Developing of a Quadruple Model for Collaborative Research Actions between Higher Education Institutions and Industry

This research focuses on new, more practical models of collaboration between higher education institutions and industry in European universities. EU, the national governments and especially the national economies demand that there should be more goal-oriented actions for technology transfer and collaboration between HEIs and businesses so that the research and innovation results can be faster and more effectively capitalised. There is a research gap in combining the fluent partnerships, the applied technology research, the technology knowledge transfer and the integration of RDI and education with effective working methods. This research has concentrated on the modelling of research, development and innovation actions of HEIs, which aim at quality and practical RDI collaboration with enterprises as well as close integration between RDI actions and education.

The context of this research is the field of Finnish Universities of Applied Sciences (UAs) and in case studies the Satakunta University of Applied Sciences (SAMK) on the west coast of Finland. The goal of this research was to find connective factors and working methods, which can be utilised and focused on the research, development and innovation work at Finnish HEIs but also shared with other European universities in the future. In addition to all this the impact of the RDI work was studied in order to find the most effective factors affecting the integration of RDI and education and the engineering educators' professional development.

This research solved real world problems of enterprises and HEIs with innovative models. The main research method of this thesis has been the design science research. The modelling of the technology knowledge transfer as well as the technology research, development and innovation inside each project were based on design science research methodology. Altogether, the whole research process rested on an idea of a new HEI targeted model for collaborative research between HEIs and industry.

This research confirms that partnerships between HEIs and enterprises generate several benefits, like new learning outcomes and need-based competence development for the personnel. The partnerships seem to require constant development of the processes and actions, but this research indicates that well-functioning partnerships create research-based knowledge to support innovation processes in the industry, foster new innovation creation and recognise new opportunities for future collaboration. The research results encourage the HEIs to set their own goals more vigorously already in the beginning of the process.

The technology knowledge transfer modelling of this research has been based on applied research cases, in which the research knowledge and practical skills have been combined in order to answer the needs and challenges of the enterprises. The main goal of the practical research work has been to apply new technologies to new cases and to create new applications. The impacts of different applied research cases have been identified from the different perspectives of enterprises, HEIs and students. The modelling is based on the generalisations of these identified impacts. This research generated three different models for technology transfer. These models introduce new approaches for need and dialogue-based technology knowledge transfer. The models focus on knowledge increase and innovations in SMEs. The models are non-linear, emphasise the meaning of need recognition and consist of many iterative cycles. This research states that the technology knowledge transfer deepens the collaboration between the HEIs and the SMEs. The model also aims at increasing the responsibility of the enterprises and supports push to pull transformation of the technology knowledge transfer.

As a part of this thesis, the experiences of engineering educators working as engineering researchers were studied. The results indicate that applied technology research work can increase the engineering educators' knowledge and practical knowhow remarkably. The educators highlighted new experiences and personal development. They found the applied technology research very arduous but also rewarding. This research states that the applied technology research work is an effective way of lifelong learning.

All things considered, this research was essentially a discourse of interactions between HEIs and enterprises, especially small and medium-sized enterprises. The modelling of the actions and procedures have aimed at the interactions and collaboration that can add value for both parties. As the main contribution of this research the W4 – a quadruple model for collaborative technology research activities between higher education institutions and industry – has been created. The purpose of the W4 model is to create a WINWIN-WIN-WIN situation for the HEIs' regional innovation environment. When the HEIs and industry collaborate according to the model, all the participants, enterprises, HEIs, students and the surrounding society, win as the collaboration creates several advantages for all of them.

To conclude, the W4 - a quadruple model for collaborative technology research activities between higher education institutions and industry – indicates clear benefits for enterprises, HEIs and students, who bring their needs and knowledge to the shared platform of collaborative technology research activities and as a result of these activities they all gain new knowledge, practical knowhow, and ideas for innovation and development. When the enterprises openly bring their technology needs and challenges to the process of collaborative activities, the HEIs can identify and allocate their expertise to these purposes and engage students to work within the processes.

General information
State: Published
Ministry of Education publication type: G5 Doctoral dissertation (article)
Organisations: Industrial and Information Management
How do companies decide? Emotional triggers and drivers of investment in natural gas and biogas vehicles

Management research recognizes that companies’ investment decisions are driven not only by objective technoeconomic models but also by emotion. Alternative fuel vehicle (AFV) investments offer an appealing context in which to study this interaction in energy source decisions, as they are influenced by a diverse set of analytical and emotional elements ranging from fuel costs to environmental values. This study examines companies’ vehicle investment decision making in Finland and focuses on the interaction between objective facts and subjective feelings along with the process of choosing the vehicles’ energy source.

This article is based on an interventionist case study. Switching path analysis technique (SPAT) was used to investigate companies’ switches from conventional fuels to natural gas or biogas. This article contributes to the discussion of AFV adoption by unveiling companies’ decision-making triggers, investment criteria and the use of information sources in the decision-making processes. The findings regarding the decision-making dynamics between these factors are transferable to other energy investments. However, the content of the triggers and drivers varies across contexts and may change over time, because vehicles as investment objects have different meanings for different organizational actors depending on their organizational role, investment use context, and personal preferences.
Knowledge Management and Retention: A Case of a Water Utility in Finland

Knowledge management has been discussed and debated worldwide since the beginning of the 1990s. Over the years, knowledge management has become important due to an increased awareness of the importance of knowledge for an organisation’s prosperity and survival, and due to the increased availability of information technology to store, distribute and generally manage knowledge.

The shared opinion globally and in Finland is that water utilities, where most of the larger water utilities are integrated and provide both drinking water and wastewater services, face continuous challenges with the changes of physical and operational environment and with rapidly ageing personnel. Because knowledge management, especially tacit knowledge, is a critical success factor for water utilities when striving for better and more sustainable performance, utilities should manage both explicit and tacit knowledge and transfer them to new generations of employees.

This dissertation deals with knowledge management at one Finnish utility. The following research questions are addressed: (i) how do personnel at water utilities interpret the concepts of information, knowledge management and tacit knowledge, and how is knowledge captured and shared; (ii) what information needs do personnel have in performing daily tasks and what acquisition channels do they use; and (iii) what is the role of formal and informal networks in performing daily tasks and gaining new knowledge.

The approach of this research is qualitative and contained both longitudinal and cross-sectional time horizons. The personnel of the same water utility were interviewed with a semi-structured questionnaire in 2004 and in 2013. The interviews were analysed by combining qualitative and statistical methods. Multiple sources of evidence on knowledge management practices at water utilities and in organisations was gathered in thematic workshop sessions in 2010 and in 2011.

One of the interesting findings was that interpretations of knowledge management had changed from informing people in 2004 to understanding knowledge management as personal, individual property in 2013. The personnel were proud of the knowledge they owned of the water treatment processes. This knowledge was considered technical knowledge, which is critical to the livelihood of the utility. There were many ways to share information and knowledge and a number of reasons were found explaining why knowledge sharing was considered difficult. The most important difficulties mentioned included lack of time, competing priorities, organisatorial barriers, sharing attitudes and atmosphere, a gap between older and younger people, and unwillingness to share.

In 2004 tacit knowledge was an unknown concept while in 2013 the concept was quite clear to most of the personnel. Tacit knowledge was highly valued and it was associated with the skills and knowledge gathered over the years working at the same water utility. Tacit knowledge was shared in normal daily work and especially during malfunctions.

Information needs and usage at the utility were versatile and depended on the tasks performed by the employees. Almost everyone (over 90%) needed technical information on equipment, and over 60 percent needed knowledge of legislation. This research showed that the personnel used personal files, document collections, the internet and the intranet more often in 2013 than in 2004. The shift from printed material to electronic material has increased over the years. At the same time discussion with closest co-workers kept its importance.
The traced networks in trade union and professional association membership of the personnel indicate that assistance for solving professional challenges is not sought from these sources. The most important network was the closest co-workers, concerning the solutions to problems related to daily tasks. The results showed that external networks were large, quite stable and included multiple sectors. The professional networks consisted of task-relevant contacts, and every interviewee had individual contact networks.

Knowledge management requires long-term planning and actions. In this research it was clear that the top management should take responsibility for knowledge management at the utility. They should set strategies and approaches for knowledge management actions and ensure time allocations and tools for knowledge sharing. It is important to specify which kind of knowledge is valuable and worth retaining from the information overload.

Empirical findings from tacit knowledge, knowledge capturing and sharing, professional networks and knowledge retention at water utilities contributed to the understanding of the importance of knowledge management and knowledge retention. A limitation of this research is that it deals thoroughly with one water utility only. Thus, the results of this study are neither universally applicable nor directly applicable to water utilities of the same size. Yet, the gained results were supported by the evidence from multiple water utilities and water sector organisations.

The most important scientific contribution of this dissertation is that knowledge management was explored comprehensively in a sector that has not been studied extensively earlier. The results contribute to the body of scholarly literature in information and knowledge acquiring, creation, sharing and retention of water utilities. The study, among other things, found that a more in-depth study is needed to find out how knowledge management and retention differ at water utilities of different sizes and what effect ownership has on them. More research is also required of the demographic changes at water utilities, especially the effect of new generations on the way water utilities will operate in the future.

General information
State: Published
Ministry of Education publication type: G4 Doctoral dissertation (monograph)
Organisations: Civil Engineering
Authors: Sandelin, S.
Number of pages: 186
Publication date: 9 Jun 2017

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Original language: English

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Volume: 1476
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Research output: Monograph › Doctoral Thesis

Customer Perceived Value - A Key in Marketing of Integrated Solutions

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: Novi
Authors: Helander, N., Sillanpää, V., Vuori, V., Uusitalo, O.
Pages: 37-42
Publication date: 3 Jun 2017

Host publication information
Title of host publication: The 5th International Conference on Strategic Innovative Marketing., At Athens, Greece, Volume: 5 : September 23-26, 2016
Publisher: Springer
Editors: Kavoura, A., Sakas, D., Tomaras, P.
ISBN (Electronic): 978-3-319-56288-9
Reliability and Perceived Value of Sentiment Analysis for Twitter Data

General information
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Ministry of Education publication type: A4 Article in a conference publication
Organisations: Managing digital industrial transformation (mDIT), Industrial and Information Management, Research group: Business Data Research Group, Research group: Knowledge and Learning Research Center, University of Vaasa
Authors: Jussila, J., Vuori, V., Okkonen, J., Helander, N.
Pages: 43-48
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Editors: Kavoura, A., Sakas, D., Tomaras, P.
ISBN (Electronic): 978-3-319-56288-9

Social Media Analytics Empowering Customer Experience Insight

General information
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Ministry of Education publication type: A4 Article in a conference publication
Organisations: Managing digital industrial transformation (mDIT), Industrial and Information Management, Research group: Business Data Research Group, Research group: Knowledge and Learning Research Center
Authors: Jussila, J., Boedeker, M., Jalonen, H., Helander, N.
Pages: 25-30
Publication date: 3 Jun 2017

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Publisher: Springer
Editors: Kavoura, A., Sakas, D., Tomaras, P.
ISBN (Electronic): 978-3-319-56288-9

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.

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Ministry of Education publication type: A3 Part of a book or another research book
Organisations: Industrial and Information Management, Research group: Center for Research on Operations Projects and Services
Authors: Martinsuo, M., Sariola, R., Vuorinen, L.
Pages: 9-18
Publication date: Jun 2017

Host publication information
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Place of publication: United Kingdom
Publisher: Cambridge University Press
Editors: Sankaran, S., Müller, R., Drouin, N.
ISBN (Print): 978-1-107-15772-9
DOIs: 10.1017/9781316662243.005
Research output: Scientific - peer-review › Chapter

Relocation of Nordic Manufacturing
Manufacturing industries have had an important role in the export-driven economies of the Nordic countries. Manufacturing companies from these countries have increasingly been moving production abroad in recent years. However, backshoring of previously offshored manufacturing is attracting growing attention among researchers and policymakers. This phenomenon, and its consequences for the renewal of manufacturing, are yet little understood.

The research project “Reshoring of manufacturing (ROaMING): Disruptive Technologies, Business Ecosystems and Performance Information as Key Enablers” focused on increased understanding of production relocation trends in the Nordic countries, Denmark, Finland, and Sweden. The aim was to create in-depth knowledge on the status of and potential for relocating manufacturing as a source of renewal of the manufacturing sector. The research approach consisted of quantitative and qualitative parts utilizing both available databases and new data collected through a large-scale survey and case research.

The report consists of five main content chapters. First, the survey results of offshoring and backshoring trends in the Nordic countries Denmark, Finland, and Sweden are presented. Then we discuss the use of financial information in decision-making regarding manufacturing offshoring and backshoring. Thereafter the results of a study on manufacturing innovations and the adoption and implementation of new manufacturing technologies are reported. The fourth chapter presents the results of a study involving two manufacturing companies on the role of business ecosystems in manufacturing relocation decisions. Finally, the fifth chapter explores the global production investments made during the period 2005-2015 by large manufacturing firms with headquarters in Denmark, Finland, and Sweden.
The results among the Nordic manufacturing firms indicate that offshoring is clearly more common than backshoring. The manufacturing relocations by Nordic firms are geographically wide-ranging. The most important regions for offshoring and of backshoring are Eastern and Western Europe, the Nordic countries, and China. Offshored production is typically cost focused, whereas production relocated to the Nordic countries is relatively complex and technology-intensive, seeking access to technology, skills and knowledge, and proximity to R&D and product development. Movement of production is expected to continue both offshore and back. The reinforcement of the Nordic countries as a strong base for high value-adding manufacturing firms can be influenced by policy measures and future research.

Policy implications, as well as future research proposals are noted as the result of this study. Cost competitiveness in the Nordic countries needs to be ensured in relation to their reference group in the competition. This also exerts pressure for continuous productivity improvements through technological advances and process improvements. Access to skills, knowledge and technology are important factors for Nordic manufacturers to relocate production. Therefore product, process and supply chain innovation, as well as colocation of R&D and production, need to be promoted. Policy-makers need to pay attention to maintaining the Nordic innovation systems. Many firms seem to lack a clear strategy or analytical capabilities for manufacturing location decisions. Expertise on managing global manufacturing networks should be enhanced. Follow-up on the extent, drivers and benefits of production relocations of the Nordic manufacturing firms is needed to enhance the fact-based understanding of the longer-term trend of manufacturing relocations.

General information
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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
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Relocation of Nordic Manufacturing
Links:
Research output: Professional ▶ Commissioned report

Global challenges and role of institutions in water services

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Ministry of Education publication type: D1 Article in a trade journal
Organisations: Civil Engineering
Authors: Katko, T. S.
Number of pages: 1
Pages: 15
Publication date: 9 May 2017
Peer-reviewed: Unknown

Publication information
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Research output: Professional ▶ Article

Tuunaa & villaa: Yritysyhteistyön työkirja korkeakouluille
Program management has taken its position in project management research and in public and private organizations as a successful method for managing complex, uncertain, and large-scale changes. During the past 25 years, research has evolved from programs as the conceptual extension of projects to a rich field of empirical studies reflecting the special natures and contexts of change programs and their management, with unique theoretical foundations. To take stock of this recent history, in this article we analyze the patterns of previous empirical studies on change program management and their theoretical foundations. The goal is to identify and summarize proposals to guide forthcoming program management research. The results reveal three main themes of ongoing research: managing over the change program lifecycle, managing programs in their context, and program managers’ capabilities. The roots of change program management in organization theories are apparent; structural contingency theory and information processing theories have dominated in previous empirical research, but are clearly being extended to agency, stakeholder, and actor-network theories. New research ideas are proposed for the use of programs in various types of changes, value creation and delivery through change programs, the profiles and capabilities of different actors in program management, the coexistence and interplay of multiple programs, and the complex stakeholder networks involved with change programs. When change becomes more prevalent in the organizations’ dynamic contexts, there is an increasing need to develop program management toward an organizational capability for managing value-oriented, integrated, and multi-project change in complex stakeholder contexts.
How to measure impacts of work environment changes on knowledge work productivity – validation and improvement of the SmartWoW tool

Purpose – Measuring productivity in changing environment is a challenging task for most of the organizations. However, it is very important for managers to measure how the changes in work environment impact on knowledge work productivity. SmartWoW is proving to be a useful tool for this type of productivity measurement, and organizations are using it to make changes in the work environment. As organisations become more interested in its uses, studies with more accurate results are needed. The purpose of this paper is to validate and improve the use of the SmartWoW tool.

Method – The SmartWoW tool was used in nine organizations, which formulate the research data. Convergent validity, divergent validity and reliability are tested with SPSS and AMOS. Both exploratory and confirmatory factor analyses are applied.

Findings – The SmartWoW tool structure was found to be valid. It follows the structure described in previous literature, with slight changes in two dimensions. Four variables were added to increase tool consistency, and their wording was harmonized.
Practical implications – SmartWoW is useful for evaluating an organization’s current work environment and practices, as well as for measuring the effects of work environment changes. This study’s results also suggest SmartWoW would be useful for research by, for example, evaluating how dimensions affect each other.

Originality – This study provides a better understanding of the unique features and uses of SmartWoW. The findings not only validate through statistical analysis the tool’s structure, but also improve it and offer a broader scope of its uses.

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Ministry of Education publication type: A1 Journal article-refereed
Organisations: Industrial and Information Management
Authors: Palvalin, M.
Publication date: 21 Apr 2017
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Publication information
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Volume: 21
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ISSN (Print): 1368-3047
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.479 0.806
Publication Forum (2016): 1
Scopus rating (2015): 0.329 1.22
Publication Forum (2015): 1
Scopus rating (2014): 0.42 0.896
Publication Forum (2014): 1
Scopus rating (2013): 0.423 0.953
Publication Forum (2013): 1
Scopus rating (2012): 0.269 1.126
Publication Forum (2012): 1
Scopus rating (2011): 0.417 1.041
Scopus rating (2010): 0.233 0.41
Scopus rating (2009): 0.325 0.717
Scopus rating (2008): 0.246 0.659
Scopus rating (2007): 0.196 0.224
Scopus rating (2006): 0.233 0.408
Scopus rating (2005): 0.173 0.292
Scopus rating (2004): 0.259 0.26
Scopus rating (2003): 0.173 0.27
Scopus rating (2002): 0.122 0.138
Scopus rating (2001): 0.112 0.026
Scopus rating (2000): 0.1 0.0
Scopus rating (1999): 0.1 0.0
Original language: English
Electronic versions:
Improvement of SmartWoW tool
DOIs:
10.1108/MBE-05-2016-0025
Links:
http://urn.fi/URN:NBN:fi:ttly-201705041353
Research output: Scientific - peer-review › Article

Suurhankkeiden virheistä on otettava opiksi

General information
State: Published
Towards evidence-based management of external resources: Developing design propositions and future research avenues through research synthesis

The general question of how best to access and leverage resources that reside outside the boundaries of the focal firm has become increasingly important for companies during the last decennia, and scholars across management disciplines have responded with increasing research efforts. However, managers still seldom base their decisions on scientific evidence. Research on managing external resources is carried out in disciplinary silos and it is extremely difficult for managers to make sense of the vast amount of scientific studies. The success story of medicine as the first domain to widely adopt evidence-based practices has been an exemplar for other disciplines such as management to address the prevailing research-practice gap. Through a systematic review and synthesis of 601 articles in six academic journals representing three management disciplines we develop design propositions for supporting evidence-based management of external resources in firms. Our analysis reveals external resource management (ERM) research to be concentrated on six distinct, yet interrelated, themes. We adopt the CIMO-logic (Context, Intervention, Mechanism, Outcomes) for developing the set of design propositions within each of the research themes. A key scientific contribution is our identification of future research opportunities and directions to advance science in the field of ERM.
Scopus rating (2009): 2.491 2.646
Scopus rating (2008): 2.665 2.587
Scopus rating (2007): 2.468 2.54
Scopus rating (2006): 2.597 2.522
Scopus rating (2005): 2.43 2.829
Scopus rating (2004): 1.991 2.853
Scopus rating (2003): 1.604 2.889
Scopus rating (2002): 1.782 2.392
Scopus rating (2001): 1.644 2.168
Scopus rating (2000): 1.279 2.012
Scopus rating (1999): 0.888 1.483
Original language: English
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http://urn.fi/URN:NBN:fi:tty-201705151396
Links:
http://www.scopus.com/inward/record.url?scp=85017447362&partnerID=8YFLogxK (Link to publication in Scopus)
Source: Scopus
Source-ID: 85017447362
Research output: Scientific - peer-review › Article

Emerging Challenges and Opportunities of Global Information Systems Management: Consolidated Assignments from Spring 2017

Global Information Systems Management deals with multitude of topics that relate to developing, applying and managing information systems in distributed settings for the good of organizations, communities and individuals. The Global Information Systems Management-course (TLO-35306) was arranged for the first time in Tampere University of Technology in Spring 2017. The exercise consisted of specific Global Information Systems Management -related phenomenon in a problem-based approach. Each group collaborated finding common topic of interest and problem to be solved from research or practice. Each group pursued the solutions to these open-ended problems (solution not defined) and reported their findings in the reports that are attached in this consolidated document. Thus, groups focused on organizational, individual or societal issues of their own choosing.

The exercise consisted iterative group working done in two parts:

1) Looking in to a phenomenon

In the first part (after groups were built), each group found out about a phenomenon and presented initial findings to the class. At this point, the open-ended problem was set. The course personnel and other groups helped in refining the focus of the group.

2) Addressing an open-ended problem

In the second part, groups addressed the emerging problems that organizations, individuals or societies faces. After this, the first version of the assignment was written. One round of feedback was conducted to harmonize the report before submitting the final version.

General information
State: Published
Organisations: Industrial and Information Management, Research group: Novi
Authors: Pirkkalainen, H. (ed.), Torro, O. (ed.)
Number of pages: 175
Publication date: 11 Apr 2017

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Year: 2017
Original language: English
Electronic versions:
Something old, something new: Path dependence and path creation during the early stage of a project

Urban renewal projects involve several public and private stakeholders whose interaction during the project's early stage determines the scope of the project. Prior research has conveyed a somewhat ahistorical view of this early stage, based on the assumption that abundant design options are available to stakeholders. This study of a multi-stakeholder project, focused on the renewal of the commercial center of the historic garden city of Tapiola, seeks to increase understanding of processes of path dependence and path creation during the project's early stage. The findings show how a project and its stakeholders can be locked into a path that is affected by the stakeholders' shared history. The findings further reveal how external triggering events, emergent stakeholder dynamics, and active individual agency contribute to change in the project's goals, enabling breaking of the shared path and the gradual creation of a new path.
Explaining the challenges in ERP development networks with triggers, root causes, and consequences

General information
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Organisations: Industrial and Information Management
Authors: Kähkönen, T., Alanne, A., Pekkola, S., Smolander, K.
Publication date: Apr 2017
Peer-reviewed: Yes

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Volume: 40
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Article number: 11
ISSN (Print): 1529-3181
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Publication Forum (2017): 2
Scopus rating (2016): 0.534 1.031
Publication Forum (2016): 2
Scopus rating (2015): 0.474 1.011
Publication Forum (2015): 2
Scopus rating (2014): 0.537 0.895
Publication Forum (2014): 1
Scopus rating (2013): 0.511 1.041
Publication Forum (2013): 1
Scopus rating (2012): 0.442 0.712
Publication Forum (2012): 1
Scopus rating (2011): 0.486 1.028
Scopus rating (2010): 0.239 0.401
Scopus rating (2009): 0.122 0.0
Scopus rating (2008): 0.122 0.0
Scopus rating (2007): 0.122 0.0
Original language: English
Links:
http://aisel.aisnet.org/cais/vol40/iss1/11/
Research output: Scientific - peer-review › Article

Toimiva vesihuolto ei ole itsestäänselvyys.

General information
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Ministry of Education publication type: D1 Article in a trade journal
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Authors: Katko, T. S.
Keywords: (good governance, aging infrastructure)
Number of pages: 1
Pages: 17
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Peer-reviewed: Unknown

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Volume: 29
Issue number: 2
ISSN (Print): 1797-2000
Original language: Finnish
Managers’ viewpoint on factors influencing their commitment to safety: An empirical investigation in five Finnish industrial organisations

Managers’ strong commitment to safety is a key element of a successful safety management, culture and climate. Several studies have approached managers’ commitment from the employees’ point of view, but research approaching commitment from the managers’ viewpoint is scarce. This qualitative study aims to identify the organisational factors that hinder or promote managers’ commitment to safety and to suggest organisational measures that can be applied to support managers’ commitment to safety. A total of 49 managers in five industrial organisations were interviewed. In addition, a workshop for the safety professionals of the participating companies was organised to review the interview results and to suggest organisational measures to support managers’ commitment to safety.

The managers identified role overload, production demands, overly formal safety procedures, external safety goals, workforce attitudes and managers’ attitudes as the most common factors hindering their commitment to safety. On the other hand, the factors that promote managers’ commitment to safety are increasing managers’ safety awareness, influencing managers’ safety attitudes, recognising managers’ safety commitment, emphasising managers’ safety responsibilities, developing adequate organisational safety procedures, superiors’ encouragement and support, benchmarking others’ safety activities, understanding the economic effects of safety, and safety improvement. The suggested organisational measures to support managers’ commitment to safety include inspirational and participative management training; appropriate safety objectives; peer, superior and top management support; campaigns and competitions; employee safety training; and simplified safety procedures and reporting. The study expands on previous studies on supervisors’ safety engagement and suggests practical organisational measures to promote managers’ commitment to safety.
Role of industrial internet platforms in the management of product lifecycle related information and knowledge

This paper addresses the data, information and knowledge management challenges in product lifecycle management (PLM) using novel industrial internet/industry 4.0/cyber-physical system platforms. PLM is quite seminally related to data, information and knowledge, and about getting these properly to serve a company’s business and product development as well as to create value for the customer. We analyze Industry platforms, that are enabled by industrial internet based technologies as well as certain collaboration and social media platforms that help solving certain PLM challenges. This analysis will allow companies to make informed decisions while selecting platforms to solve their PLM challenges.

General information
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Ministry of Education publication type: A4 Article in a conference publication
Organisations: Industrial and Information Management, Research group: Novi
Authors: Menon, K., Kärkkäinen, H., Gupta, J. P.
Keywords: (Industrial internet, Industry4.0, Platform, PLM, PLM Challenges)
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Publisher: Springer
Editors: Harik, R., Rivest, L., Bernard, A., Bouras, A., Eynard, B.
ISBN (Print): 978-3-319-54660-5
Expert knowledge integration: A systematic approach for multi-stakeholder innovation

Companies developing their products or production often face complex, innovation-demanding problems. These innovations call for diverse expertise that does not exist within one company or even in its immediate network. The purpose of the knowledge integration system (KiS) tool is to transform expert knowledge into action systematically. By applying the cross-learning type of knowledge integration, the tool combines workshops and boundary objects that overcome knowledge boundaries between functions and organizations. The tool has been tested in a manufacturing investment project, where a new technology was brought into the production of a networked company. Based on this case, KiS was found to be a useful tool for supporting expert knowledge integration by collaboratively communicating and sharing knowledge in a multi-stakeholder environment to create solutions.

Relational factors as part of network relationship evaluation

The purpose of the tool is to provide the guidelines for evaluation of network relationships. It helps networked parties to focus on the essential relationship factors when the aim of the focal company is to reduce the need for control. The tool maps the level of relational factors in order to evaluate the potentiality for increasing self-direction between network parties and decrease the need for the focal company’s control. Together, the relational factors including both relational properties and relational behavior aspects form a platform that enables or restricts self-direction. The tool has been developed and tested in a case where the focal company was in need to decrease the control of its supply network and to secure its suppliers’ common cooperation capability.
Third-party-supported benchmarking for reciprocal learning

The tool has been developed for situations when a focal company encounters a practical problem in network management but does not have resources to match the problem into the right theoretical context and divide the problem into manageable entities. Here, benchmarking is viewed through a practice lens. Practice lens leads to focusing on the use of tool for creating common language and offering space for interaction. The tool has been developed and tested in a case where the focal company wanted to improve its R&D processes and better manage its innovation network. The purpose is to show how third-party-supported benchmarking is mobilized, that is, to provide the guidelines for successful benchmarking facilitating discussions and reciprocal learning in a network as well as to present the outcomes the process generated.

Sustainable project management through project control in infrastructure projects

Sustainability is becoming increasingly important in the delivery of projects as stakeholders require ethicality, eco-friendliness, and economic efficiency during a project's life cycle. Previous studies focused on the environmental aspects of sustainability in project deliverables, whereas less attention has been directed at sustainable project management during project delivery. The goal of this study is to identify the control practices that a project organization uses for sustainable project management. A qualitative single-case study was conducted on a large infrastructure project in which a road tunnel was constructed in a highly demanding environment, involving multiple stakeholders in an alliance contract. The results reveal that sustainable project management is implemented using not only indicators but a holistic control package in which control mechanisms are used differently for different sustainability dimensions. Internal project control is complemented with sustainable project governance, linking the project to its external stakeholders and regulations. The alliance contract activates the partners to exploit innovation opportunities and, thus, promotes economic, environmental, and social sustainability.
Governmental Governance of Megaprojects: The Case of EXPO 2010 Shanghai
Etenemisen seurannasta elinkaariohjaukseen ratkaisutoimituksissa


Luomme viitekehyksen näistä osatekijöistä niin, että ratkaisutoimitusten projektipäälliköt voivat tunnistaa sopivia keinoja elinkaariohvan ohjaukseen, erityisesti projektien varhaisissa vaiheissa. Tämä pilottitutkimus avaa lisätutkimuksen mahdollisuuksia erityisesti elinkaariohvan ohjauskäytäntöjen tarkasteluun erilaisissa toimintaympäristöissä.

General information
State: Published
Ministry of Education publication type: A3 Part of a book or another research book
Organisations: Industrial and Information Management, Research group: Center for Research on Operations Projects and Services
Authors: Martinsuo, M., Vuorinen, L.
Pages: 184-193
Publication date: Feb 2017

Johdanto
DIMECCin Service Solutions for Fleet Management (S4Fleet) -tutkimusohjelman kuluessa on syntynyt erilaisia menetelmiä, työkaluja ja hyviä käytäntöjä, joilla organisaatiori hyödyntävät teollista internetia ja sen kautta saatavaa dataa kunnossapidon ja muun palveluliiketoiminnan edistämisessä. Teollinen internetin ratkaisujen odotetaan parantavan sekä kunnossapidon tehokkuutta ja laatua että palveluliiketoiminnan asiakkaiden tyytyväisyyttä toimittujen toimintaan. S4Fleet-ohjelman yhteenä tuotokseena olemme nyt tuottaneet kokonaisuuden, joka koostaa ohjelman alku vaiheiden aikana tunnistettuja ja kokeilutuja menetelmiä, työkaluja ja hyviä käytäntöjä datapohjaisen teollisen palveluliiketoiminnan kehittämiseen. Myös muut aihepiirin tutkijat ja kehittäjät ovat voineet ehdottaa ja tuottaa kirjaan artikkeleita. Kirjan kohdeleisöitä ovat ensisijaisesti kunnossapidon ja muun teollisen palveluliiketoiminnan johtajat, kehittäjät ja muita asiantuntijia. Kirja voidaan mahdollisesti käyttää myös opetustarkoituksissa. Kirja on toteutettu DIMECCin S4Fleet-
ohjelman ja Kunnossapitoyhdistys Promaint ry:n yhteistyöä.

General information
State: Published
Ministry of Education publication type: A3 Part of a book or another research book
Organisations: Industrial and Information Management, Research group: Center for Research on Operations Projects and Services, Lappeenranta University of Technology
Authors: Martinsuo, M., Kärri, T.
Pages: 10-14
Publication date: Feb 2017

Host publication information
Title of host publication: Teollinen internet uudistaa palveluliiketoimintaa ja kunnossapitoa
Publisher: Kunnossapitoyhdistys ProMaint
Editors: Martinsuo, M., Kärri, T.
ISBN (Print): 978-952-68687-0-7
ISBN (Electronic): 978-952-68687-1-4
Links:
http://urn.fi/URN:NBN:fi:tty-201706061586
Research output: Scientific - peer-review › Chapter

Ratkaisua täydentävän palvelun omaksuminen ja käytön edistäminen

General information
State: Published
Ministry of Education publication type: A3 Part of a book or another research book
Organisations: Industrial and Information Management, Research group: Center for Research on Operations Projects and Services
Authors: Vaittinen, E., Martinsuo, M., Nenonen, S.
Pages: 52-62
Publication date: Feb 2017

Host publication information
Title of host publication: Teollinen internet uudistaa palveluliiketoimintaa ja kunnossapitoa
Publisher: Kunnossapitoyhdistys ProMaint
Editors: Martinsuo, M., Kärri, T.
ISBN (Print): 978-952-68687-0-7
ISBN (Electronic): 978-952-68687-1-4
Links:
http://urn.fi/URN:NBN:fi:tty-201706061586
Research output: Scientific - peer-review › Chapter

Teollinen internet uudistaa palveluliiketoimintaa ja kunnossapitoa
Winner does not take all: Selective attention and local bias in platform-based markets

We model how macro-level dynamics of platform competition emerge from micro-level interactions among consumers. We problematize the prevailing winner-take-all hypothesis and argue that instead of assuming that consumers value the general connectivity of an entire network, they are selectively attentive and locally biased. We contrast several alternative agent-based models with differing sets of assumptions regarding consumer agents’ behavior and compare their predictions with empirical data from the competition between Sony’s PlayStation 3 and Microsoft’s Xbox 360. The results show that only when consumers are assumed to be selectively attentive and locally biased is it possible to explain real-life market sharing between the given platforms. In effect, it is shown how a late-entrant platform can get adopted by most consumers in the market, despite the fact that an early entrant has greater initial installed base, greater pool of complementary products, and lower initial price.
Firms' knowledge profiles: Mapping patent data with unsupervised learning

Patent data has been an obvious choice for analysis leading to strategic technology intelligence, yet, the recent proliferation of machine learning text analysis methods is changing the status of traditional patent data analysis methods and approaches. This article discusses the benefits and constraints of machine learning approaches in industry level patent analysis, and to this end offers a demonstration of unsupervised learning based analysis of the leading telecommunication firms between 2001 and 2014 based on about 160,000 USPTO full-text patents. Data were classified using full-text descriptions with Latent Dirichlet Allocation, and latent patterns emerging through the unsupervised learning process were modelled by company and year to create an overall view of patenting within the industry, and to forecast future trends. Our results demonstrate company-specific differences in their knowledge profiles, as well as show the
The evolution of the knowledge profiles of industry leaders from hardware to software-focused technology strategies. The results cast also light on the dynamics of emerging and declining knowledge areas in the telecommunication industry. Our results prompt a consideration of the current status of established approaches to patent landscaping, such as keyword or technology classifications and other approaches relying on semantic labelling, in the context of novel machine learning approaches. Finally, we discuss implications for policy makers, and, in particular, for strategic management in firms.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Pori Department, Research group: Business Ecosystems, Networks and Innovations, Teqmine Analytics Ltd, Lappeenranta University of Technology
Authors: Suominen, A., Toivanen, H., Seppänen, M.
Keywords: (Patent analysis, Technology management, Telecommunication industry, Topic modelling, Unsupervised learning)
Pages: 131–142
Publication date: 2017
Peer-reviewed: Yes
ASJC Scopus subject areas: Business and International Management, Applied Psychology, Management of Technology and Innovation

Publication information
Journal: Technological Forecasting and Social Change
Volume: 115
ISSN (Print): 0040-1625
Ratings:
Publication Forum (2017): 2
Scopus rating (2016): 1.247 1.635
Publication Forum (2016): 2
Web of Science (2015): 2.678 3.005 5.8 0.714 0.00756 0.681
Publication Forum (2015): 2
Scopus rating (2014): 1.291 1.781
Web of Science (2014): 2.058 2.634 6.1 0.363 0.00717 0.722
Publication Forum (2014): 3
Scopus rating (2013): 1.281 1.739
Publication Forum (2013): 3
Scopus rating (2012): 1.507 2.009
Publication Forum (2012): 3
Scopus rating (2011): 1.094 1.582
Scopus rating (2010): 1.018 1.47
Scopus rating (2009): 0.838 1.589
Scopus rating (2008): 0.848 1.502
Scopus rating (2007): 0.628 1.377
Scopus rating (2006): 0.568 1.171
Scopus rating (2005): 0.527 1.614
Scopus rating (2004): 0.343 0.897
Scopus rating (2003): 0.409 0.97
Scopus rating (2002): 0.431 1.007
Scopus rating (2001): 0.609 0.843
Scopus rating (2000): 0.209 0.304
Scopus rating (1999): 0.272 0.986
Original language: English
Electronic versions:
Firms' knowledge profiles
DOIs:
10.1016/j.techfore.2016.09.028
Links:
http://urn.fi/URN:NBN:fi:ttly-201611094699
Source: Scopus
Kilpailuetua turvallisuudesta
Teollisuuden palveluntuottajarykset sekä heidän asiakkaansa edellyttävät yhä enemmän turvallisuuden eteen tehtyjä
panostuksia. Monesti tarjouskilpailuun ei ole mahdollisuuksia päästä, jos turvallisuusasiat eivät ole kunnossa.
Turvallisuusnäkökulmat on tarpeen huomioida jo palvelun kehitysvaiheessa, jotta palvelun toteuttaminen on
mahdollisimman turvallista ja sujuvaa.

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: Nenonen, S., Anttila, S., Hyytinen, T.
Number of pages: 2
Pages: 16-17
Publication date: 2017
Peer-reviewed: Unknown

Publication information
Journal: Promaint
Volume: 1/2017
ISSN (Print): 1797-2000
Original language: English
Research output: Professional › Article

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: Siikanen, M., Kanniainen, J., Valli, J.
Keywords: (Limit order book, Liquidity, Company announcement, High-frequency data)
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
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.38 0.713
Publication Forum (2016): 1
Scopus rating (2015): 0.402 0.814
Web of Science (2015): 0.48 0.639 6.6 0.126 7.9E-4 0.337
Publication Forum (2015): 1
Scopus rating (2014): 0.468 0.92
Web of Science (2014): 0.646 0.659 5.7 0.096 5.6E-4 0.274
Publication Forum (2014): 1
Scopus rating (2013): 0.481 0.704
Publication Forum (2013): 1
Scopus rating (2012): 0.349 0.408
Purpose: The purpose of this paper is to increase understanding of the logic of business network formation among the co-located and external actors of a facility. Design/methodology/approach: The research adopts a theory-building approach through developing propositions inductively from the empirical case study on four purposefully sampled modern service station facilities. The focus is on analyzing how a facility and its inherent co-located actors represent an entity that forms a business network with external actors in the facility’s environment. Findings: The findings propose that when co-located with a large number of actors, the facility and its actors represent an entity that is connected to a wide business network of multiple external actors. On the other hand, when co-located with a small number of actors, the facility becomes a part of the overall supply in the surrounding business environment with a differentiated offering for competitive advantage.

Practical implications: The research suggests that an appropriate co-locating strategy, for example, when planning the tenant mix of the facility, can contribute to creating a vivid business network in the external environment, which raises the facility to a role of a central entity in such a network. Originality/value: The findings explaining how co-location affects the businesses within the facility and within a wider networked environment are novel to the scholarly knowledge on co-location. The research bridges the theories of co-location and business networks that have been treated as separate discourses in previous research.

Managing business networks for value creation in facilities and their external environments: A study on co-location

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Industrial and Information Management
Authors: Artto, K., Ahola, T., Kyrö, R., Peltokorpi, A.
Pages: 99-115
Publication date: 2017
Peer-reviewed: Yes

Publication information
Journal: Facilities
Volume: 35
Issue number: 1-2
ISSN (Print): 0263-2772
Ratings:
Publication Forum (2017): 2
Scopus rating (2016): 0.421 1.217
Publication Forum (2016): 2
Scopus rating (2015): 0.369 1.028
Publication Forum (2015): 2
Scopus rating (2014): 0.447 1.291
Publication Forum (2014): 2
Scopus rating (2013): 0.344 1.184
Publication Forum (2013): 2
Scopus rating (2012): 0.361 0.983
Publication Forum (2012): 2
Scopus rating (2011): 0.399 0.734
Scopus rating (2010): 0.339 0.594
Master data management and its organizational implementation: an ethnographical study within the public sector

Purpose: Master data management (MDM) aims to improve the value of an organization's most important data, such as customer data, by bridging the silos between organizational units and information systems. However, incorporating data management practices into an organization is not a simple task. The purpose of this paper is to provide a new understanding of the challenges in establishing and developing the MDM function within an organization.

Design/methodology/approach: This paper reports an ethnographic study within a municipality. The data were collected from two consecutive MDM development projects over a time period of 32 months by observing MDM-related activities and interviewing appropriate actors. Observations, interviews, and impressions were documented to a diary that was later qualitatively analyzed. Various project documentation were also used. Findings: In total 15 challenges were identified. Seven of these were not identified earlier in the literature. New challenges included legislation-driven challenges, mutual understanding of master data domains, and the level of granularity for those domains. Eight issues, such as data owner and data definitions, were MDM specific, others being more generic. All of the issues were identified as preconditions or as affecting factors for the others. Three of the issues were identified as pivotal. The issues emphasize strong alignment between the complex concept of MDM and the organization adopting it.

Research limitations/implications: This research was based on a single qualitative case study, and caution should be exercised with regard to generalizations. The findings increase understanding about the complex organizational phenomena. The study offers public sector and private sector practitioners insights of the organizational issues that establishing a MDM function can encounter. Originality/value: The issues discovered in the research shed light on the strong alignment between the complex concept of MDM and the organization. The results of this study assist researchers in their endeavor to understand the organizational aspects of MDM, and to build theoretical models, frameworks, practices, and explanations.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Industrial and Information Management
Authors: Vilminko-Heikkinen, R., Pekkola, S.
Pages: 454-475
Publication date: 2017
Peer-reviewed: Yes

Publication information
Journal: JOURNAL OF ENTERPRISE INFORMATION MANAGEMENT
Volume: 30
Issue number: 3
ISSN (Print): 1741-0398
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.575 1.089
Publication Forum (2016): 1
Scopus rating (2015): 0.427 1.044
Publication Forum (2015): 1
Scopus rating (2014): 0.417 0.893
Publication Forum (2014): 1
Scopus rating (2013): 0.405 1.163
New Product Development Project Managers as Actors: The Viewpoint of Management Accounting and Control

General information
State: Published
Ministry of Education publication type: A3 Part of a book or another research book
Organisations: Managing digital industrial transformation (mDIT), Research group: Cost Management Center, Industrial and Information Management, Teaching and Learning Services
Authors: Laine, T., Korhonen, T., Suomala, P., Tervala, E.
Publication date: 2017

Host publication information
Title of host publication: A Philosophy of Management Accounting: A Pragmatic Constructivist Approach
Place of publication: United Kingdom
Publisher: Routledge
Editors: Nørreklit, H., Raffnøe-Møller, M.
Article number: 12
ISBN (Print): 978-1-138-93009-4
ISBN (Electronic): 978-1-315-68073-6

Publication series
Name: Routledge Studies in Accounting
Links:
Research output: Scientific - peer-review › Article

Partnering in offshore drilling projects
Purpose: The purpose of this paper is to evaluate to which extent partnering practices observed in earlier research focussing on the construction industry are applied in offshore development drilling projects.
Design/methodology/approach: The paper reviews earlier research on project partnering and the relationship-based procurement (RBP) taxonomy. The taxonomy is then empirically applied to describe partnering practices in an incentive-based drilling project in Norway. Findings: Many elements of project partnering observed earlier in construction projects were found to characterize offshore development drilling projects. However, as assessed using the RBP framework, the authors found that partnering elements in observed context rated consistently lower than elements previously reported in the construction industry, indicating a lower maturity of partnering practices in the studied context. Practical implications: The present study provides a multi-dimensional and systematic description of partnering practices in offshore drilling projects. Project owners can utilize this information to identify partnering elements requiring particular emphasis when initiating and managing drilling projects. Based on the findings, such elements include transparency and open-book auditing, integrated risk mitigation and insurance practices and establishment of authentic leadership. The findings further imply that partnering models cannot be directly applied across industry boundaries but must be tailored to fit the salient characteristics of each context. Originality/value: The paper systematically describes to which extent specific partnering elements of the RBP taxonomy are applied in offshore drilling projects.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Industrial and Information Management, NTNU Norwegian University of Science and Technology
Systematic literature review on enterprise architecture in the public sector

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Industrial and Information Management
Authors: Dang, D. D., Pekkola, S.
Publication date: 2017
Peer-reviewed: Yes

Publication information
Journal: ELECTRONIC JOURNAL OF E-GOVERNMENT
Volume: 15
Issue number: 2
ISSN (Print): 1479-439X
Ratings:
Publication Forum (2017): 1
Publication Forum (2016): 1
Publication Forum (2015): 1
Publication Forum (2014): 1
Publication Forum (2013): 1
Original language: English
Research output: Scientific - peer-review › Article

Teacher perceptions of teaching CLIL courses

General information
State: Published
Ministry of Education publication type: A3 Part of a book or another research book
The potential of management accounting and control in global operations: Profitability-driven service business development

Purpose: The purpose of this paper is to identify the financial potential of new service businesses in the context of a global machinery manufacturer. The objective is to examine the supportive role of management accounting (MA) and control in service business development, which has not been empirically examined previously. Design/methodology/approach: The paper takes advantage of an interventionist case study at a global machinery manufacturer and is empirically based on a comprehensive examination of the service business potential in the selected product category in different market areas. The researchers were actively involved in the accounting development activities underlying this paper. Findings: The results suggest that the development of a global service business is necessary to build on market area characteristics. An analysis should combine financial information and equipment fleet information across product lines and organizational units. Research limitations/implications: MA and control practices tend to require significant development to actually support the process of identifying and capturing the service business potentials. As the findings are limited to one case environment, further studies should address the longitudinal evolution of MA and control, and the choice and utilization of different performance measures, in similar contexts. Practical implications: The paper provides managerial insights on how to utilize MA information and proposes ideas for performance indicators. Originality/value: The process examined in this paper responds to the need for tools and techniques supporting service business development. MA and control could provide a comprehensive understanding of the dynamics of service business profitability potential and support in identifying and prioritizing the possible avenues of realizing such potential.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Industrial and Information Management, Research group: Cost Management Center, Managing digital industrial transformation (mDIT)
Authors: Lindholm, A., Laine, T., Suomala, P.
Pages: 496-514
Publication date: 2017
Peer-reviewed: Yes

Publication information
Journal: Journal of Service Theory and Practice
Volume: 27
Issue number: 2
ISSN (Print): 2055-6225
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.858 1.571
Scopus rating (2015): 1.629 0.792
Scopus rating (2014): 1.437 0.782
Scopus rating (2013): 1.007 0.688
Scopus rating (2012): 1.34 0.57
Scopus rating (2011): 1.293 0.514
Scopus rating (2010): 1.359 0.532
Scopus rating (2009): 1.159 0.685
Scopus rating (2008): 1.142 0.582
Scopus rating (2007): 0.632 0.423
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:
Publication Forum (2017): 1
Scopus rating (2016): 0.607 1.046
Publication Forum (2016): 1
Scopus rating (2015): 0.638 1.371
Publication Forum (2015): 1
Scopus rating (2014): 0.421 1.289
Publication Forum (2014): 1
Scopus rating (2013): 0.345 1.003
Publication Forum (2013): 1
Scopus rating (2012): 0.294 1.144
Publication Forum (2012): 1
Scopus rating (2011): 0.317 0.71
Scopus rating (2010): 0.344 0.939
Scopus rating (2009): 0.485 1.214
Scopus rating (2008): 0.5 0.948
Value co-creation analysis in customer-supplier network relationships

In order to succeed in complex networks and tough competition, companies need to know their customers’ drivers for value creation better than competitors do. In addition, companies strive to analyze and measure which the most valuable customers are, in order to understand what value the company itself receives from its customers. The tool presented in this chapter provides a path toward understanding these issues. It provides insights on value co-creation in the customer–supplier boundary in network relationships; thus, it focuses on the dyadic level of interaction in a business network. The tool was tested in an ICT company which aimed to develop its customer relationship management process based on deeper understanding of the mutual value creation logic. The case includes empirical data from both the buyers' (the customer side) and the supplier’s side.

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: Helander, N., Vuori, V.
Pages: 251-262
Publication date: 2017

Host publication information
Title of host publication: Practices for network management – In search of collaborative advantage
Publisher: Palgrave Macmillan
Editors: Vesalainen, J., Valkokari, K., Hellström, M.
ISBN (Print): 978-3-319-49648-1
ISBN (Electronic): 978-3-319-49649-8
Transport system planning is constantly evolving. The need to evaluate urban environment and sustainable modes of transport have been recognised. Existing transport project appraisal methods have been developed to evaluate projects for long-haul transport. Current methods do not pay enough attention to urban environment. This report describes the current status of present methods of transport project appraisal based on interviews and a literature review. The report also introduces a new model to evaluate transport projects based on qualitative and strategy-based factors. This model is further developed into a comprehensive resource efficiency model of urban structure, which is presented in a WHOLE-project report to be published in 2017.

Land use and transport have a strong connection, which cannot be found in the existing methods of transport appraisal as they ignore the factors that are crucial in projects in urban environment. However, these methods are required to be used in urban projects that will receive funding from the government. The existing transport project appraisal methods, like cost-benefit analysis have other challenging factors like simplifying multi-dimensional aspects into monetary values and giving a high priority to the value of time. Several alternative methods are presented but they also have the issue of numerical valuation. No holistic model to evaluate transport projects have been provided as different factors cannot be prioritised in relation to each other. More holistic measures are required to evaluate the transport system as a whole instead of analysing different cases individually.

The qualitative transport project appraisal model presented in the report is developed to evaluate the projects according to the national and regional strategies and objectives. The model is divided into ten topics, which are urban structure, economy and business, transport system, walking and cycling, public transport, car traffic, accessibility and reachability, environment, safety and security and health and wellbeing. These topics consist of questions based on strategies and objectives and different indicators and measures to provide the answer to these questions. In a strategy-based approach, the link between urban structure and land use is emphasized. This linkage is mostly ignored by current models. The model is used in cooperation with cost benefit analysis, which describes the financial factors of the project. The strategic model emphasises the holistic and qualitative factors. The model also provides a method for post evaluation as the same questions and measures can be used on the realized results of a project.
Educators’ open educational collaboration online: The dilemma of emotional ownership

The open education movement has witnessed ups and downs from initial interest in transparency and openness, followed by a lack of reuse of open educational resources (OER) and the massive boost of interest in massive open online courses (MOOCs). This article addresses educators’ online behaviors and perceptions regarding participation in collaborative development of OER in online settings. Using a data-driven approach to study educators’ perceptions, this article presents multiple considerations for collaborative OER development and validates a new model explaining educators’ intention to participate in collaborative action. The findings reveal the contradictory nature of emotional ownership of knowledge: a critical enabling factor for commitment and a barrier to knowledge exchange in an open and transparent manner. The findings also show how outcome expectations regarding increase in reputation and status in the network do not influence the intention to share knowledge. Further interviews with idea-sharing platform users enable us to explain the favorable settings to resolve the dilemma of emotional ownership. The study contributes not only to further development of the open education movement but also to theory development of educators’ collaborative behaviors online.

General information
State: E-pub ahead of print
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics
Authors: Pirkkalainen, H., Pawlowski, J. M., Pappa, D.
Keywords: (Open educational resources, Knowledge exchange, Emotional ownership, Idea sharing, Virtual communities)
Publication date: 13 Dec 2016
Peer-reviewed: Yes

Publication information
Journal: Computers & Education
ISSN (Print): 0360-1315
Ratings:
Publication Forum (2017): 3
Scopus rating (2016): 2.613 3.193
Publication Forum (2016): 3
Scopus rating (2015): 2.939 3.534
Web of Science (2015): 2.881 3.771 5.2 0.528 0.01748 0.925
Web of Science (2014): 2.556 3.227 4.8 0.631 0.01671 0.849
Publication Forum (2014): 3
Scopus rating (2013): 2.529 3.456
Publication Forum (2013): 3
Scopus rating (2012): 2.626 3.184
Publication Forum (2012): 3
Scopus rating (2011): 2.329 2.998
Scopus rating (2010): 1.575 2.352
Scopus rating (2009): 1.331 2.278
Scopus rating (2008): 1.216 2.829
Scopus rating (2007): 1.27 2.75
Scopus rating (2006): 1.047 2.585
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
Title of host publication: AIS SIGED 2016 Conference on IS education and Research. : Dublin, Ireland, December 10-11, 2016
Place of publication: Dublin
ISBN (Print): 978-0-692-81119-1
Research output: Scientific - peer-review › Conference contribution

Projektimestarit 2016: Esseekokoelma 4

General information
State: Published
Ministry of Education publication type: Not Eligible
Organisations: Pori Department, Research group: Business Ecosystems, Networks and Innovations, Research group: Data-analytics and Optimization
Number of pages: 133
Publication date: 8 Dec 2016

Publication information
Publisher: Tampereen Teknillinen Yliopisto
Original language: Finnish
Electronic versions:
Projektimestarit2016
Research output: Professional › Anthology

How to develop a new innovation education tool: case of impact canvas

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, Innovation Services, Research Services, University of Tampere
Authors: Aarikka-Stenroos, L., Boedeker, S., Köppä, L., Langwaldt, J.
Impact assessment and the future of HCT trucks in Finland

Purpose: Finnish government allowed high capacity transport (HCT) trucks to operate freely on Finnish roads in October 2013, although Finland already differed from most of the EU countries by using EU’s exemption to allow European modular system trucks (up to 60 tonnes and 25.25 meters long) to operate in national roads. This decision clearly differs from general European legislation (FinLex 4.12.1992/1257). The new regulation increased the maximum weight limit of trucks from 60 tonnes to 76 tonnes and the maximum height limit from 4.2 meters to 4.4 meters. The maximum length of trucks remained at 25.25 meters. In addition to this new regulation, Finland has allowed operators to test even larger (up to 104 tonnes and 34.5 meters long) HCT vehicle combinations with exemption permissions on certain roads. During the summer 2015, four transport operators operated with seven HCT combinations by using this exemption permission. In these trials vehicle combinations transported raw timber, laminated veneer lumber beams, long shipping containers and retail goods. (Lahti & Tanttu 2016) The purpose of this study is to analyse how new HCT trucks have affected the Finnish road freight transportation sector by focusing on the trucks that are 76 tonnes or lighter. The impacts of the new heavier and higher trucks are analysed via the development in energy efficiency, emissions and transportation volumes. The similar analysis has been done in 2013 before the new regulation came into force by the authors and this study also includes a comparison between the predicted impacts and the realised impacts (see Liimatainen & Nykänen 2014a).

Thousands of HCT trucks, which are heavier than 60 tonnes and lighter than 76 tonnes, have been registered in Finland since the new regulation. Finnish transport operators have been interested in new heavier and higher trucks, but without effective use of increased load capacity potential benefits can not be achieved. Up to 76 tonnes HCT trucks have been permitted in Finnish roads since autumn 2013 and after two and a half year experiences it is possible to analyse how well transport companies have been able to utilize potential load capacity based on actual data.

Design/methodology/approach: The study presents a quantitative analysis where data from national road freight transport statistics from 2000 to 2015 are combined to the fuel consumption data from LIPASTO and NTM databases by using KAHMA - truck fleet management model (Liimatainen & Nykänen 2014b; Statistics Finland 2016). This time series allows authors to analyse the impacts of new HCT trucks from about two and a half year time period and compare that development with historical development and the predicted impacts from the study from 2013. Vehicle registration information is gathered from the register information services of Finnish Transport Safety Agency and from the vehicle manufacturers and importers. Furthermore, the impacts of the exemption permission HCT trucks are presented based on the existing Finnish literature (see Lahti & Tanttu 2016).

Findings: In Finland transport operators have been widely interested in new higher and heavier vehicles and thus new regulation has been well adopted in terms of vehicle registration volumes. Shift from 60 tonnes to 76 tonnes offers more than one third increase in payload, which has encouraged transport companies to actively invest in new HCT trucks. Experiences from exemption permission pilots have also been positive and vehicles have been working without any significant problems (Lahti & Tanttu 2016). However, attitudes towards HCT trucks have strongly differed in national legislation between EU countries. (International Transport Forum 2016; OECD 2011; Sanchez Rodrigues et al. 2015) This study presents data analysis which provides actual data over the two year time period about the impacts of the HCT trucks operating on the Finnish road network. The results provide unique empirical input to the ongoing policy debate on high capacity transport.

Keywords: high capacity transport, road freight transport, energy efficiency, CO2 emissions
Reinventing organisational creativity and innovation through adapting a service-based working culture

Tieliikenteen kuljetusyritysten vastuullisuusmalli: Tilaajajärjestelyt

The responsibility model being developed under the leadership of the Finnish Transport Safety Agency (Trafi) is a voluntary participation management and procedure model for road transport, for promoting responsibility in the road transport sector. The responsibility model is used to provide an incentive and support for transportation companies to adopt a proactive and knowledge-based management culture. The responsibility model covers various aspects of responsible road transport by taking into account the key security, quality and environmental issues of transportation companies and linking them with the companies’ finances. While the responsibility model has primarily been developed with transportation companies in mind, it also provides tools and operating models for communications and cooperation between the companies and transport clients.

Trafi has been developing the responsibility model for several years now. The first responsibility model development project carried out in cooperation with companies engaged in road-traffic goods transport was launched in 2013, as the result of which the core content and structure on which the responsibility model is built were created. In 2014, the development of the responsibility model continued in cooperation with goods transport companies. The actual tool for tracking responsibility and the sample forms for the responsibility model, as well as detailed instructions for transportation companies on how to use the responsibility model in their own operations, were created as the result of the first follow-up project.

The responsibility model development project for road-traffic passenger transport companies, during which the model was also expanded to cover road-traffic passenger transport,
was launched in the autumn of 2015. The first series of actual expert interviews with transport clients were also conducted in conjunction with the project on the responsibility model for passenger transport. Road-traffic transport clients play such a central role in the development and promotion of responsibility that, in the autumn of 2016, Trafi launched a responsibility model instructions for clients project, for which this is the final report. The purpose of the project was to identify the most effective way for transport clients to use the responsibility model and to draw up the necessary instructions for them. A steering group was formed for the purposes of quality assurance and monitoring the project’s progress.

The steering group’s members are Sanna Ström, chairman (Trafi), Marke Lahtinen, secretary (Trafi), Mikko Västilä (Trafi), Arttu Lauhkonen (Trafi), Marko Rajamäki (Trafi), Ann-Mari Mäntylä (Trafi) and Lasse Nykänen (Tampere University of Technology/Verne Traffic Research Centre).

This report, which has five chapters, also includes a summary, at the end of the report, and an annex with the responsibility model user instructions for organisations which place orders for transports by road. Presented in the first two chapters of the report is background information on the development of the responsibility model and a description of the implementation of the study discussed in this final report. Chapters 3-5 discuss the perceptions of how transport clients are able to comply with the responsibility model and utilise it in their own operations, which were formed during the responsibility model projects and the literature review. The chapters also discuss the client organisations’ level of interest and commitment to enhancing responsibility within the road transport industry, and particularly on how to use the responsibility model for this.

General information
State: Published
Ministry of Education publication type: D4 Published development or research report or study
Organisations: Department of Information Management and Logistics, Research group: Transport Research Centre Verne
Authors: Nykänen, L., Viri, R.
Keywords: (responsibility, responsibility model, Safety, quality, Environment, road transport)
Number of pages: 18
Publication date: Dec 2016
Älypölkky, radan monitointi, kreosoottipölkyn korvaavat vaihtoehdot

General information
State: Published
Organisations: Civil Engineering, Research group: Track Structures
Authors: Luomala, H.
Publication date: 29 Nov 2016

Publication information
Media of output: Rautatietekniikkaseminaari 2016, Liikennevirasto
Year: 2016
Original language: Finnish
Research output: Scientific › Other contribution

Ballast bed

General information
State: Published
Organisations: Civil Engineering, Research group: Track Structures
Authors: Luomala, H.
Publication date: 24 Nov 2016

Publication information
Media of output: Presentation at Nordisk Banteknisk Ingenjørsutbildning (NBIU), Espoo
Year: 2016
Original language: English
Research output: Scientific › Other contribution

Näkökulma-kolumni: Putkiremontit kestävät aivan liian kauan

General information
State: Published
Organisations: Civil Engineering
Authors: Saari, A.
Publication date: 24 Nov 2016

Publication information
Publisher: Sanoma Talotekniikkajulkaisut Oy
Year: 2016
Original language: Finnish
Links:
http://www.rakennuslehti.fi/kirjoittajat/arto-saari/
Research output: Scientific › Other contribution

Sleepers

General information
State: Published
Organisations: Civil Engineering, Research group: Track Structures
Authors: Luomala, H.
Publication date: 24 Nov 2016

Publication information
Media of output: Presentation at Nordisk Banteknisk Ingenjørsutbildning (NBIU), Espoo
Year: 2016
Original language: English
Research output: Scientific › Other contribution
Enterprise Architecture Benefit Realization

In today’s volatile business environment, organizations need to constantly reshape their operations. Enterprise Architecture (EA) is a promising approach to supporting organizational transformation and providing the necessary agility to respond to environmental changes. Consequently, it has received attention from both academia and industry. In particular, the practical aspects of creating and implementing EA have been addressed in previous research. Many researchers claim that a multitude of benefits can be realized by EA. These include improved decision making, better alignment of business and IT, and reduced costs. However, the question of how EA creates benefits has received little attention. Only recently have a few models been published on the EA benefit realization process. This refers to a process consisting of several interacting constructs impacting the realization of benefits by EA in an organization, such as EA products (including architecture documentation, i.e., models), different kinds of EA utilization constructs, and social and cultural constructs. Nevertheless, the results are, to a large extent, contradictory and are presented on an abstract level. Consequently, there is no unified view of EA benefit realization.

This thesis focuses on understanding EA benefit realization, taking four different viewpoints on the phenomenon. First, the EA benefit realization process is described on a general level as a data-based model. Second, EA stakeholders are considered to uncover their interaction with EA and their EA-related concerns. Third, EA product and service use (including the utilization of, for example, architecture models and architectural support for development projects) is addressed to discover when, why, and to whom EA benefits actually emerge in practice. Fourth, the measurement of EA benefit realization is scrutinized to form the basis for rationalizing the EA approach and improving EA practice.

This thesis states that EA benefits are realized through a complex process involving several interconnected constructs. There are many stakeholders that interact in the process, having various and even conflicting concerns about EA. EA use is also a complex phenomenon that is heavily intertwined with EA stakeholders, EA products, and services. Concrete measures for the EA benefit realization process constructs are also proposed. The results can be used as a basis of further study, for example, validation of the proposed model. Recommendations for EA practice are also given.

The thesis is article-based and contains six articles. The empirical part of the study is based on a multiple qualitative case study in a large public organization.
Seeking New Ways of Innovating in Industry- Research Collaboration Practice

This chapter sheds light on the dynamics of innovation activity and its prerequisites for industry-research collaboration practice. It focuses on a particular intentional attempt to change the prerequisites of innovations. This new kind of research programme aimed to improve the competitiveness of the Finnish metals and engineering industry through enhancing innovations and industrial renewal. Three theoretical lenses were used in reflecting collaboration practice and learning in the programme. Two examples of changes in collaboration activity were presented and analysed within the broader context of the programme. The findings present how the characteristics of the programme and its management practices seemed to construct favourable conditions for co-innovating. The interpretations were founded on the reflections made by the four persons in charge of leading the programme. The chapter is concluded by summing up the results in terms of insight gained, as well as a general framework that aims to support practical efforts to create better prerequisites and conditions for industry-research collaboration in innovation activity.
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.
Keywords: (social media, Electronic word of mouth, negative emotions, brand disloyalty)
Publication date: 11 Nov 2016
Peer-reviewed: Unknown
ASJC Scopus subject areas: Human-Computer Interaction
Links:
http://www.academic-conferences.org/conferences/ecmlg/ecmlg-future-and-past/
Research output: Scientific › Paper, poster or abstract

Performance Measurement for Managing Welfare Services
Performance management of welfare services is a topical issue at the moment. Because of the major structural developments in society, versatile knowledge and new tools are needed to support the performance development and management of welfare services. This research aims to find out how the performance of welfare services can be measured and managed at different levels within a welfare service system. To achieve this goal, research questions in this dissertation examine the current state of performance measurement and management in Finnish welfare service organisations, how identified challenges related to managing and measuring performance in welfare service organisations can be overcome, and how performance management can be supported by the means of measurement in the welfare service system. The theoretical part of the research builds on different research streams focusing on performance measurement and management in welfare services.

This research can be characterized as a qualitative multiple case study. Research questions are studied through six research articles applying various research methods. Interviews and action research were the main methods employed. The empirical material of the research consists of data collected in six separate research projects related to performance measurement in welfare services at different levels of the service system. Altogether, 22 public, private and non-profit organisations operating in the welfare service sector participated the research. The most of participants provide social services.

This study contributes to prior research by providing a more holistic view of performance management and measurement by structuring performance measurement tasks at different levels within the welfare service system. This research suggests and applies practical performance measurement frameworks at different levels of the welfare service system. This research indicates that different aspects related to performance and performance management are focused as the level of analysis moves from organisations to the service system. In welfare service organisations, the focus is on the outcomes that the organisation seeks to provide to its clients and on the resources and processes needed to achieve those outcomes. As intangible aspects of the service provision are focused in welfare services, this research suggests intellectual capital management as an applicable perspective in managing performance in welfare service organisations.

At the service system level, the focus shifts towards the longer-term effects on clients created by many organisations, thus extending performance measurement activities beyond the limits of just one organisation. At the service system level, the foremost managerial task relates to ensuring cost-effective service provision, which entails measuring the impacts of different service options and managing the effectiveness of service provision. This research suggests that impact measurement at the service system level should entail measuring the qualitative impacts created to clients and also measuring the quantitative and financial impacts to the service system. According to this research, the operationalization of concepts related to performance, user participation and outside support are focal factors that facilitate performance measurement efforts in welfare services, regardless of the level of analysis.

General information
State: Published
Ministry of Education publication type: G5 Doctoral dissertation (article)
Organisations: Department of Information Management and Logistics, Research group: Novi
Authors: Sillanpää, V.
Number of pages: 117
Publication date: 4 Nov 2016

Publication information
Publisher: Tampere University of Technology
Perceived risks in social media use – a longitudinal study among university students.

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)
Authors: Aramo-Immonen, H., Jussila, J. J., Ilvonen, I., Helander, N.
Keywords: (social media, social media risks, knowledge management, E-Learning)
Number of pages: 4
Pages: 777-780
Publication date: 2 Nov 2016

Host publication information
Title of host publication: Proceedings TEEM ’16 Proceedings of the Fourth International Conference on Technological Ecosystems for Enhancing Multiculturality : Salamanca, Spain — November 02 - 04, 2016
Publisher: ACM
Editor: Jose Garcia-Penalvo, F.
ISBN (Electronic): 978-1-4503-4747-1
DOIs: 10.1145/3012430.3012606
Links: https://2016.teemconference.eu/
Research output: Scientific - peer-review » Conference contribution

Editorial to “The best papers from the 32nd International Symposium on Automation and Robotics in Construction and Mining (ISARC 2015)”

General information
State: Published
Ministry of Education publication type: B1 Article in a scientific magazine
Organisations: Department of Civil Engineering, Research group: Structural Fire Engineering, Univ of Oulu
Authors: Malaska, M., Heikkilä, R.
Number of pages: 1
Pages: 1
Publication date: 1 Nov 2016
Peer-reviewed: No
ASJC Scopus subject areas: Control and Systems Engineering, Civil and Structural Engineering, Building and Construction

Publication information
Journal: Automation in Construction
Volume: 71
ISSN (Print): 0926-5805
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 1.391 2.686
Publication Forum (2016): 1
Web of Science (2015): 2.442 2.827 5.1 0.199 0.00705 0.63
This action-based qualitative case study explores how the project communication routines affect stakeholder engagement during change management process and evolve project culture. With an inductive design, this research studies change communication practices in two different case contexts. The results underline the fact that an effective communication ensures stakeholder participation in the change management processes through teamwork and empowerment, whereas lacking communication routines lead to a rational and straightforward project culture where task performance and efficiency are preferred over stakeholder involvement. Theoretical results suggest that project communication planning requires more attention on the know-how of stakeholders than the current stakeholder evaluation models instruct.

Project change stakeholder communication

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Civil Engineering, Research group: Construction Management, University of Vaasa (UVA)
Authors: Butt, A., Naaranoja, M., Savolainen, J.
Keywords: (Action research, Change management, Communication management, Project culture, Project management, Stakeholder know-how, Stakeholders)
Number of pages: 17
Pages: 1579-1595
Publication date: 1 Nov 2016
Peer-reviewed: Yes
ASJC Scopus subject areas: Business and International Management, Management, Monitoring, Policy and Law, Management of Technology and Innovation

Publication information
Volume: 34
Issue number: 8
ISSN (Print): 0263-7863
Ratings:
Publication Forum (2017): 2
Scopus rating (2016): 1.396 2.711
Boundary Objects as Part of Knowledge Integration for Networked Innovation

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Pori Department, Research group: Business Ecosystems, Networks and Innovations
Authors: Mäenpää, S., Suominen, A. H., Breite, R.
Pages: 25-36
Publication date: 27 Oct 2016
Peer-reviewed: Yes

Publication information
Journal: Technology Innovation Management Review
Volume: 6
Issue number: 10
ISSN (Print): 1927-0321
Ratings:
Publication Forum (2017): 1
Publication Forum (2016): 1
Publication Forum (2015): 1
Original language: English
Electronic versions:
Mäenpää_et_al_TIMReview_October2016
Links:
http://urn.fi/URN:NBN:fi:tty-201611084698
Research output: Scientific - peer-review › Article
Servitization in global business-to-business distribution: The central activities of manufacturers

Manufacturers' servitization development is a prevalent trend in the current business world. Companies then aim to increase customer closeness and complement product offerings with services. However, extant literature on distribution and marketing channels literature remains limited in terms of the implications of servitization for global business-to-business distribution. Therefore, this qualitative multiple case study identifies the central activities of servitizing manufacturers in global distribution. The study concludes with the following research propositions: Servitizing manufacturers develop global service portfolios and customize offerings according to local customer characteristics; build global operation models and adjust local service processes; ensure global brand coherency and design the customer experience according to local customer expectations; and create global value propositions and enhance local value co-creation with business customers. The study outlines managerial implications in terms of organizing global distribution. It also discusses new knowledge sharing and capability needs regarding solution sales, service provision and customer relationship management.

General information

State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics, Research group: Novi, Managing digital industrial transformation (mDIT)
Authors: Hakanen, T., Helander, N., Valkokari, K.
Publication date: 20 Oct 2016
Peer-reviewed: Yes

Publication information

Journal: Industrial Marketing Management
ISSN (Print): 0019-8501
Ratings:
Publication Forum (2017): 3
Scopus rating (2016): 1.83 1.676
Publication Forum (2016): 3
Web of Science (2015): 1.93 3.132 7.8 0.266 0.00527 0.541
Scopus rating (2014): 1.609 1.776
Web of Science (2014): 1.82 2.379 7.6 0.265 0.00452 0.466
Publication Forum (2014): 3
Scopus rating (2013): 1.483 1.581
Publication Forum (2013): 3
Scopus rating (2012): 1.504 1.669
Publication Forum (2012): 3
Scopus rating (2011): 1.037 1.593
Scopus rating (2010): 1.231 1.635
Scopus rating (2009): 1.194 1.478
Scopus rating (2007): 1.318 1.475
Scopus rating (2006): 1.109 1.735
Scopus rating (2005): 0.821 1.337
Scopus rating (2004): 0.76 1.188
Scopus rating (2003): 0.905 1.79
Scopus rating (2002): 0.695 1.219
Scopus rating (2001): 0.511 1.194
Scopus rating (2000): 0.484 1.076
Scopus rating (1999): 0.548 0.836
Original language: English
DOIs:
10.1016/j.indmarman.2016.10.011
Links:
Co-design, co-teaching and co-learning in technology hands-on university tuition

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: Myllärniemi, J., Helander, N., Hellsten, P., Ilvonen, I.
Number of pages: 6
Pages: 153-158
Publication date: 17 Oct 2016

Host publication information
Title of host publication: Academic Mindtrek '16: Proceedings of the 20th International Academic Mindtrek Conference
Publisher: ACM
ISBN (Electronic): 978-1-4503-4367-1
DOIs: 10.1145/2994310.2994329
Links: http://www.mindtrek.org/2016/academic/
Research output: Scientific - peer-review › Conference contribution

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 , Research group: MAT Intelligent Information Systems Laboratory, Managing digital industrial transformation (mDIT)
Keywords: (weak ties, social media)
Number of pages: 9
Pages: 11-19
Publication date: 17 Oct 2016

Host publication information
Title of host publication: AcademicMindtrek '16 Proceedings of the 20th International Academic Mindtrek Conference
Publisher: ACM
ISBN (Electronic): 978-1-4503-4367-1
ASJC Scopus subject areas: Computational Theory and Mathematics, Sociology and Political Science
DOIs: 10.1145/2994310.2994354
Links: http://www.mindtrek.org/2016/
Research output: Scientific - peer-review › Conference contribution

The 5C categorization of social media tools
Social media can offer potential business benefits in the company context. However, successful social media initiative calls for careful strategic planning and approaching social media tools as enablers for reaching a purpose. A categorization of social media tools is called for to help the strategic choices and evaluation between the tools. To date, no coherent classification exists, and those suggested approach social media tools from a substantial perspective of what a tool is. From strategic planning viewpoint it is more practical to take the functional perspective of what a tool does. In this
paper, we present a framework for categorizing social media tools by the actions they enable. The 5C categorization is based on the actions enabled by the social media tools: communicating, collaborating, connecting, completing, and combining. In order to demonstrate how the 5C categorization can be used as a framework to assess social media tools we conducted an empirical study of social media based crowdsourcing platforms in business-to-business setting. The 5C categorization can be utilized in planning a social media strategy as it forwards the understanding of which tools are suitable for certain purpose and provides a scheme to evaluate and compare different social media tools and applications.

**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)
Authors: Vuori, V., Jussila, J.
Keywords: (Social Media)
Number of pages: 8
Pages: 26-33
Publication date: 17 Oct 2016

**Host publication information**
Title of host publication: Proceedings of the 20th International Academic Mindtrek Conference : Oct. 17th-19th, 2016, Tampere, Finland
Publisher: ACM
ISBN (Electronic): 978-1-4503-4367-1
ASJC Scopus subject areas: Human-Computer Interaction
DOIs:
10.1145/2994310.2994367
Links:
http://www.mindtrek.org/2016/
Research output: Scientific - peer-review › Conference contribution

**Assessing Regional Cooperation in Water Services: Finnish Lessons Compared With International Findings**
Water services, that is, water supply and wastewater disposal, are traditionally the responsibility of local governments. Many municipalities have joined forces to meet the challenges of increasing water quality requirements, aging infrastructures, and decreasing fiscal resources. Regional cooperation is claimed to generate benefits in various ways, but there are challenges to this assumption. This article assesses the benefits and challenges of regional cooperation through the following categories: economies of scale, socioeconomic and spatial disparities, autonomy and legitimacy, by comparing Finnish experiences with previous research findings. Our assessment concludes that the benefits and challenges of regional cooperation are not straightforward, not only dependent on the local context but also on the level and tradition of cooperation, especially on the degree of organizational autonomy.

**General information**
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Civil Engineering
Authors: Kurki, V., Pietilä, P., Katko, T.
Keywords: (bilateral agreement, Finland, inter-municipal cooperation, municipal federation, water wholesale)
Number of pages: 22
Pages: 368-389
Publication date: 1 Oct 2016
Peer-reviewed: Yes
ASJC Scopus subject areas: Business, Management and Accounting (miscellaneous), Sociology and Political Science, Public Administration

**Publication information**
Journal: Public Works Management and Policy
Volume: 21
Issue number: 4
ISSN (Print): 1087-724X
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.171 0.481
Publication Forum (2016): 1
Scopus rating (2015): 0.243 0.423
Publication Forum (2015): 1
Learning by playing: A cross-sectional descriptive study of nursing students’ experiences of learning clinical reasoning

Background Clinical reasoning is viewed as a problem-solving activity; in games, players solve problems. To provide excellent patient care, nursing students must gain competence in clinical reasoning. Utilising gaming elements and virtual simulations may enhance learning of clinical reasoning. Objectives To investigate nursing students’ experiences of learning clinical reasoning process by playing a 3D simulation game. Design Cross-sectional descriptive study. Setting Thirteen gaming sessions at two universities of applied sciences in Finland. The prototype of the simulation game used in this study was single-player in format. The game mechanics were built around the clinical reasoning process. Participants Nursing students from the surgical nursing course of autumn 2014 (N = 166). Methods Data were collected by means of an online questionnaire. Results In terms of the clinical reasoning process, students learned how to take action and collect information but were less successful in learning to establish goals for patient care or to evaluate the effectiveness of interventions. Learning of the different phases of clinical reasoning process was strongly positively correlated. The students described that they learned mainly to apply theoretical knowledge while playing. The results show that those who played digital games daily or occasionally felt that they learned clinical reasoning by playing the game more than those who did not play at all. Conclusion Nursing students’ experiences of learning the clinical reasoning process by playing a 3D simulation game showed that such games can be used successfully for learning. To ensure that students follow a systematic approach, the game mechanics need to be built around the clinical reasoning process.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Pori Department
Authors: Koivisto, J. M., Multisilta, J., Niemi, H., Katajisto, J., Eriksson, E.
Keywords: (3D simulation game, Clinical reasoning, Game mechanics, Learning, Nursing students, Playing)
Number of pages: 7
Pages: 22-28
Publication date: 1 Oct 2016
Peer-reviewed: Yes
ASJC Scopus subject areas: Nursing(all), Education

Publication information
Journal: NURSE EDUCATION TODAY
Volume: 45
ISSN (Print): 0260-6917
Ratings:
Publication Forum (2017): 1
Comparison of community managed projects and conventional approaches in rural water supply of Ethiopia

This study aimed to compare Community Managed Projects (CMP) approach with the conventional approaches (Non-CMP) in the case of Ethiopia. The data collection methods include a household survey (n=1806), community representative interviews (n=49), focus group discussions with district water experts (n=48) and observations of water systems (n=49). The data were collected from seven districts of two regions of Ethiopia. The study shows that CMP have a better platform to involve the community than non-CMP. In terms of reducing distances to water points, all approaches succeeded. However, the intended amount of water supplied is not achieved in all the cases: only 25% of CMP users and 18% of non-CMP users are able to get water according to the national standard, 15 L per capita per day. Fee collection in the approaches has a high disparity in favour of CMP. To keep long-lasting services, three requirements need to be particularly fulfilled: quantity, quality and accessibility.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Civil Engineering
Authors: Behailu, B. M., Suominen, A., Katko, T. S., Mattila, H., Yayehyirad, G.
Number of pages: 15
Pages: 292-306
Publication date: 30 Sep 2016
Peer-reviewed: Yes

Publication information
Journal: African Journal of Environmental Science and Technology
Volume: 10
Issue number: 9
Article number: 04AF23059936
ISSN (Print): 1996-0786
Sosiaalinen media brändi- ja asiakastiedon lähteänä

General information
State: Published
Ministry of Education publication type: Not Eligible
Organisations: Department of Information Management and Logistics, Research group: Novi, Managing digital industrial transformation (mDIT), University of Vaasa (UVA), University of Tampere
Authors: Jussila, J., Helander, N., Vuori, V., Okkonen, J.
Keywords: (sosiaalinen media, brändi, asiakastieto)
Number of pages: 2
Pages: 55-56
Publication date: 23 Sep 2016

Host publication information
Title of host publication: TiedeAreena 2016
Volume: 11
Place of publication: Pori
Publisher: Tampereen teknillinen yliopisto, Porin laitos
Editor: Tuomi, P.
Links:
http://www.ucpori.fi/tiedeareena-ohjelma
Research output: Scientific → Conference contribution

Affective experiences and student engagement in higher education

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, Language Centre, Managing digital industrial transformation (mDIT)
Authors: Helander, N., Boedeker, M., Hellsten, P., Jussila, J., Myllärniemi, J., Tukiainen, M.
Keywords: (Affective experience, Higher Education)
Publication date: 13 Sep 2016

Host publication information
Title of host publication: 44th Annual Conference Of The European Society For Engineering Education : 12-15 September 2016, Tampere, Finland
Place of publication: Tampere
ISBN (Print): 9782873520144
ASJC Scopus subject areas: Education
Links:
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.

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)
Authors: Jalonen, H., Jussila, J.
Keywords: (social media, negative emotions, brand disloyalty)
Number of pages: 12
Pages: 134-145
Publication date: 13 Sep 2016

Host publication information
Place of publication: Swansea
Publisher: Springer
ISBN (Print): 978-3-319-45233-3
ISBN (Electronic): 978-3-319-45234-0

Publication series
Name: Lecture notes in computer science
Volume: 9844
ISSN (Print): 0302-9743
DOIs: 10.1007/978-3-319-45234-0_13
Links: http://www.swansea.ac.uk/som/i3e2016/

Bibliographical note
JUFOID=62555
Research output: Scientific - peer-review › Conference contribution

Students as mystery shoppers: lowering knowledge sharing barriers in higher education

This empirical research paper focuses on discussing potential knowledge sharing barriers volunteering students as mystery shoppers perceived in the context of higher education. More specifically, the focus is on students’ ideas on finding solutions to lowering individual knowledge sharing barriers, i.e. improving the quality of their instruction. Mystery shopping is a method of observing service performance from the user, or customer, perspective and it has been widely used to evaluate the overall service quality within service businesses. Using empirical data from students volunteering as mystery shoppers appears not as a widely used research and development tool. Moreover, there is little context-specific research on learning and teaching in such a knowledge intensive community like a university from the perspective of knowledge management (KM). KM offers thus a useful approach for analysing learning and teaching, as well as improving the processes of knowledge creation.

A Finnish technical university and its student union organised a mystery shopping project with 45 student participants. They observed their learning experiences for six weeks in order to complement data from other sources. The students kept a casual theme-based diary on four larger topics: teaching staff and teaching (including pedagogical competence and teaching culture, instruction and guidance, course arrangements), students and the learning culture, student services and learning environment. The initial goal of the project was to add a student voice on the processes of developing learning and teaching in higher education.
The research approach represents qualitative content analysis in which knowledge-sharing barriers were first recognised from the qualitative mystery shopper data. Next those instances where the students offered their solution to lowering that barrier were selected for further analysis. The results identify learner suggestions that may contribute to lowering knowledge sharing barriers. Result also indicate that individual knowledge sharing barriers as described in the literature appear to be valid in a higher education setting.

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Language Centre
Authors: Tukiainen, M. O.
Publication date: 13 Sep 2016

Host publication information
Title of host publication: 44th Annual Conference Of The European Society For Engineering Education : 12-15 September 2016, Tampere, Finland
Place of publication: Tampere
ISBN (Electronic): 978-2-87352-012-0
ASJC Scopus subject areas: Education
Links:
Links:
Research output: Scientific - peer-review › Conference contribution

Methods for identifying and measuring the performance impacts of work environment changes
Purpose: The purpose of this paper is to introduce and evaluate methods for analysing the impacts of work environment changes. New working practices and work environments present the potential to improve both the productivity and the wellbeing of knowledge workers, and more widely, the performance of organisations and the wider society. The flexibility offered by information and communication technology has influenced changes in the physical environment where activity-based offices are becoming the standard. Research offers some evidence on the impacts of work environment changes, but studies examining methods that could be useful in capturing the overall impacts and how to measure them are lacking.
Design/methodology/approach: This paper concludes research of the last five years and includes data from several organisations. The paper presents and empirically demonstrates the application of three complementary ways to analyse the impacts of knowledge work redesigns. The methods include: interview framework for modelling the potential of new ways of working (NWoW); questionnaire tool for measuring the subjective knowledge work performance in the NWoW context; and multidimensional performance measurement for measuring the performance impacts at the organisational level. Findings: This paper presents a framework for identifying the productivity potential and measuring the impacts of work environment changes. The paper introduces the empirical examples of three different methods for analysing the impacts of NWoW and discusses the usefulness and challenges of the methods. The results also support the idea of a measurement process and confirm that it suits NWoW context. Practical implications: The three methods explored in this study can be used in organisations for planning and measuring work environment changes. The paper presents a comprehensive approach to work environment which could help managers to identify and improve the critical points of knowledge work. Originality/value: Changes in the work environment are huge for knowledge workers, but it is still unclear whether their effects on performance are negative or positive. The value of this paper is that it applies traditional measurement methods to NWoW contexts, and analyses how these could be used in research and management.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics, Research group: Novi
Authors: Palvalin, M., Vuolle, M.
Keywords: (Knowledge work, Measurement, Performance, Productivity, Work environment, Work practices)
Number of pages: 16
Pages: 164-179
Publication date: 12 Sep 2016
Peer-reviewed: Yes
ASJC Scopus subject areas: Business, Management and Accounting(all), Finance

Publication information
Journal: Journal of Corporate Real Estate
Volume: 18
Knowledge barriers in university-industry knowledge networks

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: Vuori, V., Helander, N.
Number of pages: 8
Pages: 952-959
Publication date: 2 Sep 2016

Host publication information
Title of host publication: 17th European Conference on Knowledge Management, At Belfast, Northern Ireland, UK., 1-2 Sep. 2016
Publisher: Academic Conferences and Publishing International Limited Reading
ISBN (Electronic): 978-1-911218-03-6
Links:
http://www.academic-conferences.org/conferences/eckm/future-past-conferences/
Research output: Scientific - peer-review » Conference contribution
Integrating mobile orienteering to team forming activity in a software engineering course

One of the most important skills software engineers need when entering work life is working in teams, including communicating, collaborating, as well as coordinating work in a team. This paper presents a team building activity aiming to support the first phases of team formation with a mobile orienteering activity. Created tasks at orienteering checkpoints were related to communication, collaboration and work division. Students were enthusiastic about the activity and expressed in their group reports on the activity that it supported the team building activity well, helped break the ice and supported agreeing the ways of working. Students also liked getting out of the classroom. The approach seems promising and we will investigate in the future similar type of activities in the first phases of team formation as well as will explore further integrating physical activity to the exercise sessions.

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Pervasive Computing, Research area: User experience
Authors: Väätäjä, H., Ahtinen, A.
Keywords: (soft skills, engineering skills, collaboration, Team working, group forming, mobile orienteering, team forming)
Publication date: Sep 2016

Host publication information
Title of host publication: SEFI 2016 Annual Conference Proceedings : Engineering Education on Top of the World: Industry University Cooperation
Publisher: European Society for Engineering Education SEFI
ISBN (Electronic): 9782873520144
Links:
Research output: Scientific - peer-review › Conference contribution

Combining mineral fractions of recovered MSWI bottom ash: improvement for utilization in civil engineering structures

In real-life construction projects, the utilization of different types of waste derived aggregates can often be falsely considered as utilization, but in fact, it is merely dumping the potentially high value material from one site to another. For example, building highway noise barriers with waste derived aggregates cannot be considered as utilization. In this study, a more advanced approach was chosen in order to create aggregate like products from recovered municipal solid waste incineration (MSWI) bottom ash (BA) and thus potentially increase their value and image in civil engineering applications. MSWI BA from one waste incineration plant in Finland was first treated with a Dutch dry treatment technology called ADR (Advanced Dry Recovery). This process separates non-ferrous and ferrous metals from MSWI BA and generates mineral fractions of different grain sizes. These mineral fractions may not be used separately, for example, in the unbound structural layers of roads due to the strict grain size distribution requirements of these civil engineering structures. Hence, different combinations were designed from these BA mineral fractions using the mathematical proportioning of aggregates. The aim was to create aggregate like products from this waste material for different structural layers (filtration, sub-base and base) of, for example, road and field structures. Three mixtures were chosen based on their correspondence to the grain size distribution requirements of natural aggregates and further analyzed in the laboratory from their technical, mechanical and environmental point of view. The leaching of chrome (Cr) and chloride (Cl-) exceeded the Finnish emission boundary values for utilization of certain types of ashes in civil engineering. On the other hand, the technical and mechanical properties of these mixed bottom ash products were considered suitable to be used, for example, in the unbound structural layers of the interim storage field in a waste treatment center. In such location, also the leaching potential of harmful substances can be further studied and verified in a larger scale.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Civil Engineering, Research group: Earth Constructions, Research area: Earth and Foundation Structures
Authors: Sormunen, L. A., Kalliainen, A., Kolisoja, P., Rantsi, R.
Number of pages: 12
Publication date: 22 Aug 2016
Peer-reviewed: Yes

Publication information
Journal: Waste and Biomass Valorization
ISSN (Print): 1877-2641
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.446 0.634
Publication Forum (2016): 1
Scopus rating (2015): 0.396 0.515
Web of Science (2015): 0.915 1.348 3.5 0.248 0.00148 0.319
Publication Forum (2015): 1
Scopus rating (2014): 0.455 1.004
Web of Science (2014): 1.056 1.555 3.4 0.104 0.00132 0.398
Scopus rating (2013): 0.731 1.074
Scopus rating (2012): 0.691 1.27
Scopus rating (2011): 0.512 1.02
Original language: English
DOIs:
10.1007/s12649-016-9656-4
Links:
Research output: Scientific - peer-review › Article

Näkemyskiä nykyopettajuudesta yliopistossa

General information
State: Published
Ministry of Education publication type: D3 Professional conference proceedings
Organisations: Department of Information Management and Logistics, Research group: Novi
Authors: Myllärniemi, J., Hellsten, P., Helander, N.
Publication date: 18 Aug 2016

Host publication information
Title of host publication: PedaForum -päivät 17.–18.8.2016, Jyväskylä
Links:
https://www.jyu.fi/koulutus/pedaforum2016/abstraktit/teemaryhma12
Research output: Professional › Conference contribution

Luennot vuorovaikutuskeinona

General information
State: Published
Ministry of Education publication type: D3 Professional conference proceedings
Organisations: Department of Information Management and Logistics, Research group: Novi
Authors: Hellsten, P., Myllärniemi, J., Helander, N.
Publication date: 17 Aug 2016

Host publication information
Title of host publication: PedaForum -päivät 17.–18.8.2016, Jyväskylä
Links:
Research output: Professional › Conference contribution

Digiselvitys 2016: Digitaalisuuden nykytila ja kehityssuunnat kiinteistö- ja rakennusalailla

General information
State: Published
Ministry of Education publication type: D4 Published development or research report or study
Organisations: Department of Information Management and Logistics, Research group: Novi, Department of Civil Engineering, Research group: Construction Management, Research group: Construction Processes, Tampere University of Technology, BES Built Environment Services Oy
Authors: Puhto, J., Snellman, S., Gussander, J., Kärkkäinen, H., Pekkanen, J.
Number of pages: 35
Publication date: 12 Aug 2016
Enterprise Architecture Benefit Realization: Review of the Models and a Case Study of a Public Organization

In recent years, Enterprise Architecture (EA) has been of interest to both researchers and practitioners. However, EA benefit realization has not been focused on much. Even though a few studies have addressed the subject, the results are somewhat fragmented and are subjected to limited empirical validation, particularly from the viewpoint of different theoretical constructs and their interrelations in the benefit realization process. To understand how the EA benefits accumulate and how related constructs influence each other, we propose a model and criteria for analyzing the explanatory power of the existing EA benefit realization models. Our model emerged from the data of a qualitative case study with 14 semi-structured EA stakeholder interviews. The results support earlier findings, thereby contributing to the enhancement of the relevance and generalizability of the constructs present in previous studies. However, the results also indicate that no existing EA benefit realization model fully captures the complex process of EA benefit realization. Our findings highlight the following: the importance of EA process quality; EA service quality and supportive social environment; constructs that have received less attention in previous studies.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics
Authors: Niemi, E. I., Pekkola, S.
Keywords: (benefit realization process, case study, enterprise architecture, impact, value)
Number of pages: 26
Pages: 55-80
Publication date: 1 Aug 2016
Peer-reviewed: Yes

How can FM service providers improve their service delivery through value co-creation?

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Civil Engineering
Authors: Petrulaitiene, V., Rytkönen, E., Nenonen, S.
Keywords: (FM services, Workplace, Knowledge workers, Value co-creation)
Number of pages: 10
Pages: 79-88
Publication date: 1 Aug 2016
Third places and user preferences – affordances in the cities

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Civil Engineering
Authors: Nenonen, S., Rahtola, R., Kojo, I.
Keywords: (workspace management, new ways of working, discourse, typologies, spatial transformation)
Number of pages: 9
Pages: 17-25
Publication date: 1 Aug 2016

A laboratory listening experiment on subjective and objective rating of impact sound insulation of concrete floors

General information
State: Published
Ministry of Education publication type: B3 Non-refereed article in conference proceedings
Organisations: Department of Civil Engineering, Research group: Building Acoustics, Turku University of Applied Sciences
Authors: Kylliäinen, M., Hongisto, V., Oliva, D., Rekola, L.
Number of pages: 9
Pages: 894-902
Publication date: Aug 2016

A method for design of sound insulation of glazed balconies against traffic noise

General information
State: Published
Ministry of Education publication type: B3 Non-refereed article in conference proceedings
How to facilitate freshmen learning and support their transition to a university study environment

ABSTRACT

Most freshmen enter universities with high expectations and with good motivation, but too many are driven into performing instead of true learning. The issues are not only related to the challenge of comprehending the substance, social and other factors have an impact as well. All these multifaceted needs should be accounted for to facilitate student learning. Learning is an individual process and remarkable improvement in the learning practices is possible, if proper actions are addressed early enough. We motivate and describe a study of the experience obtained from a set of tailor-made courses that were given alongside standard curriculum. The courses aimed to provide a “safe community” to address the multifaceted needs. Such support was integrated into regular coursework where active learning techniques, e.g. interactive small groups were incorporated. To assess impact of the courses we employ the feedback obtained during the courses and longitudinal statistical data about students’ success.
A manager's means to motivate experts at work
Motivated employers are vital for all companies. Motivation can be affected by using extrinsic and/or intrinsic motivators. However, intrinsic motivators offer more versatile options and are significantly more efficient. Intrinsic motivation is especially important to experts. Managers can affect and develop the motivation of experts in several ways. The results of this survey are in line with motivation theories. The study highlighted work satisfaction and significance and importance of work. The opportunity to plan and complete work tasks are considered important. The personnel want to have the kinds of duties that give them satisfaction and feelings of progress, achievement and success. Constructive feedback also surfaces as an issue.

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Pori Department
Authors: Koskialho, J.
Keywords: (Motivation, Personnel, Work satisfaction)
Number of pages: 8
Pages: 1047-1054
Publication date: 27 Jul 2016

Host publication information
Publisher: Springer International Publishing
Editors: Kantola, J., Barath, T., Nazir, S., Andre, T.
ISBN (Print): 978-3-319-42069-1
ASJC Scopus subject areas: Control and Systems Engineering, Computer Science(all)
Publication series
Name: Advances in Intelligent Systems and Computing
Volume: 498
ISSN (Print): 2194-5357
DOI: 10.1007/978-3-319-42070-7_95
Links:
http://www.scopus.com/inward/record.url?scp=84979701339&partnerID=8YFLogxK (Link to publication in Scopus)

Bibliographical note
INT=pla,"Koskialho, Johanna"
JUFOID=79020
Source: Scopus
Source-ID: 84979701339
Research output: Scientific - peer-review › Conference contribution

Space for company democracy
Space is a vital element in a system for the development of anything, as it defines the freedom needed to evolve, mature, and contribute. Lack of space is lack of freedom, which means lack of progress and development. Organizations are systems that are obliged to give space to new management and leadership initiatives. The Company Democracy Model, presented in this paper, is based on the space given to people to act in a democratic environment where ideas lead to meritocracy, valid knowledge, innovation, competitiveness, extroversion, and other benefits and ideals. Democracy, on the other hand, can be annoying to those resisting and reducing the space, freedom, and opportunity that people deserve to be judged upon. The paper presents numerous reasons why organizations fail to learn from their mistakes, and provides a democratic co-evolutionary and co-opetitive framework that can significantly contribute to organizational development, as long as a minimum of space is given to freedom of speech and communication.

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Schedule health assessment of construction projects

Several factors can contribute to the success of construction projects. A sound and good quality construction schedule is considered to be one of them. The quality of schedules has been a research topic only for a few efforts and amongst them construction-oriented research is even more rare. Methodical grounds for assessing schedule quality have been studied via literature study for the development of appropriate solutions to assess the quality of construction schedules. These findings combined with the experiences from practical implementations have resulted in the definition of a metric to measure schedule quality for construction projects. It includes 75 schedule requirements classified into 5 groups: general requirements, construction process, schedule mechanics, cost and resources and control process. This structure forms a core for the developed method to assess construction schedule quality termed as Schedule Health Assessment. The developed method has also the purpose of assisting project planners to produce and maintain good quality schedules starting from the project initiation until its completion, as via using the method to detect deficiencies of project schedules and other critical issues having importance with respect to schedule maintenance.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Civil Engineering
Authors: Bragadin, M., Kähkönen, K.
Keywords: (Critical path method, project control, quality, scheduling)
Number of pages: 23
Pages: 875-897
Publication date: 12 Jul 2016
Peer-reviewed: Yes
ASJC Scopus subject areas: Building and Construction, Management Information Systems, Industrial and Manufacturing Engineering

Publication information
Journal: Construction Management and Economics
Volume: 34
Issue number: 12
ISSN (Print): 0144-6193
Ratings:
Publication Forum (2017): 2
Scopus rating (2016): 0.89 1.073
Teoriaa ja kokemuksia arvioinnista MOOCien aikakaudella

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics, Research group: Novi, Tampere University of Applied Sciences
Authors: Helander, N., Myllylä, M.
Number of pages: 7
Pages: 70-77
Publication date: 11 Jul 2016
Peer-reviewed: Yes

Publication information
Journal: TAMPEREEN AMMATTIKORKEAKOULUN JULKAISUJA. SARJA B, RAPORTTEJA
ISSN (Print): 1456-002X
Ratings:
Publication Forum (2017): 0
Publication Forum (2016): 0
Publication Forum (2015): 0
Original language: Finnish
Links:
Research output: Scientific - peer-review › Article
Power bases in lead organization network governance form: a multi-level approach

General information
State: Published
Organisations: Pori Department, Research group: Business Ecosystems, Networks and Innovations
Authors: Suominen, A., Mäenpää, S.
Publication date: 7 Jul 2016
Peer-reviewed: Unknown
Event: Paper presented at European Group for Organizational Studies Colloquium.
Links:
http://www.egosnet.org/2016_naples/general_theme
Research output: Scientific › Paper, poster or abstract

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

Experienced risks in social media use – longitudinal study among university students
Several recent studies indicate that there is a need for increased use of ICT and social media in the Finnish education [1], [2]. This research was conducted in order to explore the attitude towards social media use among university students. The motivation for seeking answer to the research question: “What risks students experience in social media use?” derived from the need to discover learning barriers in social media based learning environments. In particular, there is a need for novel interaction means in order to co-create and learn informally [3] also beyond the traditional classroom. The assumptions, beliefs and attitudes towards social media are studied from the perspective of perceived risks of the students. The study was conducted among graduate students attending “Communities and Social Media in Knowledge Management” course between the years 2012-2016. A web-based survey was executed annually, with a total of 113 respondents. Based on the results we were able to categorize the perceived risks and derive implications on how to lower learning barriers of students in social media based learning environments.

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)
Authors: Jussila, J., Aramo-Immonen, H.
Keywords: (social media, social media risks, e-communication, knowledge management)
Number of pages: 6
Pages: 1255-1260
Publication date: 4 Jul 2016

Host publication information
Volume: 8
Publisher: IATED Academy
Editors: Gómez Chova, L., López Martinez, A., Candel Torres, I.
ISBN (Electronic): 978-84-608-8860-4

Publication series
I feel great - university students affective experiences on learning and teaching

According to Kolb [1], experience is the source of learning and development. This is a statement that serves as the starting point of this study. We argue that the role of affective experiences cannot be overlooked when evaluating university learning and teaching. In the present paper, we will study students’ affective experiences in higher education setting, specifically in engineering education in a technological university. The perceived affective experiences are empirically analysed through a mystery shopper data set, which was gathered in the case university by a group of students. The study bases theoretically on affective experiences framework, more familiar from the consumer behaviour research stream. The aim of the study is to analyse what kinds of affective experiences students recognise when studying in a technical university and further to elaborate, how these affective experiences could be used to increase student engagement and the students’ motivation to learn. The study provides an innovative approach to university learning and teaching by applying mystery shopper method and affective experience approach from more business-oriented disciplines. The contribution to education science is the increased understanding of the role of affective experience in learning.

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Language Centre, Department of Information Management and Logistics, Research group: Novi, Managing digital industrial transformation (mDIT)
Authors: Tukiainen, M., Helander, N., Hellsten, P., Jussila, J., Mylläriemi, J., Boedeker, M.
Keywords: (Affective experience, Mystery shopper, learning, student engagement)
Number of pages: 8
Pages: 4453-4460
Publication date: 4 Jul 2016

Host publication information
Volume: 8
Place of publication: Barcelona
Publisher: IATED Academy
Editors: Gómez Chova, L., López Martínez, A., Candel Torres, I.
ISBN (Electronic): 978-84-608-8860-4

Publication series
Name: EDULEARN Proceedings
Publisher: IATED Academy
ISSN (Electronic): 2340-1117
DOIs: 10.21125/edulearn.2016.2080
Links: https://iated.org/edulearn/
Research output: Scientific - peer-review › Conference contribution

Towards a maturity modeling approach for the implementation of Industrial Internet
This Research-in-Progress paper facilitates the design and provides guidelines for the development of a maturity model to achieve a coordinated, systematic and stepwise adoption of industrial internet, thus enabling the industrial internet to be used to its full potential in manufacturing enterprises. Using analogous maturity models from the fields of supply chain management and product lifecycle maturity among others, this paper explains why a maturity model approach would facilitate the step-by-step implementation of industrial internet. The paper goes on to provide systematic design guidelines for industrial internet maturity model for mass production manufacturing industries which use heavy equipment. The detailed research design presented here uses ADR methodology to enable the construction of the ensemble artefact. The industrial internet maturity model will be tested, developed and validated using the experience-based feedback from industrial practitioners. This will enable the industry to plan a roadmap to assess the current situation and define the direction for the future development of industrial internet related activities and business models for industry.
Knowledge integration method development for multi-stakeholder innovation

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: Mäenpää, S., Suominen, A., Breite, R.
Publication date: 21 Jun 2016

Host publication information
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., Ammirato, S., Raso, C., Aramo-Immonen, H., Jussila, J.
Keywords: (Start-up)
Number of pages: 14
Pages: 1370-1383
Publication date: 15 Jun 2016

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Does Strategic and Innovative Fit Indicate Smart Social Media use in a Company?

General information
Adapting service-based working culture as the key driver for organisational creativity and innovation

General information
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Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Information Management and Logistics
Authors: Ketonen-Oksi, S.
Publication date: 10 Jun 2016

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Enablers and Restraints of Knowledge Work – Does profession make a difference?

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: Helander, N., Okkonen, J., Vuori, V., Paavilainen, N., Kujala, J.
Number of pages: 13
Pages: 40-52
Publication date: 10 Jun 2016

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A Customer’s Possibilities to Increase the Performance of a Service Provider by Adding Value and Deepening the Partnership in Facility Management Service

Reliable and good suppliers are an important competitive advantage for a customer and that is why the development of suppliers, improvement of performance and enhancement of customership are also in the interest of the customer. The purpose of this study is to clarify a customer’s possibilities to increase the performance of a service provider and to develop the service process in FM services and thus help to improve partnership development. This research is a qualitative research. The research complements the existing generic model of supplier development towards partnership
development by customer and clarifies the special features that facility management services bring to this model. The data has been gathered from interviews of customers and service providers in the facility management service sector. The result is a model of customers' possibilities to develop the performance of service providers from the viewpoint of value addition and relationship development and in that way ensure added value to the customer and the development of a long-term relationship. The results can be beneficial to customers when they develop the cooperation between the customer and the service provider toward being more strategic and more partnership focused.

**General information**

State: Published

Ministry of Education publication type: A1 Journal article-refereed

Organisations: Department of Civil Engineering, Research group: Construction Processes, University of Vaasa

Authors: Sillanpää, E., Junnonen, J., Sillanpää, I., Saari, A.

Keywords: (facility management, performance increase, relationship development, service development, value addition)

Number of pages: 12

Pages: 50-61

Publication date: 1 Jun 2016

Peer-reviewed: Yes


**Publication information**

Journal: Management and Production Engineering Review

Volume: 7

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**Bibliographical note**

INT=rak,"Sillanpää, Elina"

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Research output: Scientific - peer-review › Article

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The effect of climate change on freeze-thaw durability of concrete structures in Finland

Lahdensivu presented in his Doctoral Thesis (Durability Properties and Actual Deterioration of Finnish Concrete Facades and Balconies, 2012) that without proper air-entrainment outdoor concrete structures have needed average of 307 freeze-thaw cycles (threshold value: $t \leq -5 \, ^\circ\text{C}$) after a rain event in southern Finland and 388 cycles in inland for incipient freeze-thaw damage to occur. The difference between figures can be explained by the greater amount of wind-driven rain (WDR) before the freeze-thaw cycle on coastal areas.

As a consequence of climate change it has been shown that by the end of the century, the amount of WDR is going to increase 30 % at southern Finland and 40 % at inland. At the same time the amount of freeze-thaw cycles after a rain event are decreasing significantly at both locations which indicates freeze-thaw durability-wise longer service life for outdoor concrete structures. However, the latest studies show that while the amount of freeze-thaw cycles is decreasing, the amount of WDR before the cycles is also increasing significantly.

The WDR at winter time in Finland is highly orientated on west to south-east directions which can be seen also by the degradation rate observations of concrete facades and balconies based on condition assessments. In this study, the changes at WDR before the freeze-thaw events and the effect of climate change on them depending on the structure orientation are calculated to estimate the changes of climatic stress level on outdoor concrete structures.

**General information**

State: Published

Organisations: Department of Civil Engineering, Research group: Service Life Engineering of Structures

Authors: Pakkala, T., Lemberg, A., Lahdensivu, J.

Keywords: (Freeze/thaw, Concrete, Wind-driven rain, Service life)
The Finnish Transport Safety Agency Trafi is developing a management and procedure model for road transport companies with the purpose of reinforcing the safety culture of commercial traffic and promoting environmentally sustainable practices.

The two previous trial studies concerning the responsibility model focused on goods traffic. This third stage moved the focus on passenger traffic.

The trial was participated in by nine public transport and taxi companies of different sizes from around the country. Nine parties, both public and private, that order transports were interviewed to get an understanding of the views held by those who order such transports.

The study was commissioned by Trafi and implemented by the Verne Traffic Research Centre of the Tampere University of Technology. The project manager in charge was researcher Lasse Nykänen. In addition to Mr Nykänen, the research group consisted of his assistant Arttu Lauhkonen.

The steering group for the study met twice in the course of the project. The steering group was led by Sanna Ström. The other members were Juhani Intosalmi, Marke Lahtinen and Mikko Västilä from Trafi, and Lasse Nykänen and Arttu Lauhkonen from Traffic Research Centre Verne.

**Deterioration mechanisms and life cycle of concrete monoblock railway sleepers in Finnish conditions**

Thirty eight sleepers aged 30 to 40 years old were removed from Finnish railway lines and were loaded. Twelve new sleepers were also tested. The old sleepers fulfilled most of the requirements specified for the new ones. The old sleepers
were also much more resistant to loading than predicted by structural calculations. The purpose of field tests was to establish the role of traffic loads in the life-cycle of sleepers: the actual stresses and moments in sleepers due to traffic loads; the distribution of the load through the underside of the sleeper to the ballast; and the variation in ballast-sleeper reaction on different sections of track in different seasons. Strain changes at the top surfaces of sleepers were measured on tracks while the rail was loaded by passing trains. Ballast-sleeper reactions tended to be concentrated under the rail along a length of sleeper of approximately 350 mm towards the centre of the track. The mean bending moments determined at the rail seat and centre of sleepers were about ±2.5 kNm, and the maximum moments were up to ±10 kNm. The purpose of fatigue loading tests was to analyse the long term properties of the sleepers and the effect of fatigue on the stiffness of sleepers. Several load levels were chosen in order to estimate the significance of the fatigue in a real operating situation. The fatigue limit determined based on the loading tests and the computational limit state of crack formation were clearly higher than the bending moments measured in the field tests.

Relevance of five generic business ideation approaches vis-a-vis contexts embedded within construction markets
In general, ideation encompasses the formation of ideas or mental images of things not present to the senses or simply the creation of new ideas. Business ideation is herein perceived to be the core area within future-oriented business management (BM). The main aim of the paper is to assess and advance the relevance of the five generic approaches to business ideation vis-a-vis firms targeting contexts embedded within construction markets. A typology differentiates between the fitting, value-creating, profit generating, systemizing, and commercializing approaches. It is argued that each approach is, at minimum, highly relevant in the case of business unit (BU) management targeting preferred client investment and procurement behavior within construction markets. Approach 1 involves BUs aiming at fit between clients and their needs as well as units' offerings and operations, respectively. Professional clients couple needs with preferred procurement methods whereas competing BUs are trying to achieve best fit between solutions and client behaviors. This approach calls for research on how to sustain such fit between a BU and clients when changes occur. Approach 2 enables BUs to create value by specifying high-value propositions, producing value to clients, and capturing their fair shares of produced values. Farsighted clients look for more or novel values for construction investments and, thus, units are collaborating and co-producing values to clients. This approach calls for research on a BU's value co-production with such clients, value capture, and offerings integration. Approach 3 accommodates BUs that are focusing on generating profits, achieving high-profit levels, and sustaining them. Pioneering clients pursue complex investment aims that can be met only by radical solutions. This approach calls for research on a BU’s profit-generating mechanisms related to clients with complex investment needs and radical solutions. Approach 4 facilitates BUs to systemize businesses around core ideas. Sectoral clients have large or complex needs and, in turn, units are satisfying them by engineering systems as wholes and delivering them as parts. This approach calls for research on BUs with systems and clients, multi-dimensional investments, and system engineering as wholes and parts. Approach 5 facilitates BUs to couple ideas with commercializing dimensions such as entrepreneurship, innovation, business development, venturing, or spin-offing. Risk-taking clients prefer to enter high-innovation contracts and, thus, units are offering novel solutions and emerging business cases. This approach calls for research on a BU’s entrepreneurial competencies and risk-taking clients, wicked investment needs, and high-innovation contracts. In the same vein, the suggestions are put forth to CIB-related scholars for directing research on along the BM and ideation dimensions and adopting most relevant approaches. Likewise, management in firms and BUs competing in construction markets are encouraged to assess the business case-sensitive relevance of each of Approaches 1-5 and try out those with initial high relevance.
Life-Cycle Economics of Rentable Prefabricated School Facility Units in Municipal Real Estate Procurement

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Civil Engineering, Research group: Life-cycle Economics, School of Architecture, Research group: Service Life Engineering of Structures
Authors: Vihola, J., Edelman, H.
Keywords: (Prefabricated spatial units, public real estate procurement, school facilities, municipal economics, life-cycle economics)
Number of pages: 12
Pages: 76-87
Publication date: 27 May 2016

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http://urn.fi/URN:NBN:fi:ttty-201606224311
Links:
Research output: Scientific - peer-review › Conference contribution


General information
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Ministry of Education publication type: C2 Edited books
Organisations: Department of Civil Engineering, Research area: Construction Management and Econimics, Research group: Construction Management, Research group: Construction Processes, Research group: Life-cycle Economics
Authors: Kähkönen, K. (ed.), Keinänen, M. (ed.)
Number of pages: 917
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Publication information
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

Baltic Sea 2030 - Trends and scenarios
The current Baltic Sea logistics system is a result of an optimisation process by industry, ports, shipowners and other stakeholders, all adapting to changes in the operating environment and building strategies for the future. As a result of this process we see the current logistics system, but the parameters of the optimisation process are changing constantly. Global directions of change are called megatrends and common megatrends include: globalisation and increasing importance of Asia, global political issues but national interest, rising energy demand and increase in alternative energy sources, climate change, increasing pace of technological development and urbanisation.

In this study five trend categories were identified based on the megatrends and considered in terms of their effect on the Baltic Sea logistics system. The trends were also analysed by their significance and affectability by maritime sector in order to give the actors a better understanding of the trends which may and should be affected.

Four scenarios were build based on the trends. The age of growth scenario is characterised by steady economic growth, growing importance of service sector and restoration of trade between Russia and Europe. The age of regulation, on the other hand, is defined by slow economic development due to strict environmental regulation and lack of innovations in heavy industry. The age of locality could be sparked by rapid climate change which would lead to high price of energy and resulting halt in global trade. The age of change would be possible if technological innovations enable rapid transition to renewable energy and Russia integrates closely to Europe as its energy resources lose its geopolitical significance.

The actors may take one of these scenarios and begin to work actively towards it or take another and work against it. Actors may also build their own scenario as a new combination of the factor values presented in the futures table in this article.

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 Information Management and Logistics, Research group: Transport Research Centre Verne
Authors: Liimatainen, H.
Number of pages: 15
Pages: 189-203
Publication date: 18 May 2016

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Editor: Liuhto, K.

Publication series
Name: BSR Policy Briefing
Links:
Links:
http://www.centrumbalticum.org/julkaisut/bsr-policy-briefing
Research output: Professional › Chapter
UX Expeditions in Business-to-Business Heavy Industry - Lessons Learned

Traditionally, user experience research has focused on consumer products, and there is little research on the role of experience design in business-to-business industry. This paper shortly reports the lessons learned on introducing experience design to Finnish metals and engineering industry during a 5-year research programme. It proved important to prepare the organization to the experience thinking, to give practical means to designing for experiences, to provide distinctive experiences in all touchpoints, and to widely advertise the benefits of experience-driven design. Investing in experiences ultimately pays off by enhanced competitive advantage. We call for more research on experience design in this domain by suggesting research topics for the future.

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, School of Arts, VTT Technical Research Centre of Finland
Authors: Roto, V., Kaasinen, E., Nuutinen, M., Seppänen, M.
Pages: 833-839
Publication date: 5 May 2016

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Publisher: ACM
ISBN (Print): 978-1-4503-4082-3
DOIs: 10.1145/2851581.2851600

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.
Keywords: (Academic, application, commitment, engagement, evaluation, leadership)
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ASJC Scopus subject areas: Human Factors and Ergonomics
Publication information
Journal: Theoretical Issues in Ergonomics Science
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ISSN (Print): 1463-922X
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.386 0.624
Publication Forum (2016): 1
Scopus rating (2015): 0.458 0.693
Publication Forum (2015): 1
Scopus rating (2014): 0.384 1.177
Publication Forum (2014): 1
Organizational Commitment and Engagement in Two Finnish Energy Sector Organizations

This study was conducted to show a novel way to analyze organizational commitment and engagement levels in organizations and to compare the results of two Finnish organizations operating in the energy sector. Employees estimate the truth value of statements with regard to their own organization at a given moment in time. The employees also specify how they would like the situation represented by the statements to be in the future. In this study, we requested participation from a total of 90 senior salaried employees from two companies in the spring of 2014. In the end, we obtained 54 responses in total, giving us a response rate of 88% for Company A and 25% for Company B. On the basis of the responses, a collective understanding of each organization was first defined, and then a comparison was made between these two organizations. The results of these comparisons show that there are similarities between the companies, even though the degree of affective commitment was significantly higher in one of the companies. However, both companies had similar focus points and priorities in the current state, target state, and proactive vision. On the other hand, the study also discovered that there were major differences regarding some of the evaluated features, as expected. As a result of the analysis, important areas of development were observed in both companies.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Pori Department
Authors: Einolander, J.
Keywords: (Commitment, Decision support system, Engagement, Evaluation, Organization)
Number of pages: 16
Pages: 408-423
Publication date: 1 May 2016
Peer-reviewed: Yes
ASJC Scopus subject areas: Industrial and Manufacturing Engineering, Human Factors and Ergonomics

Publication information
Journal: Human Factors and Ergonomics in Manufacturing
Volume: 26
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ISSN (Print): 1090-8471
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.344 0.744
Publication Forum (2016): 1
Scopus rating (2015): 0.334 0.812
Web of Science (2015): 0.462 0.668 6.7 0.073 6.1E-4 0.17
Publication Forum (2015): 1
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.

Integration obstacles during ERP development

ERP (Enterprise Resource Planning) systems have increasingly been developed and integrated with other internal and external systems. This paper contributes to the field of enterprise systems integration by clarifying the concept of integration in the context of ERP systems. We investigated integration obstacles during ERP development in 5 large organizations through theme-based interviews. Besides considering integration as purely technical challenge, our findings reveal the other perspectives of integration. In total 31 environmental, technical, managerial, and organizational integration obstacles were identified from empirical data and further mapped with 13 ERP challenge categories derived from the literature. Our findings reveal that integration barriers are related to all 13 categories of ERP challenges. This indicates that integration should not be a separate project from ERP development. Identifying the integration obstacles is necessary for practitioners to develop counteractions to enterprise integration problems.
Benchmarking supplier development: An empirical case study of validating a framework to improve buyer-supplier relationship

In today's dynamic business environment, firms are required to utilize efficiently and effectively all the useful resources to gain competitive advantage. Supplier development has evolved as an important strategic instrument to improve buyer-supplier relationships. For that reason, this study focuses on providing the strategic significance of supplier development approaches to improve business relationships. By using qualitative research method, an integrated framework of supplier development and buyer-supplier relationship development has been tested and validated in a Finnish case company to provide empirical evidence. It particularly investigates how supplier development approaches can develop buyer-supplier relationships. The study present a set of propositions that identify significant supplier development approaches critical for the development of buyer-supplier relationships and develop a theoretical framework that specifies how these different supplier development approaches support in order to strengthen the relationships. The results are produced from an in-depth case study by implementing the proposed research framework. The findings reveal that supplier development strategies i.e., supplier incentives and direct involvements strongly effect in developing buyer-supplier relationships. Further research may focus on considering in-depth investigation of trust and communication factors along with propositions developed in the study to find out general applicability in dynamic business environment. Proposed integrated framework along with propositions is a unique combination of useful solutions for tactical and strategic management's decision making and also valid for academic researchers to develop supplier development theories.
Can crowdsourcing platforms be used in b2b innovation?

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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.
Keywords: (open innovation, crowdsourcing, Innovation, business-to-business)
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Publication date: Mar 2016

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Publisher: WORLD SCIENTIFIC
Editors: Mention, A., Torkkeli, M.
ISBN (Electronic): 978-981-4719-21-6
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**
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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.
Keywords: (open innovation, crowdsourcing, Lean start-up)
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Editors: Mention, A., Torkkeli, M.
ISBN (Electronic): 978-981-4719-21-6
Links: http://www.worldscientific.com/worldscibooks/10.1142/9760
Research output: Scientific - peer-review › Chapter

Tunnen, sis olen

**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 Information Management and Logistics, Research group: Novi, Turku University of Applied Science, University of Turku, Turku School of Economics
Authors: Jalonen, H., Vuolle, M., Hurmerinta, L., Heinonen, L.
Number of pages: 7
Together We Stand, Divided We Fall – Analyzing Information Systems Acquisition as Service

Information systems (IS) acquisition is not a widely studied topic in the literature. In particular, although the role and participation of different stakeholders such as business people, IT people, and external vendors and consultants is acknowledged, little is known about how they cooperate in an IS acquisition project. In this paper, we will apply a value co-creation framework taken from service research as a lens to study an IS acquisition project in an organization. The case organization intends to acquire their new IS as a cloud service. This approach is novel to all stakeholders, so they have to intensively cooperate for example under tight time constraints. The analysis reveals that appropriate cooperative work adds value to all participants, creates a win-win situation, and that the original value co-creation framework needs to be tailored according to the context.
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.
What is product lifecycle management (PLM) maturity? Analysis of current PLM maturity models

Product lifecycle management (PLM) implementation and adoption involves extensive changes in both intra- and inter-organizational practices. Various maturity approaches, for instance based on CMM (Capability maturity modeling) principles, can be used to make the implementation of PLM a better approachable and a more carefully planned and coordinated process. However, there are a number of different types of current approaches which can be thought to fall under the concept of PLM maturity. The aim of this paper is to investigate and analyze the various existing PLM maturity approaches to get an organized picture of the current models and their main background presumptions, goals and restrictions. Thus, we aim to facilitate their proper selection and use to facilitate the implementation of PLM.

General information
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Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics, Research group: Novi, Lappeenranta University of Technology
Authors: Kärkkäinen, H., Silventoinen, A.
Keywords: (Comparison, Maturity approaches, Maturity models, Product lifecycle management, State-of-the-art)
Number of pages: 8
Pages: 96-103
Publication date: 1 Jan 2016
Peer-reviewed: Yes
ASJC Scopus subject areas: Strategy and Management, Management of Technology and Innovation, Business and International Management

Publication information
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Scopus rating (2016): 0.302 0.183
Scopus rating (2015): 0.147 0.143
Scopus rating (2014): 0.0 0.147
Original language: English
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http://www.scopus.com/inward/record.url?scp=84956607265&partnerID=8YFLogxK (Link to publication in Scopus)
Source: Scopus
Source-ID: 84956607265
Research output: Scientific - peer-review › Article

Knowledge Sharing and Knowledge Security in Finnish Companies
Knowledge management includes several aspects, which can sometimes be even contradictory when operationalized in the daily activities of an organization. In this study, we empirically explore the knowledge management activities that large and small and medium sized companies in Finland have. The focus is especially on sharing and securing knowledge. The theoretical background for the paper is in the broader frame of knowledge management literature, and especially the knowledge sharing and knowledge security viewpoints. The empirical study offers a view on the status of both knowledge sharing and knowledge security in companies of different sizes. The study is able to identify the main challenges in knowledge sharing among companies of different sizes. Furthermore, the areas of knowledge security that still need more careful attention and development actions among companies in their daily operations, are also identified.

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, University of Vaasa
Authors: Ilvonen, I., Alanne, A., Helander, N., Väyrynen, H.
Number of pages: 10
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Publication date: Jan 2016

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Publisher: IEEE
ISBN (Print): 9780769556703
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.

Acceptability of contaminated soils and waste materials in landfill structures

General information
State: Published
Organisations: Civil Engineering, Research group: Earth Constructions
Authors: Leppänen, M. M., Kuula, P.
Publication date: 2016
Peer-reviewed: Unknown
Event: Paper presented at Nordrocs,
Links:
Research output: Professional › Paper, poster or abstract

Analyzing the relationship between workspace and smart infrastructure reliability and continuity: An ethnography of technicians' work

Ensuring the reliable and continuous operations of complex, unpredictable, and unstable smart infrastructures, such as computerized and automated power grids or water distribution systems, is a persisting organizational challenge and a societal concern. As technologies are inherently unreliable and, especially, the behavior of complex technological systems is unpredictable, the reliability and continuity of such systems cannot be a mere technological concern, but are precarious achievements that require humans, technologies and other actors. Prior research has shown that work creates variance in organizational performance and that reliability and continuity emerges from what work is done and how it is performed. This ethnographic research focuses on technicians' IT enabled workspace to analyze how the materiality of the workspace conditions and enables technicians to perform the reliability and continuity of a smart infrastructure (smart power grid). Building on sociomaterial theorizing and infrastructure studies, a concept of infra-acting is developed to denote the technicians' possibilities for action in smart infrastructure setting, and to foreground and make sense of the reciprocity between the (materiality of) technicians' workspace and infrastructure continuity. Discussion and conclusions are provided.

General information
State: Published
A Practice Lens for Understanding the Organizational and Social Challenges of Information Security Management

As the cost and amount of information security breaches continue to rise, information security management becomes vital for organizations. Often organizations seek advice from information security management standards and other frameworks to manage their information security. Such standards and frameworks depict information security management as a rational, systematic and linear process and leave out the complexity and uncertainty of real-life settings. In particular, they pay little attention to the organizational and social challenges inherent in information security management. Therefore, this study draws on the practice theory to develop a practice lens for understanding how people, practices and what happens in practice interact and create such challenges. This lens depicts information security management as emerging from mundane aspects of information security management work and from the enacted social structures of and events arising at an organization and its environment and enables a deeper understanding of the organizational and social challenges. After developing this lens, it is illustrated and elaborated through an ethnographic study at an IT service provider, and its contributions to research and practice discussed.

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Organisations: Department of Information Management and Logistics
Authors: Niemimaa, E.
Publication date: 2016

Host publication information
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Publisher: Association for Information Systems
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Research output: Scientific - peer-review › Conference contribution

Big data rahoitusmarkkinoinnilla

General information
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Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Industrial Management, Research group: Financial Engineering, Department of Information Management and Logistics, Research group: Novi
Authors: Kanniainen, J., Pekkola, S.
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Publication Forum (2014): 1
Publication Forum (2013): 1
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Original language: Finnish
Links:
http://www.tutuseura.fi/julkaisut/futura/2-2016/
Building Codes and Demand Response of Energy Use

Buildings are an essential part of the wider energy system. A significant share of electricity consumption occurs in buildings. Traditionally, buildings have been places where electricity is consumed. Now they have a growing role also as a location where renewable energy production, such as solar power, occurs.

Demand response means the voluntary actions that are taken on the customer side as a response to something on the demand side. In practice, demand response can involve, for example, reducing the energy consumption during the peak times of the larger energy system or shifting the timing of the building's energy consumption by synchronizing it with local renewable energy production's profile inside the building. The building codes of Finland direct the designers' energy-related solutions both in new construction and licenced renovations.

In this conceptual paper the literature related to demand response and regulation is reviewed, and it is discussed what kind of a role the building codes could have in advancing the buildings' preconditions for demand response. Demand response is currently brought out in EU directives in the regulation with relation to network operators. However, preparedness for demand response could also be advanced by giving more attention to the timing of power use in the building codes.

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Civil Engineering, Research group: Construction Processes, Research group: Life-cycle Economics, Department of Electrical Engineering, Research area: Power engineering
Authors: Sorri, J., Heljo, J., Järventausta, P., Honkapuro, S., Harsia, P.
Keywords: (building codes, demand response, energy law, energy use, power)
Number of pages: 14
Pages: 8-21
Publication date: 2016
Case study: developing campus spaces through co-creation

Higher education institutions are designed to support their core processes – learning, teaching, research, and societal impact. In order for university facilities to support these activities, it is crucial to determine together with the users what these activities are and how they are supposed to be developed in the future. This article examines the relationship between user needs and the service level in construction projects through a case study where a university cafeteria was renovated using a participatory design (PD) method called charrette. The aim of this case study was to study the effects of collaborative ways of working when applied to a space retrofit project, and how the co-created ideas are actualized during the project. Based on video observation, project document analysis, and survey questionnaires, this research shows that PD duly provides a positive impact on the resulting premises, even though every part of the project may not be successful. However, the use of PD during the concept design phase does not necessarily guarantee success. The accomplishments can be undone in the later phases of the project if collaboration is not extended through the entire project. Further, the findings of this case study revealed a framework of user needs that can be used in design management in order to enhance the user perspective.
Commercialising reclaimed materials in earthworks – guidelines for productization and the process of appending these materials in the Finnish national code of practice

To decrease the use of non-renewable natural resources as well as environmental effects of earth-works, natural aggregate materials can be replaced with recycled materials acquired from surplus soil, industrial by-products and waste, etc. When wishing to increase the usage of these reclaimed materials (="UUMA"-material), the usage must be straightforward for developers, designers and constructors alike. To make this possible, the materials must have design guidelines for their appropriate applications. They must be productized and CE marked or otherwise authorized, and the construction guidelines for the materials must be included in the Finnish general specifications for infrastructural construction works (InfraRYL). As productization is especially important in increasing the usage of UUMA materials, guidelines for vendors are being drawn that present information on commercializing reclaimed materials to be used in earthworks. The guidelines for productization are being prepared in the Finnish national UUMA2 programme (2013-2017, www.uuma2.fi), which was created to promote the use of recycled materials in earthworks.

Commitment and motivation in professional organization

Personnel is vital for the companies and the performance in organizations is based on competence of personnel. Motivation and commitment are critical preconditions for organizational success. The study focuses on evaluating commitment and motivation levels of experts. The aim was to discover the main exceptions between the current status and the vision regarding commitment and motivation. The fluctuations of commitment and motivation levels were analyzed in terms of departments, gender, age and years of service. The survey was conducted by using Helix, an Evolute-based application, which was developed for measuring and evaluating the personnel commitment levels. This survey strongly emphasized the significance of affective commitment. In observing either the creative tensions or the product of creative tension and importance, all surfacing main categories fall under the affective commitment component.
Currently, technology-enhanced learning environments are a research hotspot in engineering education. Universities invest in modern environments equipped with the newest audiovisual hardware, computers and web-technologies. These environments support learner-centred model of education, which highlights active role of learners, learning-by-doing, and collaborative learner autonomy in a democratic atmosphere. Therefore, traditional teacher-led classrooms can be transformed to more diverse and more creative environments in which teachers and learners have relatively different roles compared with the traditional classroom.

In this paper, we present layout, construction and hardware of our newly developed technology-mediated, configurable, and cell-oriented PC-classroom, which play a key role in our teaching development. We exemplify how the classroom has helped us to improve our automation science and control engineering education. To be more specific, we have adopted the well-known concept of computer-supported collaborative learning (CSCL), which concerns how students can learn together with the help of computers. We also demonstrate how redefining and redesigning the nature of activities occurring in modern learning environments can improve the effectiveness of contact teaching, and hence, allow learning episodes to be more impactful compared with the traditional teacher-led classroom. We would like to pinpoint that redefinition and redesign have allowed us, as teachers, to take the position of a facilitating guide, or mentor, which work in close cooperation with students, and thereby, is able to strengthen the knowledge level of students through intellectual face-to-face discussion as well as through technology-supported communication.

Furthermore, our new classroom has enabled hands-on, competitive, cyber-physical attack-defence events to be conducted, which improve our automation security training. The events have invited participants from industry and academia, but most importantly, they have involved students. During the events, we have offered opportunities for students to make demonstration-of-skills to the participants from business. As a consequence, the new environment has enabled acts of openings for university-business cooperation in terms of education and recruit, free of charge. To our experience and according to student feedback, our redefined ways of conducting teaching has improved student motivation as well as increased their timely investment towards learning activities, which has eventually translated to better grades and overall satisfaction.
Consensus building in the pre-design phase of building projects

Building projects are unique manoeuvres in which numerous participants who possess different skills work together to complete various tasks. Working processes vary in complexity from simple to very complex. Although the building construction sector has traditional ways of structuring projects, project management professionals are continuously seeking new process models and ways to cooperate between people and project participants. This paper focuses on processes in the pre-planning phase of a building project and is based on exploratory study where the conceptual and empirical literature about construction processes and decision-making were reviewed. Over thirty existent models were identified and thirteen of these models, which take a decision making into account, were more closely studied. In addition, decision-making models in other fields were surveyed. Using a hermeneutic cycle approach, the aim of this paper is to investigate a preferable model for the pre-planning phase of construction projects that can produce the main objectives, which is to best serve the end user and the project as a whole. As a final result a new model in the case of the pre-design phase of the building process is introduced and discussed. This paper asks what we have learnt from these foci.

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Ministry of Education publication type: A4 Article in a conference publication
Authors: Keinänen, M., Uotila, U., Sorri, J., Teriö, O., Kähkönen, K.
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Number of pages: 12
Pages: 561-572
Publication date: 2016

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Volume: Volume II
Publisher: Tampere University of Technology. Department of Civil Engineering
Editors: Prins, M., Wamelink, H., Giddings, B., Ku, K., Feenstra, M.

Publication series
Name: Tampere University of Technology. Department of Civil Engineering. Construction Management and Economics.
ISSN (Print): 1797-8904
Links:
Research output: Scientific - peer-review › Conference contribution

Construction of enterprise architecture in discourses within the public sector
Enterprise Architecture (EA) has been employed in the public sector to improve efficiency and interoperability of information systems. Despite their daily use in the public sector, the concepts of Enterprise Architecture and efficiency are ambiguous and lack commonly accepted definitions. The benefits and outcomes of using EA in the public sector have been studied with mixed results. This study examined the use of EA in the Finnish basic education system using critical discourse analysis (CDA). The research revealed how the role and rationale of EA is constructed in the speech of public sector officials. Three orders of discourse, each having its own views on EA, were found. While there were commonly accepted functions for EA, there were also areas where the concepts were not mutually understood or accepted.

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Authors: Lemmetti, J.
Keywords: (CDA, Discourse analysis, Efficiency, Enterprise architecture, Public sector)
Number of pages: 12
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Publication date: 2016

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Publisher: Springer Verlag
Delphic maxims based applied philosophy for business and governance management

Knowledge analysis and representation is significant in defining situations before they are implemented through action. Knowledge engineering precedes knowledge management and knowledge utilization needs knowledge creation. In the race for capturing and mastering knowledge, emphasis is given to the development of intelligent methods and tools to understand the human mind, but not the human being itself. To tackle this complexity, it is necessary to seek knowledge in non-trivial sources via root cause analysis models of philosophical wisdom, which usually provides the answers. As problems become more complex over time, synergies of knowledge disciplines are critical and necessary. This paper presents a triadic categorization approach, based on classes, taxonomies, and ontologies of the Delphic Maxims, and their analysis by cognitive models in an attempt to reveal their contribution to modern business and governance management through the essence of the Hellenic contribution to the global economy, civilization and humanity.
Developing competitive advantage through tracking tools in service business: The case of a global industrial service supplier

This research is about the utilisation of tracking tools in maintenance resource coordination to investigate the benefits of tracking in the coordination processes. Based on service industry, this study uses a pilot project, questionnaires and interviews as research methods. Various challenges were found in the field of mobile workforce management; coordination, safety at work, achieving optimisation goals of cost-efficiency, quality and customer service. Many of these challenges can be facilitated with tracking. However, the possibilities of tracking utilisation vary in differing business areas of case company. Four dimensions in the existing business were identified. They are connected with the mobility and management style of service technicians. Further, the main tracking opportunities were introduced into each of these business fields. The successful usage and implementation of a tracking system necessitates strong support from management. Tracking tools offer numerous opportunities for maintenance resource coordination. Undoubtedly, the tracking implementation and utilisation require consideration of several managerial matters.
Development of students’ commitment over time—case study from a Finnish university of technology

Using a fuzzy logic-based application that utilizes linguistic scale values, we have evaluated commitment and engagement of five individual university students from Finland studying Industrial Management and Engineering from bachelor’s to master’s level. The data was gathered over one year and the students answered the application three times during different management courses. This research paper concentrates on analyzing three different commitment categories to see whether there has been change over time, as expected. Our assumption is that academic commitment and engagement toward studies tend to increase as studies progress and students approach graduation.

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Organisations: Pori Department, Research group: Business Ecosystems, Networks and Innovations
Authors: Einolander, J., Vanharanta, H.
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Source-ID: 84979675925
Research output: Scientific - peer-review > Conference contribution

Different approaches of the PLM maturity concept and their use domains—analysis of the state of the art

Product lifecycle management (PLM) implementation and adoption involves extensive changes in both intra-and inter-organizational practices. Various maturity approaches, for instance based on CMM (Capability maturity modeling) principles, can be used to make the implementation of PLM a better approachable and a more carefully planned and coordinated process. However, there are a number of different types of current approaches which can be thought to fall under the concept of PLM maturity. The aim of this paper is to investigate, analyze and categorize the various existing PLM maturity approaches to get an organized picture of the models and their background presumptions, as well as their potential use domains, and to facilitate their proper use to better implement PLM in different industry contexts.
Different roles in leadership styles in modern organization

Today's rapidly changing world has forced leaders to change their leadership styles aligned to the current situation faster than ever. What kind of leadership style should be utilized in modern expert organization? What are leaders' own experiences and can leadership styles somehow been assessed? What have scholars founded regarding leadership styles? This paper examines different situational leadership approaches in order to reveal literature based ontology of leadership styles. Ontology includes leadership styles from over ten well known and tested leadership approaches. Case study is also used to test the possibility for find leaders' styles and development needs via survey. A sample group of leaders answered to the survey with a focus to clarify the leaders of a conscious understanding towards of the working role styles of leadership. The perspective of this paper is the leadership styles and coordination between different leadership approaches. Paper handles results and points out future research suggestion.
Ecosystems Here, There, and Everywhere — A Barometrical Analysis of the Roots of ‘Software Ecosystem’

This study structures the ecosystem literature by using a bibliometrical approach in analysing theoretical roots of ecosystem studies. Several disciplines, such as innovation, management and software studies have established own streams in the ecosystem research. This paper reports the results of analysing 601 articles from the Thomson Reuters Web of Science database, and identifies ten separate research communities which have established their own thematic ecosystem disciplines. We show that five sub-communities have emerged inside the field of software ecosystems. The software ecosystem literature draws its theoretical background from (1) technical, (2) research methodology, (3) business, (4) management, and (5) strategy oriented disciplines. The results pave the way for future research by illustrating the existing and missing links and directions in the field of the software ecosystem.

Empowerment in construction: a qualitative analysis of subcontractors' quality assurance

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Civil Engineering, Research group: Construction Processes
Authors: Viita, J., Junnonen, J.
Pages: 436-448
Publication date: 2016

Host publication information
Title of host publication: Proceedings of the CIB World Building Congress 2016: Volume II - Environmental Opportunities and Challenges. Constructing Commitment and Acknowledging Human Experiences
Publisher: Tampere University of Technology. Department of Civil Engineering
Links:
Enhancing old laboratory experiment using flipped learning: Towards self-regulating collaborative groups in blended learning environment

This paper demonstrates how learning outcome of a traditional student laboratory has been improved using blended and flipped learnings in a cost-effective way. The innovation process was based on four important elements: the subject matter, educational theory, redefinition of the roles of teacher and students, and technology-driven utilities intended for education. Also, prelab activities were refurbished in order to better prepare students for the actual experiments. Teaching and learning relationship was redesigned to support learner-centred model of education, and on-site activities occurring in the laboratory room were reformulated to advance self-regulation and learner autonomy. As a consequence, the role of teacher is steered towards mentor-like activity, and hence, a teacher-mentor can use his own expertise to strengthen the knowledge level of students via on-site professional facilitation.

To be more specific, prelab activities were delivered using a virtual laboratory and a teaser video. The main role of the teaser video is to allow a remote visit to the physical laboratory room before students actually enter there. The teaser video delivers interesting visual information of the laboratory equipment when it is fully operational, and hence, students can identify causal connections of all devices affecting the physical system from anywhere at any time. The virtual laboratory, on the other hand, enables students to observe several physical quantities and their curvatures which cannot be observed nor displayed by the physical devices in the laboratory room. Furthermore, the open-ended nature of the virtual laboratory also enables students to use it as a subject for their own active research. The teaser video and virtual laboratory help students to develop intuition, and they also strengthen students’ preparation in a timely fashion manner. As a result, more time is released for active on-site student collaboration and teacher facilitated intellectual discussion. Interestingly, the virtual laboratory is key to establish highly collaborative and activity-based learning environment inside the laboratory room. Finally, it is shown that the new implementation of the laboratory work significantly reduces implementation costs.

Evaluating the business impacts of social media use with System Dynamics and Agent-Based Modeling: A Literature Review

Social media has been widely adopted as a useful business tool, especially in the domain of business to consumer marketing. However, the deployment of social media tools to business processes is hindered by the lack of concrete indicators of the effects its use has on the business process. Computer based modeling has been widely used to simulate and predict business effects in other streams of study, but relatively little in the evaluation of social media impacts. This paper argues that System Dynamics and Agent-Based Modeling have been and should be utilized in measuring social media and its impacts in business context in general, as well as in the context of business ecosystems. The authors review the current state of the use of these simulation methods in the evaluation of social media business impacts by conducting a systematic literature review.
Functional model for organisational and safety culture

Cultures are usually defined as shared values, attitudes and behaviour of certain group. The core of culture is inside person's mind. Only through behaviour or other actions of persons the culture becomes visible and shareable. Cultural artefacts and all other perceptible signs of culture are formed through action. From this perspective culture requires functionality. It does not exist nor spread without activity of individuals. In systems theory there is a methodological distinction between theoretical system and empirical system. Theoretical system "is a complex of concepts, suppositions, and propositions having both logical integration and empirical reference". Empirical system is "a set of phenomena in the observable world that is amenable to description and analysis by means of a theoretical system". However, in cultural context, theoretical models usually describe only properties of the empirical system. Usually the functionality of the culture is left undefined. Therefore theoretical models may have flaws in their ability to describe the functionality of the culture, which is essential part of the culture. In this paper we use a novel functional model to explore the functionality of the most commonly used culture models. We inspect Schein's organizational culture model, Cooper's reciprocal safety culture model and Johnson's cultural web. We study them and their functionality with our own functional model, which integrates person to sociotechnical system and shows person-sociotechnical system interaction. This study clearly shows that if culture's basis is in shared mental models, then the question whether organization is or has culture is absurd. As Antonsen has pointed out certain mandatory organizational features are clearly structural and not cultural. We also emphasize the behavioural aspect when defining cultural issues. The shared mental model alone is not sufficient requirement to define a feature as a cultural artefact, nor is the behaviour all employees share. Behaviour or action is cultural artefact only when the members of the culture have truly free will to choose their behaviour.
How is it sustainable? Identifying key indicators for sustainable educational design

General information
State: Published
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Organisations: Department of Civil Engineering
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Research output: Scientific - peer-review › Conference contribution

Huomio! Obs! Alert! "Työelämä on globaalisissa muuroksissa ..."

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Organisations: Teaching and Learning Services
Authors: Nokelainen, P.
Pages: 4-8
Publication date: 2016
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Publication Forum (2014): 1
Publication Forum (2013): 1
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Research output: Scientific › Editorial
IS acquisition characteristics in the public sector

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DOI:
10.1007/978-3-319-44421-5_13

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Source: Scopus
Source-ID: 84984877026
Research output: Scientific - peer-review › Conference contribution

Kirjaston paikallisasiakaskielten asiakasuskollisuus: case Tampereen teknillisen yliopiston kirjasto
The universities are run increasingly like a commercial organization, a shift that has transformed customer loyalty into an important theme for academic libraries. The purpose of this study is to measure the customer loyalty of the customers of the Tampere University of Technology library and utilize the loyalty theories – with loyalty as the ultimate dependent variable – in the university context. According to this study TUT library on-site customers are highly loyal. The customer satisfaction levels are high, but the results shown in this study are also in line with the previous findings that there are more behind the high loyalty numbers than just the general customer satisfaction levels. Our study indicated that it could be worthwhile to study more thoroughly the formation process of customer loyalty in the university library context. To find out what really are the key factors in the formation of customer loyalty.

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Authors: Tevaniemi, J., Peltonen, A.
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Publication Forum (2017): 1
Publication Forum (2016): 1
Publication Forum (2015): 1
Publication Forum (2014): 1
Publication Forum (2013): 1
Publication Forum (2012): 1
Knowledge work productivity framework – new ways of working context

Knowledge work productivity has been a popular topic in many research areas for decades. Current interest towards it has arisen due to organizations' needs to make major changes for improving the productivity and lowering the costs. In the New Ways of Working concept, organizations change their work environment to support flexibility and employees' opportunities to find the best ways to do their work. These changes impact the workplace, technology and management of the organization. Productivity is a typical dependent variable in many research areas, but fewer studies have been made that combine productivity drivers with the same model or study it from the knowledge worker perspective. The purpose of this paper is to identify key factors of knowledge work and what their impacts are on knowledge work productivity. The paper creates a knowledge work productivity framework. The framework consists of two major elements, the knowledge worker itself and the work environment. The value of the framework for researchers is that it increases the understanding of the phenomenon of knowledge work productivity and offers future research opportunities. For managers looking for competitive advantage or planning work environment changes, it gives a good grasp of what to focus on.

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Organisations: Department of Information Management and Logistics, Research group: Novi
Authors: Palvalin, M.
Publication date: 2016

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http://www.wikicfp.com/cfp/servlet/event.showcfp?eventid=50948&copyownerid=8438

Bibliographical note
JUFOID=5015
Research output: Scientific - peer-review » Conference contribution

Lasitettu parveke on energiansäästöä tuottava asunnon ulkotila - Auringonsuojaverhot ratkaisu sisälämpötilojen hallintaan

General information
State: Published
Ministry of Education publication type: D1 Article in a trade journal
Organisations: Civil Engineering, Research group: Service Life Engineering of Structures
Authors: Hilliaho, K.
Number of pages: 4
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http://proofer.faktor.fi/epaper/RY216/#52
Master's students' commitment and engagement in their course behavior

Student commitment is a major concern for universities around the world. Research has indicated that students' psychological attachment to their university, in other words commitment, can be a major predictor of student retention, as well as affecting many other attitudes and types of behavior. This makes university commitment critical to university success. The present study seeks to find out whether there is a relation between students' grades and the degree of their engagement and commitment, using the Evolute approach. The research group in this study consisted of master's degree students studying in faculties of Business and Built Environment and Computing and Electrical Engineering. In the newly developed instrument, respondents assessed 124 unique statements regarding their current situation and their vision for the future. This score and its sub-scores are compared in relation to individual course grades.

Modelling of plastic culvert and road embankment interaction in 3D

A series of 3D Finite Element simulations was performed to investigate the effect of different factors influencing the distortions undergone by a plastic culvert tube while subject to external loading from a heavy truck. The applied simulation model was verified by full-scale loading tests carried out on a number of actual culvert installation sites. Based on the results of the study, it can be concluded that both installation depth and quality of the material surrounding the culvert have a dominant effect on culvert distortions while the effects of material quality above the culvert and the type of tyre configuration transmitting the wheel load are much less pronounced.
Municipal economics of regional development – infill versus greenfield development

There is an ongoing debate in academia about the pros and cons of infill development. It has been said that dense city structure can lead to several agglomeration benefits and cost savings, whereas urban sprawl is usually seen as a negative phenomenon supporting an unsustainable lifestyle and leading to increasing municipal expenditures. Contradictive perspectives can also be found. Some studies claim that limiting the land available to build on is raising the prices in housing markets resulting in various problems. It is also alleged that the economic benefits gained through densifying are diminished in cities with a population over 500,000.

In this case study, the analysis is limited strictly to the financial aspects of regional development projects. The main difference when comparing this study to the existing body of literature is that the municipal revenues are considered alongside the expenditures instead of focusing solely on the cost aspects. The Net Present Value method is used to analyze three different regional development projects. An ongoing greenfield residential area development project is compared with two infill development projects in the city of Tampere in Finland. The first infill area is situated in the immediate vicinity of the city center and the second is a suburb about eight kilometers west from downtown Tampere. The analysis provides information not only about differences between infill and greenfield projects, but also about the dissimilarities between different types of infill.

The results indicate that from the perspective of municipal economics, residential infill is more profitable when compared to greenfield development. Two studied infill areas start returning profits 25–30 years after the start of the development, whereas for the studied greenfield project the corresponding value is almost 50 years. Despite the undeniable economic benefits, the practice shows that there are still major obstacles preventing the widespread realization of infill in Finland.

General information

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Keywords: (infill development, greenfield development, municipal economics, urban economics, net present value)
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Place of publication: Tampere
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Editor: Rajaniemi, J.

Publication series

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Open Innovation Adoption Practices and Evaluation Methods in the Global Process Industry

Inter-organisational collaboration is crucial for Open Innovation adoption in order to realise, in practice, the potential benefits of the concept. However, the number of empirical studies on the activities and processes that contribute to Open Innovation adoption is relatively limited. Therefore, this chapter provides empirical evidence from the global process industry, where we have defined, tested and utilised the standardised process, evaluation methodologies and tools that engage several collaborators to improve the key business process performance of their firms. The results show that the standardised process can provide several concrete business results for the management, and can efficiently promote the adoption of Open Innovation, as well as the utilisation of the firm's tacit knowledge to further improve the business performance.

Perspective of Social Usability in the Change Processes of an Academic Workplace

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Civil Engineering
Authors: Kostiainen, E., Nenonen, S.
Pages: 688-701
Publication date: 2016

Host publication information
Title of host publication: Proceedings of the CIB World Building Congress 2016: Volume II - Environmental Opportunities and Challenges. Constructing Commitment and Acknowledging Human Experiences
Publisher: Tampere University of Technology. Department of Civil Engineering
Research output: Scientific - peer-review › Conference contribution

Pohjoismaiden energiapolitiikka 2030: Hiilineutraalimpaa energiajärjestelmään osin yhdessä, osin eri polkuja pitkin

General information
State: Published
Ministry of Education publication type: D4 Published development or research report or study
Organisations: Department of Civil Engineering, Department of Electrical Engineering, Department of Chemistry and Bioengineering, Department of Physics, Research group: Construction Processes, University of Tampere, VTT
The status of socioeconomic segregation was investigated in Helsinki Metropolitan Area, City of Tampere, and City of Turku. Furthermore, the existence of statistically significant associations between changes in housing and building stock, and development of socioeconomic segregation was examined. The empirical analysis was performed in three separate phases, including spatial analysis, estimations of logit models, and finally, OLS estimations of regression models. The data was collected from grid-based monitoring system for spatial structure and urban form (YKR), spanning from 2000 to 2012. The size of one grid cell was 250 x 250 meters. For further analysis, the grid data was merged with a dataset containing locations and basic information on housing developments subsidized by the Housing Finance and Development Center of Finland (ARA).

It was found that the relative number of people living in socioeconomically segregated grid cells had increased in all areas during the study period. However, at the same time the boundary values for lower and upper quintiles of the variables indicating the status of socioeconomic segregation differentiated relatively little in the study period. Furthermore, statistically significant associations between changes in building stock and socioeconomic segregation were observed. Property types and housing tenures located in the grid cells were also found to be associated with the socioeconomic status of people living in those areas.
Resiliency of prefabricated daycares and schools: Finnish perspective to relocatable education facilities

The industrialised production of prefabricated daycare and school properties offer flexible alternatives for communities for provision of communal services. The paper investigates architectural qualities and financial solutions for rentable and relocatable education facilities in Finland. In particular, the focus is on the communal interests in solving the property management with a portfolio of rentable facilities for different time spans ranging from very short term to periods up to over twenty years. The short term rental terms offer solutions for disaster mitigation such as flooding but also spaces during refurbishment of existing buildings, e.g. due to moisture and mould damage. A core issue is a potential sustainable and flexible co-existence of both permanent and flexible modules that can adapt, for example to demographic changes, improving the efficiency of communal property management. Thus the prefabricated solutions have a potential, if the architectural quality is high enough, to provide alternatives for the real estate strategies of cities also in longer term provision of daycare and school facilities.
Rohkeammalla sosiaalisen median käytöllä tehoja innovaatiotoimintaan

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: Jussila, J.
Number of pages: 2
Pages: 22-23
Publication date: 2016
Peer-reviewed: Unknown

Publication information
Journal: Tietoasiantuntija
Volume: 31
Issue number: 2-3
ISSN (Print): 1795-7338
Original language: Finnish
Electronic versions: Rohkeammalla_jariJ_TA_lehti_2_3_2016
Research output: Professional › Article

Role of Power and Sense Making in the Briefing of a Small Renovation Project

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Civil Engineering, Research area: Construction Management and Econimics, Research group: Construction Management
Authors: Naaranoja, M., Kähkönen, K., Keinänen, M.
Pages: 611-621
Publication date: 2016

Host publication information
Title of host publication: Proceedings of the CIB World Building Congress 2016: Volume I - Creating built environments of new opportunities
Publisher: Tampere University of Technology. Department of Civil Engineering
Research output: Scientific - peer-review › Conference contribution

Self-regulation and competence in work-based learning
This chapter discusses the connection between self-regulation and competence in both formal and informal contexts of vocational and professional education. The goal is to show that self-regulation has a theoretical linkage to a multifaceted and holistic approach to competence and that self-regulatory abilities play a role in the development of vocational competence. Different theoretical approaches to self-regulation and competence and the link between the two concepts are discussed. We argue that self-regulation plays an important role in the development of competence, as it is needed to acquire competencies, unified sets of knowledge, skills and views. Self-regulation acts as an indirect factor between competencies and direct formal, non-formal and informal learning processes (e.g. vocational studies, leisure time activities and work) aimed to develop them. In this chapter, we present results of empirical studies on self-regulation and competence to support this argumentation. Several studies with vocational skills competition competitors show that strong self-regulatory abilities are related to successful competition performances. Also results from a study with Finnish in-service air traffic controllers indicate a link between vocational excellence and self-regulative action. Our conclusion is that self-regulatory skills should be taught in addition to the vocation-specific skills in competence-based vocational and professional education.

General information
State: Published
Ministry of Education publication type: A3 Part of a book or another research book
Organisations: Teaching and Learning Services, School of Education, University of Tampere
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.
Spatial borders and affordances of a temporary school building – Enhancing the school engagement and learning experience

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Civil Engineering
Authors: Airo, K., Vaara, L., Nenonen, S.
Pages: 715-725
Publication date: 2016

Host publication information
Title of host publication: Proceedings of the CIB World Building Congress 2016: Volume II - Environmental Opportunities and Challenges. Constructing Commitment and Acknowledging Human Experiences
Publisher: Tampere University of Technology. Department of Civil Engineering
Links:
Research output: Scientific · peer-review · Conference contribution

STACK assignments in university mathematics education
Students' learning process can be assisted and diversified with the help of e-learning tools and virtual environments. In Tampere University of Technology, the aim is to utilize software that delivers assignments, checks students' answers and gives feedback to the students, in the mathematics courses. The software that has been used is called STACK, which can be integrated into Moodle. STACK assignments have been created as a part of the STEM education material bank Abacus.

Written feedback can be generated in STACK assignments as necessary. Feedback guides the students to identify their errors and revise them. It can also motivate the students to try again after giving a wrong answer.

This study concerns the use of STACK in TUT mathematics courses. Especially we are interested in
- how do the points gathered and the time of the last submission in STACK exercises correlate with the exam grades?
- when and for how long do the students solve the STACK assignments?
- how does the activity in STACK differ between honours and engineering mathematics students?
In STACK assignments, the students were able to give their answers in Moodle. For each lecture week, they had one week to solve and return the answers. All the student activity related to the STACK assignments was saved in the Moodle logs. Data was analysed with Matlab by the means of educational data mining.

We observed that the activity in STACK was the greatest near the deadline. We also found that, on average, the better the grade, the earlier the students gave their final answers in STACK. Additionally, the honours mathematics students made their submissions earlier: many of them considered STACK exercises as a good way to revise the subjects considered in the lectures, while engineering mathematics students mostly rehearsed with STACK near the deadline.

According to the survey polls, students found the STACK exercises as a nice and efficient way to rehearse and learn mathematics. Especially, the instant feedback was mostly appreciated. However, some of the students felt writing the answers with a computer unappealing, but generally this aspect was not considered a problem.

**General information**

**State:** Published  
**Ministry of Education publication type:** A4 Article in a conference publication  
**Organisations:** Department of Mathematics, Research group: MAT Positioning  
**Authors:** Mäkelä, A., Ali-Löytty, S., Humaloja, J., Joutsenlahti, J., Kauhanen, J., Kaarakka, T.  
**Keywords:** (STACK, web-assisted learning tools)  
**Number of pages:** 14  
**Publication date:** 2016
Teräsrumpujen uudet korjausmenetelmät: Halkaistu sisäputki, puolipohjaus ja pohjan betonointi

Tässä tutkimuksessa arvioitiin uudentyöppisten korjausmenetelmien soveltuvuutta teräksisävöistä valmistettujen rumpuputken uudelleen käyttöön pientämiseksi. Tutkimuksessa rajauduttiin tarkastelemaan sellaisia korjausmenetelmiä, joita käyttämällä ruumiputken aukon koko pienenee mahdollisimman vähän. Rumpujen korjaaminen on kannattavinta kohteissa, joissa rumpun asennussyvyys on suuri tai joiden aukko on mahdollisesti vähentää suuresti.


The effects of improved energy efficiency on indoor environmental quality in multi-family buildings

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Civil Engineering, Research group: Structures and Their Behaviour, Research area: Structural Engineering, Research group: Building Physics and Acoustics, Natl Inst Hlth & Welf, Finland National Institute for Health & Welfare, Dept Envirnom Hlth, Kaunas Univ Technol, Kaunas University of Technology, Dept Envirnom Technol
Authors: Du, L., Prasauskas, T., Leivo, V., Turunen, M., Kiviste, M., Martuzevicius, D., Haverinen-Shaughnessy, U.
Publication date: 2016

Host publication information
Title of host publication: Indoor Air 2016 : The 14th international conference of Indoor Air Quality and Climate Ghent, Belgium July 3-8 2016
Article number: 737
ISBN (Electronic): 978-0-9846855-5-4
Links: http://www.indoorair2016.org/
Research output: Scientific - peer-review » Conference contribution

The impact of residential development on nearby housing prices
Purpose - Even as multi-story apartment building development proposals in existing neighbourhoods represent a substantial component of policy debate at local planning boards, there is limited evidence for the impact of such residential developments on surrounding apartment values. The void in knowledge is addressed in this study, and the impact of multi-story apartment building developments on apartment values in residential high-rise areas located outside city and district centres is investigated in Helsinki Metropolitan Area, Finland.

Design/methodology/approach - Whether a multi-story apartment building development is followed by an increase in housing values depends on both positive and negative externalities. To specify valuation effects of proximate development projects, advanced research design combining matched sample methodology and hedonic-based difference-in-difference approach is used.
Findings It appears from the analysis that completion of a single multi-story apartment building has an immediate positive impact on apartment values within 300 metre radius. While, there is no statistically significant impact on price trend.
Research limitations - This paper studies apartment values only in Helsinki Metropolitan Area, Finland, and it is important to notice that local regulations and market conditions may have a notable impact on the outcomes.
Originality/value This study is the first of its kind to provide with statistically significant evidence for positive impacts from multi-story apartment building development in Finnish residential high-rise areas, and may have a crucial role in helping to dispel prejudices related to such developments.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Civil Engineering, Research group: Life-cycle Economics
Authors: Kurvinen, A., Vihola, J.
Keywords: (residential real estate, real estate development, infill development, externalities, residential property values, multi-story apartment buildings)
Number of pages: 4
Pages: 671-690
Publication date: 2016
Peer-reviewed: Yes
ASJC Scopus subject areas: Building and Construction, Economics, Econometrics and Finance (miscellaneous)

Publication information
Journal: International Journal of Housing Markets and Analysis
Volume: 9
Issue number: 4
ISSN (Print): 1753-8270
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.227 0.691
The impact of senior house developments on surrounding residential property values

Purpose - Even as many countries are facing changes in demographic profile and new types of senior housing developments are becoming more important, there is limited evidence for the development impact of a senior house on surrounding residential property values. This study addresses the void in knowledge, investigating the impact of senior house developments on apartment values in Tampere, Finland.

Design/methodology/approach - To specify valuation effects of proximate senior house development projects, advanced research design combining propensity-score matching procedure and hedonic pricing models is used.

Findings - The results show that a senior house development has a significant positive impact on proximate residential property values within a 500 metre radius. The impact is found to be the highest in underdeveloped neighbourhoods. Nevertheless, in neighbourhoods where property values and demand for housing units are higher and senior house developments fall into the criteria of infill development, a premium is lower, but still statistically significant and notable in magnitude.

Research limitations - This paper studies apartment values only in Tampere, Finland, and it is important to notice that local regulations and market conditions may have a notable impact on the outcomes from senior house developments.

Originality/value - This study is the first of its kind to address a number of empirical issues and provide with statistically significant evidence for positive impacts from senior house developments – encouraging investors and developers to build senior houses.
To network or not to network? Analysis of the Finnish software industry-A networking approach

The purpose of this paper is to study the role of networking in the development and present situation of Finnish software companies. Although the target of interest of this study is Finland, the conclusions can also to some extent be applied to other countries with mature software industries. In Finland there is uniquely wide longitudinal material on the software business available; the software industry survey is an annual study targeted for the branch, which has already been repeated for 18 consecutive years. The study shows that networking has been a key trend in the industry and also a driver for internationalization, but as it has not been identified very well in networking literature concerning the software industry, there is a clear need for further examination of software industry networks.


The purpose of this paper is to introduce a model to manage knowledge security risks in organizations. Knowledge security risk management is a sensemaking process that should be carried out by managers, and the proposed model works as a tool for the sensemaking process. The model is illustrated with an analytical case example. The process model helps to identify knowledge security risks and provides a comprehensive approach to evaluating and balancing the costs and benefits of knowledge sharing and knowledge risk management. The paper addresses calls for research on the emerging topic of knowledge security and the important topic of new knowledge sharing tools from the combined perspectives of business benefits and risk management. The results presented in this paper are preliminary and conceptual, and further research on the topic is suggested. The process model proposed in this paper can be a valuable
Despite its benefits, information technology (IT) use is associated with serious negative effects on individuals. For example, technostress and IT addiction can harm IT users' organizational performance and everyday well-being. Such dark side phenomena have become more evident since IT has transmuted into a major component of humans' job routines and private lives. However, since current information systems (IS) research on the dark side is in an early and fragmented stage, there is a need for a synthesis. To address this need, we conducted a literature review of 37 articles published in the IS basket journals between 1995 and 2015. We detected four key phenomena: technostress, information overload, IT addiction, and IT anxiety. Within the analysis of the articles, we paid special attention to the antecedents, consequences, and mitigation mechanisms of each phenomenon. Based on our findings, this article contributes to IS research by pointing out unmapped territories in the IS basket.
and suggesting five areas for future research: (1) Technostress mitigation mechanisms in everyday use of IT, (2) IT addiction in organizational use of IT, (3) Information overload in everyday use of IT, (4) IT anxiety in everyday use of IT, and (5) Personal IT actions as mitigation mechanisms.

**General information**
- **State:** Published
- **Ministry of Education publication type:** A4 Article in a conference publication
- **Organisations:** University of Jyväskylä
- **Authors:** Pirkkalainen, H., Salo, M.
- **Publication date:** 2016

**Host publication information**
- **Title of host publication:** European Conference on Information Systems (ECIS)
- **Article number:** 101
- **Links:**
  - [http://aisel.aisnet.org/ecis2016_rp/101/](http://aisel.aisnet.org/ecis2016_rp/101/)
  - [http://aisel.aisnet.org/ecis2016/](http://aisel.aisnet.org/ecis2016/)
- **Research output:** Scientific - peer-review » Conference contribution

**Utilizing electronic exams in programming courses: a case study**

A great number of university students' work during their studies, leading to problems with the scheduling of courses and examinations. One way to solve the problem related to exams is to utilize electronic tests, which allow flexible timetables and video-based control against cheating. In Finland, a consortium of 20 universities is using a recently developed electronic examination system called Exam. The system supports essay and multiple choice examinations in particular. In this study, we experiment with the Exam system in computer programming tests. The outcome of the study is discussed from both the students' and teachers' perspectives.

**General information**
- **State:** Published
- **Ministry of Education publication type:** A4 Article in a conference publication
- **Organisations:** Pori Department, Research group: Software Engineering and Intelligent Systems
- **Authors:** Saari, M., Mäkinen, T.
- **Keywords:** (Electronic exam, Programming education, Exam room, Student feedback)
- **Number of pages:** 6
- **Pages:** 7155-7160
- **Publication date:** 2016

**Host publication information**
- **Title of host publication:** EDULEARN16 Proceedings : 8th International Conference on Education and New Learning Technologies Barcelona, Spain. 4-6 July, 2016
- **Publisher:** IATED
- **ISBN (Print):** 978-84-608-8860-4

**Publication series**
- **Name:** EDULEARN proceedings
- **Publisher:** IATED
- **ISSN (Print):** 2340-1117
- **DOIs:**
  - 10.21125/edulearn.2016.0560
- **Research output:** Scientific - peer-review » Conference contribution

**Uusilla työvälineillä somen suomenkieliset tunnesisällöt analyysiin ja hyötykäyttöön**

**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:** Jussila, J.
- **Number of pages:** 3
- **Pages:** 8-10
- **Publication date:** 2016
- **Peer-reviewed:** Unknown
Ventilation rates before and after energy retrofit in multi-family buildings in Finland

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Civil Engineering, Research group: Structures and Their Behaviour, Research area: Structural Engineering, Research group: Building Physics and Acoustics, Natl Inst Hlth & Welf, Finland National Institute for Health & Welfare, Dept Environm Hlth
Authors: Leivo, V., Turunen, M., Aaltonen, A., Kiviste, M., Haverinen-Shaughnessy, U.
Publication date: 2016
Host publication information
Title of host publication: Indoor Air 2016: The 14th international conference of Indoor Air Quality and Climate. Ghent, Belgium July 3-8 2016.
Article number: 764
ISBN (Electronic): 978-0-9846855-5-4
Links:
http://www.indoorair2016.org/
Research output: Scientific - peer-review » Conference contribution

Vesihuollon strateginen kehittäminen haltuun: Ydin- ja tukitoiminnon tarpeen hahmottaa selkeästi

General information
State: Published
Ministry of Education publication type: D1 Article in a trade journal
Organisations: Department of Civil Engineering
Authors: Katko, T. S., Hukka, J. J.
Number of pages: 2
Pages: 12-13
Publication date: 2016
Peer-reviewed: Unknown

Publication information
Journal: Kuntateknikka
Volume: 70
Issue number: 2
ISSN (Print): 1238-125X
Original language: Finnish
Links:
http://kuntateknikka.fi/lehtiarkisto/022016/kansi-6
Links:
http://kuntateknikka.fi/lehtiarkisto/022016/vesihuollon-strateginen-kehittaminen
Research output: Professional » Article

Alentaako vuokra-asuntojen yleisyys omistusasuntojen hintoja?

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Civil Engineering, Research group: Life-cycle Economics, Research group: Construction Processes
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.

**General information**
State: Published
Ministry of Education publication type: G4 Doctoral dissertation (monograph)
Organisations: Department of Information Management and Logistics
Authors: Naukkarinen, J.
Number of pages: 205
Publication date: 20 Nov 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: 1344
ISSN (Print): 1459-2045
Electronic versions:
naukkarinen_1344
Links:

**Bibliographical note**
Awarding institution: Tampere University of Technology
Research output: Monograph > Doctoral Thesis

**MYSTERY SHOPPERS RECOGNISING KNOWLEDGE SHARING BARRIERS IN HIGHER EDUCATION**
This study focuses on the knowledge sharing barriers in the space between learning and teaching in higher education as reported by mystery shoppers. There is surprisingly little context-specific research on learning and teaching in a knowledge intensive community like a university from the perspective of knowledge management (KM). Discussing learning and teaching within KM is based on considering students controversially as customers or stakeholders. Thus including them more meaningfully in assessing and developing teaching practices, or knowledge flow, seems justified. The specific aim of this paper is to first recognise possible knowledge sharing barriers and then categorize such barriers emerging from the material into three larger domains, namely, individual barriers, technological barriers and organisational barriers.

There were 45 students from all faculties participating in a mystery shopper project in a Finnish university of technology. They observed their learning experience for six weeks in order to supplement data from other sources, to add a student voice on the process of developing learning and teaching in higher education. The research approach represents qualitative content analysis in which knowledge-sharing barriers were recognised from the qualitative mystery shopper data. The results identify teaching practices that contribute to creating knowledge sharing barriers. More detailed and almost real-time contextual activity sampling is suggested as a method for further study and also an avenue for instant feedback for teaching staff. The results will provide data on current knowledge practices and learning processes in a technical university in Finland.

**General information**
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Language Centre, Department of Information Management and Logistics, Research group: Novi, University of Tampere
Authors: Tukiainen, M., Helander, N., Mäkinen, M.
Publication date: 16 Nov 2015

**Host publication information**
ISBN (Electronic): 978-84-608-2657-6
Links:
https://iated.org/iceri/
University Students’ Perceptions of Academic Writing: An Academic Literacies Perspective

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Language Centre, Department of Information Management and Logistics, Research group: Novi, University of Tampere
Authors: Tukiainen, M., Mäkinen, M., Helander, N.
Number of pages: 7
Pages: 7589-7595
Publication date: 16 Nov 2015

Host publication information
ISBN (Electronic): 978-84-608-2657-6
Links:
https://iated.org/iceri/

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

Liikenteen markkinat murroksessa - pysyvätkö yritykset kyydissä?

General information
State: Published
Ministry of Education publication type: E1 Popularised article, newspaper article
Organisations: Department of Information Management and Logistics, Research group: Transport Research Centre Verne
Authors: Liimatainen, H., Pöllänen, M.
Number of pages: 1
Pages: 64
Publication date: 13 Nov 2015
Peer-reviewed: Unknown

Publication information
Journal: Talouselämä
Issue number: 39/2015
Original language: Finnish
Research output: General public › Article

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.
The effect of ground leases on house prices in Helsinki

One imperfection in housing markets is imperfect knowledge about legal interests such as ground leases. Both actual reduced legal interest as well as uncertainty surrounding rights and future lease payments for houses constructed on leased land may affect prices relative to houses built on freehold land. We use regression analysis of sales prices of condominium transactions in Helsinki to examine the effect ground leases have on house prices. We find that prices on condominiums constructed on leased lots are discounted at least 5%, on average. In addition, we see that the announcement of potentially large increases in base rents upon renewal contributes to the discount.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Civil Engineering, Research group: Construction Management, The University of Georgia, Department of Real Estate, Georgia State University, Department of Financial Planning, Housing and Consumer Economics
Authors: Tyvimaa, T., Gibler, K. M., Zahirovic-Herbert, V.
Keywords: (Condominium, Finland, Ground leases, House prices, Housing markets)
Number of pages: 20
Pages: 451-470
Publication date: 11 Sep 2015
Peer-reviewed: Yes
ASJC Scopus subject areas: Geography, Planning and Development, Urban Studies

Publication Information
Journal: Journal of Housing and the Built Environment
Volume: 30
Issue number: 3
ISSN (Print): 1566-4910
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.866 1.107
Publication Forum (2016): 1
Scopus rating (2015): 0.649 1.121
Web of Science (2015): 0.81 1.038 6.4 0.054 0.001 0.416
Publication Forum (2015): 1
Scopus rating (2014): 0.492 1.003
Web of Science (2014): 0.657 1.067 6.2 0.139 9.9E-4 0.419
Publication Forum (2014): 1
Scopus rating (2013): 0.561 0.855
Publication Forum (2013): 1
Scopus rating (2012): 0.606 0.886
Publication Forum (2012): 1
Scopus rating (2011): 0.508 0.861
Scopus rating (2010): 0.572 0.762
Scopus rating (2009): 0.496 0.773
Scopus rating (2008): 0.527 0.789
Scopus rating (2007): 0.553 0.854
Scopus rating (2006): 0.535 0.849
Scopus rating (2005): 0.622 1.066
Scopus rating (2004): 0.422 0.493
Scopus rating (2003): 0.332 0.517
Scopus rating (2002): 0.372 0.532
Scopus rating (2001): 0.184 0.239
Scopus rating (2000): 0.233 0.343
Scopus rating (1999): 0.325 0.531
Original language: English
DOIs:
10.1007/s10901-014-9424-3
Links:
http://www.scopus.com/inward/record.url?scp=84938832858&partnerID=8YFLogxK (Link to publication in Scopus)
Knowledge Management and Emerging Collaborative Networks in Tourism Business Ecosystems

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.

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 Gala, M., Aramo-Immonen, H., Jussila, J.
Keywords: (tourism business ecosystem, collaborative network, ICT, tourist 2.0 lifecycle)
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

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

Coopetition and company performance

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: University of Vaasa (UVA), University of Vaasa
Authors: Helander, N., Vesalainen, J., Juha, P.
Publication date: 2 Sep 2015

Host publication information
Title of host publication: IMP 2015 Conference
Links:
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
Links:
Research output: Scientific - peer-review › Conference contribution

Advancing international business ideation concepts for contexts embedded within capital investment markets
The aim of this paper is to advance international business (IB) ideation especially as part of IB management concepts and among concept designers related to contexts embedded within international capital investment markets (CIMs). A 5-approach typology differentiates between fitting, value-creating, profit-generating, systemizing, and commercializing business ideation. This paper is part of the on-going reviewing of research on CIMs-related business management (BM). So far, the reviewing has resulted in the identification of 71 concepts published between the years 1990 and 2013. Focal firms have their home bases in one of the OECD countries plus in Hong Kong and Singapore due to the heritage of the British Commonwealth. Within the 71-concept platform, there are 18 (25%) IB management concepts, i.e., the authors have designed them for managing businesses with contexts embedded within international CIMs. Moreover, 14 (20%) CIMs-related IB management concepts have been designed also along the business ideation dimension, respectively. There are 6 (8%) high-degree concepts, and 4 (6%) medium-degree concepts, and 4 (6%) low-degree concepts. In principle, it seems that these high-degree IB management concepts enable the viable IB ideation for contexts within CIMs. However, none of these concepts has been designed for managing primarily IB ideation. Thus, the five 2-dimensional couplings are suggested for advancing the design of IB ideation concepts, i.e., IB ideation is coupled theoretically with a frame of reference and a school of thought on generic BM as well as contextually with IB types, environments, and dynamism embedded within international CIMs. In turn, IB and CIMs-related researchers with IB managers can jointly engage themselves with cross-disciplinary and academia-industry research on IB ideation.

General information
State: Published
Organisations: Department of Civil Engineering, Research group: Construction Management
Authors: Huovinen, P.
Keywords: (Business ideation, capital investments, concepts, construction, international business,)
Number of pages: 26
Pages: 1-26
Publication date: 26 Aug 2015
Peer-reviewed: Unknown
ASJC Scopus subject areas: Business, Management and Accounting(all)
Research output: Scientific › Paper, poster or abstract

The Role of Customer Experience in Value Creation in Business-to-Business Context
The Role of Customer Experience in Value Creation in Business-to-Business Context

General information
State: Unpublished
Ministry of Education publication type: D3 Professional conference proceedings
Organisations: Department of Information Management and Logistics, Research group: Novi, Tampere University of Technology, Tampere University of Applied Science
Authors: Väyrynen, H., Vasell, T., Helander, N., Boedeker, M., Andersson, T.
Number of pages: 1
Pages: 146
Publication date: 12 Aug 2015

Host publication information
Title of host publication: 23rd Nordic Academy of Management Conference : NFF 2015
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.

Enablers and barriers of inter-organizational networks' formation for new market entry: case Finnish maritime industry

Failures of networking attempts are rarely reported in the literature. This study examined an intentionally formed, non-successful case network in its formation phase by using Lowensberg’ holistic conceptual model for strategic alliance issues that links six organizational theories to the network management processes. This empirical study of a whole network at network level involved one survey (n=20) and 61 semi-structured interviews in more than 20 Finnish maritime 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.

Enablers and barriers of inter-organizational networks' formation for new market entry: case Finnish maritime industry

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General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
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
Authors: Erkinheimo, P., Jussila, J., Kärkkäinen, H.
Keywords: (open innovation, crowdsourcing, lean start-up, innovation)
Number of pages: 4
Pages: 17-20
Publication date: 10 Jul 2015
Peer-reviewed: Yes

Publication information
Journal: Journal of Innovation Management
Volume: 3
Issue number: 2
ISSN (Print): 2183-0606
Ratings:
Publication Forum (2017): 1
Publication Forum (2016): 1
Publication Forum (2015): 1
Publication Forum (2014): 1
Original language: English
Links:
http://hdl.handle.net/10216/79104
Research output: Scientific - peer-review › Letter

Enablers and barriers of inter-organizational networks' formation for new market entry: case Finnish maritime industry

Failures of networking attempts are rarely reported in the literature. This study examined an intentionally formed, non-successful case network in its formation phase by using Lowensberg’ holistic conceptual model for strategic alliance issues that links six organizational theories to the network management processes. This empirical study of a whole network at network level involved one survey (n=20) and 61 semi-structured interviews in more than 20 Finnish maritime 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.
Keywords: (network strategy, network formation, network failure, whole network, market entry)
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. They 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
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.
Keywords: (Contradictions, IT project management, Project manager, Replacement, Turnover)
Number of pages: 19
Pages: 1-19
Publication date: 1 Jul 2015
Peer-reviewed: Yes
ASJC Scopus subject areas: Computer Science (miscellaneous), Management of Technology and Innovation

Publication information
Journal: International Journal of Human Capital and Information Technology Professionals
Volume: 6
Issue number: 3
ISSN (Print): 1947-3478
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.224 0.193
Publication Forum (2016): 1
Scopus rating (2015): 0.259 0.441
Publication Forum (2015): 1
Scopus rating (2014): 0.271 0.483
Publication Forum (2014): 1
Scopus rating (2013): 0.256 0.608
Publication Forum (2013): 1
Scopus rating (2012): 0.485 0.385
Publication Forum (2012): 1
Scopus rating (2011): 0.457 0.612
Original language: English
DOIs:
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.

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., Breite, R.
Keywords: (supply network archetype, co-opetition, network governance model)
Number of pages: 10
Publication date: 29 Jun 2015

Host publication information
Title of host publication: 22nd International Annual EurOMA Conference Neuchâtel, Switzerland 28 June – 1 July 2015
ASJC Scopus subject areas: Business, Management and Accounting(all)

Bibliographical note
Research output: Professional › Conference contribution

Tila haltuun! Suositukset virtuaalisen suomen opiskelun toteuttamiseen

General information
State: Published
Ministry of Education publication type: D4 Published development or research report or study
Organisations: University of Tampere
Number of pages: 135
Publication date: 18 Jun 2015

Publication information
Publisher: Turun yliopiston Brahea-keskus
ISBN (Electronic): 978-951-29-6162-7
Original language: Finnish

Publication series
Name: Turun yliopiston Brahea-keskuksen julkaisuja
Publisher: Turun yliopiston Brahea-keskus
No.: 6
ISSN (Electronic): 2342-4273
Research output: Professional › Commissioned report

Meeting radical change: SMEs and innovation capabilities and strategic foresight

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, University of Örebro Business School, University of Exeter Business School, Tampere Univ Technol, Tampere University of Technology
Authors: Aramo-Immonen, H., Bessant, J., Heinonen, T., Öberg, C., Trifiloa, A.
Knowledge management and digitalization in large enterprises versus SMEs in Finland

General information
State: Published
Organisations: Department of Information Management and Logistics, Research group: Novi
Authors: Väyrynen, H., Helander, N.
Publication date: 10 Jun 2015
Peer-reviewed: Unknown
Research output: Scientific › Paper, poster or abstract

Knowledge work enablers and challenges in different professions

General information
State: Unpublished
Organisations: Department of Information Management and Logistics, Research group: Novi
Authors: Paavilainen, N., Helander, N.
Publication date: 10 Jun 2015
Peer-reviewed: Unknown
Research output: Scientific › Paper, poster or abstract

Oppivan organisaation kehittäminen osaavaksi organisaatioksi. Tapaustutkimus suomalaisessa teollisuusyrityksessä
A Barrier framework for open e-learning in public administrations

E-Learning and openness in education are receiving ever increasing attention in businesses as well as in academia. However, these practices have only to small extent been introduced in public administrations. The study addresses this gap by presenting a literature review on Open Educational Resources [OER] and E-Learning in the public sector. The main goal of the article is to identify challenges to open E-Learning in public administrations. Experiences will be conceptualized as barriers which need to be considered when introducing open E-Learning systems and programs in administrations. The main outcome is a systematic review of lessons learned, presented as a contextualized Barrier Framework which is suitable to analyze requirements when introducing E-Learning and OER in public administrations.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Managing digital industrial transformation (mDIT), Ruhr West University of Applied Sciences, Jyvaskylan Yliopisto
Authors: Stoffregen, J., Pawlowski, J. M., Pirkkalainen, H.
Keywords: (E-Learning, Open education, Open Educational Resources, Public Administrations)
Number of pages: 11
Pages: 674-684
Publication date: 2015
Peer-reviewed: Yes
ASJC Scopus subject areas: Human-Computer Interaction, Psychology(all), Arts and Humanities (miscellaneous)

Publication Information
Journal: Computers in Human Behavior
Volume: 51
Issue number: B
ISSN (Print): 0747-5632
Ratings:
Publication Forum (2017): 2
Scopus rating (2016): 1.595 2.137
Publication Forum (2016): 2
Scopus rating (2015): 1.556 2.123
Web of Science (2015): 2.88 3.724 4.6 0.452 0.02252 0.883
Publication Forum (2015): 2
Scopus rating (2014): 1.519 2.327
Web of Science (2014): 2.694 3.624 4.7 0.397 0.01827 0.942
Publication Forum (2014): 1
Scopus rating (2013): 1.727 2.531
Publication Forum (2013): 1
Scopus rating (2012): 1.528 2.099
Publication Forum (2012): 1
Scopus rating (2011): 1.492 2.083
Scopus rating (2010): 1.2 1.695
Scopus rating (2009): 0.881 1.533
Scopus rating (2008): 1.016 1.837
Scopus rating (2006): 0.715 1.604
Scopus rating (2005): 0.731 1.574
Scopus rating (2004): 0.56 1.371
Scopus rating (2003): 0.505 1.437
Scopus rating (2002): 0.675 1.352
Scopus rating (2001): 0.638 0.998
Scopus rating (2000): 0.503 1.133
Scopus rating (1999): 0.401 0.772
Original language: English
DOIs:
10.1016/j.chb.2014.12.024
Source: Scopus
Source-ID: 84920915233
Research output: Scientific - peer-review › Article
A Co-creation Centre for University–Industry Collaboration – A Framework for Concept Development

Abstract It is argued in general that future success in effective innovation creation is built on the ability to connect and manage talent, partnerships and related practical innovation processes. This makes it challenging for a university to develop an ecosystem of knowledge creation. The full benefit from a university can only be obtained if the university and society are organically linked together. The needs of society have to be at the centre of a university's activities, and flexible adjustment to changing needs is necessary but often lacking. Campus management has a major role in the facilitation of multidisciplinary interaction between students, scientists, entrepreneurs and other industry partners that inspire each other with different perspectives on the same subject. One significant tool to support open innovation with diverse stakeholders is to provide supportive spaces with relevant services. This paper aims to identify the requirements of a Co-creation Centre as a concept serving the third role of a university. The literature review was conducted and, based on the result, this paper proposes a conceptual framework for capturing the key requirements for developing a multiuser Co-creation Centre. The framework consists of the requirements on the demand and supply sides of campus management. The main findings in this paper are that different modes of knowledge conversion have different capabilities to support knowledge co-creation requirements. Knowledge co-creation process requirements in the multiuser Co-creation Centre for university–industry collaboration are best supported by originating "Ba", which means the place where individuals share feelings, emotions, experiences, and mental models and the place where the knowledge-creation process begins. The results contribute to the concept development in campus management and provide a starting point for evaluating the success of multidisciplinary and multi-actor innovation environments.
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.

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), Queensland University of Technology QUT
Authors: Dedehayir, O., Seppänen, M.
Keywords: (Complex product system, Copper production, Innovation ecosystem, Life cycle)
Number of pages: 9
Pages: 145-153
Publication date: 2015
Peer-reviewed: Yes
ASJC Scopus subject areas: Management of Technology and Innovation

Publication information
Journal: Journal of Technology Management and Innovation
Volume: 10
Issue number: 2
ISSN (Print): 0718-2724
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.259 0.642
Publication Forum (2016): 1
Scopus rating (2015): 0.247 0.567
Publication Forum (2015): 1
Scopus rating (2014): 0.199 0.375
Publication Forum (2014): 1
Scopus rating (2013): 0.245 0.713
Publication Forum (2013): 1
Scopus rating (2012): 0.25 0.664
Publication Forum (2012): 1
Scopus rating (2011): 0.196 0.558
Scopus rating (2010): 0.125 0.225
Scopus rating (2009): 0.107 0.038
Original language: English
DOIs:
10.4067/S0718-27242015000200010
Source: Scopus
Source-ID: 84944446211
Research output: Scientific - peer-review › Article

Business model innovation: Focus on Customer Experience

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, Nokian Vesi Oy
Authors: Seppänen, M., Laukkanen, I.
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.
CEO 2015: Proceedings of the 8th Nordic Conference on Construction Economics and Organization

Nordic conferences on Construction Economics and Organization (CEO conferences) have been biennial events for academics and industry people. These events are bringing together experts globally and those particularly from Nordic countries for sharing and learning new knowledge, to meet colleagues, get new connection and to visit/see interesting construction case projects or companies. For academics these conferences are important publishing channels. The accepted double-blind reviewed papers are published using widely recognised academic media.

We are very pleased to introduce 8th CEO conference 28th – 29th May 2015, Tampere Finland. The overall theme of this CEO2015 conference is Leadership for targeted change and proven advancements. The following titles represent key areas for which the conference was planned to contribute.

- Gaining desirable changes in real estate and construction sector
- Change towards sustainable built environment and environmental friendly behaviour
- Processes and methods for realizing change initiatives
- Principles, methods and tools for the management of change in processes and projects
- Learning from change: challenges in change processes
- Change behaviour – methods and models to affect change processes
- Business and operations management under unceasing change
- Built environment, companies and projects as systems.

The CEO2015 conference comprises 79 accepted papers and their presentations. The special issue of Elsevier Procedia Economics and Finance (Volume 21, 8th Nordic Conference on Construction Economics and Organization) includes 76 papers. This publication includes three papers. The editors are grateful to all authors for their valuable efforts.

General information
State: Published
Ministry of Education publication type: D4 Published development or research report or study
Organisations: Department of Civil Engineering, Research group: Construction Management, Research group: Construction Processes, Research group: Life-cycle Economics
Number of pages: 40
Publication date: 2015

Publication information
Publisher: Tampere University of Technology. Department of Civil Engineering
Original language: English

Publication series
Name: Tampere University of Technology. Department of Civil Engineering. Construction Management and Economics. Report
Publisher: Tampere University of Technology
Volume: 16
ISSN (Print): 1797-8904
Electronic versions:
Challenges Facing BIM Education: Development of Appropriate Teaching and Learning Resources

Building Information Modelling (BIM) is becoming the new norm in the AEC industry and also part of many construction project management (CPM) programmes. In terms of teaching BIM there is the need for specific resources in explaining the theoretical principles of BIM, BIM tools (authoring, audit and analysis) and building models themselves. Theoretical resources that are available for education in the form of books, articles and websites are easy and straightforward to locate. Likewise a good share of various tools are available for educational purposes. On the other hand, actual building models represent a challenge in terms of preparing and optimising usage of the model for high quality educational purposes. This paper addresses the difficulty in walking the narrow line between an industry ready BIM versus a BIM that is good for student learning and offers a realistic and practical, but simultaneously achievable learning environment. Conducting a case study in an undergraduate CPM education setting, three approaches for obtaining BIM resources were identified with various challenges and benefits. A combination of internally developed models for early exposure and industry models for later courses is proposed.

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Civil Engineering, Research group: Construction Management, Research group: Construction Processes, Research group: Life-cycle Economics
Authors: Puolitaival, T., Forsythe, P., Kähkönen, K.
Publication date: 2015

Host publication information
Title of host publication: RICS COBRA AUBEA 2015 : The Construction, Building and Real Estate Research Conference of the Royal Institution of Chartered Surveyors
Place of publication: London
Publisher: Royal Institution of Chartered Surveyors
ISBN (Print): 978-1-78321-071-8
Links:
Research output: Scientific - peer-review » Conference contribution

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

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)
Authors: Pekkola, S., Nieminen, N.
Publication date: 2015

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

Competence portfolio assessment of research and development center for regional development

General information
State: Published
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
DOIs:
10.1016/j.promfg.2015.07.283
Research output: Scientific - peer-review › Conference contribution

Defining guided selling in business-to-business context

General information
State: Published
Ministry of Education publication type: D3 Professional conference proceedings
Organisations: Department of Industrial Management
Authors: Mahlamäki, T., Ojala, M., Uusitalo, O.
Publication date: 2015
Host publication information
Title of host publication: 23rd Nordic Academy of Management Conference : NFF 2015 - Business in society
Place of publication: Copenhagen
Publisher: CBS Copenhagen Business School
Links:
Emotion measurement services for knowledge workers

In order to understand and manage how emotions affect knowledge work, organizations need proper tools to become aware of emotions. Measuring emotions is an approach to consider. In this paper, three different emotion measurement services are tested: daily experience survey, electrodermal activity ring and self-tracking of emotions. The paper provides new insights and user experiences of emotion measurement services and their applicability in daily knowledge work. Managerial guidelines are drawn up for planning and executing emotion measurement services in an organization for two purposes – self-development and measuring company pulse.

General information
State: Published
Ministry of Education publication type: B3 Non-refereed article in conference proceedings
Organizations: Department of Information Management and Logistics, Research group: Novi, Department of Information Management and Logistics, Intopalo Oy
Authors: Vuolle, M., Salonius, H., Lintinen, J., Mäkinen, J.
Keywords: (Knowledge work , Emotions, Measurement, self-management)
Number of pages: 20
Publication date: 2015

Host publication information
Title of host publication: RESER2015 : 25th Annual RESER Conference, September 10-12, 2015 Copenhagen, Denmark
Place of publication: Copenhagen
Publisher: RESER European Association for Research on Services
ISBN (Electronic): 978-87-7349-921-4

Bibliographical note
AUX=tlo,"Lintinen, Johanna"
Research output: Scientific › Conference contribution

Enacting Information Security Policies in Practice: Three Modes of Policy Compliance

General information
State: Published
Ministry of Education publication type: A3 Part of a book or another research book
Organizations: Department of Information Management and Logistics
Authors: Niemimaa, M., Laaksonen, A. E.
Pages: 223-249
Publication date: 2015

Host publication information
Title of host publication: Materiality, Rules and Regulation : New Trends in Management and Organization Studies
Publisher: Palgrave Macmillan
ISBN (Print): 978-1-349-56619-8
ISBN (Electronic): 978-1-137-55264-8
DOIs: 10.1057/9781137552648_12
Research output: Scientific - peer-review › Chapter

Energiansäästöä parvekkeen lasitukselle

General information
State: Published
Ministry of Education publication type: D1 Article in a trade journal
Organizations: Department of Civil Engineering, Research group: Service Life Engineering of Structures
Authors: Hilliaho, K.
Keywords: (energy saving, balcony glazing, parvekelasit, Lasitettu parveke, indoor climate, aurinkosuojaverhot, solar shading)
Number of pages: 3
Pages: 26-28
Publication date: 2015
Peer-reviewed: Unknown
Publication information
Journal: RY Rakennettu ympäristö
Volume: 52
Issue number: 2
ISSN (Print): 1457-9510
Original language: Finnish
Research output: Professional › Article

Evaluating organizational commitment in support of organizational leadership

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Pori Department
Authors: Einolander, J.
Number of pages: 5
Pages: 668–673
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.2015.07.300
Research output: Scientific - peer-review › Conference contribution

Examples of the Teaching of the Health Questions of Electric and Magnetic Fields at Tampere University of Technology in Finland

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Electronics and Communications Engineering, Research group: Environmental Health
Authors: Korpinen, L., Pääkkönen, R.
Number of pages: 6
Pages: 277-282
Publication date: 2015
Peer-reviewed: Yes
ASJC Scopus subject areas: Electrical and Electronic Engineering

Publication information
Journal: Journal of Physical Science and Application
Volume: 5
Issue number: 4
ISSN (Print): 2159-5348
Ratings:
Publication Forum (2017): 0
Publication Forum (2016): 0
Original language: English
DOIs:
10.17265/2159-5348/2015.04.005
Research output: Scientific - peer-review › Article

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 peoples 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.
Keywords: (Time, Management, Human factor, Leadership, Situationality)
Number of pages: 8
Pages: 709-716
Publication date: 2015
Peer-reviewed: Yes

Publication information
Journal: Procedia Manufacturing
Volume: 3
ISSN (Print): 2351-9789
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.105 0.063
Publication Forum (2016): 0
Original language: English
DOIs:
10.1016/j.promfg.2015.07.311
Links:

Bibliographical note
INT=pla,"Reunanen, Tero"
Source: RIS
Source-ID: urn:6D4C24C5CCDB54B2E73B8973CD08FBFE
Research output: Scientific - peer-review › Article

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
Volume: 23
Issue number: 4
ISSN (Print): 1934-8835
Ratings:
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, Turner 1999). 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.

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: Aramo-Immonen, H., Hietaoja, H., Jussila, J. J., Ammirato, S.
Keywords: (Project management, Cultural Knowledge, Project execution, Developing country, Multicultural projects)
Number of pages: 12
Pages: 1085-1096
Publication date: 2015

Host publication information
Title of host publication: 10th International Forum on Knowledge Asset Dynamics, IFKAD 2015, Bari, Italy: Culture, Innovation and Entrepreneurship: connecting the knowledge dots
Volume: 10
Place of publication: Bari
Managing tomorrow's daily consumer goods logistics value network

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics, Research group: Novi, Research group: Transport
Research Centre Verne, University of Vaasa
Authors: Helander, N., Kallionpää, E., Rantala, J.
Keywords: (Value creation, Networks, Logistics)
Publication date: 2015
Peer-reviewed: Yes

Publication information
Journal: International Journal of Supply Chain and Operations Resilience
Volume: 1
Issue number: 2
ISSN (Print): 2052-868X
Ratings:
Publication Forum (2017): 0
Publication Forum (2016): 0
Original language: English
Research output: Scientific - peer-review › Article

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

Paradoxes in the development of a business critical information system

General information
Pienituloisen omistusasujan energiaköyhyys: Energiakehityksen jatkoselvetys liittyen asuntojen lämmitysremontteihin ja energialuokkoihin

Selvityksessä tarkistellaan asuntojen perusparannusten ja lämmitystavan muutoksen yhteyttä energiaköyhyyden riskiin. Energiakehityksen tarkastelussa vaikuttaa yleisesti ylläpitävä tai tyydyttävän energian kustannusten takia. Selvityksen tarkastelussa on rajaantunut omistusasuntoihin, sillä vuokralaiset eivät joudu tekemään investointeja asuntojen perusparannuksiin. Tarkastelu painottuu erityisesti pieni- ja alle keskituloisiin talouksiin.


Energiaköyhyys on erityisen riskikäs omistusasuntoihin, sillä vuokralaiset eivät joudu tekemään investointeja asuntojen perusparannuksiin. Tarkastelu painottuu erityisesti pieni- ja alle keskituloisiin talouksiin.
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.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Pori Department
Authors: Koskinen, K. U.
Number of pages: 15
Pages: 206-220
Publication date: 2015
Peer-reviewed: Yes

Publication information
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.
Number of pages: 12
Publication date: 2015

Host publication information
Title of host publication: The XXVI ISPIM Innovation Conference – Shaping the Frontiers of Innovation Management – Budapest, Hungary, 14-17 June 2015
Publisher: International Society for Professional Innovation Management ISPIM
Research output: Scientific - peer-review » Conference contribution

SAFERA SERPENTINE: Safera Serpentine hankkeen loppuraportti

General information
State: Published
Ministry of Education publication type: D4 Published development or research report or study
Organisations: Pori Department
Authors: Vanharanta, H., Piirto, A., Einolander, J., Kantola, J.
Publication date: 2015

Publication information
Publisher: Tampere University of Technology
Original language: Finnish
Research output: Professional » Commissioned report

Social media applications in external B2B transactions: An empirical analysis of the Finnish technology industry
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.
Sustainable and responsible freight transport through public-private collaboration: Finnish road freight responsibility model

Purpose
In aviation, maritime and rail transport safety management systems are well adapted and they are fixed part of daily practices and the minimum requirements for systems are set in European regulations. However, this does not apply to a road freight sector. In 2013, Finnish Transport Safety Agency (Trafi) started to develop a road freight responsibility model, which was intended to enhance safety, quality and environmental management in the Finnish road freight transport sector. The aim of this paper is to introduce the Finnish model and to summarize the main findings from the responsibility model.

Approach
This paper includes data and knowledge from two separate but related projects which studied responsibility and sustainability in the Finnish road freight sector. The paper combines information from several methods, but the main research method was a case study with transport companies. Complementary methods used in this paper are workshop and online survey.

Findings
Transport companies have different practices and attitudes related to the responsible business and the size of the company or the main service sector of the company do not always explain the differences. According to the results, this kind of new voluntary basis approach has a demand in the road freight sector and it will provide help for transport companies to develop their business.

Value
The paper represents a new approach of the national transport agency to develop the road freight sector. With the responsibility model Trafi aims to promote sustainable and responsible business of all sizes of transport companies with a voluntary basis approach.

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: Nykänen, L., Rantala, J., Liimatainen, H.
Keywords: (Heavy road freight, sustainability, transport management, transport agency, Finland, Safety, quality, environment, responsibility)
Number of pages: 15
Pages: 238-252
Publication date: 2015

Host publication information
Title of host publication: NOFOMA 2015 : Post Conference Proceedings, Molde, 3-5 June 2015, Nordic Logistics Research Network
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.
- Research output: Scientific - peer-review › Conference contribution

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](http://issuu.com/vttfinland/docs/ux3_layout_e-version_03_06d402f0b580c4?e=5313536/30410590)
- Research output: Professional › Anthology

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
The impact of customer-guided purchasing on trust in creation of B2B relationships

General information
State: Published
Ministry of Education publication type: B3 Non-refereed article in conference proceedings
Organisations: Department of Industrial Management
Authors: Ojala, M., Uusitalo, O., Mahlamäki, T.
Publication date: 2015

Host publication information
Title of host publication: 23rd International Colloquium on Relationship Marketing (ICRM) 2015: 15-17 September, Helsinki, Finland
Publisher: Hanken School of Economics
Links:
http://hdl.handle.net/10138/156532
Research output: Scientific → Conference contribution

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
Authors: Kärkkäinen, H., Jussila, J., Erkinheimo, P.
Keywords: (crowdsourcing, industrial crowdsourcing)
Publication date: 2015

Host publication information
Title of host publication: Open Innovation Yearbook 2015
Place of publication: Brussel
Publisher: European Commission
Editor: Salmelin, B.
DOIs:
10.2759/92658
Links:
Research output: Scientific → Chapter

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
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
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.
Keywords: (Case study, Information systems procurement, Public sector procurement)
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
ASJC Scopus subject areas: Computer Science(all), Theoretical Computer Science

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
DOIs:
10.1007/978-3-319-22479-4_24

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

TiedeAreena 2015
Jo perinteikään TiedeAreena-tapahtuman yhteydessä järjestetään tänä vuonna ensimmäistä kertaa kaikille avoin tutkimusseminaari, jossa Porin yliopistokeskuksen sekä yhteistyökumppaneiden tutkijat esittelevät Satakunnassa tehtävää tutkimusta laaja-alaisesti. Kuten yliopistokeskus, myös tutkimusseminaari on aidosti monitieteinen sisältäen sessioita perillisyystä, sosiaalisesta mediasta, ihmisen ja ympäristön vuorovaikutuksesta, sosiaalisesta eheydestä, yrittäjyydestä ja tutkimustyön menetelmistä.

Seminariain tavoite on monitahoinen. Vaikka Porin yliopistokeskus on verraten pieni tiedeyhteisö, törmätään tälläkin usein ongelmaan, että emme tiedä tarpeeksi toistemme tutkimustyöstä. Seminariain tavoitteeseen yhdistää samaa aihepiiriä eri tieteentalojen näkökulmasta tarkastelevia tutkijoita ja edesauttaa tieteentalojen välisen vuorovaikutuksen lisääntymistä.

Toisaalta seminaria 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. Julkaisu  
Publisher: Tampereen teknillinen yliopisto, Porin laitos  
Volume: 17  
ISSN (Print): 2323-8976  
Electronic versions: tiedeareena_2015  
Research output: Professional › Anthology

**Tieliikenteen tavarankuljetusyritysten vastuuallisuusmalli – ohjeistus ja käyttöliittymä**

The responsibility model for road transport companies being developed under the leadership of the Finnish Transport Safety Agency (Trafi) is a voluntary participation management and procedure model intended to improve safety and environmentally sustainable practices in commercial transport. The present report focuses on the Excel-based interface of the responsibility model, its instructions and specimen documents of the model; however, the model as a whole extensively covers the major safety, quality and environmental matters relevant for road transport. The responsibility model is a management and procedure model that transport managers can employ to survey the current state of their enterprises, to identify strengths and development needs, to set goals, to generate reports and to adopt new practices.

The responsibility model for road transport companies has been under development at Trafi for several years; the responsibility model pilot study for road transport companies was begun in July 2013 and concluded in early 2014. After the trial study, the decision was made to continue development of the responsibility model. The follow-up study described in the present final report began in April 2014. The follow-up study was directly based on the findings and recommendations of the first-stage trial study.

The present final report consists of three sections. Chapters 1 and 2 contain an introduction to the project implementation, goals and purpose and a description of the overall functioning and purpose of the responsibility model. Chapter 3 contain the instructions for the interface and notes on their use. The instructions presented in chapter 3 are also given as a separate appendix at the end of the report. The third section, chapter 4, comprises sample forms and instruction documents together with notes on their use.

**General information**

State: Published  
Ministry of Education publication type: D4 Published development or research report or study  
Organisations: Department of Information Management and Logistics, Research group: Transport Research Centre Verne  
Authors: Nykänen, L., Karhula, K.  
Keywords: (responsibility model, Road freight transport)  
Number of pages: 42  
Publication date: 2015

**Publication information**

Publisher: Liikenteen turvallisuusvirasto Trafi  
ISBN (Print): 978-952-311-068-7  
Original language: Finnish
Tietämyksenhallinta osana organisaation toimintaa – hallintaa vai hämmennystä?

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
Pages: 310-325
Publication date: 2015
Peer-reviewed: Yes
Early online date: 1 Dec 2015

Tietämyksenhallinta suomalaisissa yrityksissä: Loppuraportti, TSR-hanke 113295

General information
State: Published
Ministry of Education publication type: D4 Published development or research report or study
Organisations: Department of Information Management and Logistics, Research group: Novi
Authors: Helander, N., Väyrynen, H., Kukko, M., Jalonen, H.
Number of pages: 82
Publication date: 2015
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.

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, Aalto University
Authors: Jylhä, T., Vuolle, M., Nenonen, S., Virtaneva, M.
Keywords: (Workplace services, multi-locational work, co-working, business model)
Number of pages: 6
Pages: 518-523
Publication date: 2015
Tuottavuusloikka sosiaalisen median avulla

General information
State: Published
Ministry of Education publication type: Not Eligible
Organisations: Department of Information Management and Logistics, Research group: Novi, Pori Department, Research group: Business Ecosystems, Networks and Innovations, Department of Mathematics, Research group: MAT Intelligent Information Systems Laboratory, Managing digital industrial transformation (mDIT)
Authors: Jussila, J. J., Kärkkäinen, H., Aramo-Immonen, H., Huhtamäki, J.
Keywords: (social media, productivity)
Number of pages: 2
Pages: 26-27
Publication date: 2015

Host publication information
Title of host publication: TiedeAreena 2015
Place of publication: Pori
Publisher: Tampereen teknillinen yliopisto, Porin laitos
Editor: Väkiparta, M.

Publication series
Name: Laitosraportti - TUT Publication series
Publisher: Tampereen teknillinen yliopisto. Julkaisu - Tampere University of Technology. Pori Department
ISSN (Print): 2323-8976
Links:
http://dspace.cc.tut.fi/dpub/handle/123456789/23399
Research output: Scientific - peer-review » Conference contribution

Tutkimuksen arviointia vai tieteellisen toiminnan vaikuttavuuden arviointia?: Bibliometriikkaseminaari 2015

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Library
Authors: Kumpulainen, S.
Number of pages: 3
Pages: 1-3
Publication date: 2015
Peer-reviewed: Yes

Publication information
Journal: Informaatiotutkimus
Volume: 34
Issue number: 4
ISSN (Print): 1797-9137
Ratings:
Publication Forum (2017): 1
Publication Forum (2016): 1
Publication Forum (2015): 1
Publication Forum (2014): 1
Publication Forum (2013): 1
Publication Forum (2012): 1
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.
Knowledge interaction between manufacturers and research organisations for building product innovations: an exploratory case study

This thesis adds to research on construction innovation through exploring and describing knowledge interaction between product manufacturers and research organizations. A few publications deals with manufacturers’ innovation activities on their own terms, although products are broadly recognised to have major impacts on the performance of the entire built environment. The research was conducted in a multilevel theoretical framework integrating the perspectives of systems of innovation, knowledge processes in manufacturing industries and knowledge interaction between companies and public research organizations. Ten product innovations were selected for a multiple case study. Cross-case synthesis was applied as the analysis technique of qualitative research data. The main themes in exploring and describing the knowledge interaction were found as to be a) development and use of research-based knowledge in product innovations, b) accumulation and diffusion of research-based knowledge and b) context and channels of knowledge interaction. The principal motivation for the knowledge interaction was found to be the need to know how a novel product would perform in its intended use in buildings, and how it should be designed and manufactured to meet the overall requirements. The regulations to design and use novel products were, however, often developed in parallel or after a technical invention. The objectives of joint innovation activities also reflected also the market expectations and governmental strategies. The thesis thus emphasized the dynamics of relationships between institutions and various actors within a system of construction innovation. A system of construction innovation is, however, not sufficient to uncover all the aspects of the knowledge interaction and even less the context of manufacturers’ innovation activities. This is due to the division of the real estate and construction sector into competing value chains that exist in accord with basic framing materials. Manufacturers have ties to basic industries that are also important sources of product innovations. The industrial associations reflect this situation, as well as specialization of research and education. As a conclusion, approaches to the technology innovation systems were proposed for further research. The research identified similarities between the innovation processes of building product manufacturers and those of other manufacturing sectors. It is noteworthy however, that innovation activities were organised in several cases according to principles of concurrent engineering already decades ago. It was also observed that relationships between research and practice are of mutual benefit.

General information
State: Published
Ministry of Education publication type: G4 Doctoral dissertation (monograph)
Organisations: Department of Civil Engineering
Authors: Koukkari, H.
Number of pages: 189
Publication date: 14 Nov 2014

Publication information
Place of publication: Espoo
Publisher: VTT
Original language: English

Publication series
Name: VTT Science
Publisher: VTT
Volume: 49
ISSN (Print): 2242-119X
ISSN (Electronic): 2242-1203
Electronic versions: koukkari.pdf
Links:
http://urn.fi/URN:NBN:fi:tty-201609134502

Bibliographical note
Awarding institution: Tampere University of Technology
Source: researchoutputwizard
Source-ID: 799
Research output: Monograph › Doctoral Thesis
Innovaatiotoiminnan johtaminen rakennustuoteteollisuudessa

The objective of this research was to investigate how innovation is managed in the construction products industry and identify solutions to the problems found. The focus of the research was based on the researcher’s personal observations of the construction sector, especially the construction products industry, during the last four decades. These observations suggested that there is much room for improvement in innovation management, especially in strategy and creation of the optimal culture for innovation. The research, therefore, focused on challenges to management, the connection between innovation management and business strategies, and interaction between individual companies and the external innovation environment. The research method was qualitative and data were collected by theme interviews. The interviewees were primarily representatives of the construction products industry, but representatives of other parts of the value chain of construction were also interviewed. This was done in order to better understand the influence that clients of the construction products industry and the value chain have on innovation activities. The research revealed that the opinions of users and owners of properties are not given sufficient consideration in managing innovation. The construction products industry does not have a clear understanding of who the client is and, therefore, does not know whose needs it is supposed to satisfy. The construction products industry feels that the qualitative characteristics of their products are not valued by their clients and that procurement decisions are made primarily on the basis of the lowest unit price. Neither the industry nor their clients are capable of properly estimating the possible savings in overall costs from systemic innovations. The innovation activities of firms are generally driven by current strategic plans and they only develop ideas that are connected to existing or planned new businesses. Defining the competitive advantages of a potential new product, receives less attention. The search for ideas to foster innovations is poorly managed in firms – only a few of them work systematically to find new ideas. The systemic impacts of the cost effects of new ideas should be assessed in collaboration with construction company clients, based on full-scale pilot construction. In order for such collaboration to be possible, contracts are required that define how benefits and risks are to be shared and that ensure the effort is beneficial to both parties. This research is the most comprehensive investigation of innovation management in the construction products industry to date. The key conclusion is that, because innovation management plays a central role in business success, it should be given greater attention and focused on increasing the profitability of innovation activity. Creation of an internal environment that encourages innovation is essential and measures firms should take are identified in this report.

General information
State: Published
Ministry of Education publication type: G4 Doctoral dissertation (monograph)
Organisations: Department of Civil Engineering
Authors: Vesa, M.
Number of pages: 215
Publication date: 7 Nov 2014

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

Publication series
Name: Tampere University of Technology. Publication
Publisher: Tampere University of Technology
Volume: 1251
ISSN (Print): 1459-2045
Electronic versions:
vesa.pdf
Links:

Bibliographical note
Awarding institution: Tampere University of Technology
Source: researchoutputwizard
Source-ID: 1726
Research output: Monograph > Doctoral Thesis

Finnish Innovations and Technologies in Schools: a Guide towards New Ecosystems of Learning

General information
State: Published
Ministry of Education publication type: C2 Edited books
Enterprise architecture in practice: from IT concept towards enterprise architecture leadership

Informaatioteknologia (Information Technology, IT) on kaikkialla ja kaikkien liiketoimintakriittisesti välttämätön osa yritysten nykytoimintaa, viestintää ja tulevaisuuden strategioita (Nolan 2012). Informaatiota tarvitaan ihmisten ja organisaatioiden hyvinvointiin, kasvuvaiheeseen ja elinympäristöihin. IT muuttaa liiketoimintaa, työtä ja työntekijöiden työolosuhteita ja laajentaa muiden teknisten kehitysten ja innovatioiden vaikutusta yritysten toimintaan. IT muistuttaa kyseisiltä tekniikoilta, jotka toimivat ihmisten ja organisaatioiden hyvinvointiin ja kasvuvaiheeseen. IT muistuttaa myös teknologien ja innovatioiden vaikutusta yritysten toimintaan ja niiden strategioihin.


EA-käsitteen moniselitteisyys johtuu osittain informaatioteknologian nopeasta kehityksestä ja hyvin teknisestä näkökulmasta. Viimeisen 20 vuoden aikana kokonaisarkkitehtuurin hallinnan (EA management; EAM) idea on kasvanut tietotekniikan ja IT-arkkitehtuurista kohtu hallinnollista innovaatiota, jolla ohjataan organisaation rahan käyttöä (Luftman & Ben-Zvi 2011, 206), tietojärjestelmiä ja tietoyhteyksiä (Makiya 2012, 6) ja strategiaa ja tehtäviä (Simon, Fischbach & Schoder 2014). EAM on uusi käsite, joka lupaa moninaisia liittymävielosoitumisia, mutta ne edellyttävät samalla strategiaa ja tietokeskeisyyttä. Tämä tarkoittaa, että EA-käsitteen kehitys on monimutkainen ja monipuolinen ala, jota voidaan tutkia monin eri näkökulmasta.
The aim of this paper is to advance applied theoretical knowledge on international business (IB) ideation by designing the managing of such ideation as three recursive, multi-competence-enabled systems. The core principles of Beer’s (1985) Viable System Model are adopted for this system design task. The Viable System Model consists of five interacting sub-systems that can support a viable IB unit. The contribution of this design of the three recursive, multi-competence-enabled systems will be three novel pieces of the applied theoretical knowledge about recursivity and competences that advance the management of an IB unit as a whole and in particular that of IB ideation. For future research, I initially propose that the IB ideation (unit) is being managed more successfully within its focal contexts, the more extensively the IB ideation is designed as a set of three recursive systems enabled by respective multi-competences. Moreover, the 3-system design may serve as the frame of reference for those compatible theorization initiatives vis-a-vis viable IB ideation management that interested competence-based management scholars will conduct in the future. I put forth the three templates to facilitate the enhancement of the IB ideation practices among leading, innovative firms and especially by the pioneering management of IB (ideation) units.
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
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:
Publication Forum (2017): 1
Scopus rating (2016): 0.544 0.918
Publication Forum (2016): 1
Scopus rating (2015): 0.482 0.682
Web of Science (2015): 0.718 0.851 7.5 0.23 0.00105 0.252
Publication Forum (2015): 1
Scopus rating (2014): 0.578 0.843
Web of Science (2014): 0.537 0.731 7.2 0.153 0.001 0.238
Publication Forum (2014): 2
Scopus rating (2013): 0.497 0.711
Publication Forum (2013): 2
Scopus rating (2012): 0.537 0.927
Publication Forum (2012): 2
Scopus rating (2011): 0.53 0.865
Scopus rating (2010): 0.781 1.264
Scopus rating (2009): 0.41 0.887
Scopus rating (2008): 0.47 0.788
Scopus rating (2007): 0.66 0.985
Scopus rating (2006): 0.668 1.034
Scopus rating (2005): 0.844 1.223
Scopus rating (2004): 0.379 0.831
Scopus rating (2003): 0.674 1.012
Scopus rating (2002): 0.536 1.132
Scopus rating (2001): 0.589 0.897
Avoimuus oppimisverkostossa

General information
State: Published
Ministry of Education publication type: B3 Non-refereed article in conference proceedings
Organisations: University of Tampere
Authors: Lappalainen, Y., Sihvonen, M.
Pages: 37-43
Publication date: 2014

Host publication information
Title of host publication: Tuovi 12: Interaktiivinen tekniikka koulutuksessa 2014-konferenssin tutkijatapaamisen artikkelit
Publisher: University of Tampere
Editors: Viteli, J., Östman, A.
ISBN (Electronic): 978-951-44-9561-8

Publication series
Name: TRIM Research Reports
No.: 12
ISSN (Electronic): 1799-2141
Links:
Research output: Scientific › Conference contribution

Children as co-creators of video stories: mobile videos for learning

General information
State: Published
Ministry of Education publication type: A3 Part of a book or another research book
Organisations: Regulation of learning and active learning methods (REALMEE), University of Helsinki
Authors: Multisilta, J., Niemi, H.
Pages: 588-592
Publication date: 2014

Host publication information
Title of host publication: 2014 37th International Convention on Information and Communication Technology, Electronics and Microelectronics (MIPRO)
Source: Bibtext
Source-ID: urn:3cae9f1d4bb2c72aca7cc513991df35e
Research output: Scientific › peer-review › Chapter

Content and Language Integration as a part of a degree reform at Tampere University of Technology

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Language Centre
Authors: Niemelä, N., Jauni, H.
Number of pages: 15
Pages: 39-53
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.
Crowdsourcing in Strategic Management

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Pori Department
Authors: Sivula, A., Kantola, J., Vanharanta, H., Salo, M.
Number of pages: 11
Pages: 613-623
Publication date: 2014

Host publication information
Title of host publication: Proceedings of the 11th International Conference on Innovation and Management, November 17-19, 2014, Vaasa, Finland
Place of publication: Wuhan, China
Publisher: Wuhan University of Technology Press
Editors: Yang, L., Kantola, J., de Hoyos, A., Kaminishi, K., Duysters, G.
Links:

Bibliographical note
Contribution: organisation=pla,FACT1=1<br/>Portfolio EDEND: 2014-12-16
Source: researchoutputwizard
Source-ID: 1522
Research output: Scientific - peer-review › Conference contribution

Degree of Commitment Among Students at a Technological University - Testing a New Research Instrument

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: 12
Pages: 1767-1778
Publication date: 2014

Host publication information
Place of publication: Louisville, KY
Editors: Ahram, T., Karwowski, W., Marek, T.
ISBN (Print): 978-1-4951-1572-1
Links:
http://www.ahfe2014.org/

Bibliographical note
Contribution: organisation=pla,FACT1=1<br/>Portfolio EDEND: 2014-12-19
Source: researchoutputwizard
Source-ID: 280
Research output: Scientific - peer-review › Conference contribution

Democratic Culture Paradigm for Organizational Management and Leadership Strategies - The Company Democracy Model

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Pori Department
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

Digitaalisen tarinankerronnan monet mahdollisuudet

General information
State: Published
Ministry of Education publication type: A3 Part of a book or another research book
Organisations: University of Helsinki
Authors: Viitanen, K., Harju, V., Niemi, H., Multisilta, J.
Number of pages: 25
Pages: 187-211
Publication date: 2014

Host publication information
Title of host publication: Rajaton luokkahuone
Place of publication: Jyväskylä
Publisher: PS-kustannus
Digital Storytelling for 21st-Century Skills in Virtual Learning Environments

This article finds that the new virtual learning environments comprise more spaces and practices in which digital resources, tools, and applications are used. The article introduces how digital storytelling can create virtual learning environments when it is used for learning 21st-century skills and competencies needed in students’ future working life. The study describes how students (n = 319) in three countries and their teachers (n = 28) value digital storytelling and what they think students have learned. Their experiences are analyzed using a theoretical conceptualization of the global sharing pedagogy that sets categories of processes or tools as mediators: 1) learner-driven knowledge and skills creation, 2) collaboration, 3) networking, and 4) digital literacy. Analyses have been quantitative and qualitative. The article describes students’ experiences when they created their digital stories and how they engaged in learning. The major findings are that students enjoyed creating their stories, and they were very engaged in their work. They learned many 21st-century skills when creating their digital stories.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: University of Helsinki
Authors: Niemi, H., Harju, V., Vivitsou, M., Viitanen, K., Multisilta, J.
Keywords: (21st-century skills, 21st-Century Skills, Digital Storytelling, Learning, collaboration, digital story telling, engagement, learning, videos)
Number of pages: 15
Pages: 657-671
Publication date: 2014
Peer-reviewed: Yes

Publication information
Journal: Creative Education
Volume: 5
ISSN (Print): 2151-4755
Ratings:
Publication Forum (2017): 0
Publication Forum (2016): 0
Publication Forum (2015): 0
Publication Forum (2014): 1
Publication Forum (2013): 1
Publication Forum (2012): 1
Original language: English
DOIs: 10.4236/ce.2014.59078
Source: Mendeley
Source-ID: 5e35104f-3945-3a84-9ee6-9119a2e4c65e
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
Pages: 1466-1486
Publication date: 2014
Peer-reviewed: Yes
Energiatehokkaan rakentamisen parhaat käytännöt

General information
State: Published
Ministry of Education publication type: E1 Popularised article, newspaper article
Organisations: Department of Civil Engineering
Authors: Teriö, O., Sorri, J.
Number of pages: 1
Pages: 24-24
Publication date: 2014
Peer-reviewed: Unknown

Publication information
Journal: M+
Issue number: 3
ISSN (Print): 1237-3125
Original language: Finnish
Links:
http://www.motiva.fi/ajankohtaista/m_-_lehti/motiva_m_2014/m_3_2014/energiatehokkaan_rakentamisen_parhaat_kaytannot.6943.news

Bibliographical note
Contribution: organisation=rak,FACT1=1<br/>Portfolio EDEND: 2015-01-08<br/>Publisher name: Motiva Oy
Source: researchoutputwizard
Source-ID: 1613
Research output: General public › Article

Epilogue: What are Innovations in the Finnish Educational Ecosystem

General information
State: Published
Ministry of Education publication type: A3 Part of a book or another research book
Organisations: University of Helsinki
Authors: Niemi, H., Multisilta, J., Lipponen, L., Vivitsou, M.
Number of pages: 5
Pages: 165-169
Publication date: 2014

Host publication information
Title of host publication: Finnish Innovations and Technologies in Schools: A Guide towards New Ecosystems of Learning
Place of publication: Rotterdam
Publisher: Sense Publishers
Editors: Niemi, H., Multisilta, J., Lipponen, L., Vivitsou, M.
ISBN (Print): 978-94-6209-747-6
Source: Bibtex
Source-ID: urn:1a48d63c8790f79d85c3eac9e5690ea4
Research output: Scientific - peer-review › Chapter

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.
Frameworks and Paradigms for the World Innovation Stock Exchange and the WhyNot Innovation Labs

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Pori Department
Authors: Markopoulos, E., Vanharanta, H.
Number of pages: 9
Pages: 1046-1054
Publication date: 2014

Host publication information
Title of host publication: Proceedings of the 11th International Conference on Innovation and Management, November 17-19, 2014, Vaasa, Finland
Place of publication: Wuhan, China
Publisher: Wuhan University of Technology Press
Editors: Yang, L., Kantola, J., de Hoyos, A., Kaminishi, K., Duysters, G.
Links:

Bibliographical note
Contribution: organisation=pla,FACT1=1<br/>Portfolio EDEND: 2014-12-16
Source: researchoutputwizard
Source-ID: 1034
Research output: Scientific - peer-review » Conference contribution

Global is Becoming Everywhere: Global Sharing Pedagogy

General information
State: Published
Ministry of Education publication type: A3 Part of a book or another research book
Organisations: University of Helsinki
Authors: Niemi, H., Multisilta, J.
Number of pages: 13
Pages: 35-47
Publication date: 2014

Host publication information
Title of host publication: Finnish Innovations and Technologies in Schools: a Guide towards New Ecosystems of Learning
Place of publication: Rotterdam
Publisher: Sense Publishers
Editors: Niemi, H., Multisilta, J., Lipponen, L., Vivitsou, M.
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

Bibliographical note
Contribution: organisation=tlo,FACT1=1<br/>Portfolio EDEND: 2014-10-07<br/>Publisher name: Nottingham University Business School
Source: researchoutputwizard
Source-ID: 641
Research output: Scientific - peer-review › Conference contribution

Innovation diffusion in SME networks - sustainability via green ICT pilots

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Pori Department
Authors: Aramo-Immonen, H., Leppäniemi, J., Soini, J.
Number of pages: 12
Pages: 1-12
Publication date: 2014

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

Bibliographical note
Contribution: organisation=pla,FACT1=1<br/>Portfolio EDEND: 2015-02-03
Source: researchoutputwizard
Source-ID: 115
Research output: Scientific - peer-review › Conference contribution

Joukkoistamisen uusi aalto: Teollisten yritysten joukkoistaminen
Tämän raportin tarkoitus on tuoda yrityslähtöisesti esille tutkimuksessa esiin tullutta tietoa ja näkemyksiä tähän asti vähän ymmärtämiä ja tutkimusta joukkoistamisen sovellusalueesta ja sen uusista mahdollisuuksista, teollisten yritysten joukkoistamisesta. Tätä aiheuttaa voinee hyvältä syytä kutsua joukkoistamisen uudeksi vaiheksi tai aalloksi, koska aiemmin yritysten joukkoistamistoimenpiteet ja joukkoistamista koskevat tutkimukset ovat voimakkaasti keskittyneet kuluttajarytysten ja kuluttajien kautta tapahtuvan joukkoistamisen malleihin ja toimintatapoihin. Tällaisissa joukkoistamishankkeissa on useimmilta ollut kyse melko vähäistä ja erikoistumatonta asiantuntemusta ja osaamista
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.
Keywords: (Knowledge Management, practices, survey, large companies)
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
Ratings:
Publication Forum (2017): 0
Publication Forum (2016): 0
Publication Forum (2015): 0
Original language: English
Electronic versions:
Knowledge Management Practices in Large Companies_Author
Links:

Bibliographical note
Versio ok 20.4.2016 /KK
Language Learning in Task Management and Task Accomplishment In Higher Education Perspectives on Content and Language Integrated Learning

Leikilliset oppimateriaalit innostavat oppimaan
Leikkien mutta tosissaan: Leikillä iloa oppimisympäristöön

General information
State: Published
Ministry of Education publication type: A3 Part of a book or another research book
Organisations: University of Helsinki
Authors: Harju, V., Multisilta, J.
Number of pages: 15
Pages: 153-167
Publication date: 2014

Host publication information
Title of host publication: Oppiminen pelissä
Place of publication: Tampere
Publisher: Vastapaino
Editors: Kroks, L., Kangas, M., Kopisto, K.
ISBN (Print): 978-951-768-441-5
Source: Bibtex
Source-ID: urn:ce86df96eaa96c4017e9e8db1435839d
Research output: Scientific - peer-review › Chapter

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
Links:
http://www.aamulehti.fi

Bibliographical note
Contribution: organisation=tlo,FACT1=1<br/>Portfolio EDEND: 2014-10-14
Source: researchoutputwizard
Source-ID: 870
Research output: General public › Article

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
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.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics, Research group: Novi, Augmented Human Activities (AHA), Managing digital industrial transformation (mDIT), Lappeenranta University of Technology
Authors: Kärkkäinen, H., Myllärniemi, J., Okkonen, J., Silventoinen, A.
Keywords: (Capability maturity assessment, Capability maturity model, CMM, Maturity models, PLM, Product lifecycle management, Project business)
Number of pages: 23
Pages: 176-198
Publication date: 2014
Peer-reviewed: Yes
ASJC Scopus subject areas: Business, Management and Accounting(all), Computer Science Applications

Publication information
Journal: International Journal of Electronic Business
Volume: 11
Issue number: 2
ISSN (Print): 1470-6067
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.172 0.184
Publication Forum (2016): 1
Scopus rating (2015): 0.144 0.146
Publication Forum (2015): 1
Publication Forum (2014): 1
Publication Forum (2013): 1
Scopus rating (2012): 0.104 0.0
Publication Forum (2012): 1
Scopus rating (2011): 0.103 0.0
Scopus rating (2010): 0.103 0.0
Original language: English
DOIs: 10.1504/IJEB.2014.060218
Measuring performance of a service system - from organizations to customer-perceived performance

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: Laihonen, H., Jääskeläinen, A., Pekkola, S.
Number of pages: 15
Pages: 73-86
Publication date: 2014
Peer-reviewed: Yes

Publication information
Journal: Measuring Business Excellence
Volume: 18
Issue number: 3
ISSN (Print): 1368-3047
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.479 0.806
Publication Forum (2016): 1
Scopus rating (2015): 0.329 1.22
Publication Forum (2015): 1
Scopus rating (2014): 0.42 0.896
Publication Forum (2014): 1
Scopus rating (2013): 0.423 0.953
Publication Forum (2013): 1
Scopus rating (2012): 0.269 1.126
Publication Forum (2012): 1
Scopus rating (2011): 0.417 1.041
Scopus rating (2010): 0.233 0.41
Scopus rating (2009): 0.325 0.717
Scopus rating (2008): 0.246 0.659
Scopus rating (2007): 0.196 0.224
Scopus rating (2006): 0.233 0.408
Scopus rating (2005): 0.173 0.292
Scopus rating (2004): 0.259 0.26
Scopus rating (2003): 0.173 0.27
Scopus rating (2002): 0.122 0.138
Scopus rating (2001): 0.112 0.026
Scopus rating (2000): 0.1 0.0
Scopus rating (1999): 0.1 0.0
Original language: English
DOIs:
10.1108/MBE-08-2013-0045

Bibliographical note
Contribution: organisation=tlo,FACT1=0.5<br/>Contribution: organisation=tta,FACT2=0.5<br/>Portfolio EDEND: 2014-09-09<br/>Publisher name: Emerald Group Publishing Limited
Source: researchoutputwizard
Source-ID: 871
Research output: Scientific - peer-review › Article
Media ja yhteisölliset sovellukset

General information
State: Published
Ministry of Education publication type: B2 Part of a book or another research book
Organisations: University of Helsinki
Authors: Multisilta, J.
Publication date: 2014

Host publication information
Title of host publication: Ikäteknologia
Editor: Leikas, J.

Publication series
Name: Vanhustyön keskusliiton tutkimuksia
No.: 2
Source: Bibtex
Source-ID: urn:84e5b0766f301d285b265f3c25b0ef85
Research output: Scientific › Chapter

Miten suomalainen koulu valmistaa tulevaisuuteen?

General information
State: Published
Ministry of Education publication type: A3 Part of a book or another research book
Organisations: University of Helsinki
Authors: Multisilta, J., Niemi, H., Lavonen, J.
Keywords: (516 Kasvatustieteet)
Number of pages: 13
Pages: 286-298
Publication date: 2014

Host publication information
Title of host publication: Rajaton luokkahuone
Place of publication: Jyväskylä
Publisher: PS-kustannus
Editors: Niemi, H., Multisilta, J.
ISBN (Print): 978-952-451-618-1

Publication series
Name: Opetus 2000
Source: Bibtex
Source-ID: urn:b9336b7394ddd242e1e061bc729a2ccb
Research output: Scientific - peer-review › Chapter

Mittaustieto henkilöstöliähtöisen 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
Negative Customer Experiences and Intellectual Liabilities in Construction Industry

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., Vuolle, M., Käpylä, J.
Number of pages: 7
Pages: 274-280
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
ISSN (Print): 2048-9802
ISSN (Electronic): 2048-9811

Bibliographical note
Contribution: organisation=tlo,FACT1=1<br/>Portfolio EDEND: 2014-11-17<br/>Publisher name: Academic Conferences and Publishing International Limited
Source: researchoutputwizard
Source-ID: 878
Research output: Scientific - peer-review › Conference contribution
Opiskelijan tie fuksista asiantuntijaksi - osaamisen itsearviointi osana koulutuksen laadun varmistusta. TTY:n tietojohtamisen ja tuotantotaulouden opiskelijoiden itsearviointitysölyyn 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., Mylärniemi, J.
Number of pages: 26
Palvelutuotannon mittaaminen luo pohjaa 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
Ratings:
Publication Forum (2017): 1
Publication Forum (2016): 1
Publication Forum (2015): 1
Original language: Finnish
Links:
http://www.yleislaakarit.fi

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

Pelataan suomalainen koulu kukoistukseen

General information
State: Published
Ministry of Education publication type: D1 Article in a trade journal
Organisations: University of Helsinki
Projektimestarit 2014: Esseekokoelma 2

Social Media Based Value Creation in Innovation Community in Mechanical Engineering Industry
Social Media Utilization In B2B Networks Organizational Learning - Review and Research Agenda Proposal

General information
State: Published
Ministry of Education publication type: A2 Review article in a scientific journal
Organisations: Department of Information Management and Logistics, Pori Department, Managing digital industrial transformation (mDIT)
Authors: Pettersson, E., Aramo-Immonen, H., Jussila, J.
Number of pages: 16
Pages: 218-233
Publication date: 2014
Peer-reviewed: Yes

Publication information
Journal: Journal of Mobile Multimedia
Volume: 10
Issue number: 3&4
ISSN (Print): 1550-4646
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.157 0.502
Publication Forum (2016): 1
Scopus rating (2015): 0.197 0.427
Publication Forum (2015): 1
Scopus rating (2014): 0.127 0.401
Publication Forum (2014): 1
Scopus rating (2013): 0.116 0.612
Publication Forum (2013): 1
Scopus rating (2012): 0.115 0.305
Publication Forum (2012): 1
Original language: English
Electronic versions:
Social media utilization in B2B networks organizational learning - review and research agenda proposal
Links:
http://urn.fi/URN:NBN:fi:ttty-201606294319
http://www.rintonpress.com/journals/jmm/

Bibliographical note
Contribution: organisation=pla,FACT1=0.67
Contribution: organisation=tlo,FACT2=0.33
Portfolio EDEND: 2014-05-31
Publisher name: Rinton Press
Source: researchoutputwizard
Source-ID: 1273
Research output: Scientific - peer-review » Review Article

Social media utilization in business-to-business relationships of technology industry firms
Even today, it is a fairly common argument in business-to-business companies, especially in traditional industrial companies, that social media is only useful in the business-to-consumer sector. The perceived challenges, opportunities and social media use cases in business-to-business sector have received little attention in the literature. Therefore, this paper focuses on bridging this gap with a survey of social media use cases, opportunities and challenges in industrial business-to-business companies. The study also examines the essential differences between business-to-consumer and
business-to-business in these respects. The paper starts by defining social media and Web 2.0, and then characterizes social media in business, and social media in business-to-business. Finally, we present and analyze the results of our empirical survey of 125 business-to-business companies in the Finnish technology industry sector. This paper suggests that there is a significant gap between the perceived potential of social media and social media use with customers and partners in business-to-business companies, and identifies potentially effective ways to reduce the gap.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics, Pori Department, Managing digital industrial transformation (mDIT)
Authors: Jussila, J. J., Kärkkäinen, H., Aramo-Immonen, H.
Number of pages: 8
Pages: 606-613
Publication date: 2014
Peer-reviewed: Yes

Publication information
Journal: Computers in Human Behavior
Volume: 30
ISSN (Print): 0747-5632
Ratings:
Publication Forum (2017): 2
Scopus rating (2016): 1.595 2.137
Publication Forum (2016): 2
Scopus rating (2015): 1.556 2.123
Web of Science (2015): 2.88 3.724 4.6 0.452 0.02252 0.883
Publication Forum (2015): 2
Scopus rating (2014): 1.519 2.327
Web of Science (2014): 2.694 3.624 4.7 0.397 0.01827 0.942
Publication Forum (2014): 1
Scopus rating (2013): 1.727 2.531
Publication Forum (2013): 1
Scopus rating (2012): 1.528 2.099
Publication Forum (2012): 1
Scopus rating (2011): 1.492 2.083
Scopus rating (2010): 1.2 1.695
Scopus rating (2009): 0.881 1.533
Scopus rating (2008): 1.016 1.837
Scopus rating (2006): 0.715 1.604
Scopus rating (2005): 0.731 1.574
Scopus rating (2004): 0.56 1.371
Scopus rating (2003): 0.505 1.437
Scopus rating (2002): 0.675 1.352
Scopus rating (2001): 0.638 0.998
Scopus rating (2000): 0.503 1.133
Scopus rating (1999): 0.401 0.772
Original language: English
Electronic versions:
jussila_social_media_utilization_in_business_to_business_relationships.pdf
DOIs:
10.1016/j.chb.2013.07.047
Links:
http://urn.fi/URN:NBN:fi:ttty-201407101352

Bibliographical note
Contribution: organisation=lo,FACT1=0.67<br/>
Contribution: organisation=pla,FACT2=0.33<br/>
Portfolio EDEND: 2014-08-05<br/>
Publisher name: Pergamon
Summary of pilot cases. New ways of working

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: Nykänen, E., Laarni, J., Määttä, H., Raji, A., Sundqvist, A., Lonka, H., Mattila, P., Palvalin, M.
Number of pages: 32
Publication date: 2014

Publication information
Place of publication: Espoo
Publisher: VTT
Original language: English

Publication series
Name: VTT Technology
Publisher: VTT
Volume: 177
ISSN (Print): 2242-1211
ISSN (Electronic): 2242-122X
Links:

Bibliographical note
Contribution: organisation=tlo,FACT1=1<br/>Portfolio EDEND: 2014-12-15
Source: researchoutputwizard
Source-ID: 1168
Research output: Professional › Commissioned report

Supply chain as an autopoietic learning system

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Pori Department
Authors: Breite, R., Koskinen, K. U.
Number of pages: 7
Pages: 10-16
Publication date: 2014
Peer-reviewed: Yes

Publication information
Journal: Supply Chain Management: an International Journal
Volume: 19
Issue number: 1
ISSN (Print): 1359-8546
Ratings:
Publication Forum (2017): 2
Scopus rating (2016): 1.864 1.873
Publication Forum (2016): 2
Scopus rating (2015): 2.718 2.469
Web of Science (2015): 2.731 4.567 7.5 0.469 0.00338 1.027
Publication Forum (2015): 2
Scopus rating (2014): 1.919 1.878
Web of Science (2014): 3.5 3.902 7.3 0.542 0.00303 0.891
Publication Forum (2014): 2
Scopus rating (2013): 1.546 1.774
The role of management accounting actors in the project business network

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Pori Department
Authors: Siivonen, S., Aramo-Immonen, H.
Number of pages: 15
Pages: 1-15
Publication date: 2014

Host publication information
Title of host publication: Manufacturing Accounting Research Conference, MAR 2014, June 11-13, 2014, Copenhagen, Denmark

Bibliographical note
Contribution: organisation=pla,FACT1=1
Portfolio EDEND: 2014-12-16
Source: researchoutputwizard
Source-ID: 1505
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
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, Pori Department, Managing digital industrial transformation (mDIT)
Authors: Jussila, J., Aramo-Immonen, H., Kärkkäinen, H., Lyytikäinen, H., Lyytikä, J.
Number of pages: 7
Pages: 120-126
Publication date: 2014

Host publication information
Title of host publication: Academic MindTrek Conference 2014, Tampere, Finland, November 4-6, 2014
Place of publication: New York, NY
Publisher: The Association for Computing Machinery, ACM
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
Ratings:
Publication Forum (2017): 1
Publication Forum (2016): 1
Publication Forum (2015): 1
Publication Forum (2014): 1
Publication Forum (2013): 1
Original language: English
Electronic versions:
jussila IJKSR 5(1) article
DOIs:
10.4018/ijksr.2014010103
Links:
http://urn.fi/URN:NBN:fi.tty-20160628431
http://www.igi-global.com/article/value-creation-in-business-to-business-crowd-sourcing/113735#abstract

Bibliographical note
Contribution: organisation=tlo,FACT1=1<br/>
Portfolio EDEND: 2014-12-31<br/>
Publisher name: IGI Global
Source: researchoutputwizard
Source-ID: 451
Research output: Scientific - peer-review › Article

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
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

**Bibliographical note**
Contribution: organisation=tlo,FACT1=1<br/>Portfolio EDEND: 2014-10-07<br/>Publisher name: Nottingham University Business School
Source: researchoutputwizard
Source-ID: 462
Research output: Scientific - peer-review › Conference contribution

**Value creation through measurement of innovation capability - An intellectual capital management perspective**

**General information**
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics
Authors: Pekkola, S., Saunila, M., Sillanpää, V., Ukko, J., Parjanen, S., Salminen, J., Mäkimattila, M., Rantala, T.
Number of pages: 17
Pages: 196-212
Publication date: 2014
Peer-reviewed: Yes

**Publication information**
Journal: International Journal of Intelligent Enterprise
Volume: 2
Issue number: 2-3
ISSN (Print): 1745-3240
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.237 0.225
Publication Forum (2016): 1
Scopus rating (2015): 0.201 0.438
Publication Forum (2015): 1
Scopus rating (2014): 0.172 0.334
Publication Forum (2014): 1
Scopus rating (2013): 0.183 0.27
Scopus rating (2012): 0.108 0.907
Scopus rating (2011): 0.105 0.0
Scopus rating (2010): 0.15 0.169
Scopus rating (2009): 0.104 0.0
Scopus rating (2008): 0.104 0.0
Original language: English
DOIs:
10.1504/IJIE.2014.066675

**Bibliographical note**
Contribution: organisation=tlo,FACT1=1<br/>Portfolio EDEND: 2015-01-20<br/>Publisher name: Inderscience Publishers
Source: researchoutputwizard
Source-ID: 1250
Research output: Scientific - peer-review › Article

**Videot nuorten maailmassa ja digitaalinen tarinankerronta**
The Open Future of Virtual Worlds

General information
State: Published
Ministry of Education publication type: E1 Popularised article, newspaper article
Organisations: University of Tampere
Authors: Lappalainen, Y.,
Number of pages: 5
Publication date: 4 Dec 2013
Peer-reviewed: Unknown

Publication information
Journal: SeOppi
ISSN (Print): 1795-3251
Original language: English
Links:
Research output: General public › Article

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
Ambient media today and tomorrow - Ambient media today and tomorrow - What have ambient media in common? What are ambient media today? Where will ambient media be in 2020?

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics
Authors: Lugmayr, A., Serral, E., Scherp, A., Pogorelc, B., Mustaquim, M.
Number of pages: 31
Publication date: 2013
Peer-reviewed: Yes

Publication information
Journal: Multimedia Tools and Applications
ISSN (Print): 1380-7501
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.396 0.775
Publication Forum (2016): 1
Scopus rating (2015): 0.354 0.941
Web of Science (2015): 1.331 1.403 3.0 0.125 0.00548 0.295
Publication Forum (2015): 1
Scopus rating (2014): 0.386 1.295
Web of Science (2014): 1.346 1.374 3.3 0.073 0.00416 0.336
Publication Forum (2014): 1
Scopus rating (2013): 0.382 1.303
Publication Forum (2013): 1
Scopus rating (2012): 0.388 1.338
Publication Forum (2012): 1
Scopus rating (2011): 0.364 1.346
Scopus rating (2010): 0.419 1.134
Scopus rating (2009): 0.351 0.939
Scopus rating (2008): 0.305 0.763
Scopus rating (2007): 0.262 1.097
Scopus rating (2006): 0.288 0.836
Scopus rating (2005): 0.221 0.659
Scopus rating (2004): 0.312 0.606
Scopus rating (2003): 0.357 1.038
Scopus rating (2002): 0.4 1.063
Scopus rating (2001): 0.248 0.467
Scopus rating (2000): 0.292 0.8
Analysing the impacts of ICT on knowledge work productivity

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics, Institute of Society and Space (SOCIS)
Authors: Palvalin, M., Lönnqvist, A., Vuolle, M.
Number of pages: 13
Pages: 545-557
Publication date: 2013
Peer-reviewed: Yes

Publication information
Journal: Journal of Knowledge Management
Volume: 17
Issue number: 4
ISSN (Print): 1367-3270
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 1.138 2.131
Publication Forum (2016): 1
Scopus rating (2015): 1.224 2.239
Web of Science (2015): 1.689 2.426 8.0 0.176 0.00149 0.341
Publication Forum (2015): 1
Scopus rating (2014): 1.134 2.357
Web of Science (2014): 1.586 1.899 7.3 0.094 0.00157 0.333
Publication Forum (2014): 1
Scopus rating (2013): 0.952 1.986
Publication Forum (2013): 1
Scopus rating (2012): 0.959 1.9
Publication Forum (2012): 1
Scopus rating (2011): 0.859 2.142
Scopus rating (2010): 0.671 1.397
Scopus rating (2009): 0.759 1.478
Scopus rating (2008): 0.962 1.683
Scopus rating (2007): 0.593 1.045
Scopus rating (2006): 0.345 0.848
Scopus rating (2005): 0.23 0.381
Scopus rating (2004): 0.253 0.706
Scopus rating (2003): 0.256 0.65
Scopus rating (2002): 0.261 0.652
Scopus rating (2001): 0.268 0.565
Scopus rating (2000): 0.132 0.111
Scopus rating (1999): 0.1 0.0
Original language: English
Electronic versions:
Full paper
Applying "Design Thinking" in the context of media management education

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics, Department of Electronics and Communications Engineering
Authors: Lugmayr, A., Stockleben, B., Zou, Y., Anzenhofer, S., Jalonen, M.
Number of pages: 39
Publication date: 2013
Peer-reviewed: Yes

Publication information
Journal: Multimedia Tools and Applications
ISSN (Print): 1380-7501
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.396 0.775
Publication Forum (2016): 1
Scopus rating (2015): 0.354 0.941
Web of Science (2015): 1.331 1.403 3.0 0.125 0.00548 0.295
Publication Forum (2015): 1
Scopus rating (2014): 0.386 1.295
Web of Science (2014): 1.346 1.374 3.3 0.073 0.00416 0.336
Publication Forum (2014): 1
Scopus rating (2013): 0.382 1.303
Publication Forum (2013): 1
Scopus rating (2012): 0.388 1.338
Publication Forum (2012): 1
Scopus rating (2011): 0.364 1.346
Scopus rating (2010): 0.419 1.134
Scopus rating (2009): 0.351 0.939
Scopus rating (2008): 0.305 0.763
Scopus rating (2007): 0.262 1.097
Scopus rating (2006): 0.268 0.836
Scopus rating (2005): 0.221 0.659
Scopus rating (2004): 0.312 0.606
Scopus rating (2003): 0.357 1.038
Scopus rating (2002): 0.4 1.063
Scopus rating (2001): 0.248 0.467
Scopus rating (2000): 0.292 0.8
Scopus rating (1999): 0.437 0.753
Original language: English
DOIs:
10.1007/s11042-013-1361-8

Bibliographical note
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 and Management
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

Bibliographical note
Contribution: organisation=tlo,FACT1=1<br/>Portfolio EDEND: 2013-12-29<br/>Publisher name: Lugymedia
Source: researchoutputwizard
Source-ID: 2730
Research output: Scientific - peer-review » Conference contribution

Arvoa palvelutuotannon mittareista
Balancing between risks and benefits of knowledge sharing in co-operative knowledge networks

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication

Asiantuntija, miten osoitat työsi hyödyn?

General information
State: Published
Ministry of Education publication type: D1 Article in a trade journal
Organisations: Department of Information Management and Logistics
Authors: Lönnqvist, A.
Number of pages: 2
Pages: 16-17
Publication date: 2013
Peer-reviewed: Unknown

Avaimia asiakasläheisyyteen - Uudistuva verkostomainen palveluliiketoiminta

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

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

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

Bibliographical note
Contribution: organisation=tlo,FACT1=1<br/>Portfolio EDEND: 2013-05-29<br/>Publisher name: Mittatekniikan keskus MIKES
Source: researchoutputwizard
Source-ID: 2806
Research output: Professional › Article
Benchmarking knowledge-based urban development performance: Results from the international comparison of Helsinki

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics
Authors: Yigitcanlar, T., Lönnqvist, A.
Number of pages: 13
Pages: 357-369
Publication date: 2013
Peer-reviewed: Yes

Publication information
Journal: Cities
Volume: 31
ISSN (Print): 0264-2751
Ratings:
Publication Forum (2017): 2
Scopus rating (2016): 1.332 1.995
Publication Forum (2016): 2
Scopus rating (2015): 1.473 2.043
Web of Science (2015): 2.051 2.275 5.4 0.397 0.00436 0.648
Publication Forum (2015): 2
Scopus rating (2014): 1.082 1.596
Web of Science (2014): 1.728 1.969 6.0 0.357 0.00354 0.583
Publication Forum (2014): 2
Scopus rating (2013): 0.91 1.927
Publication Forum (2013): 2
Scopus rating (2012): 0.828 1.293
Publication Forum (2012): 2
Scopus rating (2011): 0.841 1.318
Scopus rating (2010): 0.782 1.659
Scopus rating (2009): 0.949 1.404
Scopus rating (2008): 0.51 0.854
Scopus rating (2007): 0.468 1.36
Boundary objects as a potential co-ordination mechanism in knowledge communication of the supply chain

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Pori Department
Authors: Breite, R., Koskinen, K. U.
Number of pages: 13
Pages: 640-652
Publication date: 2013

Host publication information
Title of host publication: Proceedings of the 22nd Annual IPSERA Conference, 24-27 March 2013, Nantes, France
Place of publication: Nantes, France
Publisher: International Purchasing and Supply Education and Research Association IPSERA
ISBN (Print): 978-2-9515695-7-7

Publication series
Name: Annual International Purchasing and Supply Education and Research Association Conference

Brief introduction into information systems & management research in media 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: 6
Pages: 1-6
Publication date: 2013

Host publication information
Title of host publication: IEEE International Conference on Multimedia and Expo Workshops (ICMEW 2013), San Jose, CA, USA, 15-19 July 2013
Publisher: IEEE
ISBN (Print): 978-1-4799-1604-7
Business organizations' knowledge-production processes: an autopoietic approach

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Pori Department
Authors: Koskinen, K. U.
Number of pages: 17
Pages: 137-153
Publication date: 2013
Peer-reviewed: Yes

Publication Information
Journal: International Journal of Organizational Analysis
Volume: 21
Issue number: 2
ISSN (Print): 1934-8835
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.25 0.729
Publication Forum (2016): 1
Scopus rating (2015): 0.22 0.831
Publication Forum (2015): 1
Scopus rating (2014): 0.189 0.462
Publication Forum (2014): 1
Scopus rating (2013): 0.221 0.641
Publication Forum (2013): 1
Scopus rating (2012): 0.2 0.657
Publication Forum (2012): 1
Scopus rating (2011): 0.121 0.129
Scopus rating (2010): 0.18 0.348
Scopus rating (2009): 0.147 0.246
Scopus rating (2008): 0.188 0.289
Scopus rating (2007): 0.152 0.078
Scopus rating (2006): 0.149 0.039
Scopus rating (2005): 0.102 0.0
Original language: English
DOIs:
10.1108/IJOA-05-2011-0490

Bibliographical note
Contribution: organisation=pla,FACT1=1<br/>Portfolio EDEND: 2013-12-29<br/>Publisher name: Emerald Group Publishing
Source: researchoutputwizard
Source-ID: 2629
Research output: Scientific - peer-review › Article
Can Social Media Help Business-to-Business Companies to Learn from their Customers

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics
Authors: Kärkkäinen, H., Jussila, J.
Number of pages: 4
Pages: 61-64
Publication date: 2013
Peer-reviewed: Yes

Publication information
Journal: World Financial Review
ISSN (Print): 0890-5177
Ratings:
Publication Forum (2017): 0
Publication Forum (2016): 0
Publication Forum (2015): 0
Original language: English
Links:
http://www.worldfinancialreview.com

Bibliographical note
Contribution: organisation=tlo,FACT1=1<br/>Portfolio EDEND: 2013-07-29<br/>Publisher name: The World Financial Review
Source: researchoutputwizard
Source-ID: 2508
Research output: Scientific - peer-review » Article

Crowdfunding in Finland - A New Alternative Disruptive Funding instrument for Business

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: 8
Pages: 194-201
Publication date: 2013

Host publication information
Title of host publication: 17th International Academic MindTrek Conference, October 1-4, 2013, Tampere, Finland
Place of publication: New York, NY
Publisher: ACM
ISBN (Print): 978-1-4503-1992-8

Publication series
Name: MindTrek Conference
DOIs:
10.1145/2523429.2523490

Bibliographical note
Contribution: organisation=tlo,FACT1=1<br/>Portfolio EDEND: 2013-12-29<br/>Publisher name: ACM
Source: researchoutputwizard
Source-ID: 2731
Research output: Scientific - peer-review » Conference contribution

Crowd Intelligence in Independent Film Productions

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Information Management and Logistics
**Design thinking as practical approach for boundary objects creation among non-designer engineers in idea generation**

**General information**
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Pori Department
Authors: Toikka, T., Aramo-Immonen, H.
Number of pages: 14
Publication date: 2013

**Host publication information**
Title of host publication: Crafting the Future, 10th Conference of the European Academy of Design, 17-19 April 2013, Gothenburg, Sweden

**Publication series**
Name: International Conference of the European Academy of Design
Links:
http://www.trippus.se/eventus/userfiles/39736.pdf

**Bibliographical note**
Contribution: organisation=pla,FACT1=1<br/>Portfolio EDEND: 2013-12-29<br/>Publisher name: ACM
Source-ID: 3546
Research output: Scientific - peer-review › Conference contribution

**Development of Work Engagement - Case Study in University Context**

**General information**
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Information Management and Logistics
Authors: Yliniemi, T.
Number of pages: 18
Pages: 657-674
Publication date: 2013

**Host publication information**
Title of host publication: 8th International Forum on Knowledge Asset Dynamics, IFKAD 2013, 12.-14.6.2013, Zagreb, Croatia
Place of publication: Zagreb, Croatia
Publisher: Institute of Knowledge Asset Management
ISBN (Print): 978-88-96687-01-7
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:
Publication Forum (2017): 1
Scopus rating (2016): 0.127 0.349
Publication Forum (2016): 1
Scopus rating (2015): 0.102 0.11
Publication Forum (2015): 1
Scopus rating (2014): 0.105 0.995
Publication Forum (2014): 1
Scopus rating (2013): 0.266 1.336
Scopus rating (2012): 0.142 0.501
Scopus rating (2011): 0.14 0.75
Scopus rating (2010): 0.17 0.375
Scopus rating (2009): 0.16 0.386
Scopus rating (2008): 0.118 0.41
Scopus rating (2007): 0.126 0.777
Scopus rating (2006): 0.104 0.0
Original language: English
DOIs:
10.1504/IJAMC.2013.053673

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

Does Knowledge Management Save the European Public Sector from Collapse?

General information
State: Published
Framework for Measuring Innovation Capability

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Information Management and Logistics
Authors: Pekkola, S., Saunila, M., Ukko, J., Sillanpää, V., Parjanen, S., Mäkimattila, M., Salminen, J., Rantalä, T.
Number of pages: 8
Pages: 241-248
Publication date: 2013

Host publication information
The aim of this research is to explore social media and its benefits and impacts especially from business-to-business innovation and customer interface perspective, and to create a more comprehensive picture of the possibilities of social media for the business-to-business sector. Business-to-business (B2B) context was chosen because it is in many ways a very different environment for social media than business-to-consumer (B2C) context, and is currently very little academically studied. A systematic literature review on B2B use of social media and achieved benefits and impacts in the innovation context was performed to answer the questions above and achieve the research goals. The study clearly demonstrates that not merely B2C’s, as commonly believed, but also B2B’s can benefit from involving customers in innovation by social media in a variety of ways. Concerning the broader classes of innovation-related benefits, the reported benefits of social media use referred to increased customer focus and understanding, increased level of customer service, and decreased time-to-market. The study contributes to the existing social media-related literature, because there were no found earlier comprehensive academic studies on the use of social media in the innovation process in the context of B2B customer interface.
Knowledge Production in Organizations. A Processual Autopoietic View

General information
State: Published
Ministry of Education publication type: C1 Separate scientific books
Organisations: Pori Department
Authors: Koskinen, K. U.
Number of pages: 172
Publication date: 2013

Publication information
Publisher: Springer International Publishing
ISBN (Print): 978-3-319-00103-6
ISBN (Electronic): 978-3-319-00104-3
Original language: English
DOIs:
10.1007/978-3-319-00104-3

Bibliographical note
Contribution: organisation=pla,FACT1=1<br/>Portfolio EDEND: 2013-12-29<br/>Publisher name: Institute of Knowledge Asset Management
Source: researchoutputwizard
Source-ID: 2630
Research output: Scientific - peer-review › Book

Knowledge Sharing Barriers in Networked Growth in the Software Business

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics
Authors: Kukko, M., Helander, N.
Number of pages: 16
Pages: 105-120
Publication date: 2013
Peer-reviewed: Yes

Publication information
Journal: International Journal of Business Competition and Growth
Volume: 3
Issue number: 2
ISSN (Print): 2042-3845
Ratings:
Publication Forum (2017): 0
Publication Forum (2016): 0
Publication Forum (2015): 0
Original language: English
DOIs:
10.1504/IJBCG.2013.056484
Knowledge Sharing Barriers in Organic Growth: A Case Study from a Software Company

In a high-technology field such as the software business, there are many companies striving for growth. For small software firms, organic growth is a natural way to grow and often the chosen route. Effective knowledge sharing is crucial for an organically growing software company to extract maximum benefit from its existing resources. However, it can be argued that there exist many barriers to effective knowledge sharing in an organic growth context. For companies that have an intention to grow it is important to identify these possible pitfalls lining the growth path. Using an empirical case study, this paper aims to increase the understanding of the biggest potential knowledge sharing barriers that an organically growing software company may face. Management able to recognize such barriers to knowledge sharing could support growth by acting to prevent the barriers from arising and eliminating those already in place.

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics
Authors: Kukko, M.
Number of pages: 12
Pages: 18-29
Publication date: 2013
Peer-reviewed: Yes

Publication information
Journal: Journal of High Technology Management Research
Volume: 24
Issue number: 1
ISSN (Print): 1047-8310
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.405 0.511
Publication Forum (2016): 1
Scopus rating (2015): 0.356 0.789
Publication Forum (2015): 1
Scopus rating (2014): 0.461 0.744
Publication Forum (2014): 1
Scopus rating (2013): 0.253 0.779
Publication Forum (2013): 1
Scopus rating (2012): 0.287 0.863
Publication Forum (2012): 1
Scopus rating (2011): 0.334 0.753
Scopus rating (2010): 0.412 0.687
Scopus rating (2009): 0.22 0.207
Scopus rating (2008): 0.328 0.379
Scopus rating (2007): 0.567 0.882
Scopus rating (2006): 0.463 0.527
Scopus rating (2005): 0.657 0.828
Scopus rating (2004): 0.472 0.57
Scopus rating (2003): 0.605 0.483
Scopus rating (2002): 0.357 0.474
Scopus rating (2001): 0.311 0.287
Scopus rating (2000): 0.187 0.22
Scopus rating (1999): 0.227 0.291
Original language: English
Electronic versions:
kukko_knowledge_sharing_barriers_in_organic_growth.pdf
Knowledge Sharing Barriers of Acquisitioned Growth: A Case Study from a Software Company

Acquisition as a growth strategy is often burdened by subsequent unsatisfactory performance. The literature suggests that a potential cause is mismanagement of knowledge. Such mismanagement may occur if the barriers to knowledge sharing in acquisitioned growth are not adequately understood. Hence, the aim of this study is to improve understanding of the potentially most restrictive knowledge sharing barriers in acquisitioned growth. It does so through a case study in the context of the software business. The findings of the study will help companies with a strategy of growing through acquisitions to better prepare for the challenging task of managing such growth. The paper also contributes to the literature on knowledge management by defining knowledge sharing barriers in the context of acquisitioned growth in the software business. A contribution to growth literature is made by touching on the issue of the management of acquisitions from the perspective of knowledge management, and especially knowledge sharing.
Managing regional development: a knowledge perspective

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics
Authors: Lönnqvist, A., Laihonen, H.
Number of pages: 14
Pages: 50-63
Publication date: 2013
Peer-reviewed: Yes

Publication information
Journal: International Journal of Knowledge-Based Development
Volume: 4
Issue number: 1
ISSN (Print): 2040-4468
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.2 0.559
Publication Forum (2016): 1
Scopus rating (2015): 0.255 0.542
Publication Forum (2015): 1
Scopus rating (2014): 0.276 0.534
Publication Forum (2014): 1
Scopus rating (2013): 0.293 0.601
Publication Forum (2013): 1
Scopus rating (2012): 0.173 0.18

Managing regional development: a knowledge perspective

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics
Authors: Lönnqvist, A., Laihonen, H.
Number of pages: 14
Pages: 50-63
Publication date: 2013
Peer-reviewed: Yes

Publication information
Journal: International Journal of Knowledge-Based Development
Volume: 4
Issue number: 1
ISSN (Print): 2040-4468
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.2 0.559
Publication Forum (2016): 1
Scopus rating (2015): 0.255 0.542
Publication Forum (2015): 1
Scopus rating (2014): 0.276 0.534
Publication Forum (2014): 1
Scopus rating (2013): 0.293 0.601
Publication Forum (2013): 1
Scopus rating (2012): 0.173 0.18
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 the impacts of welfare service innovations

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics
Authors: Sillanpää, V.
Number of pages: 16
Pages: 474-489
Publication date: 2013
Peer-reviewed: Yes

Publication information
Volume: 62
Issue number: 5
ISSN (Print): 1741-0401
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.607 1.046
Publication Forum (2016): 1
Scopus rating (2015): 0.638 1.371

Bibliographical note
Contribution: organisation=tlo,FACT1=1<br/>Portfolio EDEND: 2013-05-29<br/>Publisher name: Inderscience Publishers
Source: researchoutputwizard
Source-ID: 2810
Research output: Scientific - peer-review › Article
Metalli taipuu! Kipinä luovaan bisnekeen teollisuudessa


General information
State: Published
Ministry of Education publication type: C2 Edited books
Organisations: Pori Department
Number of pages: 59
Publication date: 2013

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

Publication series
Name: Tampereen teknillinen yliopisto. Porin laitos. Julkaisu
Publisher: Tampereen teknillinen yliopisto, Porin laitos
Volume: 16
ISSN (Print): 2323-8976
Electronic versions:
metalli_taipuu.pdf
Links:

Bibliographical note
Contribution: organisation=pla,FACT1=1<br/>Portfolio EDEND: 2013-11-29
Source: researchoutputwizard
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: Lönnqvist, A., Palvalin, M., Vuolle, M.
Number of pages: 10
Pages: 76-85
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
ISSN (Print): 0356-7443
Links:
http://www.taloustieto.fi

Bibliographical note
Contribution: organisation=tlo,FACT1=1<br/>Portfolio EDEND: 2013-12-29
Source: researchoutputwizard
Source-ID: 2811
Research output: Scientific › Chapter

Mixed Methods Research Design

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Pori Department, Managing digital industrial transformation (mDIT)
Authors: Aramo-Immonen, H.
Number of pages: 12
Pages: 32-43
Publication date: 2013

Host publication information
Title of host publication: Information Systems, E-learning, and Knowledge Management Research. 4th World Summit on the Knowledge Society, WSKS 2011, Mykonos, Greece, September 21-23, 2011. Revised Selected Papers
Publisher: Springer
Editors: Lytras, M. D., Ruan, D., Tennyson, R. D., De Pablos, P. O., Garcia Penalvo, F. J., Rusu, L.
ISBN (Print): 978-3-642-35878-4
ISBN (Electronic): 978-3-642-35879-1

Publication series
Name: Communications in Computer and Information Science
Volume: 278
ISSN (Print): 1865-0929
DOIs:
10.1007/978-3-642-35879-1_5

Bibliographical note
Contribution: organisation=pla,FACT1=1<br/>Portfolio EDEND: 2013-12-29<br/>Publisher name: Springer
Source: researchoutputwizard
Source-ID: 1935
Research output: Scientific - peer-review › Conference contribution
Oppilaiden tuottamien videoiden käyttö opetuksessa

General information
State: Published
Ministry of Education publication type: B2 Part of a book or another research book
Organisations: University of Helsinki
Authors: Multisilta, J., Niemi, H.
Number of pages: 12
Pages: 66-77
Publication date: 2013

Host publication information
Title of host publication: Uusi oppiminen
Publisher: Eduskunta
ISBN (Print): 978-951-53-3521-0

Publication series
Name: Eduskunnan tulevaisuusvaliokunnan julkaisu
No.: 8/2013
Source: Bibtex
Source-ID: urn:55d626fdcafb68a9f7becf2f9e7aa5
Research output: Scientific › Chapter

Organizational Commitment in Purchasing and Supply Chain Management - Building an Evaluation Instrument

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Pori Department
Authors: Einolander, J., Vanharanta, H.
Number of pages: 6
Pages: 145-150
Publication date: 2013
Peer-reviewed: Yes

Publication information
Volume: 3
Issue number: 4
ISSN (Print): 2225-658X
Ratings:
Publication Forum (2017): 0
Publication Forum (2016): 0
Publication Forum (2015): 0
Original language: English
Links:

Bibliographical note
Organizational Commitment in Purchasing and Supply Chain Management: Building an Evaluation Instrument

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: 145-150
Publication date: 2013

Host publication information
Title of host publication: Proceedings of International Conference on E-Technologies and Business on the Web (EBW2013), 7-9 May 2013, Bangkok, Thailand
Publisher: Institute of Electrical and Electronics Engineers IEEE
ISBN (Print): 978-1-4673-4969-7

Publication series
Name: International Conference on E-Technologies and Business on the Web

Bibliographical note
Contribution: organisation=pla,FACT1=1
Portfolio EDEND: 2013-11-29
Publisher name: Institute of Electrical and Electronics Engineers IEEE
Source-ID: 2102
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

Publication information
Journal: International Journal of Public Sector Management
Volume: 26
Issue number: 6
ISSN (Print): 0951-3558
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.26 0.663
Publication Forum (2016): 1
Scopus rating (2015): 0.281 0.786
Publication Forum (2015): 1
Scopus rating (2014): 0.5 1.087
Publication Forum (2014): 2
Scopus rating (2013): 0.313 0.798
Publication Forum (2013): 2
Scopus rating (2012): 0.359 0.721
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
Artikkeli julkaistu verkossa, tarvitaan käyttäjätunnus ja salasana.Poistettu tupla 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

Persona-based expert review of an e-learning system for adults

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Predicting the Future of Investor Sentiment with Social Media in Stock Exchange Investments: A Basic Framework for the DAX Performance Index

**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
Authors: Lugmayr, A.
Number of pages: 25
Pages: 565-589
Publication date: 2013

**Host publication information**
Title of host publication: Handbook of Social Media Management
Place of publication: Berlin, Germany
Publisher: Springer
Editors: Friedrichsen, M., Mühl-Benninghaus, W.
ISBN (Print): 978-3-642-28896-8
ISBN (Electronic): 978-3-642-28897-5
DOIs: 10.1007/978-3-642-28897-5_33

**Bibliographical note**
Contribution: organisation=tlo,FACT1=1<br/>Portfolio EDEND: 2013-11-29<br/>Publisher name: IEEE
Source: researchoutputwizard
Source-ID: 2820
Research output: Scientific - peer-review › Chapter

Preparing for Cyber Threats in Companies With Information Security Policies

**General information**
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Information Management and Logistics, Managing digital industrial transformation (mDIT)
Authors: Ilvonen, I., Virtanen, P.
Number of pages: 7
Pages: 120-126
Publication date: 2013

**Host publication information**
Title of host publication: The 12th European Conference on Information Warfare and Security, ECIW 2013, 11.-12.7.2013, Jyväskylä, Finland
Re-Thinking Knowledge-Based Management

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., Lönnqvist, A.
Number of pages: 6
Pages: 1314-1319
Publication date: 2013

Host publication information
Title of host publication: International Conference on Knowledge Management and Knowledge Economy, 30.-31.1.2013, Dubai, United Arab Emirates. World Academy of Science, Engineering and Technology
Publisher: World Academy of Science

Publication series
Name: International Conference on Knowledge Management and Knowledge Economy
No.: 73
ISSN (Print): 2010-376X
ISSN (Electronic): 2010-3778
Links:
http://waset.org/publications/11071/re-thinking-knowledge-based-management

Bibliographical note
Contribution: organisation=tlo,FACT1=1<br/>Portfolio EDEND: 2013-05-29<br/>Publisher name: World Academy of Science
Source: researchoutputwizard
Source-ID: 2708
Research output: Scientific - peer-review › Conference contribution

Revealing Asymmetries in Safety Culture through Proactive Vision

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Pori Department
Authors: Kantola, J. I., Vanharanta, H., Laukkanen, I., Piirto, A.
Number of pages: 6
Pages: 319-324
Publication date: 2013
Peer-reviewed: Yes

Publication information
Journal: Chemical Engineering Transactions
Volume: 31
ISSN (Print): 1974-9791
Ratings:
Publication Forum (2017): 0
Scopus rating (2016): 0.346 0.595
Publication Forum (2016): 0
Scopus rating (2015): 0.418 0.715
Publication Forum (2015): 0
Scopus rating (2014): 0.42 0.694
Scopus rating (2013): 0.389 0.836
Scopus rating (2012): 0.347 0.543
Scopus rating (2011): 0.277 0.273
Scopus rating (2010): 0.222 0.233
Original language: English
DOIs:
10.3303/CET1331054

Bibliographical note
Risks and benefits of knowledge sharing in co-opetitive knowledge networks

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics, Managing digital industrial transformation (mDIT)
Authors: Ilvonen, I., Vuori, V.
Number of pages: 15
Pages: 209-223
Publication date: 2013
Peer-reviewed: Yes

Publication information
Journal: International Journal of Networking and Virtual Organisations
Volume: 13
Issue number: 3
ISSN (Print): 1470-9503
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.274 0.325
Publication Forum (2016): 1
Scopus rating (2015): 0.21 0.254
Publication Forum (2015): 1
Scopus rating (2014): 0.233 0.494
Publication Forum (2014): 1
Scopus rating (2013): 0.18 0.257
Publication Forum (2013): 1
Scopus rating (2012): 0.259 0.429
Publication Forum (2012): 1
Scopus rating (2011): 0.208 0.369
Scopus rating (2010): 0.255 0.43
Scopus rating (2009): 0.152 0.425
Scopus rating (2008): 0.156 0.194
Scopus rating (2007): 0.182 0.345
Scopus rating (2006): 0.209 0.454
Scopus rating (2005): 0.175 1.155
Scopus rating (2004): 0.262 1.92
Scopus rating (2003): 0.112 0.0
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

Safety culture research in a Finnish large-scale industrial park

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Pori Department
Social capital perspective for supply chain relationships

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Pori Department
Authors: Mäenpää, S., Breite, R.
Number of pages: 10
Publication date: 2013

Host publication information
Title of host publication: 20th European Operations Management Association, EurOMA Conference, Operations Management at the Heart of the Recovery, 7-12 June 2013, Dublin, Ireland
Publisher: European Institute for Advanced Studies in Management EIASM

Publication series
Name: International Annual European Operations Management Association Conference
Links:
http://euroma2013.eiasm.org/r/default.asp?sCode=LOGIN&item=EPASSPA&association_id=8

Bibliographical note
Full Paper julkaistu verkossa, tarvitaan käyttäjätunnus ja salasana.Lisätietoja:
http://www.euroma2013.org/abstracts.html
Contribution: organisation=pla,FACT1=1
Portfolio EDEND: 2013-12-29
Publisher name: European Institute for Advanced Studies in Management EIASM
Source-ID: 2844
Research output: Scientific - peer-review › Conference contribution

Social Media Use and Potential in Business-to-Business Companies’ Innovation
The impact of sectoral economic development on the energy efficiency and CO2 emissions of road freight transport

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics, Life Cycle Effectiveness of the Built Environment (LCE@BE)
Authors: Liimatainen, H., Pöllänen, M.
Number of pages: 8
Pages: 150-157
Publication date: 2013
Peer-reviewed: Yes

Publication information
Journal: Transport Policy
Volume: 27
ISSN (Print): 0967-070X
Ratings:
Publication Forum (2017): 2
Scopus rating (2016): 1.241 1.7
Publication Forum (2016): 2
Scopus rating (2015): 1.394 1.504
Web of Science (2015): 1.522 2.239 6.4 0.398 0.00626 0.777
Scopus rating (2014): 1.48 1.759
Web of Science (2014): 1.492 2.182 6.6 0.137 0.00493 0.724
Publication Forum (2014): 2
Scopus rating (2013): 1.585 1.957
Publication Forum (2013): 2
Scopus rating (2012): 1.192 1.59
Publication Forum (2012): 2
Scopus rating (2011): 1.203 2.283
Scopus rating (2010): 1.081 2.127
Scopus rating (2009): 1.457 1.609
Scopus rating (2007): 1.139 1.485
Scopus rating (2006): 0.945 1.385
Scopus rating (2005): 1.12 1.566
Scopus rating (2004): 1.117 1.156
Scopus rating (2003): 1.428 1.365
Scopus rating (2002): 0.456 0.877
Scopus rating (2001): 0.447 0.707
Scopus rating (2000): 0.702 1.587
Scopus rating (1999): 0.32 0.818
Original language: English
DOI:
10.1016/j.tranpol.2013.01.005
Links:
http://www.elsevier.com/locate/tranpol

Bibliographical note
Contribution: organisation=tlo,FACT1=1<br/>Portfolio EDEND: 2013-05-29<br/>Publisher name: Pergamon
Source: researchoutputwizard
Source-ID: 2779
Research output: Scientific - peer-review ➔ Article
The role of an intermediator organisation in collaboration: how can an intermediator enhance value co-creation

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Information Management and Logistics, Augmented Human Activities (AHA), Managing digital industrial transformation (mDIT)
Authors: Myllärniemi, J., Vuori, V., Helander, N., Ilvonen, I., Okkonen, J., Virtanen, P.
Number of pages: 22
Pages: 3-21
Publication date: 2013
Peer-reviewed: Yes

Publication information
Journal: International Journal of Applied Systemic Studies
Volume: 5
Issue number: 1/2
ISSN (Print): 1751-0589
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.115 0.027
Publication Forum (2016): 1
Scopus rating (2015): 0.138 0.369
Publication Forum (2015): 1
Scopus rating (2014): 0.101 0.0
Publication Forum (2014): 1
Scopus rating (2013): 0.112 0.056
Scopus rating (2012): 0.104 0.088
Scopus rating (2011): 0.101 0.341
Scopus rating (2010): 0.126 0.556
Scopus rating (2009): 0.213 0.368
Scopus rating (2008): 0.168 0.84
Original language: English
DOIs:
10.1504/IJASS.2013.053346

Bibliographical note
Contribution: organisation=tlo,FACT1=1<br/>Portfolio EDEND: 2013-05-29<br/>Publisher name: Inderscience Publishers
Source: researchoutputwizard
Source-ID: 2967
Research output: Scientific - peer-review › Article
Tiedollalla johtaminen tarkoittaa tiedon hyödyntämistä

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: 1
Pages: 30-30
Publication date: 2013
Peer-reviewed: Unknown

Publication information
Journal: Tietoasiantuntija
Issue number: 4
Original language: Finnish

Tietojohtajan taskukirja. Tietojohtamisen näkökulmia aluekehittämiseen
"Tiedän, siis johdan" toimii Tietojohtajan taskukirjan johtoajattelukseen, Tietämismiestä seuraa, tietojohtamisen ja tietoisen
toiminnan täyteen viruksen. Tietojohtajan taskukirjan tarkoituksena on tarjota näkökulmia henkilökohtaisen
Tietojohtajavuusvalmiuksen parantamiseen. Keskeinen kysymys on, miten jokainen tiettävä toimija voi kehittää omia
valmiuksiaan johtaa tietoa ja luoda tiedusta arvoa. Tietojohtajuutta pohditaan paitsi yleisesti, myös erityisesti
aluekehittämisen kontekstissa. Tietojohtajan taskukirja on rakennettu tietämyksenhallinnan, organisaation oppimisen,
tietopääoman johtamisen, kognitiotieteen ja tietoteorian näkökulmia hyödyntämästä. Käsitteltyä teemat on valittu
haastattelututkimuksessa tunnistettujen, aluekehittämisessä ilmenevien tietojohtamisongelmien perusteella sekä
kirjoittajien subjektiivisen harkinnan ja tulkinnan tuloksena. Näkökulma on rajattu, joten kirja ei tarjoa kaikenkattavaa
johtotustia tietojohtamiseen vaan valikkoista oppaan omien henkilökohtaisen Tietojohtajavuusvalmiuksien kehittämiseen.
Tarkoituksena on parantaa lukijan valmiuksia tiedon ja tietämisen kriittiseen ja reflektiiviseen arviointiin, oman ajattelun
kehittämiseen ja tiedollaa vaikuttamiseen, yhteisten tiedon luomisen käytännöjen johtamiseen ja kehittämiseen sekä
alueellisen tietopääoman analyysin.

Tietojohtajan taskukirja. Tietojohtamisen näkökulmia aluekehittämiseen

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
Authors: Käpylä, J., Salonius, H.
Number of pages: 82
Publication date: 2013

Publication information
Place of publication: Tampere
Publisher: Tampereen teknillinen yliopisto, Tietojohtamisen tutkimuskeskus Novi
Original language: Finnish
Electronic versions: tietojohtajan_taskukirja.pdf
Links:
Towards an Information Management Perspective in Media Industry - Developing the Field of Media Business Information Management on the Example of Social Customer Relationship Management (CRM)

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., Huhtaharju, T., Mäkelä, J.
Number of pages: 15
Pages: 1-15
Publication date: 2013

Host publication information
Title of host publication: European Media Management Education Association Conference, Digital Transformations and Transactions, 13.-14.6.2013, Bournemouth, UK
Publisher: European Media Management Education Association

Towards a smart project network via quality knowledge management

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Pori Department
Authors: Pettersson, E., Aramo-Immonen, H., Lassila, S.
Number of pages: 18
Pages: 235-252
Publication date: 2013

Host publication information
Title of host publication: 8th International Forum on Knowledge Asset Dynamics, IFKAD 2013, Smart Growth: Organizations, Cities and Communities, 12-14 June 2013, Zagreb, Croatia
Publisher: Institute of Knowledge Asset Management
ISBN (Print): 978-88-96687-01-7

Trends and Challenges in Managing Daily Consumer Goods Supply Chains

General information
State: Published
Tutkimuksen tekeminen saa olla kivaa

General information
State: Published
Ministry of Education publication type: E1 Popularised article, newspaper article
Organisations: Department of Information Management and Logistics
Authors: Lönnqvist, A.
Number of pages: 1
Pages: B14
Publication date: 2013
Peer-reviewed: Unknown

Publication information
Journal: Aamulehti
ISSN (Print): 0355-6913
Original language: Finnish
Links:
http://www.aamulehti.fi

Bibliographical note
Contribution: organisation=tlo,FACT1=1<br/>Portfolio EDEND: 2013-07-29
Source: researchoutputwizard
Source-ID: 2809
Research output: General public › Article

Tyytyväiset asiakkaat julkisten palvelujen laadun mitattajina

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: Jääskeläinen, A., Laihonen, H.
Number of pages: 1
Pages: 60
Publication date: 2013
Peer-reviewed: Unknown

Publication information
Journal: Kuntalehti
Issue number: 16
Original language: Finnish
Links:
http://www.kuntalehti.fi
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:
Publication Forum (2017): 1
Scopus rating (2016): 0.396 0.775
Publication Forum (2016): 1
Scopus rating (2015): 0.354 0.941
Web of Science (2015): 1.331 1.403 3.0 0.125 0.00548 0.295
Publication Forum (2015): 1
Scopus rating (2014): 0.386 1.295
Web of Science (2014): 1.346 1.374 3.3 0.073 0.00416 0.336
Publication Forum (2014): 1
Scopus rating (2013): 0.382 1.303
Publication Forum (2013): 1
Scopus rating (2012): 0.388 1.338
Publication Forum (2012): 1
Scopus rating (2011): 0.364 1.346
Scopus rating (2010): 0.419 1.134
Scopus rating (2009): 0.351 0.939
Scopus rating (2008): 0.305 0.763
Scopus rating (2007): 0.262 1.097
Scopus rating (2006): 0.268 0.836
Scopus rating (2005): 0.221 0.659
Scopus rating (2004): 0.312 0.606
Scopus rating (2003): 0.357 1.038
Scopus rating (2002): 0.4 1.063
Scopus rating (2001): 0.248 0.467
Scopus rating (2000): 0.292 0.8
Scopus rating (1999): 0.437 0.753
Original language: English
DOIs:
10.1007/s11042-013-1635-1

Bibliographical note
Online first<br>Contribution: organisation=tlo,FACT1=1<br>Portfolio EDEND: 2013-12-29<br>Publisher name: Springer US
Source: researchoutputwizard
Source-ID: 2206
Research output: Scientific - peer-review › Article
What is the Role of Knowledge Management in Capturing Effectiveness of Public Welfare Services?

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., Sillanpää, V.
Number of pages: 9
Pages: 974-986
Publication date: 2013

Host publication information
Title of host publication: 8th International Forum on Knowledge Asset Dynamics, IFKAD 2013, 12.-14.6.2013, Zagreb, Croatia
Place of publication: Zagreb, Croatia
Publisher: Institute of Knowledge Asset Management
ISBN (Print): 978-88-96687-01-7

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

Bibliographical note
Contribution: organisation=tlo,FACT1=1<br/>Portfolio EDEND: 2013-07-29<br/>Publisher name: Institute of Knowledge Asset Management
Source: researchoutputwizard
Source-ID: 2711
Research output: Scientific - peer-review › Conference contribution

A contingency approach to performance measurement in service operations

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Business Information Management and Logistics, Department of Industrial Management, Managing digital industrial transformation (mDIT)
Authors: Jääskeläinen, A., Laihonen, H., Lönnqvist, A., Palvalin, M., Sillanpää, V., Pekkola, S., Ukko, J.
Pages: 43-52
Publication date: 2012
Peer-reviewed: Yes

Publication information
Journal: Measuring Business Excellence
Volume: 16
Issue number: 1
ISSN (Print): 1368-3047
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.479 0.806
Publication Forum (2016): 1
Scopus rating (2015): 0.329 1.22
Publication Forum (2015): 1
Scopus rating (2014): 0.42 0.896
Publication Forum (2014): 1
Scopus rating (2013): 0.423 0.953
Publication Forum (2013): 1
Scopus rating (2012): 0.269 1.126
Publication Forum (2012): 1
Scopus rating (2011): 0.417 1.041
Aineeton pääoma on tärkeää tieto- ja palveluyhteiskunnassa

General information
State: Published
Ministry of Education publication type: A2 Review article in a scientific journal
Organisations: Department of Business Information Management and Logistics
Authors: Lönnqvist, A.
Pages: 97-101
Publication date: 2012
Peer-reviewed: Yes

Publication information
Journal: Liiketaloudellinen Aikakauskirja
Issue number: 1
ISSN (Print): 0024-3469
Ratings:
Publication Forum (2017): 1
Publication Forum (2016): 1
Publication Forum (2015): 1
Publication Forum (2014): 1
Publication Forum (2013): 1
Publication Forum (2012): 1
Original language: Finnish
Links:
http://lta.hse.fi/

Bibliographical note
Contribution: organisation=tlo,FACT1=1<br/>Publisher name: Liiketaloustieteellinen Yhdistys ry
Source: researchoutputwizard
Source-ID: 4741
Research output: Scientific - peer-review › Review Article

Artefacts produced via design methods as boundary objects and mediating processes among non-designer engineers in idea generation

General information
Designing Learning Ecosystems for Mobile Social Media

Social media has gained interest not only in entertainment applications, but also with learning and business applications; however, there are not many research frameworks available for designing learning activities for learning ecosystems based on mobile social media. In this chapter, a framework for designing and analyzing learning activities in learning ecosystems that are based on mobile and social media is presented. The framework is based on Activity Theory (AT) and Experiential Learning Theory (ELT). In the chapter the existing research on e-learning, mobile learning, and multimodal learning are discussed and reviewed. The research on learning ecosystems based on mobile social media is also positioned to this multi-scientific research field. Finally, two examples of using the framework for designing, learning, and analyzing learning activities in mobile social media learning ecosystems are presented.
Original language: English
DOIs:
10.1108/14691931211248891

Bibliographical note
ei ut-numeroa 29.8.2013<br/>Contribution: organisation=tlo,FACT1=1
Source: researchoutputwizard
Source-ID: 5266
Research output: Scientific - peer-review › Article

Fifth - impact - decrease - climate change

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Tampere University of Technology, Pori
Authors: Vanharanta, H., Kantola, J., Salo, M., Krolas, P.
Pages: 703-711
Publication date: 2012

Host publication information
Title of host publication: Proceedings of the 7th European Conference on Innovation and Entrepreneurship, Portugal, 20-21 September 2012
Place of publication: Reading, UK
Publisher: Academic Publishing International Limited
Editors: Vivas, C., Lucas, F.
ISBN (Print): 978-1-908272-68-3

Publication series
Name: European Conference on Innovation and Entrepreneurship
ISSN (Print): 2049-1050
ISSN (Electronic): 2049-1077

Bibliographical note
ei ut-numeroa 21.9.2013<br/>Contribution: organisation=pori,FACT1=1<br/>Publisher name: Academic Publishing International Limited
Source: researchoutputwizard
Source-ID: 5512
From Local Governance to Geographic Dispersion - Implications of Structural Change for Knowledge Management

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Business Information Management and Logistics
Authors: Syysnummi, P., Laihonen, H.
Pages: 293-317
Publication date: 2012

Host publication information
Title of host publication: Proceedings of IFKAD-KCWS 2012, 7th International Forum on Knowledge Asset Dynamics, 13-15 June, 2012, Matera, Italy
Place of publication: Matera, Italy
Publisher: Institute of Knowledge Asset Management
Editors: Schiuma, G., Spender, J., Yigitcanlar, T.
ISBN (Print): 978-88-96687-08-6
ISBN (Electronic): 978-88-96687-08-6

Publication series
Name: International Forum on Knowledge Asset Dynamics
Links:
http://www.knowledgeasset.org/ifkad

Bibliographical note
Proceedingsin lukemiseen vaaditaan tunnuksset<br/>Contribution: organisation=tlo,FACT1=1<br/>Publisher name: Institute of Knowledge Asset Management
Source: researchoutputwizard
Source-ID: 5384
Research output: Scientific - peer-review › Conference contribution

Healthcare system as a value network

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Business Information Management and Logistics, Managing digital industrial transformation (mDIT)
Authors: Myllärniemi, J., Helander, N.
Pages: 196-207
Publication date: 2012
Peer-reviewed: Yes

Publication information
Journal: World Review of Entrepreneurship, Management and Sustainable Development
Volume: 8
Issue number: 2
ISSN (Print): 1746-0573
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.231 0.413
Publication Forum (2016): 1
Scopus rating (2015): 0.28 0.496
Publication Forum (2015): 1
Scopus rating (2014): 0.168 0.261
Publication Forum (2014): 1
Scopus rating (2013): 0.173 0.13
Publication Forum (2013): 1
Scopus rating (2012): 0.116 0.252
Publication Forum (2012): 1
ICT-Based Productivity Improvement in the Context of Knowledge-Intensive Services

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Business Information Management and Logistics
Authors: Palvalin, M., Lönnqvist, A., Vuolle, M.
Pages: 1564-1583
Publication date: 2012

Host publication information
Title of host publication: Proceedings of IFKAD-KCWS 2012, 7th International Forum on Knowledge Asset Dynamics, 13-15 June, 2012, Matera, Italy
Place of publication: Matera, Italy
Publisher: Institute of Knowledge Asset Management
Editors: Schiuma, G., Spender, J., Yigitcanlar, T.
ISBN (Print): 978-88-96687-08-6
ISBN (Electronic): 978-88-96687-08-6

Publication series
Name: International Forum on Knowledge Asset Dynamics
Links:
http://www.knowledgeasset.org/IFKAD

Bibliographical note
Proceedings in lukemiseen vaaditaan tunnuksset<br/>Contribution: organisation=tlo,FACT1=1<br/>Publisher name: Institute of Knowledge Asset Management
Source: researchoutputwizard
Source-ID: 5015
Research output: Scientific - peer-review › Conference contribution

Improving Knowledge Work Productivity through 'New Ways of Working': Case Rapal

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Business Information Management and Logistics
Authors: Ruostela, J., Lönnqvist, A., Palvalin, M., Vuolle, M., Ahokas, M., Ikkala, A.
Pages: 1098-1115
Publication date: 2012

Host publication information
Title of host publication: Proceedings of IFKAD-KCWS 2012, 7th International Forum on Knowledge Asset Dynamics, 13-15 June, 2012, Matera, Italy
Place of publication: Matera, Italy
Publisher: Institute of Knowledge Asset Management
Editors: Schiuma, G., Spender, J., Yigitcanlar, T.
Key Development Areas for Service Performance Measurement: Evidence from Finland

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Business Information Management and Logistics, Department of Industrial Management
Authors: Jääskeläinen, A., Laihonen, H., Lönnqvist, A., Pekkola, S., Ukko, J.
Number of pages: 12
Pages: 1-12
Publication date: 2012

Host publication information
Title of host publication: PMA Conference, Performance management: From strategy to delivery, 11-13 July 2012, Cambridge, UK
Place of publication: Cambridge, UK
Publisher: Performance Management Association PMA
ISBN (Print): 978-1-902546-43-8

Publication series
Name: Performance Management Association Conference

Knowledge creation and learning in organisations - measuring proactive vision using the co-evolute methodology

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Tampere University of Technology, Pori
Authors: Eklund, T., Paajanen, P., Kantola, J., Vanharanta, H.
Pages: 190-201
Publication date: 2012
Peer-reviewed: Yes

Publication information
Journal: International Journal of Strategic Change Management
Volume: 4
Issue number: 2
ISSN (Print): 1740-2859
Ratings:
Publication Forum (2017): 1
Publication Forum (2016): 1
Publication Forum (2015): 1
Publication Forum (2014): 1
Knowledge integration in systems integrator type project-based companies: a systemic view

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Tampere University of Technology, Pori
Authors: Koskinen, K. U.
Pages: 285-299
Publication date: 2012
Peer-reviewed: Yes

Publication information
Journal: International Journal of Managing Projects in Business
Volume: 5
Issue number: 2
ISSN (Print): 1753-8378
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.436 0.667
Publication Forum (2016): 1
Scopus rating (2015): 0.69 0.431
Publication Forum (2015): 1
Scopus rating (2014): 0.579 0.494
Publication Forum (2014): 1
Scopus rating (2013): 0.532 0.267
Publication Forum (2013): 1
Scopus rating (2012): 0.724 0.371
Publication Forum (2012): 1
Scopus rating (2011): 0.896 0.379
Scopus rating (2010): 0.425 0.314
Scopus rating (2009): 0.765 0.281
Original language: English
DOIs:
10.1108/17538371211214950

Bibliographical note
ei ut-numeroa 19.8.2013<br/>Contribution: organisation=pori,FACT1=1<br/>Publisher name: Emerald
Source: researchoutputwizard
Source-ID: 4545
Research output: Scientific - peer-review › Article

Knowledge management in industrial service innovation

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Tampere University of Technology, Pori
Authors: Mittilä, T., Aramo-Immonen, H.
Knowledge Management Practices in Healthcare Services - Towards Knowledge-Based Value Creation

General information
State: Published
Organisations: Department of Business Information Management and Logistics
Authors: Myllärniemi, J., Laihonen, H., Karppinen, H., Seppänen, K.
Pages: 2518-2535
Publication date: 2012

Host publication information
Title of host publication: Proceedings of IFKAD-KCWS 2012, 7th International Forum on Knowledge Asset Dynamics, 13-15 June, 2012, Matera, Italy
Place of publication: Matera, Italy
Publisher: Institute of Knowledge Asset Management
Editors: Schiuma, G., Spender, J., Yigitcanlar, T.
ISBN (Print): 978-88-96687-08-6
ISBN (Electronic): 978-88-96687-08-6

Publication series
Name: International Forum on Knowledge Asset Dynamics

Bibliographical note
Contribution: organisation=tlo,FACT1=1
Publisher name: Institute of Knowledge Asset Management
Source: researchoutputwizard
Source-ID: 4896
Research output: Scientific - peer-review › Conference contribution

Knowledge sharing motivational factors of using an Intra-organizational social media platform

General information
State: Published
Organisations: Department of Business Information Management and Logistics, Augmented Human Activities (AHA)
Authors: Vuori, V., Okkonen, J.
Pages: 592-603
Publication date: 2012
Peer-reviewed: Yes

Publication information
Journal: Journal of Knowledge Management
Knowledge structures of a health ecosystem

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Business Information Management and Logistics
Authors: Laihonen, H.
Pages: 542-558
Publication date: 2012
Peer-reviewed: Yes

Publication information
Journal: Journal of Health Organization and Management
Volume: 26
Issue number: 4
ISSN (Print): 1477-7266
Ratings:
Publication Forum (2017): 1
Managerial lessons on relevance and measurability in R&D project valuation

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Business Information Management and Logistics, Department of Industrial Management, Mathematical modelling with wide societal impact (MathImpact), Managing digital industrial transformation (mDIT)
Authors: Suomala, P., Kanniainen, J., Lönnqvist, A.
Pages: 21-30
Publication date: 2012
Peer-reviewed: Yes

Publication information
Journal: Measuring Business Excellence
Volume: 16
Issue number: 1
ISSN (Print): 1368-3047
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.479 0.806
Publication Forum (2016): 1
Scopus rating (2015): 0.329 1.22
Publication Forum (2015): 1
Scopus rating (2014): 0.42 0.896
Publication Forum (2014): 1
Scopus rating (2013): 0.423 0.953
Publication Forum (2013): 1
Scopus rating (2012): 0.269 1.126
Publication Forum (2012): 1
Scopus rating (2011): 0.417 1.041
Scopus rating (2010): 0.233 0.41
Scopus rating (2009): 0.325 0.717
Scopus rating (2008): 0.246 0.659
Managing Work Engagement - Improving the Performance of Academic Staff

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Business Information Management and Logistics
Authors: Yliniemi, T.
Pages: 56-78
Publication date: 2012

Host publication information
Title of host publication: Proceedings of IFKAD-KCWS 2012, 7th International Forum on Knowledge Asset Dynamics, 13-15 June, 2012, Matera, Italy
Place of publication: Matera, Italy
Publisher: Institute of Knowledge Asset Management
Editors: Schiuma, G., Spender, J., Yigitcanlar, T.
ISBN (Print): 978-88-96687-08-6
ISBN (Electronic): 978-88-96687-08-6

Publication series
Name: International Forum on Knowledge Asset Dynamics
Links:
http://www.knowledgeasset.org/IFKAD

Bibliographical note
Proceedingsin lukemiseen vaaditaan tunnukset<br/>Contribution: organisation=tlo,FACT1=1<br/>Publisher name: Institute of Knowledge Asset Management
Source: researchoutputwizard
Source-ID: 5615
Research output: Scientific - peer-review › Conference contribution

Measurement and assessment of IC in strategic management

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Tampere University of Technology, Pori
Authors: Lammi, A., Vanharanta, H.
Number of pages: 9
Pages: 1-9
Publication date: 2012
Measuring innovation capability in the service sector - review study

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Tampere University of Technology, Pori
Authors: Karttunen, E.
Pages: 228-246
Publication date: 2012

Measuring the Impacts of Welfare Service Innovations

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Business Information Management and Logistics
Authors: Sillanpää, V.
Pages: 352-373
Publication date: 2012
National intellectual capital performance: a strategic approach

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Business Information Management and Logistics, Department of Industrial Management
Authors: Käpylä, J., Kujansivu, P., Lönnqvist, A.
Pages: 343-362
Publication date: 2012
Peer-reviewed: Yes

Publication information
Journal: Journal of Intellectual Capital
Volume: 13
Issue number: 3
ISSN (Print): 1469-1930
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.715 2.283
Publication Forum (2016): 1
Scopus rating (2015): 0.869 2.183
Publication Forum (2015): 1
Scopus rating (2014): 0.75 1.556
Publication Forum (2014): 1
Scopus rating (2013): 0.91 2.464
Publication Forum (2013): 1
Scopus rating (2012): 0.627 1.95
Publication Forum (2012): 1
Scopus rating (2011): 0.519 1.798
Scopus rating (2010): 0.509 1.388
Scopus rating (2009): 0.508 1.47
Scopus rating (2008): 0.686 1.615
Scopus rating (2007): 0.501 1.21
Scopus rating (2006): 0.227 0.358
Scopus rating (2005): 0.196 0.423
Scopus rating (2004): 0.305 0.943
Scopus rating (2003): 0.299 0.941
Scopus rating (2002): 0.265 0.529
Scopus rating (2001): 0.277 0.916
Original language: English
DOIs:
10.1108/14691931211248909

Bibliographical note
Proceedingsin lukemiseen vaaditaan tunnukset
Contribution: organisation=tta,FACT1=0.5
Publisher name: Emerald
Source: researchoutputwizard
Source-ID: 4420
Research output: Scientific - peer-review › Article
Organizational learning in project-based companies: a process thinking approach

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Tampere University of Technology, Pori
Authors: Koskinen, K. U.
Pages: 40-49
Publication date: 2012
Peer-reviewed: Yes

Publication information
Journal: Project Management Journal
Volume: 43
Issue number: 3
ISSN (Print): 8756-9728
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 1.473 1.833
Publication Forum (2016): 1
Scopus rating (2015): 0.979 1.721
Web of Science (2015): 1.765 2.031 7.8 0.302 0.00107 0.371
Publication Forum (2015): 1
Scopus rating (2014): 0.824 1.021
Web of Science (2014): 1.143 1.411 7.2 0.341 8.6E-4 0.299
Publication Forum (2014): 1
Scopus rating (2013): 0.592 0.897
Publication Forum (2013): 1
Scopus rating (2012): 0.653 1.527
Publication Forum (2012): 1
Scopus rating (2011): 0.218 0.7
Original language: English
DOIs:
10.1002/pmj.21266

Bibliographical note
Contribution: organisation=pori,FACT1=1
Publisher name: John Wiley & Sons, Inc.
Source: researchoutputwizard
Source-ID: 4546
Research output: Scientific - peer-review › Article

Overcoming the Specific Challenges in the Performance Measurement of Knowledge-intensive Organizations

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Business Information Management and Logistics, Department of Industrial Management
Authors: Jääskeläinen, A., Laihonen, H.
Pages: 918-937
Publication date: 2012

Host publication information
Title of host publication: Proceedings of IFKAD-KCWS 2012, 7th International Forum on Knowledge Asset Dynamics, 13-15 June, 2012, Matera, Italy
Place of publication: Matera, Italy
Publisher: Institute of Knowledge Asset Management
Editors: Schiuma, G., Spender, J., Yigitcanlar, T.
ISBN (Print): 978-88-96687-08-6

Publication series
Name: International Forum on Knowledge Asset Dynamics
Links:
http://www.knowledgeasset.org/IFKAD

Bibliographical note
Proceedingsin lukemiseen vaaditaan tunnukset.Poistettu tupla r=1082<br/>
Contribution: organisation=tta,FACT1=0.5<br/>
Contribution: organisation=tlo,FACT2=0.5<br/>
Publisher name: Institute of Knowledge Asset Management
Source: researchoutputwizard
Source-ID: 4319
Research output: Scientific - peer-review › Conference contribution

Problem absorption as an organizational learning mechanism in project-based companies: Process thinking perspective

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Tampere University of Technology, Pori
Authors: Koskinen, K. U.
Pages: 308-316
Publication date: 2012
Peer-reviewed: Yes

Publication information
Volume: 30
Issue number: 3
ISSN (Print): 0263-7863
Ratings:
Publication Forum (2017): 2
Scopus rating (2016): 1.396 2.711
Publication Forum (2016): 2
Scopus rating (2015): 1.484 2.834
Web of Science (2015): 2.885 3.411 8.5 0.63 0.00377 0.526
Publication Forum (2015): 2
Scopus rating (2014): 1.443 2.851
Web of Science (2014): 2.436 2.758 7.9 0.408 0.00371 0.539
Publication Forum (2014): 2
Scopus rating (2013): 1.186 2.651
Publication Forum (2013): 2
Scopus rating (2012): 1.11 2.42
Publication Forum (2012): 2
Scopus rating (2011): 0.997 2.228
Scopus rating (2010): 1.17 1.55
Scopus rating (2009): 1.172 1.749
Scopus rating (2008): 0.926 1.442
Scopus rating (2007): 1.076 1.63
Regional Knowledge Management in the Tampere Region

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Business Information Management and Logistics
Authors: Käpylä, J., Salonius, H.
Pages: 1151-1176
Publication date: 2012

Host publication information
Title of host publication: Proceedings of IFKAD-KCWS 2012, 7th International Forum on Knowledge Asset Dynamics, 13-15 June, 2012, Matera, Italy
Place of publication: Matera, Italy
Publisher: Institute of Knowledge Asset Management
Editors: Schiuma, G., Spender, J., Yigitcanlar, T.
ISBN (Print): 978-88-96687-08-6
ISBN (Electronic): 978-88-96687-08-6

Publication series
Name: International Forum on Knowledge Asset Dynamics
Links:
http://www.knowledgeasset.org/IFKAD

Replacement of project manager during IT projects - a research agenda

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Tampere University of Technology, Pori, Managing digital industrial transformation (mDIT)
Authors: Vartiainen, T., Pirhonen, M., Aramo-Immonen, H., Liikamaa, K.
Number of pages: 8
Pages: 1-8
Publication date: 2012

Host publication information
Sosiaalinen media ja verkkovideot viihteessä ja oppimisessa

General information
State: Published
Ministry of Education publication type: B2 Part of a book or another research book
Organisations: University of Helsinki
Authors: Multisilta, J.
Number of pages: 10
Pages: 73-82
Publication date: 2012

Host publication information
Title of host publication: Tykkää tästä! Opettajan ammattietiikka sosiaalisen median ajassa
Place of publication: Jyväskylä
Publisher: PS-kustannus
Editors: Niemi, H., Sarras, R.
ISBN (Print): 978-952-451-550-4
Source: Bibtex
Source-ID: urn:84d76909f4ec4f1c5954e0bb1c334741
Research output: Scientific › Chapter

State-of-the-Art Report on Knowledge Work: New Ways of Working

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, Department of Industrial Management
Number of pages: 122
Publication date: 2012

Publication information
Place of publication: Espoo
Publisher: VTT
ISBN (Print): 978-951-38-7828-3
ISBN (Electronic): 978-951-38-7829-0
Original language: English

Publication series
Name: VTT Technology
Publisher: VTT
Volume: 17
ISSN (Print): 2242-1211
ISSN (Electronic): 2242-122X
Links:

Bibliographical note
Strategic knowledge services

Strategy needs structure, structure needs ontologies - dynamic ontologies carry meanings

Supply chain as an autopoietic system
Tampere Region under the Microscope: a Critical Analysis from the Knowledge Perspective

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Business Information Management and Logistics
Authors: Yigitcanlar, T., Lönnqvist, A., Käpylä, J., Salonius, H.
Pages: 1299-1322
Publication date: 2012

Host publication information
Title of host publication: Proceedings of IFKAD-KCWS 2012, 7th International Forum on Knowledge Asset Dynamics, 13-15 June, 2012, Matera, Italy
Place of publication: Matera, Italy
Publisher: Institute of Knowledge Asset Management
Editors: Schiuma, G., Spender, J., Yigitcanlar, T.
ISBN (Print): 978-88-96687-08-6
ISBN (Electronic): 978-88-96687-08-6

Bibliographical note
Proceedingsin lukemiseen vaaditaan tunnukset
Contribution: organisation=tlo,FACT1=1
Publisher name: Institute of Knowledge Asset Management
Source: researchoutputwizard
Source-ID: 5608
Research output: Scientific - peer-review › Conference contribution

The evaluation of the collocational method in the marketing context

General information
State: Published
Ministry of Education publication type: A3 Part of a book or another research book
Organisations: Tampere University of Technology, Pori
Authors: Järvi, P., Magnusson, C., Vanharanta, H.
Pages: 432-440
Publication date: 2012

Host publication information
Title of host publication: Readings in Business & Administrative Sciences
Place of publication: Saabruceken
The formation of coordinative knowledge practices in distributed work: Towards an explanatory model

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Business Information Management and Logistics, Augmented Human Activities (AHA)
Authors: Franssila, H., Okkonen, J., Savolainen, R., Talja, S.
Pages: 650-665
Publication date: 2012
Peer-reviewed: Yes

Publication information
Journal: Journal of Knowledge Management
Volume: 16
Issue number: 4
ISSN (Print): 1367-3270
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 1.138 2.131
Publication Forum (2016): 1
Scopus rating (2015): 1.224 2.239
Web of Science (2015): 1.689 2.426 8.0 0.176 0.00149 0.341
Publication Forum (2015): 1
Scopus rating (2014): 1.134 2.357
Web of Science (2014): 1.586 1.899 7.3 0.094 0.00157 0.333
Publication Forum (2014): 1
Scopus rating (2013): 0.952 1.986
Publication Forum (2013): 1
Scopus rating (2012): 0.959 1.9
Publication Forum (2012): 1
Scopus rating (2011): 0.859 2.142
Scopus rating (2010): 0.671 1.397
Scopus rating (2009): 0.759 1.478
Scopus rating (2008): 0.962 1.683
Scopus rating (2007): 0.593 1.045
Scopus rating (2006): 0.345 0.848
Scopus rating (2005): 0.23 0.381
Scopus rating (2004): 0.253 0.706
Scopus rating (2003): 0.256 0.65
Scopus rating (2002): 0.261 0.652
Scopus rating (2001): 0.268 0.565
Scopus rating (2000): 0.132 0.111
Scopus rating (1999): 0.1 0.0
Original language: English
DOIs: 10.1108/13673271211246202
The paradigm shift from product innovation to service innovation

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Tampere University of Technology, Pori
Authors: Aramo-Immonen, H., Mittilä, T.
Number of pages: 14
Pages: 1-14
Publication date: 2012

Host publication information
Title of host publication: Proceedings of the XXIII ISPIM Conference. Action for Innovation: Innovating from Experience, Barcelona, Spain, 17-20 June 2012
Editors: Huizingh, K., Conn, S., Torkkeli, M., Bitran, I.

Publication series
Name: ISPIM Conference
Links:
http://www.ispim.org

The project-based company as an autopoietic knowledge system

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Tampere University of Technology, Pori
Authors: Koskinen, K. U.
Pages: 134-149
Publication date: 2012
Peer-reviewed: Yes

Publication information
Journal: International Journal of Knowledge and Learning
Volume: 8
Issue number: 1/2
ISSN (Print): 1741-1009
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.11 0.681
Publication Forum (2016): 1
Scopus rating (2015): 0.135 0.515
Publication Forum (2015): 1
Scopus rating (2014): 0.162 0.347
Publication Forum (2014): 1
Scopus rating (2013): 0.108 0.495
Tiedolla johtaminen: Kunnan johtaminen edellyttää helikopteriperspektiiviä

**General information**
State: Published
Ministry of Education publication type: D1 Article in a trade journal
Organisations: Department of Business Information Management and Logistics
Authors: Laihonen, H.
Pages: 14-15
Publication date: 2012
Peer-reviewed: Unknown

**Publication information**
Journal: Akseli - Tilastollisia tiedonantoja Tampereelta
Issue number: 3
ISSN (Print): 1798-6559
Original language: Finnish
Links:

**Bibliographical note**
Contribution: organisation=tlo,FACT1=1<br/>Publisher name: Tampereen kaupunki
Source: researchoutputwizard
Source-ID: 4629
Research output: Professional › Article

Tietojohtaminen lisää tuottavuutta

**General information**
State: Published
Ministry of Education publication type: E1 Popularised article, newspaper article
Organisations: Department of Business Information Management and Logistics
Authors: Helander, N., Lönnqvist, A.
Pages: 23-23
Publication date: 2012
Peer-reviewed: Unknown

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

**Bibliographical note**
Contribution: organisation=tlo,FACT1=1<br/>Publisher name: Tampereen kaupunki
Source: researchoutputwizard
Source-ID: 4204
Research output: General public › Article
Tietojohtaminen osaksi kunnan strategista johtamista

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Business Information Management and Logistics
Authors: Jalonen, H., Laihonen, H., Lönnqvist, A.
Pages: 138-147
Publication date: 2012
Peer-reviewed: Yes

Publication information
Journal: Hallinnon Tutkimus
Volume: 31
Issue number: 2
ISSN (Print): 0359-6680
Ratings:
Publication Forum (2017): 2
Publication Forum (2016): 2
Publication Forum (2015): 2
Publication Forum (2014): 2
Publication Forum (2013): 2
Publication Forum (2012): 2
Original language: Finnish
Links:
https://www.doria.fi/handle/10024/33697

Bibliographical note
Artikkeli saatavilla sähköisessä muodossa keväällä 2013: https://www.doria.fi/handle/10024/33697
Contribution: organisation=tlo,FACT1=1
Publisher name: Hallinnon Tutkimuksen Seura ry
Source: researchoutputwizard
Source-ID: 4329
Research output: Scientific - peer-review › Article

Toimijoiden roolit logistiikkakeskusten kehittämisessä

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 Information Management and Logistics
Authors: Rantala, J., Eckhardt, J.
Number of pages: 4
Pages: 59-62
Publication date: 2012

Host publication information
Title of host publication: Logistiikkakeskuksen kehittäjän käsikirja
Place of publication: Hyvinkää
Publisher: Teknologiakeskus TechVilla Oy
ISBN (Print): 978-952-1164-4
Links:

Bibliographical note
Vaihdettu luokka b2 -> d2 2013-07-12
Contribution: organisation=tlo,FACT1=1
Portfolio EDEND: 2013-06-29
Source: researchoutputwizard
Source-ID: 5150
Research output: Professional › Chapter
Towards a critical societal knowledge management

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Business Information Management and Logistics
Authors: Käpylä, J.
Pages: 288-304
Publication date: 2012
Peer-reviewed: Yes

Publication information
Journal: Journal of Intellectual Capital
Volume: 13
Issue number: 3
ISSN (Print): 1469-1930
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.715 2.283
Publication Forum (2016): 1
Scopus rating (2015): 0.869 2.183
Publication Forum (2015): 1
Scopus rating (2014): 0.75 1.556
Publication Forum (2014): 1
Scopus rating (2013): 0.91 2.464
Publication Forum (2013): 1
Scopus rating (2012): 0.627 1.95
Publication Forum (2012): 1
Scopus rating (2011): 0.519 1.798
Scopus rating (2010): 0.509 1.388
Scopus rating (2009): 0.508 1.47
Scopus rating (2008): 0.686 1.615
Scopus rating (2007): 0.501 1.21
Scopus rating (2006): 0.227 0.358
Scopus rating (2005): 0.196 0.423
Scopus rating (2004): 0.305 0.943
Scopus rating (2003): 0.299 0.941
Scopus rating (2002): 0.265 0.529
Scopus rating (2001): 0.277 0.916
Original language: English
DOIs:
10.1108/14691931211248873

Bibliographical note
ei ut-numeroa 19.8.2013<br/>Contribution: organisation=tlo,FACT1=1<br/>Publisher name: Emerald
Source: researchoutputwizard
Source-ID: 4419
Research output: Scientific - peer-review › Article

Unohda asiakaskokemus - mittaa onnistumista

General information
State: Published
Ministry of Education publication type: E1 Popularised article, newspaper article
Organisations: Department of Business Information Management and Logistics, Department of Industrial Management
Authors: Laihonen, H., Lönnqvist, A., Jääskeläinen, A.
Number of pages: 1
Pages: 1-1
Publication date: 2012
Peer-reviewed: Unknown
Welfare service system productivity: the concept and its application

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Business Information Management and Logistics
Authors: Lönnqvist, A., Laihonen, H.
Pages: 128-141
Publication date: 2012
Peer-reviewed: Yes

Publication information
Volume: 61
Issue number: 2
ISSN (Print): 1741-0401
Ratings:
Scopus rating (2017): 1
Scopus rating (2016): 0.607 1.046
Scopus rating (2015): 0.638 1.371
Scopus rating (2014): 0.421 1.289
Scopus rating (2013): 0.345 1.003
Scopus rating (2012): 0.294 1.144
Scopus rating (2011): 0.317 0.71
Scopus rating (2010): 0.344 0.939
Scopus rating (2009): 0.485 1.214
Scopus rating (2008): 0.5 0.948
Scopus rating (2007): 0.152 0.184
Scopus rating (2006): 0.118 0.071
Scopus rating (2005): 0.114 0.079
Original language: English
DOIs:
10.1108/17410401211194644

Bibliographical note
Publisher name: Emerald
Source-ID: 4743
Research output: Scientific - peer-review › Article

Yksi naapureista - yhteisöllisen asumisen kustannusvaikuttavuuden arviointi

General information
A knowledge management view to a strategic change in a high-tech company

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Business Information Management and Logistics
Authors: Helander, N., Kukko, M., Virtanen, P.
Pages: 76-89
Publication date: 2011
Peer-reviewed: Yes

Publication information
Journal: International Journal of Strategic Change Management
Volume: 3
Issue number: 1/2
ISSN (Print): 1740-2859
Ratings:
Publication Forum (2017): 1
Publication Forum (2016): 1
Publication Forum (2015): 1
Publication Forum (2014): 1
Publication Forum (2013): 1
Publication Forum (2012): 1
Original language: English
DOI:
10.1504/IJSCM.2011.040633

Bibliographical note
ei ut-numeroa 8.3.2014<br/>
Contribution: organisation=tlo,FACT1=1
Source: researchoutputwizard
Source-ID: 6071
Research output: Scientific - peer-review › Article

Analytical framework for assessing performance measurement practices in service operations

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Business Information Management and Logistics, Department of Industrial Management
Authors: Jääskeläinen, A., Laihonen, H., Lönnqvist, A., Palvalin, M., Sillanpää, V., Pekkola, S., Ukko, J.
Pages: 815-829
Publication date: 2011
Applying Lean thinking and principles in the context of PLM

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Business Information Management and Logistics
Authors: Papinniemi, J., Kärkkäinen, H., Ishii, K.
Number of pages: 11
Pages: 1-11
Publication date: 2011

Host publication information
Title of host publication: Proceedings of the XXII ISPIM Conference, Hamburg, Germany, 12-15 June, 2011
Place of publication: Manchester
Publisher: International Society for Professional Innovation Management ISPIM
ISBN (Print): 978-952-265-092-4

Publication series
Name: ISPIM Conference
Publisher: International Society for Professional Innovation Management ISPIM

Bibliographical note
Contribution: organisation=tlo,FACT1=0.5
Source: researchoutputwizard
Source-ID: 6194
Research output: Scientific - peer-review » Conference contribution

Arvoverkkoa kokemassa - saaliina tuottavuutta ja innovaatiota

General information
State: Published
Ministry of Education publication type: C1 Separate scientific books
Organisations: Department of Business Information Management and Logistics
Authors: Jalonen, H., Aarva, K., Juntunen, P., Laihonen, H., Laitinen, I., Lönnqvist, A.
Number of pages: 165
Publication date: 2011

Publication information
Place of publication: Helsinki
Publisher: Suomen Kuntaliitto
ISBN (Print): 978-952-213-735-7
Original language: Finnish

Bibliographical note
Contribution: organisation=tlo,FACT1=1
Source: researchoutputwizard
Source-ID: 6205
Research output: Scientific - peer-review » Book

A supply network study in the shipbuilding industry - Mixed methods research in practice
A theatre metaphor for conscious experience as an approach to an individual's knowledge creation and communication

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Tampere University of Technology, Pori
Authors: Koskinen, K. U., Pihlanto, P.
Number of pages: 15
Pages: 90-104
Publication date: 2011
Peer-reviewed: Yes

Publication information
Journal: International Journal of Management Concepts and Philosophy
Volume: 5
Issue number: 1
ISSN (Print): 1478-1484
Ratings:
Publication Forum (2017): 1
Publication Forum (2016): 1
Publication Forum (2015): 1
Publication Forum (2014): 1
Publication Forum (2013): 1
Publication Forum (2012): 1
Original language: English
DOIs:
10.1504/IJMCP.2011.039807

Bibliographical note
ei ut-numeroa 26.10.2013<br/>Contribution: organisation=pori,FACT1=0.5<br/>Contribution: organisation=tlo,FACT2=0.5
Source: researchoutputwizard
Source-ID: 5714
Research output: Scientific - peer-review › Conference contribution
Ministry of Education publication type: A3 Part of a book or another research book
Organisations: Department of Civil Engineering
Authors: Bozinovski, Z., Lahdensivu, J., Vesikari, E.
Pages: 69-80
Publication date: 2011

Host publication information
Title of host publication: Integrated approach towards sustainable constructions: Summary report of the cooperative activities COST Action C25 Sustainability of constructions
Place of publication: Malta
Publisher: DEPARTMENT OF CIVIL AND STRUCTURAL ENGINEERING, UNIVERSITY OF MALTA
ISBN (Print): 978-99957-816-2-0

Dynamics of Competitiveness: A RBV Based Model Predicting Market Share Changes by Measuring Innovation Activities

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Business Information Management and Logistics
Authors: Kortelainen, S., Huizingh, E., Kärkkäinen, H.
Number of pages: 7
Pages: 1-7
Publication date: 2011

Host publication information
Title of host publication: Proceedings of Strategic Management Society SMS 31st Annual International Conference 2011, Miami, USA, November 6-9, 2011
Place of publication: Chicago, IL
Publisher: Strategic Management Society

Empirical estimation of integration potential in two cluster networks

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Business Information Management and Logistics, Tampere University of Technology, Pori
Authors: Breite, R., Mäenpää, S.
Pages: 701-710
Publication date: 2011

Host publication information
Title of host publication: Proceedings of the 20 Annual IPSERA Conference Vision 20/20 - Preparing Today for Tomorrow’s Challenges 10-13 April 2011 Maastricht, the Netherlands
Place of publication: Maastricht
Publisher: IPSERA
Editors: Rozemeijer, F., Wetzels, M., Quintens, L.
ISBN (Print): 978-94-6178-001-0
Evaluation of radio-frequency identification projects in public sectors of Korea

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Tampere University of Technology, Pori
Authors: Chung, K., Chang, Y., Vanharanta, H., Kantola, J.
Pages: 44-51
Publication date: 2011
Peer-reviewed: Yes

Publication information
Journal: Human Factors and Ergonomics in Manufacturing
Volume: 21
Issue number: 1
ISSN (Print): 1090-8471
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.344 0.744
Publication Forum (2016): 1
Scopus rating (2015): 0.334 0.812
Web of Science (2015): 0.462 0.668 6.7 0.073 6.1E-4 0.17
Publication Forum (2015): 1
Scopus rating (2014): 0.296 0.68
Publication Forum (2014): 1
Scopus rating (2013): 0.228 0.779
Publication Forum (2013): 1
Scopus rating (2012): 0.231 1.295
Publication Forum (2012): 1
Scopus rating (2011): 0.343 0.844
Scopus rating (2010): 0.368 0.786
Scopus rating (2009): 0.38 0.762
Scopus rating (2008): 0.181 0.4
Scopus rating (2007): 0.431 1.114
Scopus rating (2006): 0.275 0.515
Scopus rating (2005): 0.296 0.711
Scopus rating (2004): 0.348 1.185
Scopus rating (2003): 0.472 0.63
Scopus rating (2002): 0.387 0.818
Scopus rating (2001): 0.193 0.838
Scopus rating (2000): 0.206 0.328
Scopus rating (1999): 0.323 0.432
Original language: English
DOIs:
10.1002/hfm.20214

Bibliographical note
Contribution: organisation=pori,FACT1=1
Exploring the Critical Success Factors for Developing and Implementing A Predictive Capability in Business

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Business Information Management and Logistics
Authors: Jalonen, H., Lönnqvist, A.
Pages: 207-219
Publication date: 2011
Peer-reviewed: Yes

Publication information
Journal: Knowledge and Process Management
Volume: 18
Issue number: 4
ISSN (Print): 1092-4604
Ratings:
Publication Forum (2017): 1
Scopus rating (2016): 0.333 0.596
Publication Forum (2016): 1
Scopus rating (2015): 0.338 0.688
Publication Forum (2015): 1
Scopus rating (2014): 0.364 1.03
Publication Forum (2014): 1
Scopus rating (2013): 0.49 0.667
Publication Forum (2013): 1
Scopus rating (2012): 0.384 0.8
Publication Forum (2012): 1
Scopus rating (2011): 0.234 0.337
Scopus rating (2010): 0.172 0.334
Original language: English
DOIs:
10.1002/kpm.386

Bibliographical note
ei ut-numeroa 15.3.2014<br/>Contribution: organisation=tlo,FACT1=1

Five Decades on the Periphery Exmining International Public Affairs Through Strategic Lenses

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Business Information Management and Logistics
Authors: Fleisher, C. S.
Pages: 82-93
Publication date: 2011
Peer-reviewed: Yes

Publication information
Journal: International Studies of Management and Organization
Volume: 40
Issue number: 4
ISSN (Print): 0020-8825
Ratings:
From e-Government to k-Government?

General information
State: Published
Ministry of Education publication type: B3 Non-refereed article in conference proceedings
Organisations: Department of Business Information Management and Logistics
Authors: Laihonen, H., Jalonen, H., Lönnqvist, A.
Number of pages: 6
Pages: 1-6
Publication date: 2011

Host publication information
Title of host publication: Papers of 8th Scandinavian Workshop on E-government SWEG2011, February 7-8, 2011, Tampere, Finland
Place of publication: Tampere
Publisher: SWEG2011

Bibliographical note
ei ut-numeroa 1.3.2014<br/>Contribution: organisation=tlo,FACT1=1
Source: researchoutputwizard
Source-ID: 5943
Research output: Scientific - peer-review › Article

Growth, evolution and knowledge management of a small high technology firm

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Tampere University of Technology, Pori
Authors: Mäkitalo-Keinonen, T., Aramo-Immonen, H.
Number of pages: 13
Pages: 1-13
Publication date: 2011

Host publication information
Harnessing Knowledge over the Co-opetition Relationship Lifecycle

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Business Information Management and Logistics
Authors: Haverila, M., Helander, N., Ilvonen, I., Myllärniemi, J., Virtanen, P., Vuori, V.
Number of pages: 14
Pages: 1-14
Publication date: 2011

Host publication information
Title of host publication: EBRF 2010, Research Forum to Understand Business in Knowledge Society, September 15-17, 2010, Nokia, Finland
Place of publication: Nokia
Publisher: GVL Finland
Editors: Seppä, M., Helander, N., Ilvonen, I.

Bibliographical note
ei ut-numeroa 5.4.2014<br/>Contribution: organisation=pori,FACT1=1
Source: researchoutputwizard
Source-ID: 6721
Research output: Scientific - peer-review › Conference contribution

Helikopteriperspektiivi sääästää rahaa

General information
State: Published
Ministry of Education publication type: E1 Popularised article, newspaper article
Organisations: Department of Business Information Management and Logistics
Authors: Lönnqvist, A., Laihonen, H.
Number of pages: 1
Pages: 1-1
Publication date: 2011
Peer-reviewed: Unknown

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

Bibliographical note
How Knowledge Assets are Transformed into Value: The Case of Knowledge Flows and Service Productivity

General information
State: Published
Ministry of Education publication type: A3 Part of a book or another research book
Organisations: Department of Business Information Management and Logistics
Authors: Laihonen, H., Lönnqvist, A.
Pages: 173-187
Publication date: 2011

Host publication information
Title of host publication: Managing Knowledge Assets and Business Value Creation in Organizations: Measures and Dynamics
Place of publication: Hershey, PA
Publisher: IGI Global
Editor: Schiuma, G.
ISBN (Print): 978-1-60960-071-6
DOIs: 10.4018/978-1-60960-071-6.ch011

Bibliographical note
ei ut-numeroa 29.3.2014

Knowledge-Based Management Challenges of a Vocational Education and Training (VET) Organization

General information
State: Published
Ministry of Education publication type: A4 Article in a conference publication
Organisations: Department of Business Information Management and Logistics
Authors: Syysnummi, P., Laihonen, H.
Number of pages: 20
Pages: 1-20
Publication date: 2011

Host publication information
Title of host publication: Proceedings of 6th International Forum on Knowledge Asset Dynamics IFKAD, 15-17 June 2011, Tampere, Finland
Place of publication: Matera, Italy
Publisher: Institute of Knowledge Asset Management
Editors: Schiuma, G., Lönnqvist, A., Spender, J.

Publication series
Name: International Forum on Knowledge Asset Dynamics IFKAD
Publisher: Institute of Knowledge Asset Management
Links:
http://www.knowledgeasset.org/IFKAD

Bibliographical note
Contribution: organisation=tlo,FACT1=1
Source: researchoutputwizard
Source-ID: 7341
Research output: Scientific - peer-review › Conference contribution

Knowledge-based value creation in service dominant environment
Knowledge Flow Audit: Identifying, Measuring and Managing Knowledge Asset Dynamics

General information
State: Published
Ministry of Education publication type: A3 Part of a book or another research book
Organisations: Department of Business Information Management and Logistics
Authors: Laihonen, H., Koivuaho, M.
Pages: 22-42
Publication date: 2011
Host publication information
Title of host publication: Identifying, Measuring, and Valuing Knowledge-Based Intangible Assets: New Perspectives
Place of publication: Hershey, PA
Publisher: IGI Global
Editors: Vallejo-Alonso, B., Rodríguez-Castellanos, A., Arregui-Ayastuy, G.
ISBN (Print): 9781609600549
DOIs: 10.4018/978-1-60960-054-9

Bibliographical note
ei ut-numeroa 29.3.2014<br/>Contribution: organisation=tlo,FACT1=1
Source: researchoutputwizard
Source-ID: 6534
Research output: Scientific - peer-review › Chapter

Knowledge-intensity as an organisational characteristic

General information
State: Published
Ministry of Education publication type: A1 Journal article-refereed
Organisations: Department of Business Information Management and Logistics
Authors: Käpylä, J., Laihonen, H., Lönnqvist, A., Carlucci, D.
Pages: 315-326
Publication date: 2011
Peer-reviewed: Yes
Publication information
Journal: Knowledge Management Research and Practice
Volume: 9
ISSN (Print): 1477-8238
Ratings: