advantage.

Birth and expansion of innovation ecosystems: A case study of copper production
Despite the growing attention innovation ecosystems have received from scholars and practitioners, rather little is known about the crucial birth and expansion phases that these ecosystems experience. Through a single case in the complex product system (CoPS) environment, this paper investigates the development of an innovation ecosystem between 1980 and 2007. The findings demonstrate that the ecosystem’s birth phase includes sub-phases, namely, invention and start-up, where the ecosystem is reconfigured to find the appropriate form and the proper actors to satisfy the first customer’s requirements. Moreover, the duration of the expansion phase is found to be remarkably long, suggesting that within the CoPS setting, expansion may also include two or more sub-phases.
Busting myths of electronic word of mouth: The relationship between customer ratings and the sales of mobile applications

Business and academic research frequently highlights the power of electronic word of mouth, relying on the knowledge that online customer ratings and reviews influence consumer decision making. Numerous studies in different disciplines have been conducted to examine the effectiveness of electronic word of mouth communication. Previously, typically small sample studies suggest that positive electronic word of mouth increases sales and that the effects depend on the volume and valence of reviews and ratings. This study’s contribution lies in testing the relationship between electronic word of mouth and the sales of applications in a mobile application ecosystem (Google Play) with an extensive dataset (over 260 million customer ratings; 18 months). The results show that higher values of valence of customer ratings correlate statistically significantly with higher sales. The volume of ratings correlates positively with sales in the long term but negatively in the short term. Furthermore, the relationship between electronic word of mouth and sales seems to be more important when the price of the application increases. The findings also underline the importance of the choice of a measurement period in studies.
Changes in operations when introducing disruptive technologies

Disruptive technologies alter the competitive conditions by proposing new sources of value to the customers and possibly cannibalizing existing offerings. Their implications are frequently discussed from the perspective of markets and competition, whereas changes in the internal operations of manufacturing firms are not sufficiently considered. This study explores changes in the practices and delivery chain cooperation of suppliers, when introducing disruptive technologies. In an embedded case study of two disruptive material technologies, we find support for the cognitive and behavioral aspects of changes and reveal the contingent nature and unique character of technology introduction in the business-to-business context.

General information
State: Published
Organisations: Department of Industrial Management, Research group: Center for Research on Operations Projects and Services
Authors: Martinsuo, M., Ahvenniemi, O., Vaittinen, E.
Publication date: 2015

Title of host publication: 22nd EurOMA Conference: Operations management for sustainable competitiveness
Place of publication: Switzerland
Publisher: European Operations Management Association
Keywords: operations change, disruptive technology, product innovation

Comparison of Functional, Structural, and Dynamic Business-IT Alignment Models: A Case Study

General information
**Host publication information**

**Host publication information**

**Title of host publication**: Proceedings of the 21st Americas Conference on Information Systems (AMCIS) 2015

**Publisher**: Association for Information Systems

**ISBN (Electronic)**: 978-0-9966831-0-4

**Links**:
- [http://aisel.aisnet.org/amcis2015/StrategicUse/GeneralPresentations/13/](http://aisel.aisnet.org/amcis2015/StrategicUse/GeneralPresentations/13/)
- [http://aisel.aisnet.org/amcis2015/](http://aisel.aisnet.org/amcis2015/)

**Research output**: Scientific - peer-review » Conference contribution

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**Consumer acceptance in new service innovation: Enhancing consumer durables with new product-related services.**

Manufacturing companies are increasingly offering services to gain benefits in the competitive markets but also to reach closer contact with their customers. However, customer acceptance of the new services defines whether the manufacturers succeed in their service launches or if the investments have been misspent. The importance of customer acceptance has been noticed widely in the previous literature but the research has not really extended to the domain of product-related consumer services. This paper contributes to this literature by discussing consumer acceptance of a product-related service but also acceptance of a manufacturer as a service provider. The focus is on a service enhancing consumer durable provided by a manufacturer through retailer network. The data was collected in two phases; preliminary data by interviews realized in one country and the actual data set by questionnaire carried out in two other countries. This study shows that the customer acceptance of product-related service is not self-evident. Considering customer’s earlier service usage, brand loyalty, and trialability of the service innovation are important in service acceptance. Surprisingly, respondent’s age and gender affected only rarely customers’ perceptions and wishes for services from manufacturers even though these factors have been found important in some other studies. As a conclusion, manufacturers introducing service innovations need to strive to enhance consumers’ service acceptance by providing information about the service for potential customers, facilitating service deployment and use as well as ensuring smooth service implementation.

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**General information**

**State**: Published

**Ministry of Education publication type**: A4 Article in a conference publication

**Organisations**: Department of Industrial Management, Research group: Center for Research on Operations Projects and Services

**Authors**: Vaittinen, E., Nenonen, S.
Creating sustainable value in manufacturing operations: the role of an external service provider

Manufacturing companies need to fulfill sustainability requirements in their operations. Previous research has not covered external service providers' sustainability-oriented cooperation with manufacturing firms sufficiently. The purpose is to develop new knowledge on ways to create sustainable value as part of manufacturing operations, particularly in cooperation with an external service provider. We conducted a qualitative study with two companies and mapped the activities in sustainable value creation. The results reveal a strategic approach to sustainable value, creation of sustainability by continuous improvement and development projects, and enhanced sustainable value creation through an industrial symbiosis with the external service provider.

Customers' conscious experience in a coffee shop

General information

State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Pori Department, Research group: Business Ecosystems, Networks and Innovations
Authors: Vanharanta, H., Kantola, J., Seikola, S.
Number of pages: 8
Pages: 618-625
Publication date: 2015

Host publication information

Title of host publication: 6th International Conference on Applied Human Factors and Ergonomics (AHFE 2015) and the Affiliated Conferences, AHFE 2015
Publisher: Elsevier

Publication series

Name: Procedia Manufacturing
Volume: 3
ISSN (Print): 2351-9789
Electronic versions:
Customers' Conscious Experience in a Coffee Shop
DOIs:
10.1016/j.promfg.2015.07.283
Links:
http://urn.fi/URN:NBN:fi:tty-201606064220
Research output: Scientific - peer-review › Conference contribution
Customers' New Technology Adoption Driving a Supplier's Service Innovations

Customers' known and latent needs are important drivers of service innovations in technology-based firms. Business customers may have various needs during new technology adoption, but research has not explicitly linked customers' technology adoption with suppliers' service innovations before. This study seeks an increased understanding on the creation of service innovations based on customer firms' new technology adoption. We employed a qualitative multi-method multiple-case study among three customer firms of a technology supplier, with the focus on how the customers adopted a new automation technology and how it offered possibilities for the supplier to identify service opportunities. The results show that the contexts of technology use appear important, making the technology adoption processes different across the customer companies. A broad range of service opportunities were identified, indicating attractive possibilities for technology suppliers to adapt their service offerings according to customers' processes and phase of technology adoption. Where much of the previous technology adoption research has focused on information technology and single users, the results of this study contribute by revealing the central role of process readiness and multi-user complexity in the company-level use of a new technology, and by linking service innovation opportunities to the phase of technology adoption.

General information
State: Published
Ministry of Education publication type: A3 Part of a book or another research book
Organisations: Department of Industrial Management, Research group: Center for Research on Operations Projects and Services
Authors: Martinsuo, M., Lukkaroinen, S., Heikkilä, J.
Number of pages: 19
Pages: 39-57
Publication date: 2015

Host publication information
Title of host publication: Strategic Change towards Future Industrial Service Business
Publisher: Tampere University of Technology
Editors: Martinsuo, M., Perminova-Harikoski, O., Turunen, T.
Links:
Research output: Scientific - peer-review › Chapter

Developing a supplier's third-party relationships and cooperation in project networks

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management, Research group: Center for Research on Operations Projects and Services, Managing digital industrial transformation (mDIT)
Authors: Martinsuo, M., Sariola, R.
Number of pages: 18
Pages: 74-91
Publication date: 2015
Peer-reviewed: Yes

Publication information
Journal: International Journal of Managing Projects in Business
Volume: 8
Issue number: 1
ISSN (Print): 1753-8378
Ratings:
Scopus rating (2016): CiteScore 1.13 SJR 0.436 SNIP 0.667
Scopus rating (2015): SNIP 0.69 SJR 0.431 CiteScore 1.1
Scopus rating (2014): SNIP 0.579 SJR 0.494
Scopus rating (2013): SNIP 0.532 SJR 0.267
Scopus rating (2012): SNIP 0.724 SJR 0.371
Scopus rating (2011): SNIP 0.896 SJR 0.379
Scopus rating (2010): SNIP 0.425 SJR 0.314
Differentiation value through services in a manufacturer's delivery chain

The delivery of industrial goods includes various possibilities for service business. Previous research has concentrated on third-party logistics (3PL) providers’ perspective on service opportunities. This study takes the manufacturer’s perspective in inter-organizational relationships and investigates the potential for differentiation value through services associated with the delivery of industrial goods. Field observation was carried out on three high-volume construction component deliveries, to uncover differentiation value drivers and the emergence of service opportunities in a manufacturer’s delivery chain. The results complement earlier 3PL-centered goods delivery research by showing that the manufacturer’s unique product and process competences, and activities in the delivery chain drive differentiation value and enable new service opportunities. The findings, thereby, draw attention to manufacturers and their competences as sources of added-value service in the delivery of industrial goods. Manufacturing firms have various options for differentiation and centrality in the inter-organizational network through cooperation with third parties. The results reveal that third parties can be hidden sources of added customer value in the goods delivery chain. The differentiation value for different firms in the industrial goods’ delivery chains can emerge when firms begin to develop and offer services to each other, and therefore proactive and in-depth analysis of their customers’ differentiation-oriented value hierarchies is required.
Distributed Experiments in Design Sciences, a Next Step in Design Observation Studies?

This paper describes and proposes a new method for conducting globally distributed design research. Instead of using e.g. a software we tried out a completely analogue approach: Five carefully prepared packages, containing all the necessary materials and instructions for a design challenge, were sent out to supervisors in Norway, Finland, Italy, and Australia. These local supervisors then conducted the egg-drop exercise with students that are part of an international course held at CERN. As the task is conducted according to a previously tested protocol, the results gathered with this new method can then be benchmarked with this available data. This new approach to globally conducted engineering design activities avoids local bias and enables for gathering large amounts of diverse data points. One can also think of a research community where every member can send out one experiment per year and, in return, receives data points from across the world.

Based on the feedback from the supervisors we can say that from an organisational standpoint of view, this method works well. The comparison to the existing data has yet to be done.

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management, NTNU Trondheim, Aalto Univ, Aalto University, Helsinki Inst Phys, Unimore, Swinburne University of Technology, CERN, European Organization for Nuclear Research (CERN)
Number of pages: 10
Publication date: 2015
Host publication information
Publisher: DESIGN SOC
Editors: Weber, C., Husung, S., Cantamessa, M., Cascini, G., Marjanovic, D., Venkataraman, S.
Publication series
Name: International Conference on Engineering Design
Publisher: DESIGN SOC
ISSN (Print): 2220-4334
Keywords: Research methodologies and methods, Crowdsourcing, Collaborative design, Prototyping, Globally distributed experiment, COLLABORATION, STRESS
Source: WOS
Source-ID: 000366977500032
Research output: Scientific › peer-review › Conference contribution

Ei ensimmäinen, vaan ensimmäisten joukkossa

General information
State: Published
Ministry of Education publication type: D2 Article in professional manuals or guides or professional information systems or text book material
Organisations: Department of Industrial Management, Research group: Center for Innovation and Technology Research
Authors: Mäkinen, S.
Pages: 196-200
Publication date: 2015
Host publication information
Title of host publication: Uuskasvun polut : Digitalisaation lupaus
ISBN (Print): 978-952-5187-94-6
Links:
https://www.sonera.fi/yrityksille/yritysratkaisut/avaimet+menestykkeen/uuskasvun+polut
Emergence of relationship triads in construction project networks
Research is increasingly addressing attention to project networks, in terms of inter-organizational relationships. Very often, research is focused on customers and contractors at the center of the project networks and their strong dyadic relationships. Less attention has been paid to the non-central actors and triadic relationships, which might have significant role in project delivery and in the construction innovations. This research focuses on the emergence of relationship triad between contractor, supplier and designer. The goal of this research is to identify contractors' motives to engage in triadic relationship, and practices to adopt contractor-supplier-designer triads in the construction project networks. Qualitative, exploratory research strategy is employed in the context of construction project networks, with contractors as adopters of relationship triads. Interviews are conducted with contractors, to discover the specifics of contractor-supplier-designer relationship triads in construction projects. The results indicate that contractors are motivated to enhance their dyadic relationships with suppliers and designer, but they are also motivated and capable to adopt triadic relationships with these actors. The research contributes by showing that relationship triads promote development and innovations in construction projects. As key contributions, this research suggests practices and project conditions through which beneficial relationship triads can be adopted.

General information
State: Published
Ministry of Education publication type: D3 Professional conference proceedings
Organisations: Department of Industrial Management, Research group: Center for Research on Operations Projects and Services
Authors: Sariola, R.
Number of pages: 13
Pages: 1-13
Publication date: 2015

Host publication information
Title of host publication: 23rd Nordic Academy of Management conference, NFF, 12-14 August 2015, Copenhagen, Denmark
Place of publication: Copenhagen, Denmark
Publisher: Nordic Academy of Management

Publication series
Name: Nordic Academy of Management Conference
Links:
https://nordicacademy.hi.is/
Links:
Research output: Professional › Conference contribution

Engaging facts and feelings in management accounting practices
General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management, Research group: Cost Management Center
Authors: Laine, T., Suomalainen, P., Saukkonen, N.
Publication date: 2015

Host publication information
Title of host publication: IFKAD 2015 : 10th International Forum on Knowledge Asset Dynamics, Bari, Italy, June 10th-12th
Place of publication: Italy
Publisher: Institute of Knowledge Asset Management & Arts for Business Institute

Publication series
Name: International forum on knowledge asset dynamics
Publisher: Institute of Knowledge Asset Management & Arts for Business Institute
ISSN (Print): 2280-787X
Links:
http://www.knowledgeasset.org/
Research output: Scientific - peer-review › Conference contribution
Factors Preventing the Servitisation of Manufacturing Companies

The current literature commonly suggests that manufacturers should add services to their offerings and move towards a more servitised business. Still, there are many challenges in the process and not all companies can use a similar approach to change. This study seeks to provide information on the servitisation challenges of companies that are just starting to add services to their developed product offerings. This study was conducted as a qualitative multiple-case research and data were collected using semi-structured interviews in two interview rounds. The results of this study show that there are two types of challenges facing companies when initiating their servitisation efforts: issues of managing the servitisation change and prerequisites for servitisation. First, general change management issues, such as the lack of management’s commitment and other simultaneous change efforts, can harm the servitisation initiative. Secondly, factors such as production maturity may act as prerequisites for the change. The contribution of this study relates to the challenges of the early phases of servitisation. The factors identified in this study are encountered in the early phases of servitisation, before many of the factors usually covered in the existing literature become relevant.
Human Factor in Time Management

Abstract: Time is the most important resource for leaders. Resources such as personnel, capital or facilities are crucial for leaders, but time is imperative. People's productivity, and hence organizations performance are heavily related to their time usage. Therefore, especially leaders should have conscious awareness towards their time personality. Time, however, is not an easy concept to handle for leader or even understand it. It has many different faces towards people. The challenge is that chronological time, where the business and management are done, is not nearly suitable when human relations and leadership are handled. Individuals experiences towards time differentiates to one another and different situations are constantly changing the experience of individual. Therefore, quite often, leaders recognize that it is hard to have schedules to match or plans to actualize within an agreed time. Some people fit more easily to same time reality with leader than others. Consequently, it is crucial for leaders also to understand how organization's members experience their time and how conscious their awareness is. Before it is possible to manage one's own time usage, personal time orientation, biases towards time, situation has to be understood consciously. This article handles research regarding time ontology in leadership and management environment and regarding peoples conscious awareness towards time and differences in their time reality. Research is done by developing and utilizing application called Chronos & Kairos which main purpose is to give possibility for thorough research for peoples' differences when experiencing time. Time ontology for leadership and management environment is presented as well as research and results of differences of people's time reality. Article argues that people's conscious awareness towards time differentiates and this issues should be recognized especially in leadership positions. Future research aspects and recommendations are also issued in this paper.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Pori Department
Authors: Reunanen, T.
Number of pages: 8
Pages: 709-716
Publication date: 2015
Peer-reviewed: Yes
Identifying the potential of performance measurement in supporting strategic purchasing and supply chain management

Purchasing and supply management (PSM) is increasingly important part of the success of companies. Many potential benefits have been identified for PSM performance measurement. However, it appears that the potential is not always realized and that the research around the topic is limited and dated. PSM takes increasingly strategic role in companies as an addition to the earlier transaction-oriented role. This study takes a strategic approach to purchasing highlighting long-term value-creation between purchaser and provider network. It aims at identifying the topical challenges and potential solutions regarding performance measurement with the chosen focus and context. The paper is based on a literature review and analysis, augmented by a survey study in four large Finnish industrial companies (2 service and 2 manufacturing companies). It appears that valuable basic research has been carried out in several relevant areas of this study. However, empirical studies testing and further elaborating the presented frameworks and conceptual ideas are hard to find. There also seems to be a certain level of mismatch between the academic ideal and the prevailing situation and challenges in practice.

Identity change in organizations: a philosophical exposition

Identity change in organizations: a philosophical exposition

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management, Research group: Center for Research on Operations Projects and Services
Authors: Jääskeläinen, A., Heikkilä, J., Thitz, O.
Number of pages: 21
Pages: 1-21
Publication date: 2015

Host publication information
Title of host publication: 8th conference on performance measurement and management control
Place of publication: Nice, France
Publisher: The European Institute for Advanced Studies in Management, EIASAM

Publication series
Name: Conference on Performance Measurement and Management Control
ISSN (Electronic): 2295-1660
Links:
http://www.eiasm.org/frontoffice/event_announcement.asp?event_id=1035#4212

Bibliographical note
Artikkeli julkaistu verkossa, tarvitaan käyttäjätunnus ja salasana.
Research output: Scientific - peer-review » Conference contribution

Identity change in organizations: a philosophical exposition

General information
State: Published
Ministry of Education publication type: A2 Review article in a scientific journal
Organisations: Pori Department
Authors: Koskinen, K. U.
Number of pages: 16
Pages: 621-636
Publication date: 2015
Peer-reviewed: Yes

Publication information
Journal: International Journal of Organizational Analysis
Improving project control by combining earned value analysis and automatic data collection

Efficient control is critical for project success. One of the most widely discussed project control methods is earned value analysis (EVM). The accuracy of EVM calculations can be improved by combining it with automatic data collection (ADC). This paper analyzes the possibilities of combining EVM and ADC, and the main benefits and challenges related to that. A literature review was conducted to answer these questions. The study demonstrates how the problems related to the evaluation of activity progress have received surprisingly little research focus, and how ADC could be utilized to improve this area of EVM. The benefits of ADC are also not limited to just EVM; despite the choice of a project control methodology, ADC can be utilized to evaluate project progress in a continuous and more accurate way. Finally, it is demonstrated how even the "ADC-enhanced EVM" doesn't provide an adequate image of project status alone; EVM has to be combined with other project control methodologies. Based on the literature review, several areas for further research are also proposed.

General information

State: Published
Ministry of Education publication type: D3 Professional conference proceedings
Organisations: Department of Industrial Management, Research group: Center for Research on Operations Projects and Services
Authors: Vuorinen, L., Sariola, R.
Number of pages: 17
Pages: 1
Publication date: 2015

Host publication information

Title of host publication: International Research Network in Organizing by Projects Conference 2015 : IRNOP
Place of publication: London, U.K.
Links:
https://www.bartlett.ucl.ac.uk/cpm/irnop-2015/about-imop

Bibliographical note

Sariola vastannut: ei isbn
Research output: Professional › Conference contribution

Increasing Customer Understanding for Innovation

Based on service dominant logic, when companies develop new offerings, they should increasingly focus on value-in-use – the actualised benefits that their customers gain from their products and services. This requires a very deep understanding of the customer, since it is their subjective perception that determines value at the end of the day. However, many business-to-business (B2B) companies face a situation where there are intermediaries, such as retailers, wholesalers, etc., between them and the consumer in the value chain. This means limited direct interaction between the company and its end-customers and hindered access to consumer information, which can compromise efficient and effective innovation efforts. Our study addresses this challenge by testing three different
methods – interviews, questionnaires and mystery shopping – which B2B companies offering consumer products and services can use to involve the end-customers in development activities. We examine what kind of new information can be gathered using these methods and what should be taken into account when implementing the methods in practice. While all three methods are associated with traditional market research techniques that have received much criticism, our findings show that they can be very useful in generating good ideas, especially for improving the commercialisation of new offerings and understanding the end-customers’ contexts.

General information
State: Published
Ministry of Education publication type: A3 Part of a book or another research book
Organisations: Department of Industrial Management, Research group: Center for Research on Operations Projects and Services
Authors: Eloranta, T., Nenonen, S., Vaittinen, E., Kanto, L.
Number of pages: 17
Pages: 22-38
Publication date: 2015

Increasing user and customer understanding through rapid ethnography in emerging markets
Rapid ethnography enables us to gain an in-depth understanding of customers and end-users as well as the business of the customers and the local market. A new approach was developed and trialled for company R&D purposes at Konecranes during the FIMECC UXUS programme.

General information
State: Published
Ministry of Education publication type: D2 Article in professional manuals or guides or professional information systems or textbook material
Organisations: Department of Pervasive Computing, Research area: User experience, Konecranes Plc
Authors: Väätäjä, H., Haggrén, J.
Pages: 99-101
Publication date: 2015

Lean-tuotanto ja sen johtaminen: onnistuminen, haasteet ja soveltuminen Suomen yrityksien ja muihin organisatioihin
The so-called Lean development methods are today commonly used in many types of workplaces. Many good success stories are reported but Lean-projects and the tools used in them do not always bring the desired results. The central idea in Lean thinking is the distinction of two types of efficiencies; resource efficiency and flow efficiency. Lean production systems aim at high flow efficiency but achieving it requires high resource flexibility and understanding of the uncertainty...
inherent in the production system. Lean-management is often related to certain methods and techniques, but they do not alone bring improvement without a holistic managerial philosophy that supports improvement on several levels of the organization’s activities. Successful application of Lean management implies strategic choices and long-term commitment to organizational learning and development. The popularity of Lean management in Finnish organizations indicates that there is generally room for improvement in the organizations’ operational activities. Lean management provides a structured model for development. It can bring successful results if implemented holistically and with a long-term commitment.

Managing Cultural Knowledge in Project Execution
The purpose of this study was to explore the factors through which the project implementation phase could be enhanced by cultural knowledge. The importance of studying this subject is that the exploitation of cultural knowledge (Hofstede & Hofstede 2005, Schwartz 1999, Ng et al. 2006, Hall 1976, Lewis 2006) and competence (Koskinen 2001) is still limited in the constantly increasing project-based business (Turner 1999, Arto et al. 2011, PMBOK 2004) in the international field. Two objectives exist in this study: understanding project complexity through the main challenges in project implementation and evaluating the impacts of the cultural factors behind them. We propose the multiple case study approach (Eisenhard & Graebner 2007, Yin 2014). The prominence of cultural knowledge in project implementation is difficult to determine, so the research design has exploratory features. Case project A was implemented in Sub-Saharan Africa and Case project B in the Near East. Interviewed managers worked either from distance and only visited the target country periodically or represented the perspective of an operational level manager working in the host country. The main cultural challenges that occurred in the projects are defined by these interviewees. This methodology gives evidence of the main challenges in the two case projects and clarifies the multiplicity of cultural issues in the project context. The importance of the subject was highlighted and the interviewed managers demonstrated that cultural knowledge can offer benefits. Numerous studies exist concerning the challenges in the project business (Deresky 2014,
The outcomes of the research stressed the uniqueness of projects and the situational need for cultural knowledge. The results highlighted the pervasive nature of culture in the international playing field. Companies are obliged to adjust their operations according to environments with multifaceted requirements. National cultures not only prevail within the borders of geographical areas, but are also reflected in company procedures. Therefore, their overall impact needs to be considered in international projects.
New tools to help in the recruitment process

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Signal Processing, Research area: Information Technology for Biology and Health, Research area: Intelligence in Machines, Research group: MMDM, Research area: Signal and Information Processing, Pori Department
Authors: Visa, A., Einolander, J., Vanharanta, H.
Number of pages: 7
Pages: 653–659
Publication date: 2015

Host publication information
Title of host publication: 6th International Conference on Applied Human Factors and Ergonomics (AHFE 2015) and the Affiliated Conferences, AHFE 2015
Publisher: Elsevier

Publication series
Name: Procedia Manufacturing
Volume: 3
ISSN (Print): 2351-9789
DOIs: 10.1016/j.promfg.2015.07.297

Bibliographical note
ORG=sgn,0.5
ORG=pla,0.5
Research output: Scientific - peer-review › Conference contribution

Proactive vision for strategy making

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Pori Department, Research group: Business Ecosystems, Networks and Innovations
Authors: Vanharanta, H., Kantola, J.
Number of pages: 8
Pages: 587-594
Publication date: 2015

Host publication information
Title of host publication: 6th International Conference on Applied Human Factors and Ergonomics (AHFE 2015) and the Affiliated Conferences, AHFE 2015
Processual knowledge production in organisations dealing with projects

The more complex and innovative the organisation, the problem or opportunity, or the technology within the projects, the more significant it will be to understand how the knowledge production within the organisations dealing with projects takes place. This means that the determination of viable approaches which ensure that knowledge production takes place continuously, to help organisations implement projects, is a very important issue. Therefore, it is suggested in this paper that process thinking that involves considering phenomena dynamically in terms of movement, activity, events, change and temporal evolution, provides a fresh approach through which we may advance our understanding of the dynamics of knowledge production. It is concluded that interaction, observation, negotiation of meaning, and languaging are processes through which knowledge production takes place in organisations. However, there is also 'infinite number' of other processes that may affect the success of knowledge production, but those ones mentioned above, are always together in effect, i.e., they are totally interdependent.

Public-sector as an Initiator in a Collaborative Innovation Process

General information

State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Pori Department, Research group: Business Ecosystems, Networks and Innovations
Authors: Suominen, A. H., Mäenpää, S., Breite, R.
Despite the popularity of the topic, social media research is still limited and focuses largely on the role of consumer-to-consumer (C2C) and business-to-consumer (B2C) domains (Volpentesta and Felicetti, 2012; Michaelidou et al., 2011). In many aspects, B2C social media practices are not directly useful for inter-organizational and business-to-business (B2B) purposes. The main aim of this paper is to increase the understanding of the current applications of social media in external B2B transactions. This is carried out through an extensive survey of companies in the technology industry which are operating purely in B2B markets, having only other companies as customers.

We wanted to understand how industrial B2B companies currently apply social media in their own inter-organizational applications, what potential they see for social media in this context, and what kind of support they need to better adopt social media together with their customers and partners. A population of 2488 Finnish decision makers from the Federation of Finnish Technology Industries were observed. Based on the answers of 143 different companies, 125 companies were found to wholly (100%) represent B2B markets, and these were chosen as the sample of this particular study.

Studies on social media, especially survey-based studies, have not focused solely on B2B companies, particularly on the inter-organizational applications of social media in B2Bs, except for the B2B-marketing oriented study of Michaelidou et al. (2011) and the study of social media utilization in B2B relationships by Pettersson et al. (2014). This study extends these previous studies by creating new understanding of the maturity of social media integration in businesses, organizational business problems that companies perceive can be solved with social media, and approaches that can support social media adoption in B2B companies.

Managerially, the results can be used, for instance, to better understand the various possibilities of applying social media for inter-organizational use in B2Bs, which are currently only superficially understood by a significant portion of managers. This can help support and facilitate external social media use in B2Bs.
General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Information Management and Logistics, Research group: Novi, Pori Department, Research group: Business Ecosystems, Networks and Innovations, Managing digital industrial transformation (mDIT), University of Calabria
Authors: Jussila, J. J., Kärkkäinen, H., Aramo-Immonen, H., Ammirato, S., Michele Felicetti, A., Della Gala, M.
Number of pages: 11
Pages: 1930-1940
Publication date: 2015

Host publication information
Title of host publication: 10th International Forum on Knowledge Asset Dynamics: Culture, Innovation and Entrepreneurship: connecting the knowledge dots
Volume: 10
Place of publication: Bari
Keywords: social media, business-to-business, enterprise social, survey, inter-organizational
Links: http://www.knowledgeasset.org/

Bibliographical note
ORG=tlo,0.5
ORG=pla,0.5
Research output: Scientific - peer-review › Conference contribution

Strategic Change towards Future Industrial Service Business
FIMECC’s Future Industrial Services program (FutIS) was set up to promote the adoption and expansion of service business in industrial firms. FutIS program has pursued new competence and better profitability for participating industrial firms’ service business, and even the transformation of the metals and engineering industry more broadly.

This book is a compilation of articles based on studies carried out within the FutIS program. Each article reports conceptual or empirical research results in a domain that has been considered as relevant among the metal and engineering industry companies either considering or undergoing service business transformation. Various aspects of the processes, practices and cultural ramifications of the strategic change towards service business are covered, through experiences gathered in some of the 20 Finnish industrial firms involved in the FutIS program.

General information
State: Published
Ministry of Education publication type: C2 Edited books
Organisations: Department of Industrial Management, Research group: Center for Research on Operations Projects and Services
Number of pages: 145
Publication date: 2015

Publication information
Publisher: Tampere University of Technology
Original language: English
Electronic versions:
Strategic Change towards Future Industrial Service Business
Research output: Scientific - peer-review › Anthology

Supplier Relations in the Early Phases of Service Business Transformation
Manufacturing companies are tending more and more to provide services instead of products alone. This transformation may require changing the business logic of the company, as well as renewing supplier relations. Transformation requirements and challenges have previously been studied among manufacturers in fairly advanced and successful service businesses. Less is known about developing supplier relations relative to service businesses in high-volume, low-complexity manufacturing. This paper explores the requirements and challenges of supplier relations in the early phases of service business transformation through a qualitative multiple-case study. This
study focuses on high-volume, low-complexity manufacturing, and shows that transforming a business into a more service-oriented business requires integrating the manufacturing company with suppliers to ensure service quality, fulfil service promises, and maintain a good company image. Establishing new partnerships as well as developing current ones, involves challenges with image, responsibility and readiness for change that need to be taken into account in order for the firm to successfully transform into a service business.

General information
State: Published
Ministry of Education publication type: A3 Part of a book or another research book
Organisations: Department of Industrial Management, Research group: Center for Research on Operations Projects and Services
Authors: Nenonen, S., Martinsuo, M.
Number of pages: 19
Pages: 87-105
Publication date: 2015

Host publication information
Title of host publication: Strategic Change towards Future Industrial Service Business
Publisher: Tampere University of Technology
Editors: Martinsuo, M., Perminova-Harikoski, O., Turunen, T.
Links:
Research output: Scientific - peer-review › Chapter

Systematic Literature Review on Enterprise Architecture in the Public Sector

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Information Management and Logistics, Research group: Novi
Authors: Dang, D., Pekkola, S.
Publication date: 2015

Host publication information
Title of host publication: The 38th Information Systems Research Conference in Scandinavia (IRIS38)
Editors: Öörni, A., Iivari, N., Kuutti, K., Oinas-Kukkonen, H., Rajanen, M.
Links:
http://iris2015.org/proceedings/
Research output: Scientific - peer-review › Conference contribution

Teollinen palveluliiketoiminta on esillä Tampereella

General information
State: Published
Ministry of Education publication type: D1 Article in a trade journal
Organisations: Department of Industrial Management, Research group: Center for Research on Operations Projects and Services
Authors: Martinsuo, M.
Number of pages: 1
Pages: 14
Publication date: 2015
Peer-reviewed: Unknown

Publication information
Journal: Promaint
Volume: 29
Issue number: 5
ISSN (Print): 1797-2000
Original language: Finnish
Links:
http://issuu.com/promaintlehti/docs/promaint5-2015
Teollisuuden tutkimusmatka UX-maailmaan

General information
State: Published
Ministry of Education publication type: D6 Edited professional books
Organisations: Pori Department, Research group: Business Ecosystems, Networks and Innovations
Authors: Roto, V., Nuutinen, M., Kaasinen, E., Smedlund, A., Seppänen, M.
Number of pages: 12
Publication date: 2015

Publication information
Publisher: Fimecc
Original language: Finnish
Links: http://issuu.com/vttfinland/docs/ux3_layout_e-version_03_06d402f0b580c4?e=5313536/30410590

The Company Democracy Model for the Development of Intellectual Human Capitalism for Shared Value

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Pori Department, Research group: Business Ecosystems, Networks and Innovations
Authors: Markopoulos, E., Vanharanta, H.
Number of pages: 8
Pages: 603-610
Publication date: 2015

Host publication information
Title of host publication: 6th International Conference on Applied Human Factors and Ergonomics (AHFE 2015) and the Affiliated Conferences, AHFE 2015
Publisher: Elsevier

Publication series
Name: Procedia Manufacturing
Volume: 3
ISSN (Print): 2351-9789
DOIs: 10.1016/j.promfg.2015.07.277

Research output: Scientific - peer-review › Conference contribution

The effects of performance-monitoring technology on privacy and job autonomy

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management, Managing digital industrial transformation (mDIT)
Authors: Seppänen, M., Pajarre, E., Kuparinen, P.
Number of pages: 18
Pages: 139-156
Publication date: 2015
Peer-reviewed: Yes

Publication information
Journal: International Journal of Business information Systems
Volume: 20
Issue number: 2
ISSN (Print): 1746-0972
Ratings:
Scopus rating (2016): SJR 0.266 SNIP 0.675 CiteScore 1.19
Scopus rating (2015): SJR 0.255 SNIP 0.559 CiteScore 1
The impact of relational norms on Information Technology project success and its moderation through project governance

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management, Research group: Center for Research on Operations Projects and Services, Managing digital industrial transformation (mDIT), BI Norway
Authors: Müller, R., Martinsuo, M.
Number of pages: 23
Pages: 154 - 176
Publication date: 2015
Peer-reviewed: Yes

Publication information
Journal: International Journal of Managing Projects in Business
Volume: 8
Issue number: 1
ISSN (Print): 1753-8378
Ratings:
Scopus rating (2016): CiteScore 1.13 SJR 0.436 SNIP 0.667
Scopus rating (2015): SNIP 0.69 SJR 0.431 CiteScore 1.1
Scopus rating (2014): SNIP 0.579 SJR 0.494
Scopus rating (2013): SNIP 0.532 SJR 0.267
Scopus rating (2012): SNIP 0.724 SJR 0.371
Scopus rating (2011): SNIP 0.896 SJR 0.379
Scopus rating (2010): SNIP 0.425 SJR 0.314
Scopus rating (2009): SNIP 0.765 SJR 0.281
Original language: English
DOIs:
10.1108/IJMPB-04-2014-0036
Links:
Research output: Scientific - peer-review › Article

The New Era of Crowdsourcing — Industrial Crowdsourcing

General information
State: Published
Ministry of Education publication type: A3 Part of a book or another research book
Organisations: Department of Information Management and Logistics, Research group: Novi, Managing digital industrial transformation (mDIT), DIGILE – Finnish Center for Science and Innovation in the Internet Economy
The role of product retailers' service adoption in services introduction - A case of services supplementing consumer durables.

Retailers marketing manufacturers’ services have a significant role in service success and therefore their adoption of the service and commitment to its sales needs to be ensured. However, this topic has gained only limited attention in the scientific literature while majority of the adoption literature has focused on products. This paper discusses retailer adoption of service meant for end customers by reviewing the antecedents of adoption and effect of retailer’s background to service adoption. The focus is on a complementary product-related guarantee service. The data was collected by a survey among retailers of a consumer durables manufacturer in three countries. The results revealed that retailers had mainly positive attitudes towards the reviewed service indicating also service adoption. However, the adoption of the service did not ensure that the service was marketed for all the potential customers. Noteworthy is that retailers’ attitudes were positively related with their own service deployment. Thus, manufacturers utilizing retailers in service distribution need to invest in retailers’ service adoption but also ensure trialability and possibilities for fluent marketing of the service.

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management, Research group: Center for Research on Operations Projects and Services
Authors: Nenonen, S., Vaittinen, E.
Number of pages: 10
Pages: 762-771
Publication date: 2015

Host publication information
Title of host publication: The 14th International Research Symposium on Service Excellence in Management : QUIS14
Place of publication: Shanghai
Editors: Zhao, X., Zhang, J. J., Han, H. J.
Links:
http://www.quis14.com/agenda/
Research output: Scientific › peer-review › Conference contribution

The World Innovation Stock Exchange- shared value for individuals, business and society

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Pori Department, Research group: Business Ecosystems, Networks and Innovations
Authors: Markopoulos, E., Vanharanta, H.
Number of pages: 8
Three positives make one negative: Public sector is procurement

The requirement specifications are centric in the IS acquisition process, also in public sector. In addition to the regulatory factors multiple stakeholders are often involved in the procurement process. Yet their expertise varies and is often limited to a narrow sector or a specific field. For this paper, we conducted a single case study on an IS acquisition in a middle-sized city. The function nominated a project manager for the project, with little if any prior experience of IS or of their acquisition. The counterpart in the CIO’s office had that knowledge but had little domain knowledge about the requirements. The third party involved was the Procurement and Tendering office. Having specialized in serving the variety of functions in that particular field, the specific areas become inevitably omitted. All three parties argued that their requirements specifications were good, if not great. We observed how such a trident, having reported successful completion of their duties, still missed the point. The tendering resulted in little short of a disaster; two projects were contested, and lost in the market court.

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Information Management and Logistics, Research group: Novi, Managing digital industrial transformation (mDIT), Tampere University of Technology
Authors: Alanne, A., Hellsten, P., Pekkola, S., Saarenpää, I.
Number of pages: 13
Pages: 321-333
Publication date: 2015

Host publication information
Title of host publication: Electronic Government: 14th IFIP WG 8.5 International Conference, EGOV 2015, Thessaloniki, Greece, August 30 -- September 2, 2015, Proceedings
Volume: 9248
Publisher: Springer Verlag
ISBN (Print): 9783319224787

Publication series
Name: Lecture Notes in Computer Science (including subseries Lecture Notes in Artificial Intelligence and Lecture Notes in Bioinformatics)
Volume: 9248
ISSN (Print): 0302-9743
ISSN (Electronic): 1611-3349
Keywords: Case study, Information systems procurement, Public sector procurement
ASJC Scopus subject areas: Computer Science(all), Theoretical Computer Science
DOIs: 10.1007/978-3-319-22479-4_24

Bibliographical note
AUX=tlo,"Saarenpää, Iiris"
Source: Scopus
Source-ID: 84944749274
Research output: Scientific - peer-review › Conference contribution

TiedeAreena 2015
Jo perintekiinnostaa TiedeAreena-tapahtuman yhteydessä järjestetään tänä vuonna ensimmäistä kertaa kaikille avoimelle tutkimusseminaari, jossa Porin yliopistokeskuksen sekä yhteistyökumppaneiden tutkijat esittelivät Satakunnassa tehtävää tutkimusta laaja-alaisesti. Kuten yliopistokeskus, myös tutkimusseminaari on aidosti monitieteinen sisältäen sessioita
Seminaarin tavoite on monitahoinen. Vaikka Porin yliopistokeskus on verraten pieni tiedeyhteisö, törmätään täälläkin usein ongelmaan, että emme tiedä tarpeeksi toistemme tutkimustyöstä. Seminaarin tarkoitus on yhdistää samaa aihepiiriä eri tieteenalojen näkökulmasta tarkastelevia tutkijoita ja edesauttaa tieteenalojenvälistä vuorovaikutuksen lisääntymistä.

Toisaalta seminaari on oiva mahdollisuus kuulla yliopistokeskuksen emoyliopistojen, Satakunnan ammattikorkeakoulun sekä alueen asiantuntijaorganisaatioiden tutkijoiden tekemisistä. Laajalle yleisölle tapahtuma luo näyteikkunan tutkimusmaailmaan.

General information
State: Published
Ministry of Education publication type: D6 Edited professional books
Organisations: Pori Department
Authors: Väkiparta, M. (ed.)
Number of pages: 33
Publication date: 2015

Publication information
Publisher: Tampereen teknillinen yliopisto, Porin laitos
Original language: Finnish

Publication series
Name: Tampereen teknillinen yliopisto, Porin laitos
Publisher: Tampereen teknillinen yliopisto, Porin laitos
Volume: 17
ISSN (Print): 2323-8976
Electronic versions:
tiedeareena_2015
Links:

Bibliographical note
INT=pla,"Väkiparta, Maria"
Versio ok 16.12.2015
Research output: Professional › Anthology

Pellilisyystä, sosiaalisesta mediasta, ihmisen ja ympäristön vuorovaikutuksesta, sosiaalisesta eheydestä, yrittäjyydestä ja tutkimustyön menetelmistä.

Seminaarin tavoite on monitahoinen. Vaikka Porin yliopistokeskus on verraten pieni tiedeyhteisö, törmätään täälläkin usein ongelmaan, että emme tiedä tarpeeksi toistemme tutkimustyöstä. Seminaarin tarkoitus on yhdistää samaa aihepiiriä eri tieteenalojen näkökulmasta tarkastelevia tutkijoita ja edesauttaa tieteenalojenvälistä vuorovaikutuksen lisääntymistä.

Toisaalta seminaari on oiva mahdollisuus kuulla yliopistokeskuksen emoyliopistojen, Satakunnan ammattikorkeakoulun sekä alueen asiantuntijaorganisaatioiden tutkijoiden tekemisistä. Laajalle yleisölle tapahtuma luo näyteikkunan tutkimusmaailmaan.
Tietämyksenhallinta osana organiseation toimintaa – hallintaa val hämnennystä?

Tietämyksenhallinta suomalaisissa yrityksissä: Loppuraportti, TSR-hanke 113285

Tietämyksenhallinta suomalaisissa yrityksissä: Loppuraportti, TSR-hanke 113285


General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics, Research group: Novi, Turku University of Applied Science, University of Vaasa
Authors: Väyrynen, H., Helander, N., Jalonen, H.
Number of pages: 16
Publication date: 2015

Journal: Hallinnon Tutkimus
Volume: 34
Issue number: 4
ISSN (Print): 0359-6680
Original language: Finnish
Research output: Scientific - peer-review Article
Towards Business Potential of Workplace Services in Finland
People no longer work as they worked 15 years ago. One of the major changes, as Laing (2013) stated, is that the employee no longer has to go to work, but information technology brings the work to the employee. Due to the independency of work from time and place, employees are working in a new way in multiple locations. For service providers, this offers a new business field. Thus, the paper focuses on this new business opportunity. The aim of the paper is to identify the business potential to build up and elaborate the workplace service business. Interviews with national workplace service providers and international workplace experts were conducted in order to get practical insight on the topic. Based on the interviews, two development steps are required to utilise the new business opportunity: (1) the transaction-oriented way to provide workplace services should be substituted by new business models, and (2) the workplace service should be re-thought and re-designed as a service that is not solely dependent on physical space. Based on the new business model and service, a new business opportunity could be harnessed.
UX sensors - Understanding the UX of complex systems through usage analysis

General information
State: Published
Ministry of Education publication type: D2 Article in professional manuals or guides or professional information systems or text book material
Organisations: Department of Pervasive Computing, Research area: User experience, University of Tampere, University of Jyväskylä, Fastems
Authors: Heimonen, T., Tiitinen, K., Turunen, M., Keskinen, T., Väänäjä, H., Varsaluoma, J., Jokinen, J., Nieminen, H.
Pages: 113-115
Publication date: 2015

Host publication information
Title of host publication: User Experience and Usability in Complex Systems - UXUS : FIMECC Publications Series No. 8, 2010-2015
ISBN (Print): 978-952-238-146-0
ISBN (Electronic): 978-952-238-147-7

Publication series
Name: FIMECC Publication series
Publisher: FIMECC Oy
Volume: 8
ISSN (Print): 2342-2688
ISSN (Electronic): 2342-2696
Keywords: user experience, Usability, complex systems, human-computer interaction, human-centered design, rapid ethnography
ASJC Scopus subject areas: Human-Computer Interaction
Research output: Professional > Chapter

Wealthy, healthy and/or happy — what does 'ecosystem health' stand for?
The health of a software ecosystem is argued to be a key indicator of well-being, longevity and performance of a network of companies. In this paper, we address what scientific literature actually means with the concept of 'ecosystem health' by selecting relevant articles with systematic literature review. Based on the final set of 38 papers, we found that despite a common base, the term has been used to depict a wide range of hoped characteristics of a software ecosystem. However, the number of studies addressing the topic is shown to grow while empirical studies are still rare. Thus, further studies should aim to standardize the terminology and concepts in order to create a common base for future work. Further work is needed also to develop early indicators that warn and guides companies on problems with their ecosystems.

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Pori Department, Research group: Business Ecosystems, Networks and Innovations, Managing digital industrial transformation (mDIT), VTT Technical Research Centre of Finland, University of Turku, University of Turku, Turku School of Economics, Department of Management and Entrepreneurship, Innovation and Knowledge Economy, VTT Technical Research Centre of Finland
Authors: Hyrynsalmi, S., Seppänen, M., Nokkala, T., Suominen, A., Järvi, A.
Number of pages: 16
Pages: 272-287
Publication date: 2015

Host publication information
Title of host publication: 6th International Conference on Software Business, ICSOB 2015; Braga; Portugal; 10 June 2015 through 12 June 2015
Volume: 210
Publisher: Springer Verlag
Consumers' Views on Eco-Friendliness as a Dimension of a High-Tech Brand

High-tech companies are facing the need to perform deeper analysis of how consumers view the eco-friendliness of their brands, in order to create green product and marketing strategies. The focus of this paper is to study whether consumers associate eco-friendliness with high-tech brands, and what kinds of consumers are most pro-environmental based on demographics. The key finding of this research is that consumers consider also eco-friendly aspects when reflecting on high-tech brands on four dimensions also used to measure general brand experience: the sensory, affective, behavioral and intellectual dimensions [1]. Demographically, women consider eco-friendliness more in association with high-tech brands than men across all of the four brand experience dimensions. In addition, mature consumers consider on the intellectual and sensory brand dimensions more eco-friendly aspects than young consumers. There are no statistically significant differences in the responses based on the educational background of the respondents.

Expectations and benefits of utilizing social media tools in new product development

This paper discusses drivers of the use of social media tools by organizational members. Specifically, we contrast the expectations of senior managers of social media tool adoption with the benefits perceived by organizational members after the implementation of these tools. We analyzed empirical findings from 252 respondents to a survey of three global companies before and after social media tool adoption. The respondents to the survey held various internal functions and were from several organizational layers. According to our results, the working practices, notably in terms of information sharing, among organizations become more similar due to the social media tool adoption. We present individual-level drivers of the use of social media tools based on expectations and perceived benefits, such as increased transparency inside the organization. Additionally, based on the empirical evidence, we present both managerial and theoretical implications. The identified drivers can be used by practitioners as guidance in social media tool implementation. From a theoretical perspective, the study contributes to discussions on absorptive capacity, new product development (NPD) performance, and company-level social media tool adoption.
Massive Open Online Research: An approach to deal with wicked problems

Humans are hardwired as problem-solvers. Professional education, in particular, enables us to solve complex problems. Even decades ago, we could safely send a crew to the moon and back. A moon-bound project is a very challenging and complex problem, but it is a tame one. The problem is clearly defined and the challenge becomes how to find the best solution. As the world and issues become more interconnected, there is a different type of problem in the horizon - 'wicked' problems. A wicked problem is normally complex and challenging, but differs from the 'tame' problem because there is no agreement in terms of problem definition. A wicked problem does not allow for the 'choice' of best solution. Solutions tend to only mitigate the problem and sometimes generate unpredictable consequences. For instance, climate change is an issue that requires a level of ingenuity that cannot be achieved by a limited group of people, regardless how brilliant they are. It cannot be addressed by our dominant scientific, reductionist, discipline-based, and proprietary approach either. This paper proposes Massive Online Open Research (MOOR) as a better approach to deal with wicked problems. In terms of organization, this paper includes a literature review on online collaboration, focusing on the dynamics of knowledge creation and innovation. Selected open online research initiatives are used to contextualize the literature review. Based on the literature review and real cases, a MOOR framework is presented and discussed. Limitations and opportunities for future research are also included.
Performance Measurement Dynamism in Product Development

Guiding action with timely performance measures is crucial for attaining organisational goals. However, we lack an adequate theoretical understanding of the various loci of performance measurement dynamism to provide that timeliness. Consequently, longitudinal, qualitative studies of the notion of performance measurement dynamism have been sought in the literature. The literature has expected performance measurement dynamism to occur in situations characterised with high perceived environmental uncertainty, making product development a potential context for studying performance measurement dynamism. In product development, there are considerable uncertainties involved and also product development project controls should evolve over time to match their context. However, there is currently no adequate understanding of how organisations could maintain the timeliness of their performance measurement in product development. Contrary to some previous studies in performance measurement dynamism, this thesis takes an actor’s approach rather than a systems approach to performance measurement. By taking the actor’s approach, this doctoral thesis contributes to the literature on performance measurement dynamism by showing the various loci of performance measurement dynamism inside and outside the formal systems of performance measurement. This thesis also contributes to the literature on performance measurement dynamism by suggesting that in environments with low sophistication of performance measurement systems, the actor’s approach to performance measurement might particularly provide evidence of performance measurement dynamism. Furthermore, performance measurement dynamism is discussed along with other controls within a management control system package and as a phenomenon that is present when a management control system repair is made. This doctoral thesis draws its conclusions based on four original articles. The first and second original articles examine the area of product development project portfolio uncertainties. The findings of these two articles can be used to supplement the previous understandings of performance measurement dynamism drivers, especially in the context of product development. Interviews in Finnish industry serve as data in these articles. The conclusion based on the first two articles is that single-project-related uncertainties should also be considered as possible performance measurement dynamism drivers, supplementing the viewpoints of environment and organisational complexities as such drivers. Moreover, these original articles imply that various types of management control are applied to manage product development project portfolio uncertainties. The third original article provides a level structure of the loci of performance measurement dynamism. The loci of performance measurement dynamism provided are the role of performance measurement in a management control package, the use of measures, the selection of measures and the components of single measures. In the article, the level structure of performance measurement dynamism is illustrated by an interventionist case study at a geriatric healthcare provider. Furthermore, the positive effect of certain temporal, ad hoc measures is shown by the case study. The fourth original article examines the dynamics of repair of a management control system, particularly in product development. The article draws from an interventionist case study of the product development department within a machinery manufacturing company. The case study reveals that management control system repair takes place within the interplay of managers at different organisational levels. As a whole, this doctoral thesis contributes to the literature on performance measurement dynamism, accounting and control in new product development as well as product development project portfolio management. It provides new knowledge on performance measurement dynamism in the context of product development while taking the actor’s approach, supplementing the often-emphasised formal and process-related viewpoints to performance measurement dynamism with more informal viewpoints. With its original combination of performance measurement dynamism, product development, management accounting and control and project portfolio management literature, this doctoral thesis provides multiple further research avenues for researchers from these disciplines to draw from.

General information

State: Published
Ministry of Education publication type: G5 Doctoral dissertation (article)
Organisations: Department of Industrial Management, Managing digital industrial transformation (mDIT), Research group: Cost Management Center
Authors: Korhonen, T.
Number of pages: 74
Publication date: 19 Jun 2014

Publication information

Place of publication: Tampere
Publisher: Tampere University of Technology
Original language: English

Publication series

Name: Tampere University of Technology. Publication
Publisher: Tampere University of Technology
Volume: 1218
Investor Reactions to Corporate Merger and Acquisition Announcements

This dissertation examines investor reactions to corporate press and stock exchange releases on mergers and acquisitions (M&A). Investor reactions to corporate announcements are measured in changes in the corporate stock price. The dissertation focuses on a corporate's acquisition target and its strategic intention to move within its value network, hypothesizing that different types of acquisitions create different cumulative abnormal return. Acquisition types are extended from traditional horizontal vs. vertical and related vs. unrelated acquisitions to cover all types of acquisitions. More detailed acquisition categories are needed to focus on strategic company moves and their impact on the share price.

Investor reactions have traditionally been studied by using event study on day-level analysis. Such analysis does not sufficiently reflect current stock trading, whereas algorithmic trading represents most of the total volume. Recently high-frequency trading and the overall speed of the information flow have underscored the importance of transaction-level analysis, which was adopted for this dissertation. The hypotheses in this dissertation were tested with all stock transactions during 2006-2010 in NASDAQ OMX Helsinki. These publicly listed companies published over 30,000 releases, including 548 M&A actions. Consistent with theory, the findings showed a positive compounded abnormal return (CAR) in all M&A actions. Additionally, transaction level analysis revealed a CAR in unrelated acquisitions representing an upstream change in the center of gravity, whereas day-level analysis produced no CAR. Finally, the multiple regression model of transaction-level analysis improved the coefficient of determination significantly over day-level analysis. Whereas day-level analysis is too ambiguous and therefore allows possible misinterpretation of the event time, transaction-level analysis will give additional research topics such as the speed of response to press release and investors' pre-announcement reactions.
Enhancing Absorptive Capacity through Internal Collaboration with Social Media Tools

The present research discusses social media and, in particular, it addresses the impact of the use of social media tool on intra-organizational collaboration. Absorptive capacity (ACAP) theory is used as the theoretical lens to provide the framework and metrics. These are further used to clarify and increase understanding of the impact of new working practices based on utilization of the online collaboration tools. The foundation of the study is qualitative and quantitative measurements of the collaboration practices; the research elaborates from those to analyze the impact of online collaboration tool implementation. Even though the interest in ACAP and social media as separate entities is already extensive, the existing literature combining the two research streams remains scarce. In particular, the combination in the context of new product development (NPD) from the internal collaboration perspective is not a well-studied stream in the literature. The present research focuses on social media tools used in intra-organizational collaboration, perceived and measurable benefits, and connects those to the bodies of the management literature through metrics. Bodies of the management literature that are synthesized in the current research, in particular the absorptive capacity theory and NPD success factors, build the foundation for the data collection. The research setting is constructed so that organizational practices are studied before and after the wide-scale roll-out of the social media tool utilizing mixed methods in terms of quantitative and qualitative approach. The research combines evidence based on three case organizations to identify the impact of social media tools’ utilization. The results suggest that new working practices inspired by the utilization of social media tools will enhance intra-organizational collaborations, particularly in terms of potential absorptive capacity (PACAP). Increased intra-organizational transparency and awareness about internal knowledge seem to help organizations unite members either to solve existing tasks or to utilize their intrinsic motivation. For example the organization can transfer information and knowledge between individuals easier and the absorptive capacity is greater as the discussions about ideas are stored in the virtual communities. In addition, results also indicate that active use of social media tools will reflect positively on NPD performance. The findings lead to both theoretical and practical contributions. The research enters the discussion about the nature of the absorptive capacity by offering metrics for measuring PACAP directly. The synthesized metrics connect communication and NPD environment to the PACAP and further to NPD performance through the conceptual model. The practical contribution is concrete findings that indicate, for example, increased transparency as the main driver and benefit for the both individual and organizational level for the adoption of social media tools. In addition, the research includes notes and observations about working practices that managers should be aware of when they decide to guide an organization to the online collaboration in the virtual world.

General information
State: Published
Ministry of Education publication type: G4 Doctoral dissertation (monograph)
Organisations: Department of Industrial Management
Authors: Peltola, T.
Number of pages: 154
Publication date: 23 May 2014

Publication information
Place of publication: Tampere
Publisher: Tampere University of Technology
Original language: English

Publication series
Name: Tampere University of Technology. Publication
Publisher: Tampere University of Technology
Volume: 1213
ISSN (Print): 1459-2045
Electronic versions:
peltola.pdf
Links:

Bibliographical note
Awarding institution: Tampere University of Technology
Source: researchoutputwizard
Source-ID: 1258
Research output: Monograph › Doctoral Thesis

Accounting Prototypes Supporting Product Development

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Analysis of visualization techniques supporting performance measurement process

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Jääskeläinen, A., Roitto, J.
Number of pages: 14
Pages: 209-222
Publication date: 2014

Host publication information
Title of host publication: PMA Conference 2014, Performance Management Designing the high-performing organization, 25.-27.6.2014, Aarhus, Denmark
Place of publication: Cambridge, UK
Publisher: Performance Management Association PMA
ISBN (Print): 978-8-778828-52-7

Publication series
Name: Performance Management Association Conference
Links:

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-09-30<br/>Publisher name: Performance Management Association PMA
Source: researchoutputwizard
Source-ID: 561
Research output: Scientific - peer-review › Conference contribution

Applying performance measurement in service operations: analysis of contextual differences

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics, Department of Industrial Management, Managing digital industrial transformation (mDIT)
Authors: Jääskeläinen, A., Laihonen, H.
Number of pages: 19
Pages: 243-261
Are Managerial Practices Supported by Performance Information? Empirical Evidence From Finnish Companies

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Jääskeläinen, A., Luukkanen, N.
Number of pages: 8
Pages: 240-247
Publication date: 2014

Host publication information
Title of host publication: 11th International Conference on Intellectual Capital, Knowledge Management and Organisational Learning, ICICKM 2014, November 6-7, 2014, Sydney, Australia
Place of publication: Reading, UK
Publisher: Academic Conferences and Publishing International Limited
Editors: Rooney, J., Murthy, V.
ISBN (Print): 978-1-910309-71-1

Publication series
Name: International Conference on Intellectual Capital, Knowledge Management and Organisational Learning
Publisher: Academic Conferences and Publishing International Limited
Assessing the Challenges of Creative Service Value in Supply Chains

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Information Management and Logistics
Authors: Vilo, J., Ritala, P., Hemilä, J., Kallionpää, E., Rantala, J.
Number of pages: 9
Pages: 525-533
Publication date: 2014

Host publication information
Place of publication: Nottingham, UK
Publisher: Nottingham University Business School
ISBN (Print): 978-0-85358-305-9

Publication series
Name: International symposium on logistics
Links:
http://www.isl21.org

A strategy framework for performance measurement in the public sector

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics, Department of Industrial Management, Managing digital industrial transformation (mDIT)
Authors: Jääskeläinen, A., Laihonen, H.
Number of pages: 8
Pages: 355-362
Publication date: 2014
Peer-reviewed: Yes

Publication information
Journal: Public Money and Management
Volume: 34
Issue number: 5
ISSN (Print): 0954-0962
Ratings:
Scopus rating (2016): CiteScore 1.03 SJR 0.544 SNIP 0.918
Scopus rating (2015): SJR 0.482 SNIP 0.682 CiteScore 0.8
Scopus rating (2014): SJR 0.578 SNIP 0.843 CiteScore 0.79
A View on Science-based Start-ups as Innovation Ecosystems: Exploring Functions of Basic Mechanisms

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management, Managing digital industrial transformation (mDIT)
Authors: Mäkinen, S.
Number of pages: 7
Pages: 223-229
Publication date: 2014

Host publication information
Publisher: IEEE
Editors: Chai, K. H., Subramanian, A. M.

Publication series
Name: IEEE International Conference on Management of Innovation and Technology
Links:
http://www.icmit2014.org

Bibliographical note
IEEE Catalog Number: CFP14795<br/>

Battlefield around interventions: A reflective analysis of conducting interventionist research in management accounting

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Bibliometric data and actual development in technology life cycles: flaws in assumptions

Purpose
Motivated with the ever growing number of bibliometric trend extrapolation studies, we demonstrate through two technologies how the selection of an upper limit of growth affects the correlation and causality of technology development measured with bibliometric data.

Design/methodology/approach
We use Gompertz and Fisher-Pry curves to model the technological development of white light emitting diodes and flash memory, and show with extrapolation results from several bibliometric sources how a typical bias is caused in trend extrapolations.

Findings
We show how drastic an effect the decision to set an upper bound has on trend extrapolations, to be used as a reference for applications. We recommend carefully to examining the interconnection of actual development and bibliometric activity.

Originality/value
We are motivated by the fact that despite increasing interest in modelling technological data using this method, reports rarely discuss basic assumptions and their effects on outcomes. Since trend extrapolations are applied more widely in different disciplines, the basic limitations of methods should be explicitly expressed.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Brand creation via design and modularization - SMEs in international B2B markets

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management
Authors: Uusitalo, O.
Number of pages: 26
Pages: 354-379
Publication date: 2014
Peer-reviewed: Yes

Publication information
Journal: Journal of Business Market Management
Volume: 7
Issue number: 2
Challenges and Needs for Support in Managing Occupational Health and Safety from Managers’ Viewpoints

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management
Authors: Tappura, S., Syvänen, S., Saarela, K. L.
Number of pages: 21
Pages: 31-51
Publication date: 2014
Peer-reviewed: Yes

Publication information
Journal: Nordic Journal of Working Life Studies
Volume: 4
Issue number: 3
ISSN (Print): 2245-0157
Original language: English

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-08-31<br/>Publisher name: Springer Gabler
Source-ID: 1675
Research output: Scientific - peer-review › Article

Challenging management situations in managing occupational health and safety

General information
State: Published
Ministry of Education publication type: B3 Non-refereed article in conference proceedings
Organisations: Department of Industrial Management
Authors: Tappura, S., Syvänen, S.
Number of pages: 7
Pages: 1-7
Publication date: 2014

Host publication information
Publisher: Forum för arbetslivsforskning FALF

Publication series
Name: Nordic Working Life Conference
Links:
http://nwlc2014.com/?page_id=544

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-07-04<br/>Publisher name: Forum för arbetslivsforskning FALF
Source-ID: 1603
Competitive Behavior in Industry Globalization: An Awareness-Motivation-Capability Perspective

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Lamberg, J., Nokelainen, T., Laurila, J.
Number of pages: 39
Pages: 1-39
Publication date: 2014

Host publication information
Title of host publication: 14th Annual Conference of the European Academy of Management, EURAM 2014, 4-7 June 2014, Valencia, Spain
Place of publication: Valencia, Spain
Publisher: European Academy of Management, EURAM
ISBN (Print): 978-84-697-0377-9

Publication series
Name: European Academy of Management Annual Conference
Links:
http://www.euram-online.org/conference/2014/

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-11-11<br/>Publisher name: European Academy of Management, EURAM
Source: researchoutputwizard
Source-ID: 882
Research output: Scientific - peer-review › Conference contribution

Creating Value through Business Models in Open Source Software
This paper explores how the use of a business model enables value creation in an Open Source Software (OSS) environment. Open Source offers one possibility for firms that are continuously looking for new opportunities and ways of organizing their business activities to increase the amount of value they can appropriate through their capabilities. We argue that this value can be attained by analysing value creation logic and the elements of business models. We demonstrate how value is created through business model elements and provide a list of questions that can help managers in their considerations with Open Source Software.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Pori Department, Research group: Business Ecosystems, Networks and Innovations, Department of Information Management and Logistics, Research group: Novi, Managing digital industrial transformation (mDIT)
Authors: Seppänen, M., Helander, N.
Number of pages: 15
Pages: 40-54
Publication date: 2014
Peer-reviewed: Yes

Publication information
Volume: 5
Issue number: 2
ISSN (Print): 1942-3926
Ratings:
Scopus rating (2016): CiteScore 0.07 SJR 0.102 SNIP 0
Scopus rating (2015): SJR 0.127 SNIP 0.185 CiteScore 0.24
Scopus rating (2014): SJR 0.277 SNIP 0.286 CiteScore 0.42
Scopus rating (2013): SJR 0.129 SNIP 0.406 CiteScore 0.21
Scopus rating (2012): SJR 0.179 SNIP 0.818 CiteScore 0.46
Scopus rating (2011): SJR 0.135 SNIP 0.731 CiteScore 0.24
Creating value through user experience: a case study in the metals and engineering industry

Suppliers in metals and engineering industry are turning to user experience as a possible source of competitive advantage and value creation for the customer. Based on thirteen interviews carried out in three Finnish supplier companies, this paper explores how these companies perceive and approach user experience, and why it is in their interest to examine user experience. In these interviews, user experience was perceived both as a management tool within the company and a source of differentiation in the market. Interviewees identified the two main challenges: creating a solid value argumentation for user experience as well as showing the link between user experience and the monetary value it can create for the customer. The proposed solution to overcome the challenges includes four phases: 1) identifying the current position in turning user experience into value proposition, 2) understanding customer’s business model, 3) crafting the value proposition by showing long-term tangible and intangible impacts and using supplier’s internal knowledge on users in selling, and 4) communicating the value of user experience more effectively by improving the competence and trust of the sales personnel in user experience as a source of value for the customer. In addition, a conceptual framework for linking user experience and customer value is presented.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management, Department of Pervasive Computing
Authors: Väätäjä, H., Seppänen, M., Paananen, A.
Number of pages: 24
Pages: 163-186
Publication date: 2014
Peer-reviewed: Yes

Publication information
Journal: International Journal of Technology Marketing
Volume: 9
Issue number: 2
ISSN (Print): 1741-878X
Original language: English
Electronic versions:
Vaataja et al 2014 IJTMKT
DOIs:
10.1504/IJTMKT.2014.060093
Links:

Bibliographical note
Contribution: organisation=tta,FACT1=0.5<br/>Contribution: organisation=tie,FACT2=0.5<br/>Portfolio EDEND: 2014-04-29<br/>Publisher name: Inderscience Publishers
Source: researchoutputwizard
Source-ID: 1684
Research output: Scientific - peer-review › Article

Customers' new technology adoption driving supplier's service innovations

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Development of key performance indicators and impact assessment for SHOKs

General information
State: Published
Ministry of Education publication type: D4 Published development or research report or study
Organisations: Department of Information Management and Logistics
Authors: Vuolle, M., Lönnqvist, A., Schiuma, G.
Number of pages: 47
Publication date: 2014

Publication information
Place of publication: Helsinki
Publisher: Työ- ja elinkeinoministeriö
Original language: English

Publication series
Name: Työ- ja elinkeinoministeriön julkaisuja. Innovaatio
Publisher: Työ- ja elinkeinoministeriö
Volume: 27
ISSN (Electronic): 1797-3562
Links:

Bibliographical note
Contribution: organisation=tlo,FACT1=1<br/>Portfolio EDEND: 2014-10-13
Source: researchoutputwizard
Source-ID: 1768
Research output: Professional › Commissioned report

Dialogic leadership of creativity: Resource for innovations, sustainable working life, and performance

General information
State: Published
Ministry of Education publication type: B3 Non-refereed article in conference proceedings
Organisations: Department of Industrial Management
Authors: Syvänen, S., Tappura, S.
Number of pages: 10
Pages: 1-10
Publication date: 2014

Host publication information
Publisher: Forum för arbetslivsforskning FALF

Publication series
Name: Nordic Working Life Conference
Links:
http://nwlc2014.com/?page_id=544

Bibliographical note
Disruptive innovations in complex product systems industries: A case study

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management, Managing digital industrial transformation (mDIT)
Authors: Dedehayir, O., Nokelainen, T., Mäkinen, S.
Number of pages: 19
Pages: 174-192
Publication date: 2014
Peer-reviewed: Yes

Publication information
Journal: Journal of Engineering and Technology Management
Volume: 33
ISSN (Print): 0923-4748
Ratings:
Scopus rating (2016): SJR 0.902 SNIP 1.711 CiteScore 2.6
Scopus rating (2015): SJR 1.026 SNIP 1.732 CiteScore 2.76
Scopus rating (2014): SJR 0.987 SNIP 2.05 CiteScore 2.87
Scopus rating (2013): SJR 1.232 SNIP 1.842 CiteScore 2.82
Scopus rating (2012): SJR 0.941 SNIP 1.467 CiteScore 2.3
Scopus rating (2011): SJR 1.017 SNIP 1.843 CiteScore 2.13
Scopus rating (2010): SJR 0.821 SNIP 0.967
Scopus rating (2009): SJR 0.84 SNIP 1.18
Scopus rating (2008): SJR 0.706 SNIP 0.732
Scopus rating (2007): SJR 1.154 SNIP 0.879
Scopus rating (2006): SJR 0.708 SNIP 1.024
Scopus rating (2005): SJR 0.682 SNIP 0.876
Scopus rating (2004): SJR 0.38 SNIP 0.951
Scopus rating (2003): SJR 0.531 SNIP 0.99
Scopus rating (2002): SJR 0.679 SNIP 1.359
Scopus rating (2001): SJR 0.225 SNIP 0.255
Scopus rating (2000): SJR 0.328 SNIP 0.439
Scopus rating (1999): SJR 0.331 SNIP 0.629
Original language: English
DOI:
10.1016/j.jengtecman.2014.06.002

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-08-31<br/>Publisher name: Elsevier BV
Source: researchoutputwizard
Source-ID: 252
Research output: Scientific - peer-review › Article

Distinctive features of service performance measurement

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics, Department of Industrial Management, Managing digital industrial transformation (mDIT)
Authors: Jääskeläinen, A., Laihonen, H., Lönnqvist, A.
Number of pages: 21
Don't You Know Who I Think I Am: Perceptions on Buyers' and Sellers' Characteristics

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Mahlamäki, T., Ojala, M.
Number of pages: 9
Pages: 1-9
Publication date: 2014

Host publication information
Title of host publication: Proceedings of the 23rd Annual IPSERA Conference, 13-16 April 2014, Pretoria, South-Africa
Publisher: International Purchasing and Supply Education and Research Association IPSERA
Article number: WP45

Publication series
Name: Annual international purchasing and supply education and research association conference

Bibliographical note
Contribution: organisation=tta,FACT1=0.5<br/>Contribution: organisation=tlo,FACT2=0.5<br/>Portfolio EDEND: 2014-10-31<br/>Publisher name: Emerald Group Publishing Ltd.
Source: researchoutputwizard
Source-ID: 559
Research output: Scientific - peer-review » Article
Drivers of personnel satisfaction towards performance information usage. Findings from Finnish municipalities

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management, Managing digital industrial transformation (mDIT)
Authors: Jääskeläinen, A., Roitto, J.
Number of pages: 18
Pages: 530-547
Publication date: 2014
Peer-reviewed: Yes

Publication information
Journal: International Journal of Public Sector Management
Volume: 27
Issue number: 6
ISSN (Print): 0951-3558
Ratings:
Scopus rating (2016): SJR 0.26 SNIP 0.663 CiteScore 0.87
Scopus rating (2015): SJR 0.281 SNIP 0.786 CiteScore 0.84
Scopus rating (2014): SJR 0.5 SNIP 1.087 CiteScore 0.96
Scopus rating (2013): SJR 0.313 SNIP 0.798 CiteScore 0.97
Scopus rating (2012): SJR 0.359 SNIP 0.721 CiteScore 0.76
Scopus rating (2011): SJR 0.48 SNIP 0.883 CiteScore 1.24
Scopus rating (2010): SJR 0.416 SNIP 0.643
Scopus rating (2009): SJR 0.334 SNIP 0.661
Scopus rating (2008): SJR 0.434 SNIP 0.839
Scopus rating (2007): SJR 0.369 SNIP 0.816
Scopus rating (2006): SJR 0.368 SNIP 0.889
Scopus rating (2005): SJR 0.261 SNIP 1.036
Scopus rating (2004): SJR 0.318 SNIP 0.591
Scopus rating (2003): SJR 0.237 SNIP 0.315
Scopus rating (2002): SJR 0.253 SNIP 0.299
Scopus rating (2001): SJR 0.32 SNIP 0.527
Scopus rating (2000): SJR 0.486 SNIP 0.854
Scopus rating (1999): SJR 0.404 SNIP 0.407
Original language: English
DOIs: 10.1108/IJPSM-03-2014-0044

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-08-21<br/>Publisher name: Emerald Group Publishing
Source: researchoutputwizard
Source-ID: 562
Research output: Scientific - peer-review › Article

Efficient Project Marketing toward Third Parties in a Project Network

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Sariola, R., Martinsuo, M.
Number of pages: 19
Pages: 1-19
Enterprise architecture in public ICT procurement in Finland

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Information Management and Logistics
Authors: Lemmetti, J., Pekkola, S.
Number of pages: 10
Pages: 227-236
Publication date: 2014

Host publication information
Publisher: IOS Press BV
DOIs:
10.3233/978-1-61499-429-9-227
Links:

Bibliographical note
Contribution: organisation=tlo,FACT1=1<br/>Portfolio EDEND: 2014-09-18<br/>Source: researchoutputwizard<br/>Source-ID: 919
Research output: Scientific - peer-review › Conference contribution

Equity Crowdfunding - A Finnish Case Study

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Information Management and Logistics
Authors: Lasrado, L., Lugmayr, A.
Number of pages: 6
Pages: 1-6
Publication date: 2014

Host publication information
Estimating and using GARCH models with VIX data for option valuation

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management, Mathematical modelling with wide societal impact (MathImpact)
Authors: Kanniainen, J., Lin, B., Yang, H.
Number of pages: 12
Pages: 200-211
Publication date: 2014
Peer-reviewed: Yes

Publication information
Journal: Journal of Banking and Finance
Volume: 43
ISSN (Print): 0378-4266
Ratings:
Scopus rating (2016): SJR 1.767 SNIP 2.002 CiteScore 2.49
Scopus rating (2015): SJR 1.385 SNIP 1.772 CiteScore 2.03
Scopus rating (2014): SJR 1.267 SNIP 1.834 CiteScore 2.03
Scopus rating (2013): SJR 1.481 SNIP 2.283 CiteScore 2.28
Scopus rating (2012): SJR 1.694 SNIP 2.014 CiteScore 2.01
Scopus rating (2011): SJR 1.605 SNIP 2.186 CiteScore 2.79
Scopus rating (2010): SJR 1.47 SNIP 2.137
Scopus rating (2009): SJR 1.197 SNIP 2.035
Scopus rating (2008): SJR 1.034 SNIP 1.575
Scopus rating (2007): SJR 1.051 SNIP 1.483
Scopus rating (2006): SJR 0.955 SNIP 1.402
Scopus rating (2005): SJR 0.988 SNIP 1.41
Scopus rating (2004): SJR 1.352 SNIP 1.762
Scopus rating (2003): SJR 1.347 SNIP 1.3
Scopus rating (2002): SJR 1.276 SNIP 1.555
Scopus rating (2001): SJR 1.39 SNIP 1.257
Scopus rating (2000): SJR 1.204 SNIP 1.244
Scopus rating (1999): SJR 0.733 SNIP 0.971
Original language: English
DOIs:
10.1016/j.bankfin.2014.03.035
Links:

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-05-19<br/>Publisher name: Elsevier
Float Glass Innovation in the Flat Glass Industry

General information
State: Published
Ministry of Education publication type: C1 Separate scientific books
Organisations: Department of Industrial Management
Authors: Uusitalo, O.
Number of pages: 109
Publication date: 2014

Publication information
Publisher: Springer
ISBN (Print): 978-3-319-06828-2
ISBN (Electronic): 978-3-319-06829-9
Original language: English

Publication series
Name: SpringerBriefs in Applied Sciences and Technology
Publisher: Springer
ISSN (Print): 2191-530X
ISSN (Electronic): 2191-5318
DOIs: 10.1007/978-3-319-06829-9
Links:
http://www.springer.com/series/8884

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-06-30
Source: researchoutputwizard
Source-ID: 648
Research output: Scientific - peer-review › Article

Forecasting Competition between Disruptive and Sustaining Technologies in Business Ecosystems

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management, Managing digital industrial transformation (mDIT)
Authors: Mäkinen, S., Dedehayir, O.
Number of pages: 5
Pages: 2867-2871
Publication date: 2014

Host publication information
Title of host publication: Proceedings of the PICMET ‘14 Conference, "Infrastructure and Service Integration", July 27-31, 2014, Kanazawa, Japan
Publisher: IEEE
Editor: Kocaoglu, D.
ISBN (Print): 978-1-890843-29-8

Publication series
Name: Portland international conference on management of engineering and technology
ISSN (Print): 2159-5100
Links:
http://ieeexplore.ieee.org/stamp/stamp.jsp?tp=&arnumber=6921309
http://www.picmet.org/new/Conferences/2014/

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-10-31<br/>Publisher name: IEEE
Source: researchoutputwizard
Forecasting Market Reaction Permanence Based on Initial Reaction: The Case of Technology Partnerships in Finland

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management, Managing digital industrial transformation (mDIT)
Authors: Mäkinen, S., Lahti, V.
Number of pages: 5
Pages: 315-319
Publication date: 2014

Host publication information
Title of host publication: Proceedings of the PICMET ‘14 Conference, "Infrastructure and Service Integration", July 27-31, 2014, Kanazawa, Japan
Publisher: IEEE
Editor: Kocaoglu, D.
ISBN (Print): 978-1-890843-29-8

Publication series
Name: Portland international conference on management of engineering and technology
ISSN (Print): 2159-5100
Links:
http://ieeexplore.ieee.org/stamp/stamp.jsp?tp=&arnumber=6921144
http://www.picmet.org/new/conferences/2014/

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-10-31<br/>Publisher name: IEEE
Source: researchoutputwizard
Source-ID: 1008
Research output: Scientific - peer-review › Conference contribution

Framework for enhanced third-party relationships in project networks

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Sariola, R., Martinsuo, M.
Number of pages: 25
Pages: 1-25
Publication date: 2014

Host publication information
Title of host publication: 14th Annual Conference of the European Academy of Management, EURAM 2014, 4-7 June 2014, Valencia, Spain
Publisher: European Academy of Management, EURAM
ISBN (Print): 978-84-697-0377-9

Publication series
Name: European Academy of Management Annual Conference
Links:
http://www.euroman.org/conference/2014/

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-06-30<br/>Publisher name: European Academy of Management, EURAM
Source: researchoutputwizard
Source-ID: 1460
Research output: Scientific - peer-review › Conference contribution
Identifying customer value in supply chains - the process of analysis

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Information Management and Logistics
Authors: Kallionpää, E., Rantala, J., Vilko, J., Hemilä, J.
Number of pages: 8
Pages: 160-167
Publication date: 2014

Host publication information
Place of publication: Nottingham, UK
Publisher: Nottingham University Business School
ISBN (Print): 978-0-85358-305-9

Publication series
Name: International symposium on logistics
Links:
http://www.isl21.org

Identifying, framing and managing uncertainties in project portfolios

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management, Research group: Cost Management Center, Research group: Center for Research on Operations Projects and Services, Managing digital industrial transformation (mDIT)
Authors: Martinsuo, M., Korhonen, T., Laine, T.
Number of pages: 15
Pages: 732-746
Publication date: 2014
Peer-reviewed: Yes

Publication information
Volume: 32
Issue number: 5
ISSN (Print): 0263-7863
Ratings:
Scopus rating (2016): CiteScore 4.58 SJR 1.396 SNIP 2.711
Scopus rating (2015): SJR 1.484 SNIP 2.834 CiteScore 4.16
Scopus rating (2014): SJR 1.443 SNIP 2.851 CiteScore 3.55
Scopus rating (2013): SJR 1.186 SNIP 2.651 CiteScore 3.11
Scopus rating (2012): SJR 1.11 SNIP 2.42 CiteScore 2.7
Scopus rating (2011): SJR 0.997 SNIP 2.228 CiteScore 2.57
Scopus rating (2010): SJR 1.17 SNIP 1.55
Scopus rating (2009): SJR 1.172 SNIP 1.749
Image risks of servitization in collaborative service deliveries

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management, Managing digital industrial transformation (mDIT)
Authors: Nenonen, S., Ahvenniemi, O., Martinsuo, M.
Number of pages: 23
Pages: 1307-1329
Publication date: 2014
Peer-reviewed: Yes

Publication information
Journal: Service industries Journal
Volume: 34
Issue number: 15-16
ISSN (Print): 0264-2069
Ratings:
Scopus rating (2016): SJR 0.599 SNIP 0.75 CiteScore 1.39
Scopus rating (2015): SJR 0.566 SNIP 0.838 CiteScore 1.22
Scopus rating (2014): SJR 0.555 SNIP 0.85 CiteScore 1.08
Scopus rating (2013): SJR 0.342 SNIP 0.657 CiteScore 0.94
Scopus rating (2012): SJR 0.391 SNIP 0.882 CiteScore 1.26
Scopus rating (2011): SJR 0.898 SNIP 1.184 CiteScore 2.59
Scopus rating (2010): SJR 0.391 SNIP 0.775
Scopus rating (2009): SJR 0.311 SNIP 0.522
Scopus rating (2008): SJR 0.392 SNIP 0.676
Scopus rating (2007): SJR 0.287 SNIP 0.558
Scopus rating (2006): SJR 0.241 SNIP 0.5
Scopus rating (2005): SJR 0.26 SNIP 0.428
Scopus rating (2004): SJR 0.31 SNIP 0.718
Scopus rating (2003): SJR 0.37 SNIP 0.691
Scopus rating (2002): SJR 0.434 SNIP 0.626
Scopus rating (2001): SJR 0.48 SNIP 0.805
Scopus rating (2000): SJR 0.469 SNIP 1.061
Scopus rating (1999): SJR 0.429 SNIP 1.118
Original language: English
DOIs:

Influence of the Adoption and Use of Social Media Tools on Absorptive Capacity in New Product Development

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management, Managing digital industrial transformation (mDIT)
Authors: Peltola, T., Mäkinen, S.
Number of pages: 7
Pages: 45-51
Publication date: 2014
Peer-reviewed: Yes

Publication information
Volume: 26
Issue number: 3
ISSN (Print): 1042-9247
Ratings:
Scopus rating (2016): SJR 0.28 SNIP 0.718 CiteScore 0.65
Scopus rating (2015): SJR 0.3 SNIP 0.731 CiteScore 0.69
Scopus rating (2014): SJR 0.314 SNIP 0.633 CiteScore 0.73
Scopus rating (2013): SJR 0.277 SNIP 0.43 CiteScore 0.43
Scopus rating (2012): SJR 0.247 SNIP 0.884 CiteScore 0.36
Scopus rating (2011): SJR 0.275 SNIP 1.011 CiteScore 0.52
Scopus rating (2010): SJR 0.367 SNIP 0.854
Scopus rating (2009): SJR 0.338 SNIP 0.811
Scopus rating (2008): SJR 0.265 SNIP 0.934
Scopus rating (2007): SJR 0.366 SNIP 0.579
Scopus rating (2006): SJR 0.215 SNIP 0.887
Scopus rating (2005): SJR 0.382 SNIP 0.895
Scopus rating (2004): SJR 0.231 SNIP 0.708
Scopus rating (2003): SJR 0.326 SNIP 0.641
Scopus rating (2002): SJR 0.393 SNIP 0.742
Scopus rating (2001): SJR 0.221 SNIP 0.905
Scopus rating (2000): SJR 0.223 SNIP 0.506
Scopus rating (1999): SJR 0.147 SNIP 0.742
Original language: English
DOI:
10.1080/10429247.2014.11432019
Links:
http://www.highbeam.com/doc/1P3-3431907821.html

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-09-25<br/>Publisher name: American Society for Engineering Management
Source: researchoutputwizard
Source-ID: 1259
Research output: Scientific - peer-review › Article

In search of purchasing maturity - literature review and future implications

General information
Joukkoistamisen uusi aalto: Teollisten yritysten joukkoistaminen

Tämän raportin tarkoitus on tuoda yritysläätiöiseksi esille tutkimuksessa esiin tullutta tietoa ja näkemyksiä tähän asti vähän ymmärtävistä ja tutkitusta joukkoistamisen sovellusalueesta ja sen uusista mahdollisuuksista, teollisten yritysten joukkoistamisesta. Tätä aiheutaetta voinee hyvällä syylillä kutsua joukkoistamisen uudeksi vaiheeksi tai vaiheksi, koska aiemmin yritysten joukkoistamistoimenpiteet ja joukkoistamista koskevat tutkimukset ovat voimakkaasti keskittyneet kuluttajayritysten ja kuluttajien kautta tapahtuvan joukkoistamisen malleihin ja toimintatapoihin. Tällaisissa joukkoistamishankkeissa on useimmiten ollut kyse melko vähäistä ja erikoistumatonta asiantuntemusta ja osaamista vaativista yksinkertaistaisista joukkoistamistehtävistä, kuten kuluttajatuotteiden kautta tapahtuvan joukkoistamisen malleihin ja toimintatapoihin.
havaittuja sovelluskohteita sekä taustalla olevia mekanismeja ja hyötyjä erityisesti teollisessa joukkoistamisessa, tuodaan esille ajankohtaisia ja edullakkävijäryhysten esimerkkejä teollisesta joukkoistamisesta ja näiden käyttämisestä joukkoistamisen alustoista, ja autetaan ymmärtämään teollisen joukkoistamisen arvonluonnin keskeisiä mekanismeja ja elementtejä. Tämä raportti on osa Tekesin Strategisiin tutkimusavauksiin kuuluvaa SOILA-hanketta, ja sitä on tehty yhteistyössä Tekesin SPEED-hankkeen kanssa.

General information
State: Published
Ministry of Education publication type: D4 Published development or research report or study
Organisations: Department of Information Management and Logistics
Authors: Kärkkäinen, H., Jussila, J., Erkinheimo, P., Hallikas, J., Isokangas, A., Jalonen, H.
Number of pages: 48
Publication date: 2014

Publication information
Place of publication: Tampere
Publisher: Tampereen Teknillinen Yliopisto. Tiedonhallinnan ja logistiikan laitos
Original language: Finnish
Electronic versions: joukkoistamisen_uusi_aalto.pdf

Bibliographical note
Contribution: organisation=tlo,FACT1=1<br/>Portfolio EDEND: 2014-09-19
Source: researchoutputwizard
Source-ID: 667
Research output: Professional › Commissioned report

Kattava lähestymistapa asiakastiedon keräämiseen

General information
State: Published
Ministry of Education publication type: A3 Part of a book or another research book
Organisations: Department of Industrial Management
Authors: Ahvenniemi, O.
Number of pages: 9
Pages: 44-52
Publication date: 2014

Host publication information
Title of host publication: Teollisen palveluliiketoiminnan uudistaminen : kehittämisen keinot ja menetelmät
Place of publication: Helsinki
Publisher: TEKNOLOGIAINFO TEKNOVA OY
Editors: Martinsuo, M., Kohtamäki, M.
ISBN (Print): 978-952-238-122-4
ISBN (Electronic): 978-952-238-123-1

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-05-23
Source: researchoutputwizard
Source-ID: 69
Research output: Scientific - peer-review › Chapter

Kehitysvammainen henkilö terveydenhuollon palvelupaluilla. Kustannusvaikutuavuuden arviointi

General information
State: Published
Ministry of Education publication type: D4 Published development or research report or study
Organisations: Department of Information Management and Logistics
Authors: Sillanpää, V.
Number of pages: 17
Publication date: 2014
Knowledge management in the international marketing channel - the case of two SMEs

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Uusitalo, O.
Number of pages: 16
Pages: 1148-1163
Publication date: 2014

Host publication information
Title of host publication: Proceedings of the 9th International Forum on Knowledge Asset Dynamics, IFKAD 2014, 11-13 June 2014, Matera, Italy
Place of publication: Matera, Italy
Publisher: Institute of Knowledge Asset Management
ISBN (Print): 978-88-96687-04-8

Publication series
Name: International Forum on Knowledge Asset Dynamics
ISSN (Print): 2280-787X
Links:
http://www.knowledgeasset.org/IFKAD/Proceedings/

Knowledge Management Practices in Large Companies

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics, Research group: Novi, University of Vaasa
Authors: Väyrynen, H., Helander, N., Kukko, M.
Number of pages: 17
Pages: 56-72
Publication date: 2014
Peer-reviewed: Yes
Early online date: 1 Jan 2014

Publication information
Journal: The Macrotheme Review
Volume: 3
Issue number: 9
Article number: 3(9)
ISSN (Print): 1848-4735
Original language: English
Keywords: Knowledge Management, practices, survey, large companies
Electronic versions:
Luovuuden dialoginen johtaminen uudistumisen tekijänä

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Syvänen, S., Tikkamäki, K., Tappura, S., Loppela, K.
Number of pages: 12
Pages: 325-336
Publication date: 2014

Host publication information
Title of host publication: Työelämän tutkimuspäivät 2013, 7.-8.11.2013, Tampere, Finland
Place of publication: Tampere
Publisher: Työelämän tutkimuskeskus, Tampereen yliopisto
Editor: Virkajärvi, M.
ISBN (Electronic): 978-951-44-9439-0

Publication series
Name: Työelämän tutkimuspäivien konferenssijulkaisu
Volume: 5
ISSN (Print): 1799-1064

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-08-25<br/>Publisher name: Työelämän tutkimuskeskus, Tampereen yliopisto
Source: researchoutputwizard
Source-ID: 1587
Research output: Scientific - peer-review › Conference contribution

Lääke julkisen palvelun kipuihin

General information
State: Published
Ministry of Education publication type: E1 Popularised article, newspaper article
Organisations: Department of Information Management and Logistics
Authors: Laihonen, H.
Number of pages: 1
Pages: B4-B4
Publication date: 2014
Peer-reviewed: Unknown

Publication information
Journal: Aamulehti
ISSN (Print): 0355-6913
Original language: Finnish

Bibliographical note
Contribution: organisation=tlo,FACT1=1<br/>Portfolio EDEND: 2014-10-14
Source: researchoutputwizard
Source-ID: 870
Making work and learning more visible by reflective practice

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management
Authors: Tikkamäki, K., Hilden, S.
Number of pages: 15
Pages: 287-301
Publication date: 2014
Peer-reviewed: Yes

Publication information
Journal: Research in Post-Compulsory Education
Volume: 19
Issue number: 3
ISSN (Print): 1359-6748
Ratings:
Scopus rating (2016): SJR 0.387 SNIP 0.684 CiteScore 0.82
Scopus rating (2015): SJR 0.313 SNIP 0.516 CiteScore 0.52
Scopus rating (2014): SJR 0.37 SNIP 0.63 CiteScore 0.51
Scopus rating (2013): SJR 0.293 SNIP 0.745 CiteScore 0.55
Scopus rating (2012): SJR 0.282 SNIP 0.376 CiteScore 0.39
Scopus rating (2011): SJR 0.363 SNIP 0.296 CiteScore 0.38
Scopus rating (2010): SJR 0.237 SNIP 0.282
Scopus rating (2009): SJR 0.273 SNIP 0.32
Scopus rating (2008): SJR 0.116 SNIP 0.203
Scopus rating (2007): SJR 0.101 SNIP 0
Original language: English
DOIs: 10.1080/13596748.2014.920577

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-09-30<br/>Publisher name: Routledge
Source: researchoutputwizard
Source-ID: 1630
Research output: Scientific - peer-review › Article

Management Control of Project Portfolio Uncertainty: A Managerial Role Perspective

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management, Research group: Cost Management Center, Research group: Center for Research on Operations Projects and Services, Managing digital industrial transformation (mDIT)
Authors: Korhonen, T., Laine, T., Martinsuo, M.
Number of pages: 17
Pages: 21-37
Publication date: 2014
Peer-reviewed: Yes

Publication information
Journal: Project Management Journal
Volume: 45
Issue number: 1
ISSN (Print): 8756-9728
Ratings:
Scopus rating (2016): CiteScore 3.04 SJR 1.473 SNIP 1.833
Scopus rating (2015): SJR 0.979 SNIP 1.721 CiteScore 2.34
Managing a City With Knowledge - Four Success Factors

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Information Management and Logistics
Authors: Laihonen, H., Mäntylä, S.
Number of pages: 5
Pages: 202-206
Publication date: 2014

Host publication information
Place of publication: Tallinn, Estonia
Publisher: Tallinn University
ISBN (Print): 978-9949-29-170-0

Bibliographical note
Contribution: organisation=tlo,FACT1=1<br/>Portfolio EDEND: 2014-10-07<br/>Publisher name: Tallinn University
Source: researchoutputwizard
Source-ID: 874
Research output: Scientific - peer-review › Conference contribution

Managing Safety-Related Compliance of Machines in Global Market

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Vasara, J., Kivistö-Rahnasto, J.
Number of pages: 10
Pages: 6971-6979
Publication date: 2014

Host publication information
Place of publication: Louisville, KY, USA
Publisher: AHFE International
Editors: Ahram, T., Karwowski, W., Marek, T.
ISBN (Print): 978-1-4951-1572-1

Publication series
Maturity assessment for implementing and using product lifecycle management in project-oriented engineering companies

Product lifecycle management (PLM) is a systematic and holistic way to approach challenges that exist in managing product-related information along a product's lifecycle from product design to its disposal. There is an established set of information management approaches that address important subsets of lifecycle information management challenges, e.g., product data management (PDM), customer relationship management (CRM) and enterprise resource planning (ERP). A common characteristic of PLM is that implementation is a very challenging and complex long-term process, requiring changes in organisation, systems, conventions and importantly, skills and capabilities. The aim of this paper is to discuss the issue of PLM maturity assessment and its use and application in the specific industrial context of project-oriented engineering companies. Within this context, the empirical part of the paper studies the usefulness and tailoring needs of generic capability maturity assessment in implementing and facilitating PLM.

Measuring performance of a service system - from organizations to customer-perceived performance

Measuring performance of a service system - from organizations to customer-perceived performance
Mittaustieto henkilöstölähtöisen tuloksellisuustyön tukena

General information
State: Published
Ministry of Education publication type: B2 Part of a book or another research book
Organisations: Department of Information Management and Logistics, Department of Industrial Management
Authors: Jääskeläinen, A., Laihonen, H.
Number of pages: 12
Pages: 105-116
Publication date: 2014

Host publication information
Title of host publication: Henkilöstöjohtaminen kurkiauran kärkeen - Uudistumisen sykettä palveluihin
Place of publication: Porvoo
Publisher: EDITA PUBLISHING OY
Editors: Pakarinen, T., Mäki, T.
ISBN (Print): 978-951-37-6518-7

Bibliographical note
Contribution: organisation=tta,FACT1=0.5<br/>Contribution: organisation=tlo,FACT2=0.5<br/>Portfolio EDEND: 2014-05-13
Source: researchoutputwizard
Source-ID: 558
Research output: Scientific › Chapter
Moving towards integrated solutions in service-centered business

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Martinsuo, M., Thitz, O.
Number of pages: 20
Pages: 1-20
Publication date: 2014

Host publication information
Title of host publication: 14th Annual Conference of the European Academy of Management, EURAM 2014, 4-7 June 2014, Valencia, Spain
Place of publication: Valencia, Spain
Publisher: European Academy of Management, EURAM
ISBN (Print): 978-84-697-0377-9

Publication series
Name: European Academy of Management Annual Conference
Publisher: European Academy of Management, EURAM
Links:
http://www.euram-online.org/conference/2014/

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-06-30
Source: researchoutputwizard
Source-ID: 1044
Research output: Scientific - peer-review › Conference contribution

Muovi- ja kumialan oppimisympäristöjen turvallisuusopas

General information
State: Published
Ministry of Education publication type: D5 Text book, professional manual or guide or a dictionary
Organisations: Department of Industrial Management
Authors: Malen, T., Tappura, S., Taivassalo-Salkosuo, M.
Number of pages: 61
Publication date: 2014

Publication information
Place of publication: Helsinki
Publisher: OPETUSHALLITUS
ISBN (Print): 978-952-13-5796-1
Original language: Finnish

Publication series
Name: Opetushallitus. Oppaat ja käsikirjat
Publisher: Opetushallitus
Volume: 6
ISSN (Print): 1798-8950
ISSN (Electronic): 1798-8969
Links:

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-11-26
Source: researchoutputwizard
Source-ID: 1017
Research output: Professional › Book

Muutoksen tekijät ja johtajat haussa yliopistossa

General information
Ohjauskäytännöt suurissa muutosohjelmissa

General information
State: Published
Ministry of Education publication type: D1 Article in a trade journal
Organisations: Department of Industrial Management
Authors: Vuorinen, L.
Number of pages: 2
Pages: 20-21
Publication date: 2014
Peer-reviewed: Unknown

Publication information
Journal: Projektitoiminta
Issue number: 1
ISSN (Print): 1455-4178
Original language: Finnish
Links:
http://www.e-julkaisu.fi/pry/1-2014/

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-05-31<br/>Publisher name: Projektiyhdistys ry
Source-ID: 1775
Research output: Professional › Article

Opiskelijan tie fuksista asiantuntijaksi - osaamisen itsearviointi osana koulutuksen laadun varmistusta. TTY:n tietojohtamisen ja tuotantotalouden opiskelijoiden itsearviointitysosan tuloksia


**General information**

State: Published
Ministry of Education publication type: D4 Published development or research report or study
Organisations: Department of Information Management and Logistics, Department of Industrial Management
Authors: Pajarre, E., Nokelainen, S., Myllärniemi, J.
Number of pages: 26
Publication date: 2014

**Publication information**

Place of publication: Tampere
Publisher: Tampereen teknillinen yliopisto, Talouden ja rakentamisen tiedekunta
Original language: Finnish

**Publication series**

Name: Tampereen teknillinen yliopisto, Talouden ja rakentamisen tiedekunta. Tutkimusraportti
Publisher: Tampereen teknillinen yliopisto
No.: 1
ISSN (Print): 2323-8941
Electronic versions:
pajarre_opiskelijan_tie_fuksista.pdf
Links:

**Bibliographical note**

Contribution: organisation=tta,FACT1=0.67<br/>
Contribution: organisation=tlo,FACT2=0.33<br/>
Portfolio EDEND: 2014-04-29
Source: researchoutputwizard
Source-ID: 1214
Research output: Professional › Commissioned report

**Organisaation strategisen muutosvalmiuden analysointi**

**General information**

State: Published
Ministry of Education publication type: A3 Part of a book or another research book
Organisations: Department of Industrial Management
Authors: Martinsuo, M.
Number of pages: 12
Pages: 167-178
Publication date: 2014

**Host publication information**

Title of host publication: Teollisen palveluliiketoiminnan uudistaminen : kehittämisen keinot ja menetelmät
Place of publication: Helsinki
Publisher: TEKNOLOGIAINFO TEKNOVA OY
Editors: Martinsuo, M., Kohtamäki, M.
ISBN (Print): 978-952-238-122-4
ISBN (Electronic): 978-952-238-123-1

**Bibliographical note**

Contribution: organisation=tta,FACT1=1<br/>
Portfolio EDEND: 2014-05-23
Source: researchoutputwizard
Source-ID: 1037
Research output: Scientific - peer-review › Chapter
Palveluliiketoiminta tarvitsee uusia konsepteja

General information
State: Published
Ministry of Education publication type: D1 Article in a trade journal
Organisations: Department of Industrial Management
Authors: Martinsuo, M.
Number of pages: 2
Pages: 44-45
Publication date: 2014
Peer-reviewed: Unknown

Publication information
Journal: Promaint
Issue number: 2
ISSN (Print): 1797-2000
Original language: Finnish
Links:
http://www.digipaper.fi/promaint/120957/

Bibliographical note
Contribution: organisation=tta,FACT1=1
Portfolio EDEND: 2014-05-31
Publisher name: Omnipress Oy
Source: researchoutputwizard
Source-ID: 1038
Research output: Professional › Article

Palvelutuotannon mittaaminen luo pohjaa tiedolla johtamiselle

General information
State: Published
Ministry of Education publication type: D1 Article in a trade journal
Organisations: Department of Information Management and Logistics
Authors: Laihonen, H., Lönnqvist, A.
Number of pages: 3
Pages: 25-27
Publication date: 2014
Peer-reviewed: Unknown

Publication information
Journal: Yleislääkäri
Volume: 29
Issue number: 2
ISSN (Print): 1796-2889
Original language: Finnish
Links:
http://www.yleislaakarit.fi

Bibliographical note
Contribution: organisation=tlo,FACT1=1
Portfolio EDEND: 2014-10-07
Publisher name: Suomen yleislääkärit
Source: researchoutputwizard
Source-ID: 872
Research output: Professional › Article

Palveluvalikoiman hallinta teollisessa liiketoiminnassa

General information
State: Published
Ministry of Education publication type: A3 Part of a book or another research book
Organisations: Department of Industrial Management
Authors: Sariola, R., Martinsuo, M.
Number of pages: 26
Pages: 66-91
Particle filtering-based maximum likelihood estimation for financial parameter estimation

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Yang, J., Lin, B., Luk, W., Nahar, T.
Number of pages: 4
Pages: 1-4
Publication date: 2014

Host publication information
Title of host publication: 2014 24th International Conference on Field Programmable Logic and Applications (FPL), 2-4 Sept. 2014, Munich
Publisher: IEEE
DOIs: 10.1109/FPL.2014.6927411

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2015-01-22<br/>Publisher name: IEEE
Source: researchoutputwizard
Source-ID: 1816
Research output: Scientific - peer-review › Conference contribution

Perceived reason to hinder ACAP increase

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Peltola, T., Samoilenko, N., Nahar, N.
Number of pages: 16
Pages: 1-16
Publication date: 2014

Host publication information
Title of host publication: Innovation for Sustainable Economy & Society, XXV ISPIM Conference, 8-11 June 2014, Dublin, Ireland
Publisher: International Society for Professional Innovation Management ISPIM

Publication series
Name: International Society for Professional Innovation Management Conference

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-08-31<br/>Publisher name: International Society for Professional Innovation Management ISPIM
Pitfalls in designing and selling UX: Cases in MEI

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management, Managing digital industrial transformation (mDIT)
Authors: Sundberg, H., Seppänen, M.
Number of pages: 9
Pages: 24-32
Publication date: 2014

Host publication information
Title of host publication: Proceedings of the 18th Academic MindTrek Conference 2014: "Media Business, Management, Content & Services", 4-6 November, 2014, Tampere, Finland
Place of publication: New York, NY
Publisher: The Association for Computing Machinery, ACM
Editors: Lugmayr, A., Franssila, H., Paavilainen, J.
ISBN (Print): 978-1-4503-3006-0

Publication series
Name: MindTrek Conference
Links:
http://www.academicmindtrek.org

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-11-30<br/>Publisher name: The Association for Computing Machinery, ACM
Source: researchoutputwizard
Source-ID: 1561
Research output: Scientific - peer-review › Conference contribution

Pricing Multiple Option Contracts with Monte-Carlo Methods GPU

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Electronics and Communications Engineering, Department of Industrial Management
Authors: Zhang, G., Kanniainen, J., Ahonen, T.
Number of pages: 9
Pages: 1-9
Publication date: 2014

Host publication information
Title of host publication: Proceedings of the High-level programming for heterogeneous and hierarchical parallel systems workshop, in conjunction with the 9th International conference on high-performance and embedded architectures and compilers, HiPEAC Conference, 20-22 January, 2014, Vienna, Austria
Place of publication: Ghent, Belgium
Publisher: HiPEAC

Publication series
Name: International conference on high-performance and embedded architectures and compilers
Links:
http://chrisb.host.cs.st-andrews.ac.uk/hlgpu.pdf

Bibliographical note
Contribution: organisation=elt,FACT1=0.7<br/>Contribution: organisation=tta,FACT2=0.3<br/>Portfolio EDEND: 2014-12-31<br/>Publisher name: HiPEAC
Source: researchoutputwizard
Source-ID: 1841
Research output: Scientific - peer-review › Conference contribution
Professional knowledge, skills and competencies of the new graduates and the engineering professionals - Comparison of the importance in working-life

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management, Policy Academic Engineers and Architects in Finland, TEK
Authors: Hyötynen, P., Mursu, S., Teini, J.
Publication date: 2014

Host publication information
Title of host publication: SEFI Annual Conference 2014
Place of publication: Brussel
Publisher: European Society for Engineering Education SEFI
ASJC Scopus subject areas: Engineering(all), Education
Links:
http://www.scopus.com/inward/record.url?scp=84939191998&partnerID=8YFLogxK (Link to publication in Scopus)
Source: Scopus
Source-ID: 84939191998
Research output: Scientific - peer-review › Conference contribution

Project control in large and complex change programs

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Vuorinen, L., Martinsuo, M.
Number of pages: 10
Pages: 1-10
Publication date: 2014

Host publication information
Title of host publication: 21st European Operations Management Association (EurOMA) Conference, Operations Management in an Innovation Economy, 20th-25th June 2014, Palermo, Italy
Publisher: European Operations Management Association

Publication series
Name: International Annual European Operations Management Association Conference
Links:
http://www.euroma2014italy.org/

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>
Portfolio
EDEND: 2014-09-30<br/>
Publisher name: European Operations Management Association
Source: researchoutputwizard
Source-ID: 1776
Research output: Scientific - peer-review › Conference contribution

Projektimestarit 2014: Esseekokoelma 2

General information
State: Published
Purchasing maturity models - an empirical evaluation

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Heikkilä, J., Koivisto, A., Ojala, M.
Number of pages: 10
Pages: 1-10
Publication date: 2014

Host publication information
Title of host publication: 21st European Operations Management Association (EurOMA) Conference, Operations Management in an Innovation Economy, 20th-25th June 2014, Palermo, Italy
Publisher: European Operations Management Association

Publication series
Name: International Annual European Operations Management Association Conference
Links:
http://www.euroma2014italy.org/

Bibliographical note
Source: researchoutputwizard
Source-ID: 426
Research output: Scientific - peer-review › Conference contribution

Reconfiguring the Innovation Ecosystem: An Explorative Study of Disruptive Change

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management, Managing digital industrial transformation (mDIT)
Authors: Dedehayir, O., Ortt, R., Seppänen, M.
Number of pages: 9
Pages: 1-9
Publication date: 2014

Host publication information
Title of host publication: Proceedings of the 20th International Conference on Engineering, Technology and Innovation (ICE), 23rd-25th June 2014, Bergamo, Italy
Publisher: IEEE
Reflective Competence Assessment

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Hilden, S., Tikkamäki, K.
Number of pages: 25
Pages: 176-200
Publication date: 2014

Host publication information
Title of host publication: Proceedings of the 9th International Forum on Knowledge Asset Dynamics, IFKAD 2014, 11-13 June 2014, Matera, Italy
Place of publication: Matera, Italy
Publisher: Institute of Knowledge Asset Management
ISBN (Print): 978-88-96687-04-8

Publication series
Name: International Forum on Knowledge Asset Dynamics
ISSN (Print): 2280-787X
Links:
http://www.knowledgeasset.org/IFKAD/Proceedings/

Bibliographical note
Proceedingsiin tarvitaan käyttäjätunnus ja salana<br/>
Contribution: organisation=tta,FACT1=1<br/>
Portfolio EDEND: 2014-06-27<br/>
Publisher name: Institute of Knowledge Asset Management
Source-ID: 473
Research output: Scientific - peer-review › Conference contribution

Relevant interventionist research: balancing three intellectual virtues

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management, Managing digital industrial transformation (mDIT)
Authors: Lukka, K., Suomala, P.
Number of pages: 17
Pages: 1-17
Publication date: 2014
Peer-reviewed: Yes

Publication information
Journal: Accounting and Business Research
Volume: 44
Issue number: 2
ISSN (Print): 0001-4788
Ratings:
Scopus rating (2016): CiteScore 1.52 SJR 0.945 SNIP 1.305
Scopus rating (2015): SJR 0.733 SNIP 1.226 CiteScore 1.56
Scopus rating (2014): SJR 0.89 SNIP 1.155 CiteScore 1.29
Role of accounting in New Service Development within Servitization: a review, exploratory survey results and implications

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Laine, T., Cinquini, L., Suomala, P., Tenucci, A.
Number of pages: 21
Pages: 1-21
Publication date: 2014

Host publication information
Title of host publication: Manufacturing Accounting Research Conference, MAR 2014, June 11-13, 2014, Copenhagen, Denmark
Place of publication: Brussels, Belgium
Publisher: The European Institute for Advanced Studies in Management, EIASM

Publication series
Name: Manufacturing Accounting Research Conference
ISSN (Print): 2295-1709
Links:
http://www.eiasm.org/frontoffice/event_announcement.asp?event_id=990

Bibliographical note
Artikkelin lukemiseen tarvitaan käyttäjätunnus ja salasana.<br/>Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-09-30<br/>Publisher name: The European Institute for Advanced Studies in Management, EIASM
Source: researchoutputwizard
Source-ID: 881
Research output: Scientific - peer-review › Conference contribution

Routinisation as an organisational innovation in knowledge-intensive business service firms

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Safety as a Profitability Issue

General information
State: Published
Ministry of Education publication type: B3 Non-refereed article in conference proceedings
Organisations: Department of Industrial Management
Authors: Paranko, J., Tappura, S., Nenonen, N.
Number of pages: 13
Pages: 171-183
Publication date: 2014

Host publication information
Title of host publication: Pre-Prints of the Eighteenth International Working Seminar on Production Economics, February 24-28, 2014, Innsbruck, Austria. Volume 4
Publisher: Congress Innsbruck
Editors: Grubbström, R., Hinterhuber, H.

Publication series
Name: International Working Seminar on Production Economics
Links:

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-10-30<br/>Publisher name: Congress Innsbruck
Source-ID: 1231
Research output: Scientific › peer-review › Conference contribution

Safety Leadership Competence and Organizational Safety Performance

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Tappura, S., Nenonen, N.
Number of pages: 10
Pages: 4330-4339
Publication date: 2014

Host publication information
Social media and crowdsourcing are becoming increasingly important not only for business-to-consumer (B2C) companies, in which context they have resulted in relatively large and fast-growing research body, but increasingly also to the development of business-to-business (B2B) products and innovations. However, academic research on the use of social media and crowdsourcing for the value creation of industrial companies and their new product development is almost non-existent. Compared to B2C companies, the B2Bs are e.g. challenged with far smaller number of customers and experts that could be utilised as crowdsourcing resources in innovation. B2Bs also face for instance various IPR and information security issues regarding product related knowledge. In addition, the development of complex industrial products often require large amounts of in-depth expertise and the crowdsourcing tasks may be very challenging in comparison to the usually simple tasks related to B2C and consumer crowdsourcing. The lack of understanding of social media in B2B context results in many restrictions and doubts related to B2B crowdsourcing. Novel systematic ways of value creation are needed in regard to the new product development (NPD) of B2B companies. In order to enable the crowdsourcing companies to efficiently make use of the crowdsourced ideas and concepts, it is essential to motivate the various different outside actors to share their needed in-depth expertise. In order to find out how social media and crowdsourcing can be used to create value for the development of complex B2B product in manufacturing industry, we selected a single case study research method. The selected single case represents a unique case regarding social media and crowdsourcing use in the development of complex B2B products. The data was collected in two stages - beginning with a netnographic participant observation in an online environment and followed by a semi-structured interview complementing and confirming the preliminary analysis. The interviews were based on the previously collected data. The analysis and collection of data occurred iteratively. In order to understand the overall patterns of value exchange and the value conversion between different actors, the case study data was analysed using Allee’s Value Network Analysis method. The findings of the paper benefit manufacturing companies that are planning, designing, selecting and reviewing suitable social media based crowdsourcing communities to support their NPD. Manufacturing companies can learn from the case study and use it as a blueprint for their own crowdsourcing implementations, especially in the case of complex crowdsourcing tasks of industrial companies.
Sources of value in application ecosystems

Mobile application stores have revolutionised the dynamics of mobile ecosystems. Research on mobile application ecosystems has been significantly driven by data that is focused on the visualisation of an ecosystem’s dynamics. This is a valuable step towards understanding the nature of the ecosystems, but it is limited in its explanatory power. Thus, a theory-driven approach is needed to understand the overall dynamics of such systems. This study applies a theoretical framework of value creation in e-business in the context of mobile application ecosystems, with a focus on application developers. A qualitative research strategy is employed in testing operationalisation in a sample of developers. The sample comprised 27 application developers from the three leading mobile application ecosystems. The results show that efficiency is the main source of value, products seldom create value through complementarities, and approaches towards lock-in and novelty seem to vary among application developers. The managerial and theoretical implications of such biased value creation in mobile ecosystems are considered.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management, Managing digital industrial transformation (mDIT)
Authors: Hyrynsalmi, S., Seppänen, M., Suominen, A.
Number of pages: 12
Pages: 61-72
Publication date: 2014
Peer-reviewed: Yes

Publication information
Journal: Journal of Systems and Software
Volume: 96
ISSN (Print): 0164-1212
Ratings:
Scopus rating (2016): SJR 0.64 SNIP 2.039 CiteScore 3.1
Teekkarit maailmalla, Kansainvälistymiskyselyn 2013 tuloksia Tampereen teknilliseltä yliopistolta


General information
State: Published
Ministry of Education publication type: D4 Published development or research report or study
Organisations: Department of Industrial Management
Authors: Pajarre, E.
Number of pages: 43
The Impact of Design and Innovation on Branding and Performance of a Small Company

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Uusitalo, O.
Number of pages: 11
Pages: 1-11
Publication date: 2014

Host publication information
Publisher: European Institute for Advanced Studies in Management, EIASM

Publication series
Name: International Product Development Management Conference
The impact of total costs, supply strategy and capability on risk management in project business

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Lintukangas, K., Hallikas, J., Kähkönen, A., Ojala, M.
Number of pages: 14
Pages: 1-14
Publication date: 2014

Host publication information
Title of host publication: Proceedings of the 23rd Annual IPSERA Conference, 13-16 April 2014, Pretoria, South-Africa
Publisher: International Purchasing and Supply Education and Research Association IPSERA
Article number: C37

Publication series
Name: Annual international purchasing and supply education and research association conference

Bibliographical note
Contribution: organisation=tta,FACT1=1
Portfolio EDEND: 2014-09-30
Publisher name: European Institute for Advanced Studies in Management, EIASM
Source: researchoutputwizard
Source-ID: 1678
Research output: Scientific - peer-review › Conference contribution

The influence of personality on the job performance of strategic account managers

General information
State: Published
Ministry of Education publication type: A3 Part of a book or another research book
Organisations: Department of Industrial Management
Authors: Mahlamäki, T., Uusitalo, O., Mikkola, T.
Number of pages: 15
Pages: 539-553
Publication date: 2014

Host publication information
Title of host publication: Handbook of Strategic Account Management : A Comprehensive Resource
Place of publication: Chichester, UK
Publisher: John Wiley & Sons
Editors: Woodburn, D., Wilson, K.
ISBN (Print): 978-1-118-50908-1
ISBN (Electronic): 978-1-118-50907-4

Bibliographical note
Contribution: organisation=tta,FACT1=1
Portfolio EDEND: 2014-04-29
Source: researchoutputwizard
Source-ID: 994
Research output: Scientific - peer-review › Chapter
To Bias or Not to Bias: Personality and Peer Assessment Ability in Marketing Education

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Mahlamäki, T., Valkeinen, T.
Number of pages: 7
Pages: 682-688
Publication date: 2014

Host publication information
Title of host publication: Proceedings of Anzmac 2014 Conference, Australian and New Zealand Marketing Academy Conference, 1-3 December, 2014, Brisbane, Australia
Place of publication: Brisbane, Australia
Publisher: Griffith University, Griffith Business School
Editors: Rundle-Thiele, S., Kubacki, K., Arli, D.

Publication series
Name: PANDORA electronic collection
ISSN (Print): 1447-3275
Links:

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-12-30<br/>Publisher name: Griffith University, Griffith Business School
Source: researchoutputwizard
Source-ID: 995
Research output: Scientific · peer-review › Conference contribution

Top management’s perception of knowledge management in a vocational education and training organization in Finland

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics
Authors: Syysnummi, P., Laihonen, H.
Number of pages: 13
Pages: 53-65
Publication date: 2014
Peer-reviewed: Yes

Publication information
Journal: International Journal of Educational Management
Volume: 28
Issue number: 1
ISSN (Print): 0951-354X
Ratings:
Scopus rating (2016): SJR 0.567 SNIP 0.909 CiteScore 0.99
Scopus rating (2015): SJR 0.419 SNIP 0.947 CiteScore 0.9
Scopus rating (2014): SJR 0.569 SNIP 0.812 CiteScore 0.91
Scopus rating (2013): SJR 0.497 SNIP 0.822 CiteScore 0.93
Scopus rating (2012): SJR 0.401 SNIP 0.761 CiteScore 0.61
Scopus rating (2011): SJR 0.44 SNIP 0.872 CiteScore 0.88
Scopus rating (2010): SJR 0.464 SNIP 0.84
Scopus rating (2009): SJR 0.381 SNIP 0.498
Scopus rating (2008): SJR 0.306 SNIP 0.455
Scopus rating (2007): SJR 0.308 SNIP 0.523
Scopus rating (2006): SJR 0.368 SNIP 0.837
Scopus rating (2005): SJR 0.307 SNIP 0.75
Scopus rating (2004): SJR 0.29 SNIP 1.189
Use of customer information in business model development for new technologies

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Vaittinen, E., Lukkaroinen, S., Heikkilä, J., Martinsuo, M.
Number of pages: 10
Pages: 1-10
Publication date: 2014

Host publication information
Title of host publication: 21st European Operations Management Association (EurOMA) Conference, Operations Management in an Innovation Economy, 20th-25th June 2014, Palermo, Italy
Publisher: European Operations Management Association

Publication series
Name: International Annual European Operations Management Association Conference
Links:
http://www.euroma2014italy.org/

Bibliographical note

Using an AHP Rating Model to Select a Suitable Approach to Intellectual Capital Management: The Case of a Not-for-Profit Welfare Service

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management
Authors: Kujansivu, P., Carlucci, D.
Number of pages: 21
Pages: 22-42
Publication date: 2014
Peer-reviewed: Yes

Publication information
Journal: International Journal of Information Systems in the Service Sector
Volume: 6
Vaikeat johtamistilanteet ja tuen tarve esimiestyössä

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Syvänen, S., Tappura, S.
Number of pages: 12
Pages: 313-324
Publication date: 2014

Host publication information
Title of host publication: Työelämän tutkimuspäivät 2013, 7.-8.11.2013, Tampere, Finland
Publisher: Työelämän tutkimuskeskus, Tampereen yliopisto
Editor: Virkajärvi, M.
ISBN (Print): 978-951-44-9439-0

Publication series
Name: Työelämän tutkimuspäivien konferenssjulkaisuja
Volume: 5
ISSN (Print): 1799-1064
Links:
http://tampub.uta.fi/handle/10024/95420

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-10-13<br/>Publisher name: Työelämän tutkimuskeskus, Tampereen yliopisto
Source-ID: 1586
Research output: Scientific - peer-review ▶ Conference contribution

Value added of social media in open innovation community - the perspective of a community hosting company that produces B2B products

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Information Management and Logistics, Port Department, Managing digital industrial transformation (mDIT)
Authors: Jussila, J., Aramo-Immonen, H., Kärkkäinen, H., Lyytikkä, J.
Number of pages: 7
Pages: 120-126
Value Creation in Business-To-Business Crowd Sourcing

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics
Authors: Helander, N., Kärkkäinen, H., Jussila, J.
Number of pages: 12
Pages: 28-39
Publication date: 2014
Peer-reviewed: Yes

Publication information
Journal: International Journal of Knowledge Society Research
Volume: 5
Issue number: 1
ISSN (Print): 1947-8429
Original language: English
Electronic versions:
jussila IJKSR 5(1) article
DOIs:
10.4018/ijksr.2014010103
Links:
http://www.igi-global.com/article/value-creation-in-business-to-business-crowd-sourcing/113735#abstract

Value creation in product-service supply networks

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Information Management and Logistics
Authors: Hemilä, J., Vilko, J., Kallionpää, E., Rantala, J.
Number of pages: 8
Pages: 168-175
Publication date: 2014

Host publication information
Value management in project portfolios: identifying and assessing strategic value

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management, Managing digital industrial transformation (mDIT)
Authors: Martinsuo, M., Killen, C.
Number of pages: 15
Pages: 56-70
Publication date: 2014
Peer-reviewed: Yes

Publication information
Journal: Project Management Journal
Volume: 45
Issue number: 5
ISSN (Print): 8756-9728
Ratings:
Scopus rating (2016): CiteScore 3.04 SJR 1.473 SNIP 1.833
Scopus rating (2015): SJR 0.979 SNIP 1.721 CiteScore 2.34
Scopus rating (2014): SJR 0.824 SNIP 1.021 CiteScore 1.1
Scopus rating (2013): SJR 0.592 SNIP 0.897 CiteScore 1.01
Scopus rating (2012): SJR 0.653 SNIP 1.527 CiteScore 0.87
Scopus rating (2011): SJR 0.218 SNIP 0.7 CiteScore 0.5
Original language: English
DOIs: 10.1002/pmj.21452

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-09-30<br/>Publisher name: John Wiley & Sons, Inc.
Source: researchoutputwizard
Source-ID: 1040
Research output: Scientific - peer-review › Article

Value management in project portfolios: identifying and assessing strategic value

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Martinsuo, M., Killen, C.
Number of pages: 22
Pages: 1-22
Publication date: 2014

Host publication information
Title of host publication: 14th Annual Conference of the European Academy of Management, EURAM 2014, 4-7 June 2014, Valencia, Spain
Vauhtia pysähtymisestä

General information
State: Published
Ministry of Education publication type: D4 Published development or research report or study
Organisations: Department of Industrial Management
Authors: Hilden, S., Tikkamäki, K., Pekkola, S., Saunila, M., Ukko, J.
Number of pages: 71
Publication date: 2014

Publication information
Publisher: Tampereen teknillinen yliopisto. Teollisuustalouden laitos
Original language: Finnish
Electronic versions:
vauhtia_pysahtymisesta.pdf
Links:

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2015-02-27
Source: researchoutputwizard
Source-ID: 474
Research output: Professional › Commissioned report

Violence-free hospitals: integrating violence prevention in health and safety management

General information
Visualizing informal learning behavior from conference participants' Twitter data

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Information Management and Logistics, Pori Department, Department of Mathematics
Authors: Aramo-Immonen, H., Jussila, J., Huhtamäki, J.
Number of pages: 8
Pages: 603-610
Publication date: 2014

Host publication information
Title of host publication: Second International Conference on Technological Ecosystems for Enhancing Multiculturality, TEEM 2014, Salamanca, Spain, October 1-3, 2014
Place of publication: New York, NY
Publisher: ACM
Editor: Francisco Jose, G.
ISBN (Print): 978-1-4503-2896-8

Publication series
Name: International Conference on Technological Ecosystems for Enhancing Multiculturality
DOIs:
10.1145/2669711.2669962

Bibliographical note
Contribution: organisation=pla,FACT1=0.34<br/>Contribution: organisation=tlo,FACT2=0.33<br/>Contribution: organisation=mat,FACT3=0.33<br/>Portfolio EDEND: 2014-12-30<br/>Publisher name: ACM
Source-ID: 114
Research output: Scientific - peer-review › Conference contribution

Vocational education providers’ network promoting occupational safety during on-the-job learning

General information
State: Published
Ministry of Education publication type: B3 Non-refereed article in conference proceedings
Organisations: Department of Industrial Management
Authors: Tappura, S.
Number of pages: 4
Pages: 78-81
Publication date: 2014
What does the Purchasing Orientation Tell about the Buyer, the Organization, and the Supplier Selection Criteria?

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Mahlamäki, T., Ojala, M., Mikkola, T.
Number of pages: 13
Pages: 1-13
Publication date: 2014

Host publication information
Title of host publication: The 30th Annual IMP Conference, 1-6 September 2014, Bordeaux, France
Place of publication: Bordeaux, France
Publisher: IMP Group

Publication series
Name: Industrial Marketing and Purchasing Conference
Links:
http://www.impgroup.org/conferences.php

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-12-31<br/>Publisher name: IMP Group
Source: researchoutputwizard
Source-ID: 993
Research output: Scientific - peer-review › Conference contribution

What is the Role of Knowledge Management in Establishing the Effectiveness of Public Welfare Services?

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics
Authors: Laihonen, H., Sillanpää, V.
Number of pages: 10
Pages: 112-121
Publication date: 2014
Peer-reviewed: Yes

Publication information
Journal: Knowledge and Process Management
Volume: 21
Yritysten henkilöstön kokonaisTurva- ja työhyvinvoinnin järjestelmällinen edistäminen

Tässä tutkimushankkeessa kehitettiin ja kokeiltiin toimintatapa, jonka avulla yrityksessä voidaan muodostaa nykyistä kokonaisvaltainempi kuva henkilöstön turvallisuudesta. Toimintatavan avulla yrityksissä voidaan kohdentaa työpaikan turvallisuutta ja hyvinvointia parantavia toimenpiteitä muodostuneen kokonaiskuvan mukaisesti aikaisempaa kokonaisvaltainemmin.

Hankkeen päämääreenä oli lisätä teoreettista tietoa ja käytännöllistä osaamista siitä, miten yrityksessä voidaan edistää henkilöstön kokonaisvaltainemua ja hyvinvointia edistävää toimintatapaa. Toimintatavan kehittämisessä keskeisenä lähtökohtana oli toimintatavan hyväksyttävyys yrityksen ja henkilöstön keskuudessa.

Hankkeen tulosten ja kokemusten pohjalta tutkijaryhmä laati suosituksen toimintatavan rakentamisesta henkilöstön kokonaisvaltainemua ja työhyvinvoinnin järjestelmälliseen edistämiseen (HEKOTE).

General information
State: Published
Ministry of Education publication type: D4 Published development or research report or study
Organisations: Department of Industrial Management
Authors: Anttila, S., Hyytinen, T., Kivistö-Rahnasto, J.
Number of pages: 31
Publication date: 2014

Publication information
Place of publication: Tampere
Publisher: Tampereen teknillinen yliopisto. Teollisuustalouden laitos
Original language: Finnish

Publication series
Name: Tampereen teknillinen yliopisto. Teollisuustalouden laitos. Turvallisuuden johtaminen ja suunnittelu. Laitosraportti
Publisher: Tampereen teknillinen yliopisto
Electronic versions:
anttila_yritysten_henkiloston_kokonaisTurva-ja_työhyvinvoinnin_järjestelmällinen_edistäminen
Links:

Bibliographical note
Contribution: organisation=tto,FACT1=1
Portfolio EDEND: 2014-05-31
Publisher name: John Wiley & Sons
Source: researchoutputwizard
4th EuroITV 2013 Workshop on Interactive Digital TV in Emergent Economies - Thinking Outside the TV Box

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Information Management and Logistics
Authors: de Lucena Jr., V. F., Lugmayr, A., Yu, Z., Pal, A.
Number of pages: 2
Pages: 175-176
Publication date: 2013

Host publication information
Title of host publication: EuroITV '13. Proceedings of the 11th european conference on Interactive TV and video, 24.-26.6.2013, Como, Italy
Place of publication: New York, NY
Publisher: ACM
ISBN (Print): 978-1-4503-1951-5

Publication series
Name: European Interactive TV Conference
DOIs:
10.1145/2465958.2465985

Bibliographical note
Contribution: organisation=tlo,FACT1=1
Portfolio EDEND: 2013-12-29
Publisher name: ACM
Source: researchoutputwizard
Source-ID: 2073
Research output: Scientific - peer-review › Conference contribution

A maturity model for evaluating an organisation's reflective practice

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Pekkola, S., Hilden, S., Rämö, J.
Number of pages: 14
Pages: 193-206
Publication date: 2013

Host publication information
Title of host publication: 8th International Forum on Knowledge Asset Dynamics, IFKAD 2013, 12-14 June 2013, Zagreb, Croatia
Place of publication: Zagreb, Croatia
Publisher: Institute of Knowledge Asset Management
Editors: Schiuma, G., Spender, J., Pulic, A.
ISBN (Print): 978-88-96687-01-7

Publication series
Name: International Forum on Knowledge Asset Dynamics Conference, IFKAD 2013
ISSN (Print): 2280-787X
Links:
http://www.knowledgeasset.org/ifkad

Bibliographical note
Proceedings julkaistu verkossa, tarvitaan salasana
Contribution: organisation=tta,FACT1=1
Portfolio EDEND: 2013-10-29
Publisher name: Institute of Knowledge Asset Management
Source: researchoutputwizard
Source-ID: 3121
Research output: Scientific - peer-review › Conference contribution
Applying Technology Management concepts in analyzing e Waste, sustainability and technology development in Mobile Industry: A conceptual perspective

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Information Management and Logistics
Authors: Lasrado, L., Agnihothri, S., Lugmayr, A.
Number of pages: 5
Pages: 26-30
Publication date: 2013

Host publication information
Title of host publication: Proceedings of the 6th International Workshop on Semantic Ambient Media Experience, SAME 2013, in Conjunction with the 6th International Conference on Communities and Technologies, 29.6.-2.7., Munich, Germany
Publisher: LUGYMEDIA
Editors: Asensio, E., Lugmayr, A., Stockleben, B., Risse, T., Pogorelc, B.
ISBN (Print): 978-952-7023-03-7
ISBN (Electronic): 978-952-7023-02-0

Publication series
Name: International Conference on Communities and Technologies
Links:

Bibliographical note
Contribution: organisation=tlo,FACT1=1
Portfolio EDEND: 2013-12-29
Publisher name: Lugymedia
Source-ID: 2730
Arvoa palvelutuotannon mittareista

Tämä opas jäsentää ja päivittää palvelualaan liittyvää mitattaamisosaamista. Mittaaminen nähdään ensisijaisesti palveluiden
johtamisen ja arvonluontiprosessin kehittämisen apuvalineena. Näkökulmiksi valitaan asiakaslähtöisyys ja
palvelujärjestelmät. Lisäksi oppaassa korostetaan henkilöstön roolia mittareiden kehitysprojektien menestystekijänä. Opas
auttaa päivittämään oman organisaation mittarit palvelualaisen yhteiskunnan vaatimuksiin. Se tarjoaa konkreettisia
malleja, muistilistoja ja työkaluja, jotka auttavat mittaristoprojektin läpiviennissä. Samalla kiteytetään yhteen kokemuisia
kymmenestä palveluorganisaatioista, joissa kehitettiin mitaamista vuosina 2011-2013. Nämä organisaatiot edustavat
asiantuntijapalveluita, julkiisia palveluita ja teollisuuden palveluita. Lisäksi oppaassa kuvataan suomalaisten
palveluorganisaatioiden mitattaamisen tilaa. Opas sopii perusteokseksi palveluorganisaatioiden joholle ja kehittäjille sekä
alan korkeakouluopiskelijoille.

General information
State: Published
Ministry of Education publication type: D5 Text book, professional manual or guide or a dictionary
Organisations: Department of Information Management and Logistics, Department of Industrial Management
Authors: Jääskeläinen, A., Laihonen, H., Lönnqvist, A., Peikola, S., Sillanpää, V., Ukko, J.
Number of pages: 67
Publication date: 2013

Publication information
Place of publication: Tampere
Publisher: Tampereen Teknillinen Yliopisto. Tiedonhallinnan ja logistiikan laitos
Original language: Finnish
Electronic versions:
arvoa_palvelutuotannon_mittareista.pdf
Links:

Bibliographical note
Contribution: organisation=tta,FACT1=0.5<br/>Contribution: organisation=tlo,FACT2=0.5<br/>Portfolio EDEND: 2013-11-29
Source: researchoutputwizard
Source-ID: 2393
Research output: Professional › Book

Augmentation of innovations in dyads through risk-taking - a conceptual study with cases

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Ruokolainen, J., Uusitalo, O.
Number of pages: 19
Pages: 1-19
Publication date: 2013

Host publication information
Title of host publication: The 29th Annual IMP conference, August 30 - September 2, 2013, Atlanta, USA
Place of publication: Atlanta, GA
Publisher: IMP Group

Publication series
Name: Industrial Marketing and Purchasing Conference
Links:
http://imp2013.robinson.gsu.edu

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2013-09-29<br/>Publisher name: IMP Group
Source: researchoutputwizard
Bibliometrics-based foresight on renewable energy production

Purpose – The purpose of this study is to investigate whether news media as a form of social communication regarding pressing, important, and contemporary issues could be used as a leading indicator of technology adoption. For technology foresight, monitoring and analyzing energy technologies is in the spotlight due to their strategic importance to the agenda of competitive and sustainable economic growth. Design/methodology/approach – The trends in renewable energy production and news media are determined and compared to draw inferences in foresight concerning the use of renewable energy technologies in energy production. Consequently, our data concerns wind and solar energy production and their representation in news media in Germany and the UK. Our analysis proceeds as a quasi-experiment treating each yearly observation of energy production as a function of news media data with lagged variables. Findings – Our study reveals consistent dynamics in the lag in the primary production of energy in related technologies compared to the media visibility of the respective technologies. Originality – This study explores the prospects of using news media data in foresight analysis concerning renewable energy production and provides many fruitful avenues for foresight research in investigating relationships between technology adoption and media exposure.

Avaimia asiakasläheisyyteen - Uudistuva verkostomainen palveluliketoiminta

General information
State: Published
Ministry of Education publication type: C1 Separate scientific books
Organisations: Department of Information Management and Logistics
Authors: Helander, N., Kujala, J., Lainema, K., Pennanen, M.
Number of pages: 80
Publication date: 2013

Publication information
Publisher: Tampere University Press
ISBN (Print): 978-951-44-9127-6
Original language: Finnish
Links:

Bibliographical note
Contribution: organisation=tlo,FACT1=1<br/>Portfolio EDEND: 2013-12-29
Source: researchoutputwizard
Source-ID: 2290
Research output: Scientific - peer-review › Book

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management, Managing digital industrial transformation (mDIT)
Authors: Paananen, A., Mäkinen, S.
Number of pages: 12
Pages: 465-476
Publication date: 2013
Peer-reviewed: Yes

Publication information
Journal: Foresight
Volume: 15
Issue number: 6
ISSN (Print): 1463-6689
Ratings:
Scopus rating (2016): SJR 0.324 SNIP 0.867 CiteScore 0.75
Scopus rating (2015): SJR 0.461 SNIP 0.583 CiteScore 0.94
Scopus rating (2014): SJR 0.28 SNIP 0.642 CiteScore 0.64
Scopus rating (2013): SJR 0.623 SNIP 0.779 CiteScore 0.81
Scopus rating (2012): SJR 0.487 SNIP 1.072 CiteScore 0.86
There is a growing need for measures assessing technological changes in systemic contexts as business ecosystems replace standalone products. In these ecosystem contexts organizations are required to manage their innovation processes in increasingly networked and complex environments. In this paper, we introduce the technology and ecosystem clockspeed measures that can be used to assess the temporal nature of technological changes in a business ecosystem. We analyze systemic changes in the personal computer (PC) ecosystem, explicitly focusing on subindustries central to the delivery of PC gaming value to the end-user. Our results show that the time-based intensity of technological
competition in intertwined subindustries of a business ecosystem may follow various trajectories during the evolution of the ecosystem. Hence, the technology and ecosystem clockspeed measures are able to pinpoint alternating dynamics in technological changes amongst the subindustries in the business ecosystem. We subsequently discuss organizational considerations and theoretical implications of the proposed measures.

General information
State: Published
Ministry of Education publication type: A3 Part of a book or another research book
Organisations: Department of Industrial Management, Managing digital industrial transformation (mDIT)
Authors: Mäkinen, S., Dedehayir, O.
Number of pages: 27
Pages: 99-125
Publication date: 2013

Host publication information
Title of host publication: Collaboration and Competition in Business Ecosystems
Publisher: Emerald
Editors: Adner, R., Oxley, J., Silverman, B.
ISBN (Print): 978-1-78190-826-6

Publication series
Name: Advances in Strategic Management-A Research Annual
Publisher: Emerald
Volume: 30
ISSN (Print): 0742-3322
Electronic versions: makinen_dedehayir_business_ecosystems_evolution.pdf
DOIs: 10.1108/S0742-3322(2013)0000030007

Bibliographical note
Contribution: organisation=tta,FACT1=1
Portfolio EDEND: 2013-09-29
Source: researchoutputwizard
Source-ID: 2867
Research output: Scientific - peer-review > Chapter

Challenges in early-phase service business development: Rethinking the value chain

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Ojala, M., Laine, T., Mahlamäki, T.
Number of pages: 12
Pages: 1-12
Publication date: 2013

Host publication information
Title of host publication: 22nd Nordic Academy of Management Conference, 21-23 August, 2013, Reykjavik, Iceland
Publisher: Nordic Academy of Management
Place of publication: Reykjavik, Iceland

Publication series
Name: Nordic Academy of Management Conference
ISSN (Print): 2298-3112
Links: https://nff2013.hi.is/

Bibliographical note
Contribution: organisation=tta,FACT1=1
Portfolio EDEND: 2013-09-29
Publisher name: Nordic Academy of Management
Source: researchoutputwizard
Challenges in setting up the sales process for value-adding services in international and industrial context - Observations from a product-centric business

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Mikkola, T.
Number of pages: 12
Pages: 1-12
Publication date: 2013

Host publication information
Title of host publication: 22nd Nordic Academy of Management Conference, 21-23 August, 2013, Reykjavik, Iceland
Place of publication: Reykjavik, Iceland
Publisher: Nordic Academy of Management

Publication series
Name: Nordic Academy of Management Conference
ISSN (Print): 2298-3112
Links:
https://nff2013.hi.is/

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2013-09-29<br/>Publisher name: Nordic Academy of Management
Source: researchoutputwizard
Source-ID: 2924
Research output: Scientific - peer-review › Conference contribution

Creating customer understanding at the front end of KIBS development

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Valtanen, J., Martinsuo, M.
Number of pages: 14
Pages: 1-14
Publication date: 2013

Host publication information
Title of host publication: 22nd Nordic Academy of Management Conference, 21-23 August, 2013, Reykjavik, Iceland
Place of publication: Reykjavik, Iceland
Publisher: Nordic Academy of Management

Publication series
Name: Nordic Academy of Management Conference
ISSN (Print): 2298-3112
Links:
https://nff2013.hi.is/

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2013-09-29<br/>Publisher name: Nordic Academy of Management
Source: researchoutputwizard
Source-ID: 3644
Research output: Scientific - peer-review › Conference contribution

Crowdfunding in Finland - A New Alternative Disruptive Funding instrument for Business
Digital clip gift shops as scenarios for collaborative architectures for monetising broadcast archive content: an evaluation from a technical and business viewpoint

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics
Authors: Bachmayer, S., Lugmayr, A., Kotsis, G.
Number of pages: 18
Pages: 40-57
Publication date: 2013
Peer-reviewed: Yes

Publication information
Journal: International Journal of Advanced Media and Communication
Volume: 5
Issue number: 1
ISSN (Print): 1462-4613
Ratings:
Scopus rating (2016): SJR 0.127 SNIP 0.349 CiteScore 0.48
Scopus rating (2015): SJR 0.102 SNIP 0.11 CiteScore 0.11
Scopus rating (2014): SJR 0.105 SNIP 0.995 CiteScore 0.17
Scopus rating (2013): SJR 0.266 SNIP 1.336 CiteScore 1.1
Scopus rating (2012): SJR 0.142 SNIP 0.501 CiteScore 0.43
Scopus rating (2011): SJR 0.14 SNIP 0.75 CiteScore 0.39
Scopus rating (2010): SJR 0.17 SNIP 0.375
Scopus rating (2009): SJR 0.16 SNIP 0.386
Scopus rating (2008): SJR 0.118 SNIP 0.41
Scopus rating (2007): SJR 0.126 SNIP 0.777
Scopus rating (2006): SJR 0.104 SNIP 0
Original language: English
DOIs: 10.1504/IJAMC.2013.053673

Bibliographical note
Contribution: organisation=tlo,FACT1=1>Portfolio EDEND: 2013-11-29<br/>Publisher name: Inderscience Publishers
Source: researchoutputwizard
Source-ID: 1955
Research output: Scientific - peer-review › Article

Emergent working practices: Cases from knowledge-based organizations
Estimating overall costs of occupational injuries in the Finnish Industry

Exploring Challenges in Commercialization of Innovation within the Industrial Network: Xylitol in The U.S.

References
Exploring the requirements of regional knowledge-based management

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics
Authors: Salonius, H., Käpylä, J.
Pages: 583-597
Publication date: 2013
Peer-reviewed: Yes

Publication information
Journal: Journal of Knowledge Management
Volume: 17
Issue number: 4
ISSN (Print): 1367-3270
Ratings:
Scopus rating (2016): CiteScore 3.48 SJR 1.138 SNIP 2.131
Scopus rating (2015): SJR 1.224 SNIP 2.239 CiteScore 3.06
Scopus rating (2014): SJR 1.134 SNIP 2.357 CiteScore 2.87
Scopus rating (2013): SJR 0.952 SNIP 1.986 CiteScore 2.8
Scopus rating (2012): SJR 0.959 SNIP 1.9 CiteScore 2.58
Scopus rating (2011): SJR 0.859 SNIP 2.142 CiteScore 2.13
Scopus rating (2010): SJR 0.671 SNIP 1.397
Scopus rating (2009): SJR 0.759 SNIP 1.478
Scopus rating (2008): SJR 0.962 SNIP 1.683
Scopus rating (2007): SJR 0.593 SNIP 1.045
Scopus rating (2006): SJR 0.345 SNIP 0.848
Scopus rating (2005): SJR 0.23 SNIP 0.381
Scopus rating (2004): SJR 0.253 SNIP 0.706
Scopus rating (2003): SJR 0.256 SNIP 0.65
Scopus rating (2002): SJR 0.261 SNIP 0.652
Scopus rating (2001): SJR 0.268 SNIP 0.565
Scopus rating (2000): SJR 0.132 SNIP 0.111
Scopus rating (1999): SJR 0.1 SNIP 0
Original language: English
DOIs:
10.1108/JKM-03-2013-0106

Bibliographical note
Contribution: organisation=tlo,FACT1=1<br/>Portfolio EDEND: 2013-12-29<br/>Publisher name: Emerald Group Publishing
Source: researchoutputwizard
Source-ID: 3357
Research output: Scientific - peer-review › Article
Guest Editor: Special Issue on Participatory and Social Media: Technologies, Business and Management

General information
State: Published
Ministry of Education publication type: C2 Edited books
Organisations: Department of Information Management and Logistics, Department of Pervasive Computing
Authors: Lugmayr, A., Franssila, H., Hammouda, I.
Number of pages: 3
Publication date: 2013

Publication information
Publisher: INDERSCIENCE PUBLISHERS
Original language: English

Publication series
Name: International Journal of Advanced Media and Communication
Publisher: Inderscience Publishers
Volume: 5
No.: 1
ISSN (Print): 1462-4613
ISSN (Electronic): 1741-8003
Links:

Bibliographical note
On esipuhe: http://www.inderscience.com/editorials/f986123101211475.pdf<br/>Contribution: organisation=tlo,FACT1=0.7<br/>Contribution: organisation=tie,FACT2=0.3<br/>Portfolio EDEND: 2013-11-29
Source: researchoutputwizard
Source-ID: 2822
Research output: Scientific - peer-review › Anthology

How Stock Market Reacts to Guidance Revisions and Actual Earnings Surprises

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management
Authors: Halme, T., Kanniainen, J., Nordberg, M.
Number of pages: 7
Pages: 2051-2057
Publication date: 2013
Peer-reviewed: Yes

Publication information
Journal: International Journal of Mechanical, Industrial Science and Engineering
Volume: 7
Issue number: 6
ISSN (Print): 1307-6892
Original language: English
Links:

Bibliographical note
Paperi esitetty konferenssissa: The XXXIV International Conference on Accounting and Finance, ICAF 2013, June 13-14, 2013, Copenhagen, Denmark<br/>Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2013-11-29<br/>Publisher name: World Academy of Science, Engineering and Technology
Source: researchoutputwizard
Source-ID: 2226
Research output: Scientific - peer-review › Article

Identifying and forecasting the reverse salient in video game consoles: A performance gap ratio comparative analysis

General information
Integrating new service development with service operations in knowledge-intensive business services

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Martinsuo, M.
Number of pages: 12
Pages: 1-12
Publsh date: 2013

Host publication information
Title of host publication: 22nd Nordic Academy of Management Conference, 21-23 August, 2013, Reykjavik, Iceland
Place of publication: Reykjavik, Iceland
Publisher: Nordic Academy of Management

Publication series
Name: Nordic Academy of Management Conference
Issues & Approach in Defining a European Research Agenda on Information Systems and Management in Creative eMedia Industries

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Information Management and Logistics
Authors: Lugmayr, A.
Number of pages: 9
Pages: 17-25
Publication date: 2013

Host publication information
Title of host publication: Proceedings of the 1st Workshop on Defining a European Research Agenda on Inform. Systems and Management in eMedia Industry. In conjunction with 26th Bled eConference, 9.-13.6.2013, Bled, Slovenia
Publisher: LUGYMEDIA
Editors: Stojmenova, E., Lugmayr, A.

Publication series
Name: Bled eConference
Links:

Bibliographical note
Free registration needed
Contribution: organisation=tta,FACT1=1
Portfolio EDEND: 2013-09-29
Publisher name: Nordic Academy of Management
Source: researchoutputwizard
Source-ID: 2891
Research output: Scientific - peer-review › Conference contribution

KAURIS - kartlägg och undanröj riskerna för våld i arbetet

General information
State: Published
Ministry of Education publication type: D5 Text book, professional manual or guide or a dictionary
Organisations: Former organisation of the author
Authors: Saarela, K. L., Isotalus, N., Salminen, S., Vartia, M., Leino, T.
Number of pages: 72
Publication date: 2013

Publication information
Place of publication: Helsinki
Publisher: TYÖTERVEYSLAITOS
ISBN (Print): 978-952-261-341-7
Original language: Swedish

Publication series
Name: Arbetshälsoinstitutet
Publisher: Työterveyslaitos

Bibliographical note
Contribution: organisation=tta,FACT1=1
Portfolio EDEND: 2013-12-29
Source: researchoutputwizard
Liikenteen turvallisuus ja ympäristövaikutukset - ristiriitoja vai synergioita?

General information
State: Published
Ministry of Education publication type: D1 Article in a trade journal
Organisations: Department of Information Management and Logistics
Authors: Pöllänen, M.
Number of pages: 5
Pages: 1-5
Publication date: 2013
Peer-reviewed: Unknown

Publication information
Journal: Liikenteen suunta, Liikenneviraston T & K -Lehti
Issue number: 3
ISSN (Print): 1799-2052
Original language: Finnish
Links:
http://www.liikenteensuunta.fi/fi/lataa-pdf/UVcVWHk4SGqpxsuWLBPIMw/

Bibliographical note
Contribution: organisation=tlo,FACT1=1<br/>Portfolio EDEND: 2013-12-29<br/>Publisher name: Liikennevirasto
Source: researchoutputwizard
Source-ID: 3167
Research output: Professional › Article

Luovien ideoiden kerääminen yrityksen ulkopuolelta

General information
State: Published
Ministry of Education publication type: B2 Part of a book or another research book
Organisations: Department of Information Management and Logistics
Authors: Jussila, J.
Number of pages: 2
Pages: 42-43
Publication date: 2013

Host publication information
Title of host publication: Metalli taipuu! Kipinä luovaan bisnekseen teollisuudessa
Place of publication: Tampere
Publisher: Tampereen teknilinen yliopisto

Publication series
Name: Tampereen teknilinen yliopisto. Porin laitos. Julkaisu
Publisher: Tampereen teknilinen yliopisto
Volume: 16
Management Accounting Systems Usefulness as a Union of Natural and Rational Perspectives: Analyses at the Interface of Sales and Procurement

The objective of this dissertation is to clarify the notion of ‘management accounting systems usefulness’ in its organizational context at the interface of sales and procurement. This notion is often used both by academics and practitioners, and intuitively, it is easy to agree on its importance. However, the unclarity of the notion becomes evident as soon as there becomes a need to explicitly state for what it stands for. From an academics' perspective, conceptual clarity is a prerequisite for any research that aims to develop our current understandings. Practitioners, in turn, benefit from a heightened ability to grasp which of the different accounting systems could be useful for them and to acknowledge why some of the MA systems fail to be adopted. To clarify the notion of MAS usefulness, the dissertation studies its underpinnings in both theoretical formulations and empirical settings. The review of the earlier formulations highlights the heterogeneity of the literature. Despite the variety of schools and theoretical stances, the dominance of two distinct organizational paradigms, i.e. rational and natural perspectives, has been pointed out by a number of scholars. This dissertation considers these perspectives by leaning on two representative streams of theoretical thought. The rational perspective is approached by relying on the contingency theory literature. The natural perspective, in turn, is studied with the help of an institutional theoretical view. Theoretical conceptualization is validated and refined with the help of qualitative field research. The empirical part of the dissertation comprises of two case studies that focus on MAS usefulness at the interface of sales and procurement. The findings from cases further highlight the possibility and the feasibility of the theoretical argument of the dissertation. The findings of this dissertation have both academic and practical implications. With theoretical and empirical examination, the study argues and illustrates that MAS usefulness could be better understood as a union of rational and natural perspectives rather than by relying on either of these perspectives alone. Hence, the dissertation contributes to the current MA literature by revitalizing the argument for paradigmatic pluralism. In addition, the dissertation provides an illustration of a research process that can be applied in future research. Although this dissertation focuses on building a conceptual understanding of MAS usefulness, its findings also have practical implications. That is, practitioners should also recognize and admit the importance of the both rational and natural aspects of usefulness when designing, developing and obtaining accounting systems and tools. As such, the theoretical conceptualization of this dissertation provides some very basic terminology to explain why certain kinds of MAS are
perceived to be useful and end up being used in organizational settings.

**Managing a supplier's third-party relationships in project networks**

**General information**
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Martinsuo, M., Sariola, R.
Number of pages: 14
Pages: 1-14
Publication date: 2013

**Host publication information**
Title of host publication: 22nd Nordic Academy of Management Conference, 21-23 August, 2013, Reykjavik, Iceland
Place of publication: Reykjavik, Iceland
Publisher: Nordic Academy of Management

**Publication series**
Name: Nordic Academy of Management Conference
ISSN (Print): 2298-3112
Links: https://nff2013.hi.is/

**Bibliographical note**
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2013-09-29<br/>Publisher name: Nordic Academy of Management
Source: researchoutputwizard
Source-ID: 2895
Research output: Scientific - peer-review › Conference contribution

**Managing occupational health and safety in expert organisations**

**General information**
State: Published

Managing the knowledge-based development of a city-region

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Information Management and Logistics
Authors: Lönnqvist, A.
Number of pages: 8
Pages: 391-398
Publication date: 2013

Host publication information
Title of host publication: The 6th Knowledge Cities World Summit, KCWS, 9.-12.9.2013, Istanbul, Turkey
Place of publication: Istanbul, Turkey
Publisher: BROS Congress

Publication series
Name: Knowledge Cities World Summit
Links:
http://brosgroup.net/KCWS2013/KCWS_2013_PROCEEDINGS.pdf
http://www.kcws2013.org

Bibliographical note
Contribution: organisation=tlo,FACT1=1<br/>Portfolio EDEND: 2013-09-29<br/>Publisher name: BROS Congress
Source: researchoutputwizard
Source-ID: 2808
Research output: Scientific - peer-review › Conference contribution

Measuring Reflectiveness as Innovation Potential

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Hilden, S., Pekkola, S., Rämö, J.
Number of pages: 25
Pages: 1-25
Publication date: 2013

Host publication information
Title of host publication: 7th Conference on Performance Measurement and Management Control, September 18-20, 2013, Barcelona, Spain
Metaphors Enabling Interactive Use of Management Control

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Hilden, S., Laine, T.
Number of pages: 8
Pages: 305-312
Publication date: 2013

Host publication information
Title of host publication: Proceedings of the Participatory Innovation Conference, PIN-C 2013, 18-20 June 2013, Lahti, Finland. LUT Scientific and Expertice Publications
Place of publication: Lappeenranta, Finland
Publisher: Lappeenranta University of Technology
Editors: Melkas, H., Buur, J.
ISBN (Print): 978-952-265-391-8

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2013-10-29<br/>Publisher name: European Institute for Advanced Studies in Management, EIASM
Source: researchoutputwizard
Source-ID: 2303
Research output: Scientific - peer-review › Conference contribution

Miten ICT voi parantaa tuottavuutta asiantuntijapalveluissa

General information
State: Published
Ministry of Education publication type: B2 Part of a book or another research book
Organisations: Department of Information Management and Logistics
Authors: Lönndqvist, A., Palvalin, M., Vuolle, M.
Number of pages: 10
Pages: 76-85
Publication date: 2013

Host publication information
Title of host publication: Proceedings of the Participatory Innovation Conference, PIN-C 2013, 18-20 June 2013, Lahti, Finland. LUT Scientific and Expertice Publications
Place of publication: Lappeenranta, Finland
Publisher: Lappeenranta University of Technology
Editors: Melkas, H., Buur, J.
ISBN (Print): 978-952-265-391-8

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2013-10-29<br/>Publisher name: Lappeenranta University of Technology
Source: researchoutputwizard
Source-ID: 2302
Research output: Scientific - peer-review › Conference contribution
Narratives of blog texts and intranet news in change related communication: Managers as internal and external narrators

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Kiiskinen, E.
Number of pages: 9
Pages: 1-9
Publication date: 2013

Host publication information
Title of host publication: 22nd Nordic Academy of Management Conference, 21-23 August, 2013, Reykjavik, Iceland
Place of publication: Reykjavik, Iceland
Publisher: Nordic Academy of Management

Publication series
Name: Nordic Academy of Management Conference
ISSN (Print): 2298-3112
Links:
https://nff2013.hi.is/

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2013-09-29<br/>Publisher name: Nordic Academy of Management
Source: researchoutputwizard
Source-ID: 2558
Research output: Scientific - peer-review › Conference contribution

Neljä strategisen johtamisen teoreettista perspektiiviä. Teoriakäsikirja kursseille Strategia-ajattelun teoria ja käytäntö (2013)
Tämä on teoriakäsikirja Tampereen teknillisen yliopiston opintojaksolle TETA-5620 Strategia-ajattelun teoria ja käytäntö, joka on järjestetty kevätkuukaudella 2013. Käsikirja on koostettu neljä opintojakson osallistujien ryhmänä laatimaa harjoitustyötä. Kukin harjoitustyö käsittelee yhtä opintojakson tarkasteltavaa teoreettista perspektiiviä. Nämä perspektiivit ja niitä käsittelevien harjoitustöiden laatijat ovat seuraavat. (Ryhmät ovat opintojakson sisäisessä numerojärjestyksessä ja laatijoiden nimet ryhmittäin aakkosjärjestyksessä sukunimen perusteella.)
1. Kognitiivinen perspektiivi (cognitive view): Petteri Baumgartner, Heidi Olkinuora, Teemu Siren ja Karoliina Tuominen
2. Kilpailudynaaminen perspektiivi (competitive dynamics view): Lauri Jaakkola, Miika Järvinen, Juha Matala-aho ja Tuure Visapää
3. Evolutionäärinen perspektiivi (evolutionary view): Jenni Hyppölä, Petri Iso-Järvenpää ja Matti Kivimäki
4. Resurssipohjainen perspektiivi (resource-based view): Tom Leskinen, Samppa Savonen ja Jukka Sippola
Kognitiivinen perspektiivi keskittyi nimissä mukaisesti erilisten keskeisten strategisten päätoimistokeijojen keskittymisissä prosesseihin ja pyrki näin selittämään, miksi he (organisaatioitaan edustamana tai sen valtuuttamana toimieniin) päätyvät niihin päätöksiin, joihin he päätyvät. Kognitiivisessa perspektiiveissä keskeisiä näkökohtia ovat päätoimistokeijojen suorittama havainnointi, tietoa vastaanottaminen ja valikointi, valittunaan informaatiot tehtyjen liiketoimiin ja tehtyjen liiketoimien perusteella teiminen tai toimimatta jättäminen. Kognitiivinen perspektiivi voidaan laajentaa myös koskemaan muita organisaation jäseniä tai yleisesti organisaatioita kohtellessa päätoimistokeijojen suurimmaksi tärkeimmän toiminnan. Kilpailudyönnäinen perspektiivi puolestaan käsitteleillään kilpailullisessa olevien organisaatioiden välisen kilpailun konkreettisten toimenpiteiden vaikutena. Keskeisiä tarkastelukohtia ovat siis tarkasteltavien organisaatioiden suorittamat yksittäiset toimenpiteet, niiden

General information
State: Published
Ministry of Education publication type: C2 Edited books
Organisations: Department of Industrial Management
Authors: Nokelainen, T. (ed.)
Number of pages: 82
Publication date: 2013

Publication information
Place of publication: Tampere
Publisher: Tampereen teknillinen yliopisto. Teollisuustalouden laitos
Original language: Finnish

Publication series
Name: Tampereen teknillinen yliopisto. Teollisuustalouden laitos
Publisher: Tampereen teknillinen yliopisto
ISSN (Print): 2323-895X
Electronic versions:
nelja_strategisen_johtamisen_teoreettista_perspektiivia_2013.pdf
Links:

Bibliographical note
Contribution: organisation=tta,FACt1=1<br/>Portfolio ENDEN: 2013-11-29
Source: researchoutputwizard
Source-ID: 3001
Research output: Scientific • peer-review • Anthology

NPD accounting: unveiling the potential through pragmatic constructivism

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management, Managing digital industrial transformation (mDIT)
Authors: Laine, T., Suomala, P., Norreklit, H.
Number of pages: 12
Outlining the Concept of Customer Value Proposition as a Communication Tool

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Mikkola, T., Uusitalo, O., Mahlamäki, T.
Number of pages: 18
Pages: 1-18
Publication date: 2013
Host publication information
Title of host publication: The 29th Annual IMP conference, August 30 - September 2, 2013, Atlanta, USA
Place of publication: Atlanta, GA
Publisher: IMP Group
Publication series
Name: Industrial Marketing and Purchasing Conference
Links:
http://imp2013.robinson.gsu.edu
Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2013-09-29<br/>Publisher name: IMP Group
Source-ID: 2925
Research output: Scientific - peer-review › Conference contribution

Overcoming challenges in the implementation of performance measurement - Case studies in public welfare services

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics, Department of Industrial Management, Managing digital industrial transformation (mDIT)
Authors: Jääskeläinen, A., Sillanpää, V.
Number of pages: 15
Pages: 440-454
Publication date: 2013
Peer-reviewed: Yes
Pankkien internet-­palveluja edelsi pitkä kehitysprosessi

General information
State: Published
Ministry of Education publication type: D1 Article in a trade journal
Organisations: Department of Industrial Management
Authors: Uusitalo, O., Lähteenmäki, I.
Number of pages: 2
Pages: 62-63
Publication date: 2013
Peer-reviewed: Unknown

Publication information
Journal: Talouselämä
Issue number: 45
Original language: Finnish
Links:
http://www.talouselama.fi

Bibliographical note
Contribution: organisation=tta,FAC1=1>Portfolio EDEND: 2013-12-29>Publisher name: Talentum
Source: researchoutputwizard
Source-ID: 3618
Research output: Professional › Article
Performance Information and Managerial Knowledge Needs

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Information Management and Logistics, Department of Industrial Management
Authors: Laihonen, H., Jääskeläinen, A., Carlucci, D., Linzalone, R.
Number of pages: 18
Pages: 1-18
Publication date: 2013

Host publication information
Title of host publication: 7th Conference on Performance Measurement and Management Control, September 18-20, 2013, Barcelona, Spain
Place of publication: Brussels, Belgium
Publisher: European Institute for Advanced Studies in Management, EIASM

Publication series
Name: Conference on Performance Measurement and Management Control
ISSN (Print): 2295-1660
Links:
http://www.eiasm.org/frontoffice/event_announcement.asp?event_id=903

Bibliographical note
Artikkelidata julkaistu verkossa, tarvitaan käyttäjätunnus ja salasana. Poistettu taula r=1922<br/>Contribution: organisation=tlo,FACT1=0.5<br/>Contribution: organisation=tta,FACT2=0.5<br/>Portfolio EDEND: 2013-10-29<br/>Publisher name: European Institute for Advanced Studies in Management, EIASM
Source: researchoutputwizard
Source-ID: 2706
Research output: Scientific - peer-review › Conference contribution

Performance measurement dynamism in product development

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management, Research group: Cost Management Center, Managing digital industrial transformation (mDIT)
Authors: Korhonen, T., Laine, T.
Number of pages: 20
Pages: 1-20
Publication date: 2013

Host publication information
Title of host publication: 9th European Network for Research in Organisational & Accounting Change Conference, ENROAC 2013, June 5-7, Jyväskylä, Finland
Place of publication: Jyväskylä, Finland
Publisher: Jyväskylä University School of Business and Economics JSBE

Publication series
Name: European Network for Research in Organisational and Accounting Change Conference
Links:

Bibliographical note
Tарvitаа salasana.<br/>Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2013-09-29<br/>Publisher name: Jyväskylä University School of Business and Economics JSBE
Source: researchoutputwizard
Source-ID: 2605
Research output: Scientific - peer-review › Conference contribution

Persona-based expert review of an e-learning system for adults

General information
State: Published
Product portfolio decision-making and absorptive capacity: A simulation study

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management, Department of Automation Science and Engineering, Managing digital industrial transformation (mDIT), Smart Energy Systems (SES)
Authors: Mäkinen, S., Vilkko, M.
Number of pages: 16
Pages: 60-75
Publication date: 2013
Peer-reviewed: Yes

Publication information
Journal: Journal of Engineering and Technology Management
Volume: 32
ISSN (Print): 0923-4748
Ratings:
Scopus rating (2016): SJR 0.902 SNIP 1.711 CiteScore 2.6
Scopus rating (2015): SJR 1.026 SNIP 1.732 CiteScore 2.76
Scopus rating (2014): SJR 0.987 SNIP 2.05 CiteScore 2.87
Scopus rating (2013): SJR 1.232 SNIP 1.842 CiteScore 2.82
Scopus rating (2012): SJR 0.941 SNIP 1.467 CiteScore 2.3
Scopus rating (2011): SJR 1.017 SNIP 1.843 CiteScore 2.13
Scopus rating (2010): SJR 0.821 SNIP 0.967
Scopus rating (2009): SJR 0.84 SNIP 1.18
Scopus rating (2008): SJR 0.706 SNIP 0.732
Scopus rating (2007): SJR 1.154 SNIP 0.879
Scopus rating (2006): SJR 0.708 SNIP 1.024
Scopus rating (2005): SJR 0.682 SNIP 0.876
Scopus rating (2004): SJR 0.38 SNIP 0.951
Scopus rating (2003): SJR 0.531 SNIP 0.99
Scopus rating (2002): SJR 0.679 SNIP 1.359
Scopus rating (2001): SJR 0.225 SNIP 0.255
Scopus rating (2000): SJR 0.328 SNIP 0.439
Scopus rating (1999): SJR 0.331 SNIP 0.629
Original language: English
DOIs:
Pysähdy hetkeksi, ennen kuin mittaat

General information
State: Published
Ministry of Education publication type: D1 Article in a trade journal
Organisations: Department of Industrial Management
Authors: Suomala, P.
Number of pages: 1
Pages: 85-85
Publication date: 2013
Peer-reviewed: Unknown

Publication information
Journal: Talouselämä
Issue number: 41
Original language: Finnish
Links:
http://www.talouselama.fi

Bibliographical note
Contribution: organisation=tta
Portfolio EDEND: 2013-12-29
Source: researchoutputwizard
Source-ID: 2258
Research output: Scientific - peer-review › Book

Reflective Practice as a Fuel for Organizational Learning

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management
Authors: Hilden, S., Tikkamäki, K.
Number of pages: 21
Pages: 76-95
Publication date: 2013
Peer-reviewed: Yes

Publication information
Journal: Administrative Sciences
Volume: 3
Issue number: 3
ISSN (Print): 2076-3387
Original language: English
DOIs:
10.3390/admsci3030076

Bibliographical note
Contribution: organisation=tta
Portfolio EDEND: 2013-10-29
Publisher name: MDPI AG
Source: researchoutputwizard
Source-ID: 2304
Scopus rating (2010): SJR 0.255 SNIP 0.43
Scopus rating (2009): SJR 0.152 SNIP 0.425
Scopus rating (2008): SJR 0.156 SNIP 0.194
Scopus rating (2007): SJR 0.182 SNIP 0.345
Scopus rating (2006): SJR 0.209 SNIP 0.454
Scopus rating (2005): SJR 0.175 SNIP 1.155
Scopus rating (2004): SJR 0.262 SNIP 1.92
Scopus rating (2003): SJR 0.112 SNIP 0

Original language: English
DOIs:
10.1504/IJNVO.2013.063049

Bibliographical note
Contribution: organisation=tlo,FACT1=1
Portfolio EDEND: 2014-09-26
Publisher name: Inderscience Publishers
Source: researchoutputwizard
Source-ID: 538
Research output: Scientific - peer-review › Article

Role of 'the audience' in change related communication: Leaders as organizational storytellers, followers as interpreters

General information
State: Published
Ministry of Education publication type: B3 Non-refereed article in conference proceedings
Organisations: Department of Industrial Management
Authors: Kiiskinen, E.
Number of pages: 18
Pages: 1-18
Publication date: 2013

Host publication information
Title of host publication: A storytelling conference. The 20th in the Storytelling Seminar Series, 13th - 14th June 2013, Lincoln, UK
Place of publication: London, UK
Publisher: British Academy of Management

Publication series
Name: Untold stories? A storytelling conference
Links:
http://untoldstories.blogs.lincoln.ac.uk/conference-papers-2/

Bibliographical note
Proceedings julkaisu verkossa, tarvitaan salasana<br/>
Contribution: organisation=tta,FACT1=1<br/>
Portfolio EDEND: 2013-10-29<br/>
Publisher name: British Academy of Management
Source: researchoutputwizard
Source-ID: 2559
Research output: Scientific › Conference contribution

Roles of accounting and control in New Service Development within Servitization - a literature review and research implications

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Laine, T., Cinquini, L., Suomala, P., Tenucci, A.
Number of pages: 14
Pages: 1-14
Publication date: 2013

Host publication information
Title of host publication: Proceedings of the 2013 Naples Forum on Service - Service Dominant logic, Network & Systems Theory and Service Science, 18-21 June, 2013, Naples, Italy
Place of publication: Naples, Italy
<table>
<thead>
<tr>
<th>Title</th>
<th>General information</th>
<th>Publication information</th>
<th>Bibliographical note</th>
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<tr>
<td>Roles of accounting in New Service Development within Servitization - the viewpoint of pragmatic constructivism</td>
<td>State: Published</td>
<td>Journal: Proceedings of Pragmatic Constructivism</td>
<td>Contribution: organisation=tta,FACT1=1&lt;br/&gt;Portfolio EDEND: 2014-12-31&lt;br/&gt;Publisher name: The State and University Library - Aarhus&lt;br/&gt;Source: researchoutputwizard&lt;br/&gt;Source-ID: 2713&lt;br/&gt;Research output: Scientific - peer-review › Article</td>
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<td>Self-efficacy and Perceived Value of Peer Assessments in Management Education</td>
<td>State: Published</td>
<td>Title of host publication: 22nd Nordic Academy of Management Conference, 21-23 August, 2013, Reykjavik, Iceland&lt;br/&gt;Place of publication: Reykjavik, Iceland&lt;br/&gt;Publisher: Nordic Academy of Management</td>
<td>Contribution: organisation=tta,FACT1=1&lt;br/&gt;Portfolio EDEND: 2013-07-29&lt;br/&gt;Publisher name: Giannini Editore&lt;br/&gt;Source: researchoutputwizard&lt;br/&gt;Source-ID: 2712&lt;br/&gt;Research output: Scientific - peer-review › Conference contribution</td>
</tr>
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</table>

Roles of accounting in New Service Development within Servitization - the viewpoint of pragmatic constructivism

**General information**
- State: Published
- Ministry of Education publication type: A1 Journal article-refereed
- Organisations: Department of Industrial Management, Managing digital industrial transformation (mDIT), Research group: Cost Management Center
- Authors: Laine, T., Cinquini, L., Suomala, P., Tenucci, A.
- Number of pages: 14
- Pages: 97-110
- Publication date: 2013
- Peer-reviewed: Yes

**Publication information**
- Journal: Proceedings of Pragmatic Constructivism
- Volume: 3
- Issue number: 2
- ISSN (Print): 2246-2821
- Original language: English

**Bibliographical note**
- Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2013-07-29<br/>Publisher name: Giannini Editore
- Source: researchoutputwizard
- Source-ID: 2712
- Research output: Scientific - peer-review › Conference contribution

Self-efficacy and Perceived Value of Peer Assessments in Management Education

**General information**
- State: Published
- Ministry of Education publication type: A4 Article in a conference publication
- Organisations: Department of Industrial Management
- Authors: Mahlamäki, T., Mikkola, T., Ojala, M.
- Number of pages: 10
- Pages: 1-10
- Publication date: 2013

**Host publication information**
- Title of host publication: 22nd Nordic Academy of Management Conference, 21-23 August, 2013, Reykjavik, Iceland
- Place of publication: Reykjavik, Iceland
- Publisher: Nordic Academy of Management

**Publication series**
- Name: Nordic Academy of Management Conference
- ISSN (Print): 2298-3112
- Links:
Service transition strategies in service-dominant settings - Reflections from the financial industry

**General information**
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Valtanen, I.
Number of pages: 13
Pages: 1-13
Publication date: 2013

**Host publication information**
Title of host publication: 22nd Nordic Academy of Management Conference, 21-23 August, 2013, Reykjavik, Iceland
Place of publication: Reykjavik, Iceland
Publisher: Nordic Academy of Management

**Publication series**
Name: Nordic Academy of Management Conference
ISSN (Print): 2298-3112
Links:
https://nff2013.hi.is/

**Bibliographical note**
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2013-09-29<br/>Publisher name: Nordic Academy of Management
Source: researchoutputwizard
Source-ID: 2848
Research output: Scientific - peer-review › Conference contribution

Special Issue: Platforms, Contingencies and New Product Development

**General information**
State: Published
Ministry of Education publication type: C2 Edited books
Organisations: Department of Industrial Management
Publication date: 2013

**Publication information**
Publisher: Wiley
Original language: English

**Publication series**
Name: Journal of Product Innovation Management
Publisher: Wiley-Blackwell
Volume: 31
No.: 3
ISSN (Print): 0737-6782
ISSN (Electronic): 1540-5885
Links:

**Bibliographical note**
Early View, Article first published online: 8 OCT 2013, on johdanto<br/>Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2013-10-29
Source: researchoutputwizard
Strategic agility in family business - the case of Rapala by 1990

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Uusitalo, O., Gronhaug, K.
Number of pages: 13
Pages: 1-13
Publication date: 2013

Host publication information
Title of host publication: 22nd Nordic Academy of Management Conference, 21-23 August, 2013, Reykjavik, Iceland
Place of publication: Reykjavik, Iceland
Publisher: Nordic Academy of Management

Publication series
Name: Nordic Academy of Management Conference
ISSN (Print): 2298-3112
Links:
https://nff2013.hi.is/

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2013-09-29<br/>Publisher name: Nordic Academy of Management
Source: researchoutputwizard
Source-ID: 3616
Research output: Scientific - peer-review › Conference contribution

Technology convergence and intercompany R&D collaboration: Across business ecosystems boundaries
Technology-based industry convergence brings forth new competence-destroying technologies, increases product complexity and drives companies to enter into collaborative R&D arrangements outside their current business ecosystems. The technology-based convergence context is classified as technology substitution and technology integration convergence types, and requires new collaborative competencies spanning business ecosystems that are not identified in the current literature. This paper explores the critical success factors (CSFs) of inter-company R&D collaboration in different types of convergence projects. The study finds that the convergence types are differentiated by their focal areas: product features, relative product advantage and market need orientation. We further discuss the important CSFs of the convergence types and provide insights for managers in our results.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management, Research group: Center for Innovation and Technology Research, Managing digital industrial transformation (mDiT)
Authors: Rikkiev, A., Mäkinen, S. J.
Number of pages: 28
Publication date: 2013
Peer-reviewed: Yes

Publication information
Journal: International Journal of Innovation and Technology Management
Volume: 10
Issue number: 4
ISSN (Print): 0219-8770
Ratings:
Scopus rating (2016): CiteScore 0.31 SJR 0.218 SNIP 0.32
Scopus rating (2015): SJR 0.201 SNIP 0.293 CiteScore 0.3
Scopus rating (2014): SJR 0.187 SNIP 0.354 CiteScore 0.33
Scopus rating (2013): SJR 0.185 SNIP 0.379 CiteScore 0.34
Scopus rating (2012): SJR 0.165 SNIP 0.433
The economic impacts of occupational health and safety interventions - A critical analysis based on the nine-box model of profitability

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Sievänen, M., Nenonen, N., Hämäläinen, P.
Number of pages: 7
Pages: 1-7
Publication date: 2013

Host publication information
ISBN (Print): 978-9979-72-397-4

Publication series
Name: Annual Conference of the Nordic Ergonomics Society
Links:
http://www.nes2013.is

The Emergence and Consequences of Path Dependence in the U.S. Cement Industry, 1950 - 1980

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Uusitalo, O., Gronhaug, K.
Number of pages: 24
Pages: 1-24
Publication date: 2013

Host publication information
Title of host publication: The 29th Annual IMP conference, August 30 - September 2, 2013, Atlanta, USA
Place of publication: Atlanta, GA
Publisher: IMP Group

Publication series
Name: Industrial Marketing and Purchasing Conference
Links:
http://imp2013.robinson.gsu.edu

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2013-12-29<br/>Publisher name: KP-Media Oy
Source: researchoutputwizard
Source-ID: 2894
Research output: Professional › Article

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2013-09-29<br/>Publisher name: IMP Group
Source: researchoutputwizard
Source-ID: 3617
Research output: Scientific - peer-review › Conference contribution
The Impact of Partnership Announcements in Shareholder Wealth

Tiedolla johtaminen tarkoittaa tiedon hyödyntämistä

Tiedolla johtaminen näkökulmia aluekehittämiseen

Tuottavuus edellyttää tuloksia

General information
State: Published
Ministry of Education publication type: D1 Article in a trade journal
Organisations: Department of Information Management and Logistics, Department of Industrial Management
Authors: Laihonen, H., Jääskeläinen, A.
Number of pages: 2
Pages: 36-37
Publication date: 2013
Peer-reviewed: Unknown

Publication information
Journal: TELMA - Työelämän kehittämisen erikoislehti
Issue number: 4
ISSN (Print): 1797-2841
Original language: Finnish
Links:
http://verkkojulkaisu.vivamedia.fi/telma/2013/4

Bibliographical note

Tuottavuuden mitaaminen palveluorganisaatioissa

General information
State: Published
Ministry of Education publication type: B2 Part of a book or another research book
Organisations: Department of Information Management and Logistics
Authors: Lönnqvist, A., Palvalin, M., Vuolle, M.
Number of pages: 3
Pages: 50-53
Publication date: 2013

Host publication information
Title of host publication: ICT ja palvelut. Näkökulmia tuottavuuden kehittämiseen
Place of publication: Helsinki
Publisher: Elinkeinoelämän tutkimuslaitos
ISBN (Print): 978-951-628-595-8

Publication series
Name: ETLA B
Publisher: Elinkeinoelämän tutkimuslaitos
No.: 259
ISSN (Print): 0356-7443
Links:
http://www.taloustieto.fi/etlajulk/b259.html

Bibliographical note
User identification approach based on simple gestures

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics
Authors: Guna, J., Stojmenova, E., Lugmayr, A., Humar, I., Pogacnik, M.
Number of pages: 16
Pages: 1-16
Publication date: 2013
Peer-reviewed: Yes

Publication information
Journal: Multimedia Tools and Applications
ISSN (Print): 1380-7501
Ratings:
Scopus rating (2016): SJR 0.396 SNIP 0.775 CiteScore 1.19
Scopus rating (2015): SJR 0.354 SNIP 0.941 CiteScore 0.95
Scopus rating (2014): SJR 0.386 SNIP 1.295 CiteScore 1.33
Scopus rating (2013): SJR 0.382 SNIP 1.303 CiteScore 1.33
Scopus rating (2012): SJR 0.388 SNIP 1.338 CiteScore 1.34
Scopus rating (2011): SJR 0.364 SNIP 1.346 CiteScore 1.41
Scopus rating (2010): SJR 0.419 SNIP 1.134
Scopus rating (2009): SJR 0.351 SNIP 0.939
Scopus rating (2008): SJR 0.305 SNIP 0.763
Scopus rating (2007): SJR 0.262 SNIP 1.097
Scopus rating (2006): SJR 0.268 SNIP 0.836
Scopus rating (2005): SJR 0.221 SNIP 0.659
Scopus rating (2004): SJR 0.312 SNIP 0.606
Scopus rating (2003): SJR 0.357 SNIP 1.038
Scopus rating (2002): SJR 0.4 SNIP 1.063
Scopus rating (2001): SJR 0.248 SNIP 0.467
Scopus rating (2000): SJR 0.292 SNIP 0.8
Scopus rating (1999): SJR 0.437 SNIP 0.753
Original language: English
DOIs:
10.1007/s11042-013-1635-1

Bibliographical note
Online first

Value Add in the Reciprocal Multistage Marketing

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Ruokolainen, J., Mustajärvi, M., Uusitalo, O.
Number of pages: 6
Pages: 1-6
Publication date: 2013
Value Creation in Business-to-Business Crowdsourcing

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics
Authors: Helander, N., Jussila, J., Kärkkäinen, H.
Number of pages: 12
Pages: 52-63
Publication date: 2013
Peer-reviewed: Yes

Publication information
Journal: International Journal of Knowledge Society Research
Volume: 4
Issue number: 4
ISSN (Print): 1947-8429
Original language: English
DOIs: 10.4018/ijksr.2013100106

Bibliographical note
Contribution: organisation=tlo,FACT1=1<br/>Portfolio EDEND: 2014-05-31
Source: researchoutputwizard
Source-ID: 2289
Research output: Scientific - peer-review › Article

Well-being, Safety and Well-being at Work

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Industrial Management
Authors: Heikkinen, J., Reiman, T., Leskinen, T., Rasa, P., Tappura, S.
Number of pages: 7
Pages: 1-7
Publication date: 2013

Host publication information
ISBN (Print): 978-9979-72-397-4

Publication series
Name: Annual Conference of the Nordic Ergonomics Society
Links:
http://www.nes2013.is
Implementation of Safety Management in Outsourced Services in the Manufacturing Industry


General information
State: Published
Ministry of Education publication type: G5 Doctoral dissertation (article)
Organisations: Department of Industrial Management
Authors: Nenonen, S.
Number of pages: 109
Publication date: 2012

Publication information
Publisher: Tampere University of Technology
Original language: English

Publication series
Name: Tampere University of Technology. Publication
Publisher: Tampere University of Technology
Volume: 1023
ISSN (Print): 1459-2045
Electronic versions: nenonen.pdf
Links:
Matkailu-, ravitsemis- ja talousalan oppimisympäristöjen turvallisuusopas

General information
State: Published
Ministry of Education publication type: D5 Text book, professional manual or guide or a dictionary
Organisations: Department of Industrial Management
Authors: Tappura, S., Virkkunen, A., Hämäläinen, S., Peltonen, O., Linna, E., Määttä, T., Virta, S., Blörn, M., Taivassalo-Saikosuo, M.
Number of pages: 50
Publication date: 2012

Publication information
Publisher: OPETUSHALLITUS
ISBN (Print): 978-952-13-5385-7
ISBN (Electronic): 978-952-13-5386-4
Original language: Finnish

Publication series
Name: Opetushallitus. Oppaat ja käsikirjat
Publisher: Opetushallitus
No.: 16
ISSN (Print): 1798-8950
ISSN (Electronic): 1798-8969
Links:

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2013-12-29
Source: researchoutputwizard
Source-ID: 5402
Research output: Professional › Book

User Experience in Complex Systems: Crafting a Conceptual Framework

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Former organisation of the author
Authors: Nuutinen, M., Seppänen, M., Mäkinen, S., Keinonen, T.
Number of pages: 14
Pages: 333-346
Publication date: 2011

Host publication information
Title of host publication: Proceedings of the 1st Cambridge Academic Design Management Conference, 7-8 September, 2011, Cambridge, UK
Place of publication: Cambridge, U.K.
Publisher: University of Cambridge
Editors: Moultrie, J., Miller, K.
ISBN (Print): 978-1-902546-79-7
Links:

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-06-30<br/>Publisher name: University of Cambridge
Source: researchoutputwizard
Trust-related network collaboration - difficulties, potential and paradoxes


General information
State: Published
Ministry of Education publication type: D4 Published development or research report or study
Organisations: Department of Business Information Management and Logistics, Tampere University of Technology, Pori
Authors: Aramo-Immonen, H., Mäenpää, S., Breite, R., Jussila, J. J.
Number of pages: 41
Publication date: 2010

Publication information
Publisher: Tampere University of Technology
ISBN (Print): 978-952-15-2509-4
Original language: English

Publication series
Name: Tampere University of Technology. Department of Business Information Management and Logistics, Tampere University of Technology. Pori Unit
Publisher: Tampere University of Technology
Electronic versions:
trust-related_network_collaboration.pdf
Links:
http://urn.fi/URN:NBN:fi.tty-201012141389

Bibliographical note
Poisettu tupla r=3092<br/>Contribution: organisation=pori,FACT1=0.5<br/>Contribution: organisation=tlo,FACT2=0.5
Source: researchoutputwizard
Source-ID: 7701
Research output: Professional › Commissioned report

Organizational Innovation capability
Self organising team is one of the important characteristics of agile approach. Leading such teams require different perspectives of cultivating innovations. In this chapter, we focus on building organizational innovation capabilities, particularly from the context of self-organizing teams. Based on Friedman test we have developed two practically usable tools to evaluate individual and organizational innovation capability. In this chapter, we report results of applying proposed tools in two case companies. The main results suggest that innovation capability perspectives of team members could be significantly different in individual capabilities and organizational capabilities and that both perspectives provide valuable information in setting collective innovation goals. The self evaluation of innovation capabilities is also likely to foster participation from all team members towards the collective innovation goals.

General information
State: Published
Ministry of Education publication type: A3 Part of a book or another research book
Requisite variety of expertise within a group in idea generation

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Tampere University of Technology, Pori
Authors: Suominen, A., Jussila, J., Aramo-Immonen, H., Koskinen, K.
Pages: 12 p
Publication date: 2008

Host publication information
Title of host publication: Proceedings of the XIX ISPIM Conference, Tours, France, 15-18 June 2008
Editors: Huizingh, K., Torkkeli, M., Conn, S., Bitran, I.
Keywords: requisite variety, idea generation, creativity, innovation
Electronic versions:
Requisitevariety_ofexpertise_within_a_group_in_idea_generation

Global Purchasing and Supply Management: a Research Agenda

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Former organisation of the author
Authors: Aminoff, A., Heikkilä, J., Iloranta, K., Pajunen-Muhonen, H., Tanskanen, K.
Publication date: 2007

Host publication information
Title of host publication: International Purchasing and Supply Education and Research Association (IPSERA) German Node 2007 Conference, Wiesbaden, September 2007

Strategisen johtamisen uusi haaste (The New Challenge for Strategic Management)
The impact of RFID and agent technology innovation on cost efficiency and agility

Agility and Cost Efficiency in Supply Chain Management: Mutually Exclusive or Mutually Reinforcing Objectives?
Factors Affecting Plant Location Decisions - Literature Review and Directions for Future Research

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Former organisation of the author
Authors: Turkulainen, V., Heikkilä, J.
Publication date: 2004

Host publication information
Title of host publication: Proceedings of the Annual Conference of the European International Business Association, Ljubljana, Slovenia, December, 2004

Bibliographical note
Contribution: organisation=teta,FACT1=1<br/>Portfolio EDEND: 2014-06-30
Source: researchoutputwizard
Source-ID: 21337
Research output: Scientific - peer-review › Conference contribution

A Strategic Management System for Manufacturing: Linking Action to Performance

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Former organisation of the author
Authors: Ketokivi, M., Heikkilä, J.
Number of pages: 10
Pages: 487-496
Publication date: 2003
Peer-reviewed: Yes

Publication information
Journal: Production Planning and Control
Volume: 14
Issue number: 6
ISSN (Print): 0953-7287
Ratings:
Scopus rating (2016): CiteScore 2.45 SJR 1.073 SNIP 1.226
Scopus rating (2015): SJR 1.127 SNIP 1.252 CiteScore 2.23
Scopus rating (2014): SJR 1.009 SNIP 1.349 CiteScore 1.95
Scopus rating (2013): SJR 0.658 SNIP 1.122 CiteScore 1.29
Scopus rating (2012): SJR 0.669 SNIP 0.89 CiteScore 1.21
Scopus rating (2011): SJR 0.543 SNIP 0.67 CiteScore 0.87
Scopus rating (2010): SJR 0.509 SNIP 0.685
Scopus rating (2009): SJR 0.546 SNIP 0.743
Scopus rating (2008): SJR 0.633 SNIP 0.868
Scopus rating (2007): SJR 0.701 SNIP 0.885
Scopus rating (2006): SJR 0.542 SNIP 0.836
Scopus rating (2005): SJR 0.579 SNIP 0.936
Scopus rating (2004): SJR 0.631 SNIP 1.085
Changing Process Models to Improve Demand Chain Performance

General information
State: Published
Ministry of Education publication type: A3 Part of a book or another research book
Organisations: Former organisation of the author
Authors: Heikkilä, J., Suolanen, O.
Publication date: 2003

Host publication information
Title of host publication: Management of Technology: Growth through Business, Innovation and Entrepreneurship
Publisher: PERGAMON PRESS
Editors: Zedtwitz, M. V., Haour, G., Khalil, T. M., Lefebre, L. A.
ISBN (Print): 0-08-044136-X

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-06-30<br/>Publisher name: Taylor & Francis
Source: researchoutputwizard
Source-ID: 22047
Research output: Scientific - peer-review › Article

Concurrent Product and Demand Chain Creation-in Search of Contingencies and Strategic Choices

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Former organisation of the author
Authors: Gubi, E., Heikkilä, J.
Publication date: 2003

Host publication information
Title of host publication: Proceedings of the Joint International Conference organized by European Operations Management Association (EurOMA) and Production and Operations Management Society (POMS), Como, Italy, 16.-18.6.2003

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-06-30
Source: researchoutputwizard
Source-ID: 21724
Research output: Scientific - peer-review › Conference contribution

Restructuring a Build-to-Order Demand/Supply Network: a Case Study

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Former organisation of the author
Authors: Appelqvist, P., Heikkilä, J.
Streamlining Supply Chains in the Building Industry: Two Diverging Views

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Former organisation of the author
Authors: Punakivi, M., Heikkilä, J., Yrjölä, H.
Publication date: 2003

Host publication information
Title of host publication: Proceedings of the 6th International Conference on Industrial Engineering and Production Management, Porto, Portugal, May 2003
Place of publication: Porto, Portugal

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-06-30
Source: researchoutputwizard
Source-ID: 22684
Research output: Scientific - peer-review › Conference contribution

From Supply to Demand Chain Management: Efficiency and Customer Satisfaction

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Former organisation of the author
Authors: Heikkilä, J.
Number of pages: 21
Pages: 747-767
Publication date: 2002
Peer-reviewed: Yes

Publication information
Journal: Journal of Operations Management
Volume: 20
ISSN (Print): 0272-6963
Ratings:
Scopus rating (2016): SJR 4.599 SNIP 2.988 CiteScore 6.01
Scopus rating (2015): SJR 4.616 SNIP 3.542 CiteScore 6.37
Scopus rating (2014): SJR 7.408 SNIP 4.026 CiteScore 7.63
Scopus rating (2013): SJR 5.486 SNIP 3.508 CiteScore 7.06
Scopus rating (2012): SJR 5.494 SNIP 4.37 CiteScore 7.11
Scopus rating (2011): SJR 4.88 SNIP 3.957 CiteScore 6.85
Scopus rating (2010): SJR 4.902 SNIP 3.724
Scopus rating (2009): SJR 3.754 SNIP 2.6
Scopus rating (2008): SJR 3.066 SNIP 2.25
Scopus rating (2007): SJR 3.337 SNIP 2.46
Global Operations Competence—a Research Project on the Finnish Industries

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Former organisation of the author
Authors: Heikkilä, J., Junttila, M., Appelqvist, P., Sommarström, K., Vainonen, S.
Publication date: 2002

Host publication information
Title of host publication: Proceedings of the 9th International European Operations Management Association (EurOMA) Conference, Copenhagen, 2-4 June 2002

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-06-30<br/>Publisher name: Elsevier BV; American Production and Inventory Control Society
Source: researchoutputwizard
Source-ID: 23408
Research output: Scientific - peer-review › Article

Measuring Product Structures to Improve Demand—Supply Chain Efficiency

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Former organisation of the author
Authors: Kaski, T., Heikkilä, J.
Number of pages: 21
Pages: 578-598
Publication date: 2002
Peer-reviewed: Yes

Publication information
Journal: International Journal of Technology Management
Volume: 23
Issue number: 6
ISSN (Print): 0267-5730
Ratings:
Scopus rating (2016): SJR 0.45 SNIP 0.622 CiteScore 1.25
Scopus rating (2015): SJR 0.424 SNIP 0.642 CiteScore 1.09
Scopus rating (2014): SJR 0.412 SNIP 0.722 CiteScore 0.88
Scopus rating (2013): SJR 0.361 SNIP 0.564 CiteScore 0.83
Scopus rating (2012): SJR 0.378 SNIP 0.526 CiteScore 0.78
A Simulation Case Study of Production Control in Printed Wiring Board Manufacturing

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Former organisation of the author
Authors: Korhonen, H., Heikkilä, J., Törnwall, J.
Publication date: 2001

Host publication information
Title of host publication: Proceedings of the 2001 Winter Simulation Conference, Arlingron, VA, USA, December, 2001

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-06-30
Publisher name: Inderscience Publishers
Source: researchoutputwizard
Source-ID: 23568
Research output: Scientific - peer-review › Article

Changing Platforms: Towards World-Class Demand Chain Performance

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Former organisation of the author
Authors: Heikkilä, J., Suolanen, O.
Publication date: 2001

Host publication information
Title of host publication: Proceedings of the 10th International Conference on Management of Technology, IAMOT - the International Association for Management of Technology, Lausanne, Switzerland, March 2001

Bibliographical note
Contribution: organisation=tta,FACT1=1<br/>Portfolio EDEND: 2014-06-30
Source: researchoutputwizard
Source-ID: 24985
Research output: Scientific - peer-review › Conference contribution