

### **Does gamification affect brand engagement and equity? A study in online brand communities**

Gamification has become a popular technique in marketing. Many companies believe that gamification can potentially increase the engagement, awareness and loyalty of consumers with respect to the brand. However, there is current dearth of empirical evidence supporting these beliefs beyond the pervasive hype. In this study we investigated the relationships between gamification, brand engagement and brand equity among consumers (N = 824) of two online gamified brand communities. The results showed that achievement and social interaction -related gamification features were positively associated with all three forms of brand engagement (emotional, cognitive and social). Immersion -related gamification features were only positively associated with social brand engagement. Additionally, brand engagement was further positively associated with brand equity. The results imply that gamification can positively affect brand engagement and further increase brand equity, and that gamification appears to be an effective technique for brand management.

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Organisations: Computing Sciences, Research group: TUT Game Lab, University of Turku School of Cultural Production and Landscape Studies

Contributors: Xi, N., Hamari, J.

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Research output: Contribution to journal > Article > Scientific > peer-review

### **Getting the best solution from a supplier: A social capital perspective**

Due to the current shift towards solution provision in many industrial markets, buyers are under increasing pressure to develop sourcing strategies to procure custom solutions for their firm in order to achieve competitive advantage. The question arises as to how buyers can ensure they get the best solutions from their suppliers and whether social capital can be applied to improve solution provision processes and value creation. Existing empirical research, however, has paid only little attention to the antecedents of suppliers' solution provision performance, i.e., their capability to diagnose buyer needs and to design and implement solutions to meet them. We tested how social capital dimensions (relational, cognitive, and structural) relate to solution provision. The study uses empirical data obtained from a survey of 475 suppliers representing both manufacturing and service industries. Partial least squares (PLS) structural equation modeling (SEM) and polynomial regression were used to analyze the data. The results demonstrate that the availability of social capital in a buyer-supplier relationship is a relevant antecedent to successful solution provision activities. However, the different dimensions of social capital are found to compensate for each other to some extent. Our study further demonstrates that solution provision is not a monolithic activity but can better be understood as a multi-phase process (diagnosis, solution design, and implementation). Different aspects of social capital may have a different impact depending on the phase of solution provision. The successful diagnosis of buyer needs mediates the effect of social capital on solution design and implementation. It is also found that production characteristics of a buyer and the type of a supplier solution affect the role of social capital in solution provision process.

#### **General information**

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MoE publication type: A1 Journal article-refereed

Organisations: Industrial Engineering and Management, Research group: Operations and Supply Chain Group (OSCG), Research group: Center for Innovation and Technology Research, University of Twente

Contributors: Jääskeläinen, A., Schiele, H., Aarikka-Stenroos, L.

Number of pages: 17

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Research output: Contribution to journal > Article > Scientific > peer-review

### When institutional logics meet: Alignment and misalignment in collaboration between academia and practitioners

This paper explains the institutional logics of academia, and of practitioners within industry and government, as well as the alignment and misalignment that occurs when these actors collaborate. This is achieved by building on the theories on alignment and misalignment and institutional logics, whilst conducting an explorative case study of a circular economy cluster from the Tampere Region of Finland. This paper offers three main contributions: First, convergence and divergence of institutional logics by industry, government, and academic actors can lead to alignment and misalignment at three levels: actor-type, relationship, and system levels. Second, partial alignment and misalignment are found to be in-between modes of alignment, which challenges the idea that alignment and misalignment are dichotomous. Instead, alignment and misalignment should be seen as the two ends of a continuum. Third, alignment and misalignment are dynamic by nature, because institutional logics change and modify during collaboration. For practice, this paper gives advice on how collaboration between academia and practitioners can be advanced to achieve alignment and avoid misalignment.

### General information

Publication status: Accepted/In press

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Organisations: Industrial Engineering and Management, Research group: Center for Innovation and Technology Research , Automation Technology and Mechanical Engineering, Research area: Manufacturing and Automation, University of Southern Denmark

Contributors: Ingstrup, M. B., Aarikka-Stenroos, L., Adlin, N.

Publication date: 2020

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Research output: Contribution to journal > Article > Scientific > peer-review

### Making room to manoeuvre: How firms increase their influence with others in business networks

Earlier research has highlighted the dynamic nature of influencing in business networks, and shown that firms may vary considerably in their influence, defined as their potential to achieve changes in the activities, resources, or goals of other firms in the business network. There is, however, limited understanding of the specific means of influencing which may allow firms, over time, to increase their influence with other firms in the same network. Drawing on a longitudinal case study, we describe how a firm, through influencing others by the dynamic enactment of network management activities, gradually increased its influence with other firms in the business network. Based on our observations, we offer a processual model for influencing in business networks that links specific network management activities to conditions under which they are used.

### General information

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MoE publication type: A1 Journal article-refereed

Organisations: Industrial Engineering and Management, Research group: Center for Research on Project and Service Business (CROPS), University of Oulu, Aalto University

Contributors: Ahola, T., Aaltonen, K., Artto, K., Lehtinen, J.  
Publication date: 2019  
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ISSN (Print): 0019-8501

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Scopus rating (2019): CiteScore 9.1 SJR 2.084 SNIP 2.365

Original language: English

ASJC Scopus subject areas: Marketing

Keywords: Business networks, Development of influence, Network management activities, Process of influencing

DOIs:

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Source: Scopus

Source ID: 85070885297

Research output: [Contribution to journal](#) › [Article](#) › [Scientific](#) › [peer-review](#)

#### Automatic Meter Infrastructure (AMI) as a part of flexibility market

This paper gives an overview, how Automatic Meter Infrastructure (AMI) enable possibilities to participate flexibility markets. Paper introduces the current situation in Finnish electricity market and role of AMI for demand response. Flexibility market places available today in Finland are introduced with their technical specifications. Possibilities and development needs in AMI in respect to these requirements are discussed. These aspects need to be evaluated when planning new AMI projects. The paper proposes a novel AMI solution and business model based on requirements of flexibility market to realize large-scale demand response of small distributed energy resources. AMI-based demand response could be one of the solutions to activate customers and seems to be an interesting option to bring small scale resources in the flexibility market in cost-efficient manner.

#### General information

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MoE publication type: A4 Article in a conference publication

Organisations: Electrical Energy Engineering, Research group: Power systems, Research area: Power engineering, Elenia Oy

Contributors: Repo, S., Pylvänäinen, J., Kauppinen, M., Repo, S., Jarventausta, P.

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#### Bibliographical note

EXT="Repo, Sirpa"

EXT="Kauppinen, Markku"

jufoid=70631

Source: Scopus

Source ID: 85055486329

Research output: [Chapter in Book/Report/Conference proceeding](#) › [Conference contribution](#) › [Scientific](#) › [peer-review](#)

#### Comparison of innovation policies for electric vehicle business ecosystems

Shift away from fossil fuel-based transportation is challenging countries to develop strategies for electric vehicle deployment. The transition offers countries also strategic opportunities in growing markets. Policy incentives are commonly used to help sustainability enhancing technologies to succeed in their journey from labs to markets. Electric vehicles are not standalone but require an ecosystem of related products, services and infrastructure and cannot be

considered only from the transportation sector point of view. This paper compares electric vehicle innovation policies in four Nordic countries. The results show how different positions in the electric vehicle ecosystem these countries have chosen and how their choices reflect their economies.

#### General information

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MoE publication type: A4 Article in a conference publication

Organisations: Industrial and Information Management, Electrical Energy Engineering, Research group: Power systems,

Research area: Power engineering, University of Tampere

Contributors: Valta, J., Makinen, S., Kotilainen, K., Rautiainen, A., Järventausta, P.

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#### Bibliographical note

EXT="Kotilainen, Kirsi"

Source: Scopus

Source ID: 85055507417

Research output: Chapter in Book/Report/Conference proceeding > Conference contribution > Scientific > peer-review

#### Effects of electric vehicles and heat pumps on long-term electricity consumption scenarios for rural areas in the nordic environment

Electrical energy consumption is undergoing major changes driven by several factors. Trends in electric vehicle (EV) purchases and heating system conversion indicate that changes in electricity demand can be significant between today and year 2030. For instance in Finland, the target for EVs is 250 000 passenger cars by 2030. At the same time, a significant number of heat pumps (HPs) will be installed in detached houses replacing old heating systems such as oil-fired boilers. In this paper, the effects of EVs and HPs on electricity consumption in Finnish rural areas are modeled and analyzed.

#### General information

Publication status: Published

MoE publication type: A4 Article in a conference publication

Organisations: Electrical Energy Engineering, Research group: Power systems, Research area: Power engineering,

Lappeenranta University of Technology, University of Eastern Finland

Contributors: Haakana, J., Haapaniemi, J., Lassila, J., Partanen, J., Niska, H., Rautiainen, A.

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Keywords: Electric vehicles, Energy consumption, Heat pumps, Load modelling

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Source ID: 85055573281

Research output: Chapter in Book/Report/Conference proceeding > Conference contribution > Scientific > peer-review

### **Microgrids as part of electrical energy system - Pricing scheme for network tariff of DSO**

In the Smart Grid environment, one novel concept is the microgrid, which can be either a very small entity or a larger one. For example, the microgrid can consist of resources of an individual small customer or of several customers each with their own energy resources inside a low-voltage network. The microgrid can also consist of a large area with various energy resources and a connection to the distribution grid. Especially, when the number of these large-scale microgrids increases, a central question is what kind of network tariff structure should be applied to them. The network tariffs can affect whether the microgrids will have a connection to the distribution grid. In this paper, a novel tariff structure for a large-scale microgrid is proposed. The results show that the benefits of the microgrid can be shared more fairly between it and the distribution system by applying a novel network tariff.

#### **General information**

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MoE publication type: A4 Article in a conference publication

Organisations: Electrical Energy Engineering, Research group: Power systems, Research area: Power engineering, Lempäälän Energia Ltd., Laboratory of Electrical Energy Engineering

Contributors: Lummi, K., Rautiainen, A., Peltonen, L., Repo, S., Järventausta, P., Rintala, J.

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Research output: Chapter in Book/Report/Conference proceeding > Conference contribution > Scientific > peer-review

### **Use case description of real-time control of microgrid flexibility**

Increasing amount of distributed energy resources necessitates more flexibility at the distribution network level. One option to attain this flexibility is by aggregation of these resources within microgrids and further supervisory control of the latter in active network management. Among other reasons preventing their realization, these flexibility services lack standardized information and communication technology solution. This study assesses the required communication, information, and functional competences for such services and describes them by means of a use case modeling on smart grid architecture model planes. Specifically, the paper focuses on an information exchange built on the basis of web application programming interface called Smart API. The results of the study present a smart grid architecture that would enable real-time control of microgrid resources in active network management through flexibility market services.

### General information

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Organisations: Electrical Energy Engineering, Research group: Power systems, Research area: Power engineering, Lappeenranta University of Technology, VTT Technical Research Centre of Finland

Contributors: Mashlakov, A., Tikka, V., Honkapuro, S., Partanen, J., Repo, S., Järventausta, P., Kulmala, A., Abdurafikov, R., Keski-Koukkari, A., Aro, M.

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ASJC Scopus subject areas: Marketing, Energy Engineering and Power Technology, Fuel Technology

Keywords: Flexibility services, Information exchange interface, Microgrid flexibility, Real-time control, Smart grid architecture

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### Bibliographical note

EXT="Kulmala, Anna"

jufoid=70631

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Research output: Chapter in Book/Report/Conference proceeding > Conference contribution > Scientific > peer-review

### Remote monitoring in industrial services: need-to-have instead of nice-to-have

Purpose: The purpose of this paper is to better understand the efficient use of remote monitoring systems (RMS) to create business value for industrial services in manufacturing firms. A business view to RMS is a key prerequisite for the successful application of the Internet of Things (IoT) in industrial services. Design/methodology/approach: A qualitative multiple-case study was conducted in six engineering companies. The main source of data was semi-structured interviews with 16 managers. Findings: The findings highlight the role of RMS in enabling manufacturing firms to collect data from customers to complement their limited knowledge about their customers. The study demonstrates the business value of using RMS in industrial services and the necessity of capturing the business value through advanced IT technologies. Research limitations/implications: The qualitative research design and choice of six target companies limit the findings to business-to-business manufacturing firms. Further, the focus is on the manager's viewpoint. The findings imply new business value through an efficient use of RMS to complement direct customer contact. Practical implications: The study draws attention to the skilled use of advanced RMS and information and communication technology as a prerequisite for the successful application of the IoT in manufacturing firms that provide services for complex solutions and customers dispersed globally. Originality/value: The research shows that using information collected through RMS is an important factor in creating business value in a manufacturing firm's customer relationships. The study contributes by integrating RMS into the customer information collection process to increase the amount, validity and quality of data.

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Organisations: Industrial and Information Management, Research group: Center for Research on Operations Projects and Services

Contributors: Momeni, K., Martinsuo, M.

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Source: Scopus

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Research output: Contribution to journal › Article › Scientific › peer-review

### **Building B2B relationships via initiation contributors: Three cases from the Norwegian-South Korean international project business**

Initiation is still an unclear phase of B2B relationship development. Here, we build on existing theoretical knowledge derived from relationship development, project marketing and international business literature. We use this to analyze three cases of business relationship initiations between Norwegian and South Korean actors in the shipping industry. By piecing together theoretical and empirical insights, we develop a dynamic model of the relationship initiation process that highlights the role of initiation contributors in international project business. The developed model reveals that multiple entities- such as contacts, rituals and standards-serve as initiation contributors. These trigger or facilitate the focal dyadic relationship initiation, while also preparing future initiations in the focal context. Thus, our key contribution is to bring processual and contextual dimensions to business relationship initiation. Our research also suggests practical insights as to which actors and entities suppliers need to mobilize, in order to initiate new business relationships in international project business contexts.

#### **General information**

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Organisations: Industrial and Information Management, Research group: Center for Innovation and Technology Research , Norwegian Univ. of Sci. and Technol., KEDGE Business School

Contributors: Aarikka-Stenroos, L., Aaboen, L., Cova, B., Rolfsen, A.

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Original language: English

ASJC Scopus subject areas: Marketing

Keywords: Contact, Initiation, International business, Project marketing, Relationship development, Shipping

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Research output: Contribution to journal › Article › Scientific › peer-review

### **Gamification of production and logistics operations: Status quo and future directions**

This article presents a review of the current body of academic literature concerning gamification of production and logistics to understand the status quo and provide suggestions for future research. The findings indicate that the execution and control of production and logistic processes has been addressed most often in the current body of literature, which mostly consists of design research. Objectives and goals, points, achievements, multimedial feedback, metaphorical or fictional representations, and levels and progress are currently the most often employed affordances within this field. Research has focused in the given context on examining or considering motivation, enjoyment and flow, as the main psychological outcomes of gamification, while individual performance and efficiency are the most commonly examined or suggested behavioral and organizational impacts. Future studies should employ more rigorous designs within new subdomains of production and logistics and should firmly ground research designs and discussions in management theory and critical

studies.

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Organisations: Pervasive Computing, Research group: TUT Game Lab, Breda University of Applied Sciences, Hanken School of Economics, University of Turku

Contributors: Warmelink, H., Koivisto, J., Mayer, I., Vesa, M., Hamari, J.

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Research output: [Contribution to journal](#) › [Article](#) › [Scientific](#) › [peer-review](#)

#### The role of personality and motivation on key account manager job performance

Key account management (KAM) has strengthened its relevance as a managerial process in business-to-business (B2B) markets. In many companies, the success of KAM initiatives often rely on individual-level achievement, that is, the performance of key account managers. Despite the relevance of research on individual-level KAM, these topics are largely neglected. This research addresses the problem by developing and testing a structural equation model of personality, motivation, and key account manager job performance. Our results show that two motivational constructs—learning orientation and performance orientation—play major roles in key account manager job performance. In addition, relationships between personality traits and motivational constructs are observed: Extraversion, agreeableness, conscientiousness, and emotional stability are found to have significant relationships to motivational constructs. Two of the personality traits, extraversion and conscientiousness are linked to both learning orientation and performance orientation. We discuss theoretical and managerial implications of our findings and finally provide future research directions.

#### General information

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MoE publication type: A1 Journal article-refereed

Organisations: Industrial and Information Management, Research group: Cost Management Center, Laboratory of Industrial and Information Management, Otago Polytechnic

Contributors: Mahlamäki, T., Rintamäki, T., Rajah, E.

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Original language: English

ASJC Scopus subject areas: Marketing

Keywords: Job performance, Key account management, Motivation, Personality

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Source ID: 85057579572

### Aspects of advancement of distribution tariffs for small consumers in Finland

This paper discusses the development of distribution tariffs of small consumers in Finland. Changes in the electricity sector have created pressures for the Distribution System Operators (DSO) to develop their pricing practices in order to better reflect their cost structures. In this context, power-based distribution tariffs (PBDT) have been seen as a potential direction for development. This paper analyses the EU and Finnish legal framework for distribution tariffs with an aim to identify potential regulatory barriers and incentives for developing PBDTs in Finland. To support this analysis, the paper also provides results of a survey conducted in Finland in 2016 in the EL-TRAN project, reflecting the will of Finnish consumers to improve their ability to affect the distribution fees. The results indicate that the consumers are interested in having this opportunity.

#### General information

Publication status: Published

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Organisations: Electrical Energy Engineering, Itä-Suomen yliopisto, School of Management (JKK)

Contributors: Lummi, K., Rautiainen, A., Järventausta, P., Huhta, K., Talus, K., Kojo, M.

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#### Bibliographical note

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Source: Scopus

Source ID: 85027141816

Research output: Chapter in Book/Report/Conference proceeding › Conference contribution › Scientific › peer-review

### Attractiveness of demand response in the Nordic electricity market - Present state and future prospects

During the past few years demand response (DR) has appeared in the spotlight in a new way. This is due to general technological advancement, development of electricity infrastructure, especially roll-out of smart meters, and rapidly increasing amount of renewable intermittent energy sources. This paper analyzes the attractiveness of DR in the Nordic electricity market. The results show that in many market places the attractiveness of DR is improving in the long term, although variations between different years exist. Two case studies presented in the papers show that DR has economic potential for some of the customers, especially for medium to large actors, but in a large scope, number of obstacles still hinder a wide scale deployment of DR solutions.

#### General information

Publication status: Published

MoE publication type: A4 Article in a conference publication

Organisations: Electrical Energy Engineering, Research area: Power engineering, Research group: Power systems, VTT Technical Research Centre of Finland

Contributors: Rautiainen, A., Koskela, J., Vilppo, O., Supponen, A., Kojo, M., Toivanen, P., Rinne, E., Järventausta, P.

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#### **Bibliographical note**

INT=eee,"Supponen, A."

EXT="Rinne, E."

jufoid=70631

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Source ID: 85027168719

Research output: Chapter in Book/Report/Conference proceeding › Conference contribution › Scientific › peer-review

#### **Development options for distribution tariff structures in Finland**

In this paper, we study the development options of tariff structures in electricity distribution in Finland. We compare the impacts of three different tariffs from the viewpoints of customers, distribution system operator (DSO), electricity supplier, and society. Analyzed tariffs are (1) energy oriented tariff, which is currently in use, (2) power limit tariff, and (3) power tariff. Based on the analyses, it seems that it is justified to include power based price component in distribution tariff. Generally, the impacts of both analyzed power based tariffs are quite similar. However, it seems that power tariff is a bit stronger candidate. Nevertheless, it should be noted that the benefits of the power-oriented pricing, illustrated in the paper, could be achieved only by well-designed tariff system. Although analyses are based on Finnish case, most of the results are generalizable to other countries also.

#### **General information**

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Organisations: Electrical Energy Engineering, Lappeenranta University of Technology

Contributors: Honkapuro, S., Haapaniemi, J., Haakana, J., Lassila, J., Belonogova, N., Partanen, J., Lummi, K., Rautiainen, A., Supponen, A., Repo, S., Järventausta, P.

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jufoid=70631

INT=eee,"Supponen, Antti"

Source: Scopus

Source ID: 85027133346

Research output: Chapter in Book/Report/Conference proceeding › Conference contribution › Scientific › peer-review

#### **Understanding consumers' renewable energy behaviour beyond 'homo economicus': An exploratory survey in four European countries**

Climate change is putting global pressure for energy consumption and production to move towards sustainable solutions based on clean energy sources. Rapid advancements in technology make energy generation and storage solutions available and affordable for consumers and enable them to become relevant actors in the energy process. The actual success of sustainable energy solutions is however not so much dependent on technological readiness, which is already in place to large extent, but rather on influencing consumer adoption in an impactful way. This article explores consumers' behavioral drivers for the adoption of renewable energy solutions by comparing the economic, ecologic and social preferences of consumers in four European countries.

#### **General information**

Publication status: Published

MoE publication type: A4 Article in a conference publication

Organisations: Industrial and Information Management, Electrical Energy Engineering

Contributors: Kotilainen, K., Valta, J., Mäkinen, S. J., Järventausta, P.  
Publication date: 14 Jul 2017

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ASJC Scopus subject areas: Marketing, Energy Engineering and Power Technology, Fuel Technology  
Keywords: Consumer, Incentives, Policy, Prosumer, Renewable energy  
DOIs:  
10.1109/EEM.2017.7981932

#### Bibliographical note

jufoid=70631  
Source: Scopus  
Source ID: 85027150084  
Research output: Chapter in Book/Report/Conference proceeding > Conference contribution > Scientific > peer-review

#### Cost-causation based approach in forming power-based distribution network tariff for small customers

This paper discusses the development of electricity distribution network tariffs. In the paper, the present state of distribution network tariffs of small customers is discussed together with key future challenges of the distribution network business. As a potential solution to these challenges, power-based tariffs of the small customers are discussed and preliminary results of a case study are presented where tariffs are formed by applying data of one Finnish Distribution System Operator (DSO).

#### General information

Publication status: Published  
MoE publication type: A4 Article in a conference publication  
Organisations: Department of Electrical Engineering, Research area: Power engineering, Helen Ltd.  
Contributors: Lummi, K., Rautiainen, A., Järventausta, P., Heine, P., Lehtinen, J., Hyvärinen, M.  
Publication date: 25 Jul 2016

#### Host publication information

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ISBN (Electronic): 9781509012978  
ASJC Scopus subject areas: Marketing, Energy Engineering and Power Technology, Fuel Technology  
Keywords: Electricity distribution business, electricity distribution network tariff, power-based distribution tariff  
DOIs:  
10.1109/EEM.2016.7521251  
Source: Scopus  
Source ID: 84983343584  
Research output: Chapter in Book/Report/Conference proceeding > Conference contribution > Scientific > peer-review

#### Network impacts of distribution power tariff schemes with active customers

In this paper we study the network impacts of power based distribution tariff which has been widely discussed in Finland as a future electricity distribution tariff also for small customers. The abundance of smart meters in Finland has enabled new forms of electricity pricing schemes, most notably hourly based energy pricing utilized by many Finnish retailers presently. However, the distribution pricing schemes are currently virtually same as during pre-deregulation and before the automatic meter reading (AMR) infrastructure. The paper presents the network impacts (voltage and current violations) of proposed tariff scheme based on load flow simulation of large-scale real-life distribution network from Finland. Simulations include the impact of both the retail and the distribution tariffs. Customers having large enough energy consumption (electric heating customers) are simulated to have a home automation for energy management. The results show that customer energy optimization can cause significant investment needs to the network and that power based distribution tariff can mitigate these issues.

#### General information

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MoE publication type: A4 Article in a conference publication  
Organisations: Department of Electrical Engineering, Research area: Power engineering  
Contributors: Supponen, A., Rautiainen, A., Lummi, K., Järventausta, P., Repo, S.  
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ASJC Scopus subject areas: Marketing, Energy Engineering and Power Technology, Fuel Technology

Keywords: Electricity Distribution Pricing, Energy management/optimization, Network Impacts, Power Tariff

DOIs:

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#### **Bibliographical note**

AUX=DEE,"Supponen, Antti"

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Source ID: 84983371980

Research output: Chapter in Book/Report/Conference proceeding › Conference contribution › Scientific › peer-review

#### **The role of residential prosumers initiating the energy innovation ecosystem to future flexible energy system**

This paper explores prosumer role in Smart Grid innovation ecosystem as part of the energy market transition from traditional energy system to future flexible energy ecosystem based on renewable energy sources. This transition is facilitated by international agendas and government actions to slow down climate change globally and technological advancements in multiple areas like consumer electronics (e.g. smart appliances) and Information and Communication Technologies (ICT). These developments render industries to converge and traditional structures are changing. Despite the technology developments and top-down policy push, the Smart Grid innovation ecosystem diffusion has not reached mass-market adoption yet. We review theoretical basis for energy system transition based on which we suggest a series of exploratory propositions for prosumer role in initiating the Smart Grid innovation ecosystem.

#### **General information**

Publication status: Published

MoE publication type: A4 Article in a conference publication

Organisations: Department of Industrial Management, Research group: Center for Innovation and Technology Research,

Department of Electrical Engineering, Research area: Power engineering

Contributors: Kotilainen, K., Mäkinen, S. J., Järventausta, P., Rautiainen, A., Markkula, J.

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ASJC Scopus subject areas: Marketing, Energy Engineering and Power Technology, Fuel Technology

Keywords: demand response, diffusion of innovation, Flexible electrical energy system, innovation ecosystem, prosumer, Smart Grid

DOIs:

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Research output: Chapter in Book/Report/Conference proceeding › Conference contribution › Scientific › peer-review

#### **A network perspective on idea and innovation crowdsourcing in industrial firms**

Crowdsourcing has been attracting the attention of both academics and practitioners over recent years. The aim of this article is to contribute to the current body of knowledge on innovation in networked contexts by systematically analyzing various crowdsourcing configurations available to industrial firms. We first develop a categorization of crowdsourcing in industrial firms comprising four distinct configurations: internal crowdsourcing; community crowdsourcing; open crowdsourcing; and crowdsourcing via a broker. We then proceed to draw from the literature on industry networks to further deepen our understanding of how these four distinct configurations can contribute to business and innovation activities of a focal industrial firm. Specifically, we focus on the structural properties, nature of collaboration, and governance of crowdsourcing networks. This novel combination of crowdsourcing and network research delivers new insights that enrich current understanding on various options available to industrial firms operating in networked contexts to facilitate their innovation processes.

#### **General information**

Publication status: Published

MoE publication type: A1 Journal article-refereed

Organisations: Managing digital industrial transformation (mDIT), Aalto University, School of Science

Contributors: Simula, H., Ahola, T.

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Keywords: Crowdsourcing, Crowdsourcing configurations, Industrial firms, Innovation, Networks

DOIs:

10.1016/j.indmarman.2013.12.008

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<http://www.scopus.com/inward/record.url?scp=84900520494&partnerID=8YFLogxK> (Link to publication in Scopus)

Source: Scopus

Source ID: 84900520494

Research output: [Contribution to journal](#) › [Article](#) › [Scientific](#) › [peer-review](#)

### Commercializing a radical innovation: probing the way to the market: Probing the way to the market

Needs, market structures, business models, and relationships concerning radical innovations (RIs) are unpredictable and, consequently, firms face critical challenges in commercialization. Therefore, this study examines the commercialization of RIs as a process complicated by divergent challenges. By drawing on the literature on innovation management, RIs, and the commercialization and adoption of innovations, and by analyzing six longitudinal cases, the study generates its contribution: a dynamic process model for the commercialization of RIs. The model captures the iterative and partially unpredictable commercialization process comprising transits back and forth between three main zones: strategic marketing decision making, market creation and preparation, and sales creation and development. Over this probing process, a firm faces major commercialization challenges: 1) choosing a feasible strategy in conditions of uncertainty, 2) understanding the benefits of innovation from the customer's perspective, 3) creating credibility, 4) acquiring support from stakeholders and the ecosystem, 5) overcoming adoption barriers, and 6) creating sales. For managers, the results suggest diligence in the neglected market creation and preparation zone instead of attempting rushed sales creation.

### General information

Publication status: Published

MoE publication type: A1 Journal article-refereed

Organisations: Managing digital industrial transformation (mDIT), Univ of Oulu, University of Turku

Contributors: Aarikka-Stenroos, L., Lehtimäki, T.

Number of pages: 13

Pages: 1372-1384

Publication date: 2014

Peer-reviewed: Yes

### Publication information

Journal: Industrial Marketing Management

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Original language: English

ASJC Scopus subject areas: Marketing

Keywords: Case study, Commercialization, Innovation management, Innovation process, Radical innovation

DOIs:

10.1016/j.indmarman.2014.08.004

URLs:

<http://www.scopus.com/inward/record.url?scp=84906073366&partnerID=8YFLogxK> (Link to publication in Scopus)

Research output: [Contribution to journal](#) › [Article](#) › [Scientific](#) › [peer-review](#)

### Industrial buyers' use of references, word-of-mouth and reputation in complex buying situation

Purpose: The aim of this paper is to provide understanding on how the buyer can mobilize experience-based information scattered around the business network, by means of customer references, word-of-mouth and reputation, and how this facilitates the buying process. Design/methodology/approach: The qualitative study scrutinizes eight cases comprising buyers of knowledge intensive services and technology innovations. The paper draws on the literature on buying and

purchasing, customer references, word-of-mouth and reputational information. Findings: The findings identify the different roles of references, word-of-mouth, collegial advice networks, and reputation, and suggest that experience-based information provides information on offerings, suppliers and the problem solving situation in complex buying per se. Research limitations/implications: The article's contribution is to provide a framework depicting the employment of experience-based information in complex buying, which ensues through focal and continuous buying processes. Insights from this research are broadly applicable to the contexts of knowledge intensive, innovation and solutions business. Further qualitative research should aim to form constructs and define their interrelations to be tested in subsequent quantitative research. Originality/value: This study generates new understanding on how buyers gather and use experience-based information to solve complex problems in buying. It contributes by merging references, word-of-mouth, collegial social networks, and reputation as sources of experience-based information, identifying information embedded in those means, and exploring how the information and means are used throughout the complex buying situation.

#### **General information**

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Organisations: Managing digital industrial transformation (mDIT), Turun Kauppakorkeakoulu, University of Turku

Contributors: Aarikka-Stenroos, L., Makkonen, H. S.

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Pages: 344-352

Publication date: 2014

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Original language: English

ASJC Scopus subject areas: Business and International Management, Marketing

Keywords: Business-to-business marketing, Buying behaviour, Case studies

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Source: Scopus

Source ID: 84898974198

Research output: Contribution to journal › Article › Scientific › peer-review

#### **Networks for the commercialization of innovations: A review of how divergent network actors contribute**

Successful commercialization is of great importance to innovative firms, and the recent literature has increasingly acknowledged that networks make a contribution not only to research and development but also to commercialization. However, research on networks facilitating the commercialization of innovations is scattered across divergent disciplines. A single company is rarely capable of generating successful diffusion in the commercialization of an innovation; success often requires cooperation between individual actors and organizations, and support from stakeholders. Consequently, the network aspect of commercialization is crucial. The aim of this study is thus to integrate the knowledge on how current research and business has employed the network approach in commercialization, and how contributors external to the innovator firm can facilitate the commercialization of innovations. On the basis of an extensive metatheoretical literature review and a qualitative and quantitative content analysis on articles linking networks explicitly to commercialization, this study produces a conceptual synthesis on network actors' contribution potential to commercialization. The analysis identified divergent network approaches to commercialization and gathered extant knowledge on "commercialization networks" from the multidisciplinary literature of innovation management, marketing, management, technology, entrepreneurship, and other relevant disciplines. Networks for commercialization have been linked to divergent network approaches, such as industrial networks, social networks, strategic networks, and entrepreneurship networks. According to the findings, customers and users, distributors, complementaries, suppliers, investors, associations, public organizations, and policy makers and regulators can support commercialization by performing practical commercialization tasks, facilitating innovation adoption/diffusion and creating markets. We also identified four modes of contribution. In terms of methods, qualitative research dominates current examinations on the topic while longitudinal research and investigations from multiple network actors' perspectives are almost absent. The results also indicate a need to develop coherent conceptualizations and accumulate knowledge that would strengthen the theoretical basis of the research. A pivotal contribution of this article is that it is the first to generate an integrative framework and a research agenda on networks for commercialization - a theme that is emergent, multifaceted, and crucial to innovative companies.

#### **General information**

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MoE publication type: A1 Journal article-refereed  
Organisations: Managing digital industrial transformation (mDIT), University of Turku, University of Oulu  
Contributors: Aarikka-Stenroos, L., Sandberg, B., Lehtimäki, T.  
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ASJC Scopus subject areas: Marketing

Keywords: Commercialization, Innovation adoption, Innovation diffusion, Networks, Relationships

DOIs:

10.1016/j.indmarman.2013.12.005

URLs:

<http://www.scopus.com/inward/record.url?scp=84900485373&partnerID=8YFLogxK> (Link to publication in Scopus)

Source: Scopus

Source ID: 84900485373

Research output: Contribution to journal › Article › Scientific › peer-review

#### What makes it so difficult? A systematic review on barriers to radical innovation

Radical innovation (RI) barriers are a complex phenomenon on which our understanding remains rather limited. Through a systematic analytical review on the extant research on RI barriers comprising a content analysis of 103 articles, this study develops a classification of barriers covering external barriers grouped by firms' influence potential, and internal barriers grouped by, for example, distinct RI competences. External barriers related to customer resistance and an undeveloped network and ecosystem, and the internal barrier relating to restrictive mindset have the widest influence. The results reveal that innovation barriers do not differ between radical innovations with different degrees of novelty, but that they vary according to the characteristics of firms, markets, and along the innovation process. This article contributes by generating an integrative framework of RI barriers, providing several propositions for further research, and developing implications for overcoming the barriers.

#### General information

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MoE publication type: A1 Journal article-refereed

Organisations: Managing digital industrial transformation (mDIT), University of Turku

Contributors: Sandberg, B., Aarikka-Stenroos, L.

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ASJC Scopus subject areas: Marketing

Keywords: Innovation barrier, Innovation management, Innovation process, Radical innovation

DOIs:

10.1016/j.indmarman.2014.08.003

URLs:

<http://www.scopus.com/inward/record.url?scp=84906801135&partnerID=8YFLogxK> (Link to publication in Scopus)

Research output: Contribution to journal › Article › Scientific › peer-review

#### Transforming homo economicus into homo ludens: A field experiment on gamification in a utilitarian peer-to-peer trading service

During recent years, the addition of game mechanisms to non-game services has gained a relatively large amount of attention. Popular discussion connects gamification to successful marketing and increased profitability through higher

customer engagement, however, there is a dearth of empirical studies that confirm such expectations. This paper reports the results of a field experiment, which gamifies a utilitarian peer-to-peer trading service by implementing the game mechanism of badges that users can earn from a variety of tasks. There were 3234 users who were randomly assigned to treatment groups and subjected to different versions of the badge system in a 2 × 2 design. The results show that the mere implementation of gamification mechanisms does not automatically lead to significant increases in use activity in the studied utilitarian service, however, those users who actively monitored their own badges and those of others in the study showed increased user activity.

#### **General information**

Publication status: Published

MoE publication type: A1 Journal article-refereed

Organisations: Mathematical modelling with wide societal impact (MathImpact), Department of Information and Service Economy, Aalto University

Contributors: Hamari, J.

Number of pages: 10

Pages: 236-245

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Peer-reviewed: Yes

#### **Publication information**

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Scopus rating (2013): CiteScore 5.3 SJR 0.93 SNIP 2.115

Original language: English

ASJC Scopus subject areas: Computer Science Applications, Computer Networks and Communications, Marketing, Management of Technology and Innovation

Keywords: Badges, Collaborative consumption, Game design, Gamification, Service marketing, Social commerce

DOIs:

10.1016/j.elerap.2013.01.004

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<http://www.scopus.com/inward/record.url?scp=84883135229&partnerID=8YFLogxK> (Link to publication in Scopus)

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Source ID: 84883135229

Research output: Contribution to journal › Article › Scientific › peer-review

#### **From new-product development to commercialization through networks**

The research on research and development (R&D) networks is plentiful but network relations in commercialization of innovations attract surprisingly little attention. This study analyzes how firms combine resources and utilize their relations in order to ensure the success of their innovations. The theoretical basis combines literature on innovation, industrial networks, and innovation networks. The study includes two cases on commercialization networks. The results indicate that an innovating firm needs resources to engage in customer education, distribution, marketing communication, relationship mediation, and credibility building when moving from R&D tasks to commercialization tasks. To acquire these resources, the firm needs to experience changes in network relations. Accordingly, the innovating firm needs particular commercialization competence in terms of accessing, mobilizing, and organizing relational resources.

#### **General information**

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MoE publication type: A1 Journal article-refereed

Organisations: Managing digital industrial transformation (mDIT), University of Turku

Contributors: Aarikka-Stenroos, L., Sandberg, B.

Number of pages: 9

Pages: 198-206

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Keywords: Case study, Commercialization, Innovation networks, Launch, Network change, Network competence

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Source: Scopus

Source ID: 84855483354

Research output: Contribution to journal › Article › Scientific › peer-review

### **Narrative approach in business network process research - Implications for theory and methodology**

The continuous development of theoretical and methodological approaches provides novel insights into how to conceptualize and empirically study multilayered and multi-actor network processes. This theoretic-methodological article shows how network processes can be conceptualized, and how the narrative approach advances the empirical study of these processes. The study builds an agency-structure meta-framework that conceptualizes the emergence of network processes in terms of interaction between individuals from different network actor organizations. The narrative research approach is put forward to implement the study of network processes into empirical reality. The narrative approach allows capturing the relevant actors, their multiple motives, interests and activities, and the mutual interplay of these elements with the contextual levels, thus providing an essential understanding of various types of network processes.

#### **General information**

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Organisations: Managing digital industrial transformation (mDIT), University of Turku

Contributors: Makkonen, H., Aarikka-Stenroos, L., Olkkonen, R.

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Original language: English

ASJC Scopus subject areas: Marketing

Keywords: Business networks, Narrative approach, Network process, Process research, Structuration

DOIs:

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Source: Scopus

Source ID: 84858334181

Research output: Contribution to journal › Article › Scientific › peer-review

### **Value co-creation in knowledge intensive business services: A dyadic perspective on the joint problem solving process**

This paper examines the collaborative process of value co-creation in the context of knowledge intensive business services. Through 120 qualitative interviews with suppliers and buyers of knowledge intensive services, the extensive exploratory study analyzes the activities, roles and resources of buyers and suppliers in the reciprocal value co-creation process, and their implications for the resulting value-in-use. The paper draws on the literature on value creation, solutions and professional services marketing, and service-dominant logic. It provides a framework depicting value co-creation that occurs through a dyadic problem solving process, comprising activities such as diagnosing needs, designing and producing solutions, organizing the process and resources, managing value conflicts, and implementing the solution. The framework serves as a managerial tool to determine critical resources and roles for suppliers and customers, facilitate joint activities, and optimize resource utilization. Insights from this research are broadly applicable to the contexts of knowledge intensive and solutions business.

#### **General information**

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MoE publication type: A1 Journal article-refereed

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Contributors: Aarikka-Stenroos, L., Jaakkola, E.

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Original language: English

ASJC Scopus subject areas: Marketing

Keywords: Business services, Knowledge intensive services, Service-dominant logic, Solutions marketing, Value co-creation

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