

# CURRICULUM VITAE

## Mika Westerlund

Sprott School of Business  
Carleton University  
Technology Innovation Management  
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### EDUCATION

- 2014– Doctoral student, Doctor of Science in Technology (D.Sc. Tech), Industrial Engineering and Management, Aalto University, School of Science (estimated completion in 2017)
- 2009 Doctor of Science in Economics and Business Administration (D.Sc. Econ), Marketing, Helsinki School of Economics (accredited by AACSB since 2007, AMBA, and EQUIS)(currently: Aalto University School of Business)
- 2002 Master of Science in Economics and Business Administration (M.Sc. Econ), Marketing, Helsinki School of Economics (currently: Aalto University School of Business)

### EMPLOYMENT

#### Academic appointments

- 2015– Associate Professor, Technology Innovation Management (TIM) Sprott School of Business, Carleton University, Canada (accredited by AACSB)
- 2012–2015 Assistant Professor, Technology Innovation Management (TIM) Sprott School of Business, Carleton University
- 2011–2012 Postdoctoral scholar  
Haas School of Business, University of California Berkeley, USA; accredited by AACSB; ranked #8 of world universities by the Times Higher Education 2014. Faculty sponsor: Prof. Henry Chesbrough, Institute for Business Innovation
- 2010–2012 Postdoctoral scholar  
Dept. of Marketing, Aalto University School of Economics, Finland (Note: known as Helsinki School of Economics until 2009)
- 2010–2011 Visiting scholar  
London Business School, United Kingdom; accredited by AACSB, AMBA, EQUIS; ranked #3 of European business schools by Financial Times

2013. Faculty sponsor: Prof. Rajesh Chandy, Marketing; Chair in Entrepreneurship
- 2007–2009 Researcher  
Dept. of Marketing and Management, Helsinki School of Economics, Finland
- 2005–2006 Research fellow, Finnish Graduate School of Marketing  
Dept. of Marketing and Management, Helsinki School of Economics
- 2004–2004 Researcher  
Dept. of Marketing and Management, Helsinki School of Economics
- 2003–2003 Researcher, Institute for Marketing and International Business  
LTT Research Ltd. (research firm owned by Helsinki School of Economics)
- 2002–2003 Assistant  
Dept. of Marketing and Management, Helsinki School of Economics
- 2001–2001 Research assistant  
Dept. of Marketing and Management, Helsinki School of Economics

### **Other employment**

- 1996–2006 Entrepreneur and partner, Chairman of the Board  
Datarom Districom Oy, Helsinki, Finland  
(B2B systems integration for intelligent building solutions, point-of-sales systems; computer hardware and software)
- 2000–2000 Product assistant (Channel sales and marketing)  
BasWare Oyj, Vantaa, Finland (E-invoicing software)
- 1999–1999 Trainee (Consular duties and IT support)  
The Finnish Embassy in Japan, Tokyo, Japan
- 1998–1999 Trainee (IT system design and support)  
The Finnish Institute in Japan, Tokyo, Japan
- 1989–1999 Part-time jobs at various technology companies in Finland; customer service, marketing and sales (Ekström Power Oy: parts for motorcycles, outboard motors, and small engines; Electronor Oy: digital measuring instruments and sensor technology for manufacturing industries, Paragon Oy: printing works).

### **RESEARCH INTERESTS**

Innovation management, Business models, Industrial ecology, User innovation, Living labs, Inter-organizational networks, Service co-creation, Technology entrepreneurship, Internet of Things, Industrial marketing

## PUBLICATIONS

	Lifetime summary	Carleton (since 2012)
Book chapters	16	9
Books and edited compilations	1	1
Articles in refereed journals <sup>a</sup>	41	21
Articles in refereed conference proceedings <sup>b</sup>	70	18
Conference presentations without a paper	8	2
Other (scientific monographs, case studies, technical reports, working papers, editorials, etc.)	20	9
Total research funding (grants, contract research)	279,334 EUR + \$126,700 CAD	\$126,700 CAD
Total awards (research, travel, etc.)	179,693 EUR + \$2,000 CAD	\$2,000 CAD

**Note:** The table includes works that have been published or are accepted for publication

<sup>a</sup>) 2 x FT-45 (1 in Carleton), 4 x A\* (ABDC) (1 in Carleton), 4 x A (ABDC) (1 in Carleton)

*Top journal quality indicators: FT-45 = The Financial Times 45 list; ABDC = The Australian Business Deans Council list (thresholds A\* and A). Overlaps removed to avoid multiple counts; the highest rating is decisive (FT-45>A\*>A).*

<sup>b</sup>) 2 x Best paper award, 1 x Best paper nomination

**Note2:** The following list shows FT-45, ABDC rankings, and Thomson Reuters ISI impact factors.

### Books and edited compilations

1. Westerlund, M. & Leminen, S. (Eds.) (2015). *Living Labs – Best of TIM Review*. [eBook Kindle Edition]. Talent First Network. 262 pp. ISBN 978-0-7709-0593-4

### Articles in refereed journals

2. Rajala, R., Westerlund, M. & Lampikoski, T. (in press). *Environmental sustainability in industrial manufacturing: Re-examining the greening of Interface's business model*. *Journal of Cleaner Production*. (2014 ISI: 3.844)
3. Westerlund, M., Isabelle, D., Rajala, R. & Leminen, S. (accepted). *Networks, business models, and competitiveness in small Finnish firms*. *International Journal of Business and Globalisation*. (2013 ABDC: C)
4. Leminen, S., Nyström, A.-G, Westerlund, M. & Kortelainen, M. (accepted). *The Effect of Network Structure on Radical Innovation in Living Labs*. *Journal of Business & Industrial Marketing*. (2013 ABDC: A, 2014 ISI: 0.750)

5. Leminen, S., Turunen, T. & Westerlund, M. (2015). *The gray areas between open and closed in innovation networks*. *Technology Innovation Management Review*, 5(12): 6-18.
6. Leminen, S., Nyström, A.-G. & Westerlund, M. (2015). *A Typology of Creative Consumers in Living Labs*. *Journal of Engineering and Technology Management*, 37: 6-20. (2013 ABDC: B, 2014 ISI: 2.060)
7. Tukiainen, T., Leminen, S. & Westerlund, M. (2015). *Cities as collaborative innovation platforms*. *Technology Innovation Management Review*, 5(10): 16-23.
8. Kavandi, H. & Westerlund, M. (2015). *Using Entrepreneurial Marketing to Foster Reseller Adoption of Smart Micro-Grid Technology*. *Technology Innovation Management Review*, 5(9): 5-16.
9. Lampikoski, T., Westerlund, M., Rajala, R. & Möller, K. (2014). *Green Innovation Games: Value-Creation Strategies for Corporate Sustainability*. *California Management Review*, 57(1):88-116. (FT-45, 2013 ABDC: A, 2013 ISI: 1.944)
10. Westerlund, M. & Rajala, R. (2014). *Effective Digital Channel Marketing for Cybersecurity Solutions*. *Technology Innovation Management Review*, 4(10): 22-32.
11. Westerlund, M., Leminen, S., & Rajahonka, M. (2014). *Designing Business Models for the Internet of Things*. *Technology Innovation Management Review*, 4(7): 5-14.
12. Nyström, A.-G., Leminen, S., Westerlund, M. & Kortelainen, M. (2014). *Actor roles and role patterns influencing innovation in living labs*. *Industrial Marketing Management*, Vol. 43(3): 483-495. (2013 ABDC: A\*, 2013 ISI: 1.897)
13. Leminen, S., Nyström, A.-G. & Westerlund, M. (2014). *On Becoming Creative Consumers – User Roles in Living Labs Networks*. *International Journal of Technology Marketing*, Vol. 9(1): 33-52. (2013 ABDC: C)
14. Rajala, R., Westerlund, M., Vuori, M. & Hares, J.-P. (2013). *From Idea Crowdsourcing to Managing User Knowledge*. *Technology Innovation Management Review*, December: 23-31.
15. Veeckman, C., Schuurman, D., Leminen, S. & Westerlund, M. (2013). *Linking Living Lab Characteristics and Their Outcomes: Towards a Conceptual Framework*. *Technology Innovation Management Review*, December: 6-15.
16. Rajala, A., Westerlund, M., Murtonen M. & Starck, K. (2013). *Servitization in a Security Business: Changing the Logic of Value Creation*. *Technology Innovation Management Review*, August: 65-72.
17. Leminen, S. & Westerlund, M. (2012). *Towards Innovation in Living Labs Networks*. *International Journal of Product Development*, Vol. 17(1/2): 43-59. (2013 ABDC: C)
18. Suomala, J., Palokangas, L. Leminen, S., Westerlund, M., Heinonen, J. & Numminen, J. (2012). *Neuromarketing: Understanding Customer's Subconscious Responses to Marketing*. *Technology Innovation Management Review*, December: 12-21.

19. Rajala, R., Westerlund, M. & Möller, K. (2012). *Strategic Flexibility in Open Innovation - Designing Business Models for Open Source Software*. European Journal of Marketing, Vol. 46(10): 1368-1388. (2013 ABDC: A\*, 2013 ISI: 1.000)
20. Leminen, S. & Westerlund, M. (2012). *Living Labs as Open-Innovation Networks*. Technology Innovation Management Review, September: 6-11.
21. Niitamo, V-P., Westerlund, M. & Leminen, S. (2012). *A Small-Firm Perspective on the Benefits of Living Labs*. Technology Innovation Management Review, September: 44-49.
22. Leminen, S. & Westerlund, M. (2012). *Categorizing the Growth Strategies of Small Firms*. Technology Innovation Management Review, May: 5-9.
23. Bailetti, T., Bot, S., Duxbury, T., Hudson, D., McPhee, C., Muegge, S., Weiss, M., Wells, J. & Westerlund, M. (2012). *An Overview of Four Issues on Technology Entrepreneurship in the TIM Review*. Technology Innovation Management Review, May: 28-34.
24. Westerlund, M. & Leminen, S. (2011). *Managing the Challenges of Becoming an Open Innovation Company: Experiences from Living Labs*. Technology Innovation Management Review, October: 19-25.
25. Westerlund, M. & Rajala, R. (2011). *Reseller-perceived Value of Digital Channel Marketing in IT Security Business*. Business Review Cambridge, Vol. 18(2): 171-178. (2013 ABDC: C)
26. Westerlund, M., Rajala, R. & Rajala, A. (2011). *Security service adoption in B2B context: Do clients and providers hold congruent views?* European Journal of Management, Vol. 11(3): 42-51. (2013 ABDC: C)
27. Westerlund, M. & Rajala, R. (2010). *Learning and innovation in inter-organizational network collaboration*. Journal of Business and Industrial Marketing, Vol. 25(6): 435-442. (2013 ABDC: A, 2013 ISI 0.907)
28. Westerlund, M. & Pöntiskoski, E. (2009). *The strategy-as-practice perspective of business development in industrial SMEs*. Journal of Japanese Operations Management and Strategy, Vol. 1(1): 1-16.
29. Westerlund, M., Rajala, R., Tuunanen, T. & Salo, J. (2009). *The influence of content and trust on consumers' intention to accept mobile advertisements*. International Journal of E-Services and Mobile Applications, Vol. 1(4): 1-15.
30. Svahn, S. & Westerlund, M. (2009). *Purchasing strategies in supply relationships*. Journal of Business and Industrial Marketing, Vol. 24(3/4): 173-181. (2013 ABDC: A, 2013 ISI: 0.907)
31. Möller, K., Rajala, R. & Westerlund, M. (2008). *Service Innovation Myopia? A New Recipe for Client-Provider Value Creation*. California Management Review, Vol. 50(3): 31-48. (FT-45, 2013 ABDC: A, 2013 ISI: 1.944)
32. Westerlund, M. & Svahn, S. (2008). *A relationship value perspective of social capital in networks of software SMEs*. Industrial Marketing Management, Vol. 37(5): 492-501. (2013 ABDC: A\*, 2013 ISI: 1.897)

33. Partanen, J., Möller, K., Westerlund, M., Rajala, R. & Rajala, A. (2008). *Social capital in the growth of science-and-technology-based SMEs*. *Industrial Marketing Management*, Vol. 37(5): 513–522. (2013 ABDC: A\*, 2013 ISI: 1.897)
34. Rajala, R., Westerlund, M, Rajala, A. & Leminen, S. (2008). *Knowledge-intensive service activities in software business*. *International Journal of Technology Management*, Vol. 41(3/4): 273-290. (2013 ABDC: B, 2013 ISI: 0.492)
35. Westerlund, M., Rajala, R. & Leminen, S. (2008). *SME business models in global competition: a network perspective*. *International Journal of Globalisation and Small Business*, Vol. 2(3): 342-358. (2013 ABDC: C)
36. Rajala, R. & Westerlund, M. (2008). *Capability perspective of business model innovation: An analysis in the software industry*. *International Journal of Business Innovation and Research*, Vol. 2(1): 71-89. (2013 ABDC: C)
37. Kajalo, S., Rajala, R. & Westerlund, M. (2007). *Approaches to strategic alignment of business and information systems: A study on application service acquisitions*. *Journal of Systems and Information Technology*, Vol. 9(2): 155-166. (2013 ABDC: C)
38. Svahn, S. & Westerlund, M (2007). *The modes of supply net management: A capability view*. *Supply Chain Management: an International Journal*, Vol. 12(5): 369-376. (2013 ABDC: A, 2013 ISI: 2.916)
39. Westerlund, M., Rajala, R. & Svahn, S. (2007). *Managing networked business models in the software industry*. *Business Review Cambridge*, Vol. 7(1): 53-57. (2013 ABDC: C)
40. Rajala, R. & Westerlund, M. (2007). *Business models – a new perspective on firms’ assets and capabilities*. *International Journal of Entrepreneurship and Innovation*, Vol. 8(2): 115-125. (2013 ABDC: C)
41. Rajala, R. & Westerlund, M. (2007). *A business model perspective on knowledge-intensive services in the software industry*. *International Journal of Technoentrepreneurship*, Vol. 1(1): 1-20. (2013 ABDC: C)
42. Westerlund, M. & Rajala, R. (2006). *Innovative business models and offerings based on inconclusive evidence*. *International Research Journal Innovative Marketing*, Vol. 2(2): 8-19.

### **Articles in refereed conference proceedings**

43. Westerlund, M., Rajala, R., Kavandi, H., Rajahonka, M. & Leminen, S. (2015). *Supply chain reactions to the rise of the Internet of Things: Reseller adoption of smart microgrid solutions*. The 15th International Conference on Electronic Business (ICEB), Hong Kong, December 6-10.
44. Leminen, S., Rajahonka, M. & Westerlund, M. (2015). *Actor roles in the Internet of Things ecosystems*. The XXV International Conference of RESER. Copenhagen, Denmark, September 10-12.
45. Habib, C., Westerlund, M. & Leminen, S. (2015). *Living labs as innovation platforms: The key constructs*. The OpenLivingLab Days 2015 Conference. Istanbul, Turkey, August 25.

46. Westerlund, M., Rajala, R., Leminen, S. & Isabelle, D. (2015). *Networked business models for small firm's international expansion*. The 8th International Conference on Globalization and Changing Landscape of Business (ICGCLB), Bangalore, India, June 30-July 1.
47. Leminen, S., DeFillippi, R. & Westerlund, M. (2015). *Paradoxical Tensions in Living Labs*. The XXVI ISPIM Innovation Conference, Budapest, Hungary, June 14-17. (BEST PAPER AWARD)
48. Muita, K., Westerlund, M. & Rajala, R. (2015). *The Evolution of Rapid Production: How to Adopt Novel Manufacturing Technology*. INCOM2015 Conference, Ottawa, Canada, May 11-13.
49. Leminen, S., Rajahonka, M. & Westerlund, M. (2015). *Modular and complementary structures and systems in IoT business models*. The 6th International Seminar on Service Modularity, Helsinki, Finland, January 15-16.
50. Westerlund, M. & Rajala, R. (2014). *The Promises and Perils of Crowdsourcing in Service Innovation*. ISPIM Americas Innovation Forum, Montreal, Canada, October 5-8.
51. Leminen, S., Rajahonka, M., Westerlund, M. & Siuriainen, R. (2014). *Ecosystem Business Models for the Internet of Things*. XXIV International RESER Conference, Helsinki, Finland, September 11-13.
52. Leminen, S., Nousiainen, A. & Westerlund, M. (2014). *Value co-creation and digital services in the book publishing industry*. XXIV International RESER conference, Helsinki, Finland, September 11-13.
53. Westerlund, M. & Leminen, S. (2014). *The multiplicity of research on innovation through living labs*. XXV ISPIM Conference, Dublin, Ireland, June 8-11.
54. Leminen, S., Westerlund, M. & DeFillippi, R. (2014). *Tensions, Paradoxes and Challenges in Living Labs*. 30th EGOS Colloquium, Rotterdam, The Netherlands, July 3-5.
55. Bailetti, T., Weiss, M., Muegge, S. & Westerlund, M. (2014). *Lead to Win - An ecosystem approach to making universities more entrepreneurial*. The 2014 UIIN (University-Industry Interaction) Conference, Barcelona, Spain, April 23-25.
56. Lampikoski, T., Westerlund, M. & Rajala, R. (2013). *Managing corporate business model greening in the manufacturing industry*. Corporate Sustainability and Eco-innovations Conference CSEI 2013, Warsaw, Poland, November 18-19.
57. Rajala, R., Toivonen, M., Bragge, J. & Westerlund, M., (2013). *Crowdsourcing as a method to innovate in the S-DL framework*. The XXIII International Conference of RESER, Aix en Provence, France, September 19-21.
58. Leminen, S., Turunen, T. & Westerlund, M. (2013). *Innovating Services in Networks: Interplay between Openness and Closeness*. The CADMC 2013 conference, Cambridge, UK, September 4-5.
59. Veeckman, C., Schuurman, D., Leminen, S., Lievens, B. & Westerlund, M. (2013). *Characteristics and Their Outcomes in Living Labs: A Flemish-Finnish Case Study*. The XXIV ISPIM Conference, Helsinki, Finland, June 16-19.

60. Westerlund, M., Rajala, R. & Hares, J-P. (2013). *Managing user innovation through crowdsourcing in online user communities*. The XXIV ISPIM Conference, Helsinki, Finland, June 16-19.
61. Leminen, S. & Westerlund, M. (2013). *Open Innovation Paradoxes in Living Labs Networks*. The 13th European Academy of Management (EURAM) Conference, Istanbul, Turkey, June 26-29, 2013.
62. Leminen, S., Westerlund, M., Rajahonka, M. & Siuruainen, R. (2012). *Towards IOT ecosystems and business models*. The 5th conference on Internet of Things and Smart Spaces ruSMART 2012, St. Petersburg, Russia, August 27-28.
63. Leminen, S., Westerlund, M. & Kortelainen, M. (2012). *A Recipe for Innovation through Living Lab Networks*. The XXIII ISPIM Conference, Barcelona, Spain, June 17-20, 2012.
64. Westerlund, M. & Leminen, S. (2012). *In praise of entrepreneurial marketing: a study on entrepreneur-led firms*. The 17th Nordic Conference on Small Business Research, May 23-25, 2012, Helsinki, Finland. (BEST PAPER AWARD)
65. Nyström, A.-G., Leminen, S., Westerlund, M. & Kortelainen, M. (2012). *Role-making and role-taking in living lab networks – organizing for co-creation of innovation*. The 1st IBeN - Innovation in Business Networks Seminar, Kolding, Denmark, March 22-23.
66. Rajala, R. & Westerlund, M. (2012). *The effects of service orientation, technology orientation and open innovation on the performance of software-intensive service businesses*. HICSS-45: The 45th Annual Hawaii International Conference on Systems Sciences, Maui, Hawaii, USA, January 4-7. (BEST PAPER NOMINATION)
67. Westerlund, M. & Rajala, R. (2011). *Reseller-perceived Value of Digital Channel Marketing in IT Security Business*. The 2011 Economics, Finance & International Business Research Conference, Miami, USA, December 8-11.
68. Leminen, S. & Westerlund, M. (2011). *On becoming a user-driven firm: slow-cooked for extra goodness?* The 2011 MCPC World Conference on Mass Customization, Personalization, and Co-Creation, San Francisco, California, USA, November 17-19.
69. Westerlund, M., Rajala R. & Rajala, A. (2011). *Benefits of Security Service Adoption for B2B Clients*. The 11th IAMB Winter Conference, San Francisco, California, USA, November 7-9.
70. Westerlund, M., Rajala, R. & Rajala, A. (2011). *Security Service Adoption in B2B Context: Do Clients and Providers Hold Congruent Views?* The IABE Annual Conference 2011, Las Vegas, Nevada, USA, Oct 16-18.
71. Leminen, S. & Westerlund, M. (2011). *Innovation co-creation with customer and user networks*. The 27th IMP Conference, Glasgow, UK, August 30-September 3.
72. Korhonen, H., Peltola, S., Ryyänen, T. & Westerlund, M. (2010). *Determinants to Service Innovation Success: an Organizational Orientation Perspective*. The COMBI 2010: Contemporary Views on Business Conference, Vantaa, Finland, October 7-10.



73. Hammarén, R., Kangas, A., Multanen, A., Murtonen, M., Rajala, A., Rajala, R. & Westerlund, M. (2010). *Insights into the Development of the Security Business: Towards Increasing Service Orientation*. 12<sup>th</sup> Annual Security in Futures - Security in Change Conference, Turku, Finland, June 3-4.
74. Rajala, R. & Westerlund, M. (2010). *Antecedents to Consumers' Acceptance of Mobile Advertisements – A Hierarchical Construct PLS Structural Equation Model*. HICSS-43: The 43rd Annual Hawaii International Conference on Systems Sciences, Kauai, Hawaii, USA, January 5-8.
75. Leminen, S. & Westerlund, M. (2009). *From innovation networks to open innovation communities: Co-creating value with customers and users*. The 25th IMP Conference, Marseilles, France, September 3-5.
76. Westerlund, M., Rajala, R., Nykänen, K. & Järvensivu, T. (2009). *Trust and commitment in social networking – Lessons learned from two empirical studies*. The 25th IMP Conference, Marseilles, France, September 3-5.
77. Kauppila, O-P., Rajala, R., Westerlund, M. & Kajalo, S. (2009). *Leveraging Market and Innovation Performance through Alliances and Alliance Capabilities*. 2009 Annual Meeting of the Academy of Management, Chicago, Illinois, USA, August 7-11.
78. Rajala, R., Westerlund, M., Sorjonen, H. & Tuomisto, M. (2009). *Challenges to Designing Nascent Online Cultural Services – Case classicLive*. The 10<sup>th</sup> International Conference on Arts and Cultural Management (AIMAC 2009), Dallas, Texas, USA, June 28-July 1.
79. Westerlund, M., Rajala, R., Anttila, M. & Leminen, S. (2009). *How Innovation Co-creation Affects SME Network Development*. The 38th EMAC Conference, Nantes, France, May 26-29.
80. Kauppila, O-P., Rajala, R., Westerlund, M. & Kajalo, S. (2009). *The Capability Antecedents and Performance Effects of Exploration and Exploitation Alliances*. 2009 AMS Annual Conference, Baltimore, Maryland, USA, May 20-23.
81. Jaakkola, M., Kauppila, O-P., Tuominen, M. & Westerlund, M. (2009). *The Performance Implications of Market-based Assets and Innovation Capabilities*. 2009 AMS Annual Conference, Baltimore, Maryland, USA, May 20-23.
82. Westerlund, M., Rajala, R. & Kauppila, O-P. (2009). *Co-creating and Co-capturing Value in Networked Service Innovation*. The 15th CBIM Academic Workshop, Atlanta, Georgia, USA, January 16-19.
83. Pöntiskoski, E., Hietanen, J., Aspara, J., Rokka, J., Westerlund, M. & Parvinen, P. (2008). *Transforming from materials provider to project marketer in the international construction industry*, The Australian & New Zealand Marketing Academy Conference 2008, Sydney, Australia, December 1-3.
84. Westerlund, M. (2008). *Firm strategy and inter-organizational networking: the mediating role of innovation co-creation in industrial SMEs*. The 5th Research Conference on Relationship Marketing and CRM, Brussels, Belgium, November 20-21.

85. Westerlund, M., Aspara, J., Hietanen, J., Leminen, S., Pöntiskoski, E. & Rokka, J. (2008). *Business development strategies in industrial SMEs*. The 3rd World Conference on Production and Operations Management, Tokyo, Japan, August 5-8.
86. Leminen, S. & Westerlund, M. (2008). *Living labs fostering innovations in the retail industry: A network perspective*. The 24th IMP Conference, Uppsala, Sweden, September 4-6.
87. Leminen, S., Westerlund, M. & Raulas, M. (2008). *Customer sharing: a new driver of strategic networks in the contemporary retail industry*. The 24th IMP Conference, Uppsala, Sweden, September 4-6.
88. Kauppila, O-P., Rajala, R., Westerlund M. & Kajalo, S. (2008). *Ambidextrous Innovation Approach and Firm Performance*. The 2008 AMA Summer Marketing Educators' Conference, San Diego, California, USA, August 8-11.
89. Tuominen, M., Anttila, M., Rajala, A., Kajalo, S., Westerlund, M. & Möller, K. (2008). *Balancing Innovation Resources for Value Creation*. The 37th EMAC Conference, Brighton, United Kingdom, May 27-30.
90. Leminen, S., Westerlund, M. & Rajala, R. (2008). *Pricing Strategies in Industrial SMEs*. The 15th Nordic Conference on Small Business Research, Tallinn, Estonia, May 21-23.
91. Kajalo, S., Rajala, R. & Westerlund, M. (2008). *A structural equation modeling approach to examining the alignment of business and information systems*. The 2008 Global Marketing Conference, Shanghai, P.R. China, March 20-23.
92. Westerlund, M., Rajala, R. & Leminen, S. (2007). *Do relationships facilitate growth? An empirical investigation into SME networking*. The Third Meeting of the IMP Group in Asia: International Markets and Processes, Phuket, Thailand, December 9-12.
93. Rajala, R. & Westerlund, M. (2007). *Harnessing open innovation to commercial business models*. The 2007 INFORMS Annual Meeting, Seattle, Washington, USA, November 4-7.
94. Möller, K., Partanen, J., Rajala, R. & Westerlund, M. (2007). *Fostering innovations in the SME context: a network perspective*. The 23rd IMP Conference, Manchester, UK, August 30-September 1.
95. Westerlund, M., Rajala, A., Möller, K., & Rajala, R. & (2007). *Customer-Supplier Value Creation Strategies in Service Business – Going Beyond the Product-Service Dichotomy*. The 16th Annual AMA Frontiers in Service Conference, San Francisco, California, USA, October 4-7.
96. Tuominen, M., Tikkanen, H., Möller, K., Rajala, A., Kajalo, S. & Westerlund, M. (2007). *Ambidextrous Organizations and Stakeholder Value Creation*. The 2007 AMA Summer Marketing Educators' Conference, Washington, DC, USA, August 3-6.
97. Westerlund, M., Kajalo, S., Leminen, S. & Pohto, P. (2007). *Exploration or Exploitation: Networking Strategies in Contemporary Business Models of SMEs*.

- The International Conference on Business and Information (BAI) 2007, Tokyo, Japan, July 11-13.
98. Partanen, J. & Westerlund, M. (2007). *Categorizing downstream networks of science and technology-based SMEs*. The 52nd International Council for Small Business (ICSB) World Conference, Turku, Finland, June 13–15.
  99. Leminen, S., Westerlund, M. & Kiuru, P. (2007). *Growth Strategies of SMEs - The Investments and Returns Perspective*. The 52nd International Council for Small Business (ICSB) World Conference, Turku, Finland, June 13–15.
  100. Möller, K., Rajala, R. & Westerlund, M. (2007). *Service Myopia? A New Recipe for Client-Provider Value Creation*. The UC Berkeley-Tekes Service Innovation Conference, Berkeley, California, USA, April 26-28.
  101. Westerlund, M., Rajala, R. & Svahn, S. (2006). *Managing Networked Business Models in the Software Industry*. The 2006 Economics & International Business Research Conference, Miami, Florida, USA, December 13-16.
  102. Rajala, R. & Westerlund, M. (2006). *Capability dynamics and business model transformation in the software industry*. The 6th Global Conference on Business & Economics, Harvard University, Cambridge, Massachusetts, USA, October 15-17.
  103. Rajala, R., Westerlund, M. & Nissilä, J. (2006). *Software For Free? Revenue Models in the Open Source Software Business*. The 5th Global Conference on Business & Economics, Cambridge University, Cambridge, UK, July 6-8.
  104. Rajala, R., Nissilä, J. & Westerlund, M. (2006). *Determinants of OSS Revenue Model Choices*. The 14th European Conference on Information Systems (ECIS), Gothenburg, Sweden, June 12-14.
  105. Svahn, S. & Westerlund, M. (2006). *Capabilities in the Modes of Supply Net Management*. The 15th Annual IPSERA Conference: Creating and Managing Value in Supply Networks, San Diego, USA, April 6-8.
  106. Westerlund, M. & Svahn, S. (2005). *Social Capital in Networks of Software SMEs: A Relationship Value Perspective*. The IMP Asia Conference: Building Social Capital in Networks. Phuket, Thailand, December 11-14.
  107. Möller, K., Partanen, J., Westerlund, M., Rajala, A., Rajala, R. & Svahn, S. (2005). *Role of Social Capital in the Growth of Science and Technology Driven SMEs*. The IMP Asia Conference: Building Social Capital in Networks. Phuket, Thailand, December 11-14.
  108. Westerlund, M., Rajala, R. & Möller, K. (2005). *Divergent Roles of Collective Action in Software Business*. The 21st Annual IMP Conference: Dealing with Dualities, Rotterdam, The Netherlands, September 1-3.
  109. Möller, K., Partanen, J., Rajala, A., Westerlund, M., Rajala, R. & Svahn, S. (2005). *Role of Partnerships and Networks in SME Innovation and Growth*. The 21st Annual IMP Conference: Dealing with Dualities. Rotterdam, The Netherlands, September 1-3.
  110. Westerlund, M. & Rajala, R. (2005). *Business on Beliefs: Analysis of Business Models and Offerings Based on Inconclusive Evidence*. The 3rd International

Conference on Business, Economics, Management and Marketing, Athens, Greece, June 16-18.

111. Rajala, R. & Westerlund, M. (2005). *Business Models: A New Perspective on Knowledge-Intensive Services in the Software Industry*. The 18th Bled eConference: eIntegration in Action, Bled, Slovenia, June 6-8.
112. Rajala, R. & Westerlund, M. (2004). *Business Models and Networks: Development of Assets and Capabilities in Software Businesses*. The 20th Annual Conference of the Industrial Marketing and Purchasing (IMP) Group, Copenhagen, Denmark, September 2-4.
113. Westerlund, M. (2004). *Relationship Value in Software Business Models*. The 20th Annual Conference of the Industrial Marketing and Purchasing (IMP) Group, Copenhagen, Denmark, September 2-4.

### **Chapters in refereed books**

114. Suomala, J., Palokangas, L., Leminen, S., Westerlund, M., Heinonen, J. & Numminen, J. (2016). *Neuromarketing: Understanding Customer's Subconscious Responses to Marketing*. McPhee, C. & Carbone, P. (2016)(Eds.). Best of TIM Review. [eBook Kindle Edition]. Talent First Network.
115. Leminen, S., Huhtala, J.-P., Rajahonka, M. & Westerlund, M. (2016). *Business Model Convergence and Divergence in Publishing Industries*. In Lugmayr, A. & Zotto, C.D. (Eds.). *Media Convergence Handbook – Vol. 1. Journalism, Broadcasting, and Social Media Aspects of Convergence*. Springer-Verlag: Germany. ISBN 978-3-642-54483-5. pp. 187-200.
116. Leminen, S. & Westerlund, M. (2015). *Incremental and Radical Service Innovation in Living Labs*. In: Information Resources Management Association (IRMA)(Ed.). *Economics: Concepts, Methodologies, Tools, and Applications*. IGI Global: USA. ISBN 978-1-4666-8468-3. pp. 445-459.
117. Leminen, S. & Westerlund, M. (2015). *Cities as Labs: Towards Collaborative Innovation in Cities*. In Lappalainen, P., Markkula, M. & Kune, H. (Eds.). *Orchestrating Regional Innovation Ecosystems – Espoo Innovation Garden*. Otavan Kirjapaino: Finland. ISBN 978-952-60-3701-1. pp. 167-175.
118. Leminen, S. Westerlund, M., Sánchez, L. & Serra, A. (2014). *Users as content creators, aggregators, and distributors at Citilab Living Lab*. In DeFillippi, R. & Wikström, P. (Eds.). *International Perspectives on Business Innovation and Disruption in the Creative Industries: Film, Video and Photography*. Edward Elgar Publishing Ltd. ISBN 978-1-78347-533-9. pp. 247-265.
119. Leminen, S., & Westerlund, M. (2014). *Incremental and Radical Service Innovation in Living Labs*. In: Christiansen, B., Yildiz, S. & Yildiz, E. (Eds.). *Transcultural Marketing for Incremental & Radical Innovation*, Information Science Reference, Hershey, Pennsylvania, USA. ISBN 978-1-46664-749-7. pp. 281-295.
120. Bailetti, T., Weiss, M., Muegge, S. & Westerlund, M. (2014). *Lead to Win - An ecosystem approach to making universities more entrepreneurial*. Meerman, A. & Kliewe, T. (Eds.). UIIN Good Practice Series 2014: Fostering University-Industry

- Relationships, Entrepreneurial Universities and Collaborative Innovation. University Industry Innovation Network, Chapter 29, ISBN: 978-94-91901-07-2. pp. 307-408.
121. Leminen, S., Rajahonka, M. & Westerlund, M. (2013). *Modular Business Models Combining Traditional and E-Reading Services*. In: Hafkesbrink, Joachim & Shire, Karen (Eds): *Flexibilität und Stabilität in der Verlags- und Medienbranche [Flexibility and Stability in the Publishing and Media Industry]*. Josef Eul Verlag: Lohmar, Germany, ISBN 978-3-8441-0240-6. pp. 225-257.
  122. Leminen, S. & Westerlund, M. (2013). *Categorizing the Growth Strategies of Small Firms*. In: Bailetti, T. & Hurley, B. (Eds.). *Best of TIM Review for Technology Entrepreneurs [Kindle Ed.]*. Talent First Network: Ottawa. ISBN: 978-0-7709-0559-0
  123. Wiklund-Engblom, A., Leminen, S., Westerlund, M., Staffans, S., Esch, M. & Rajala, R. (2012). *Towards Transmedia Innovation: An Empirical Analysis of a Multiplatform Format*. In: Ibrus, I. & Scolari, C.A. (Eds.). *Crossmedia Innovations: Texts, Markets, Institutions*. Peter Lang: Hamburg. ISBN: 978-3-631-62228-5. pp. 179-198.
  124. Leminen, S., Westerlund, M., Rajahonka, M. & Siuruainen, R. (2012). *Towards IOT ecosystems and business models*. In: Andreev, S., Balandin, S. & Koucheryavy, Y. (Eds.). *Internet of Things, Smart Spaces, and Next Generation Networking - Lecture Notes in Computer Science, Vol. 7469*. Springer. ISBN: 978-3-642-32685-1. pp 15-26.
  125. Westerlund, M., Rajala, R., Tuunanen, T. & Salo, J. (2012). *The influence of content and trust on consumers' intention to accept mobile advertisements*. In: Information Resources Management Association IRMA (Ed.). *E-Marketing: Concepts, Methodologies, Tools and Applications, Vol. 1*. Business Science Reference: USA. pp. 836-850.
  126. Rajala, R. & Westerlund, M. (2009). *Verkottuneen liiketoiminnan johtaminen [Managing networked business]*. In: Valkokari, K., Hyötyläinen, R., Kulmala, H., Malinen, P., Möller, K. & Vesalainen, J. (Eds.)(2009). *Verkostot liiketoiminnan kehittämisessä [The role of networks in business development]*. WSOYpro: Helsinki. pp. 155-167.
  127. Leminen, S. & Westerlund, M. (2008). *Pk-yritysten kasvustrategiat [Growth strategies of SMEs]*. In: Toivola, T., Tornikoski, E., Tuomi, L. & Varamäki, E. (Eds.). *Rohkeasti kasvuun – Näkökulmia yrityksen kasvuun ja kehittymiseen*. Haaga-Helia puheenvuoroja 1/2008. Haaga-Helia ammattikorkeakoulu: Helsinki. pp. 27-40.
  128. Rajala, R., Nissilä, J. & Westerlund, M. (2007). *Revenue Models in the Open Source Software Business*. In: St.Amant, K. & Still, B. (Eds.) *Handbook of Research on Open Source Software: Technological, Economic, and Social Perspectives*. Information Science Reference: New York. pp. 541-554.
  129. Westerlund, M. & Rajala, R. (2006). *Business on Beliefs: Analysis of Business Models and Offerings Based on Inconclusive Evidence*. In: Ioannis-Dionysios, S. (Ed.). *From Small Firms to Multinationals: Industrial, Entrepreneurial, Managerial, Financial, Fiscal, Transaction Cost and Consumer Perspectives in the Era of*

Globalisation. Athens Institute for Education and Research (ATINER): Athens. pp. 445-460.

### **Other – Non-refereed research**

130. McPhee, C., Leminen, S., Schuurman, D., Westerlund, M. & Huizingh, E. (2015). *Editorial: Living Labs and User Innovation*. *Technology Innovation Management Review*, 5(12): 3-5.
131. McPhee, C., Tukiainen, T., Leminen, S. & Westerlund, M. (2015). *Editorial: Smart Cities and Regions*. *Technology Innovation Management Review*, 5(10): 3-6.
132. Leminen, S., Rajahonka, M., Westerlund, M. & Siurainen, R. (2015). *Ecosystem Business Models for the Internet of Things*. In Varjonen, S. (Ed.) *IOT Magazine*, 1/2015. Internet of Things – Finland. [www.iot.fi](http://www.iot.fi), pp. 10-13.
133. McPhee, C., Rajala, R., Toivonen, M. & Westerlund, M. (2014). *Editorial: Service and Innovation [Part 2]*. *Technology Innovation Management Review*, 4(5): 3-5.
134. McPhee, C., Toivonen, M., Rajala, R. & Westerlund, M. (2014). *Editorial: Service and Innovation [Part 1]*. *Technology Innovation Management Review*, 4(4): 3-5.
135. Leminen, S., Rajahonka, M., Siuruainen, R. & Westerlund, M., (2014). *Opportunities and Challenges for Innovative IoT Business Models – A Delphi Study*. In Varjonen, S. (Ed.) *IOT Magazine*, 1/2014. Internet of Things – Finland. [www.iot.fi](http://www.iot.fi), pp. 12-16.
136. McPhee, C., Westerlund, M. & Leminen, S. (2013). *Editorial: Living Labs and Crowdsourcing*. *Technology Innovation Management Review*, December: 3-5.
137. McPhee, C., Leminen, S. & Westerlund, M. (2013). *Editorial: Living Labs*. *Technology Innovation Management Review*, November: 3-4.
138. Leminen, S. Westerlund, M., Rajahonka, M. & Siuruainen, R. (2013). *Internet of Things – Building networked IoT business model scenarios with a Delphi study*. In Varjonen, S. (Ed.) *IOT Magazine*, 1/2013. Internet of Things – Finland. [www.iot.fi](http://www.iot.fi), pp. 15-16.
139. McPhee, C., Westerlund, M. & Leminen, S. (2012). *Editorial: Living Labs*. *Technology Innovation Management Review*, September: 3-5.
140. Leminen, S., Fred, M., Kortelainen, M.J. & Westerlund, M. (2011). *Co-Creation with Users and Customers in Living Labs*. Laurea Publications, A-76. Edita: Helsinki.
141. Westerlund, M., Rajala, R. & Leminen, S. (2011). *Insights into the dynamics of business models in the media industry*. Laurea Publications, A-74. Edita: Helsinki.
142. Westerlund, M. (2009). *The role of network governance in business model performance*. Helsinki School of Economics Working Papers, W-472, Helsinki: HSEPrint.
143. Westerlund, M. (2009). *Palvelut: arvoverkostojen johtamisen benchmarking-analyysi – Case: Marketmedia Oy* [Services: benchmarking analysis of value network management – Case Marketmedia Oy]. In: Hakonen, E., Huomo, T.,

- Kallio, J., Kinnunen, J., Tinnilä, M. & Vepsäläinen, A. (Eds.)(2009). *Globaalit arvoverkostot [Global value networks]*. Technology Review 257/2009, Tekes: Helsinki. pp. 83-97.
144. Westerlund, M. & Rajala, R. (2008). *Networks Ahead! Kristian Möller Provides the Roots for the Finnish Business Network Research Community*. In: Anttila, M. & Rajala, A. (Eds.)(2008). *Fishing with business nets – keeping thoughts on the horizon*. Helsinki School of Economics Publication Series, B-90. pp. 7-9.
145. Westerlund, M. (2004). *Relationship Value in Strategic Networks of Software Business Models*. The 14th Nordic Workshop on Interorganizational Research, Oslo, Norway, August 20-22. Workshop proceeding.
146. Rajala, R., Westerlund, M., Rajala, A. & Leminen, S. (2004). *Business Models and Value Nets as the Context of Knowledge-Intensive Service Activities in the Software Business*. LTT Research Publication Series B 170. Helsinki: LTT Research. Research report.
147. Westerlund, M. (2003). *Evaluating Critical Importance of Network Partners in Business Model Context*. The Doctoral Tutorial in Marketing, Oulu, Finland, November 21-21. Workshop proceeding.
148. Forssén, M.-K., Heikkonen, M., Hietala, J., Hänninen, O., Kontio, J., Rajala, R., Westerlund, M., Rajala, A., Leminen, S., Möller, K. & Rajahonka, M. (2003). *Knowledge-Intensive Service Activities Facilitating Innovation in the Software Industry*. Helsinki: Tekes, HUT, and LTT Research. Research report.

### **Conference presentations (without paper)**

149. Leminen, S., Westerlund, M., Sánchez, L. & Serra, A. (2013). *Media co-creation with users at Citilab Living Lab*. The 6th Conference of the International Media Management Academic Association (IMMAA), Lisbon, Portugal, May 3-4.
150. Leminen, S., Westerlund, M., Rajahonka, M. & Siuruainen, R. (2013). *Internet of Things – Opportunities for Innovative Services and Networked Business Models*. The 5th Annual International Service Innovation and Design seminar, Espoo, Finland, March 14.
151. Leminen, S., Westerlund, M., Heinonen, J. & Suomala, J. (2013). *Neuromarketing as a tool to understand customers' valuation processes*. The 5th Annual International Service Innovation and Design seminar, Espoo, Finland, March 14.
152. Leminen, S., Westerlund, M., Rajahonka, M. & Siuruainen, R. (2012). *Internet of Things (IoT) – Opportunities for Innovative Service Business Models*. Service Operations Management Forum: Fifth International Workshop, Cambridge, UK, September 19-20.
153. Leminen, S., Nyström, A.-G. & Westerlund, M. (2012). *Users' roles for co-creation of innovation in living lab networks*. INUSE 2012 - Users and Innovation Research Seminar, Espoo, Finland, October 9.
154. Leminen, S., Nyström, A.-G. & Westerlund, M. (2012). *Users' roles for co-creation of innovation in living lab networks*. The 3rd ENoLL Living labs Summer School, Espoo/Helsinki, Finland, August 20-23.

155. Korhonen, H., Westerlund, M., Mikkola, M., Kaarela, I. & Ryyänen, T. (2012). *Practices for Involving Customer Organizations in Service Innovation*. AMA SERVSIG 2012 International Service Research Conference, Helsinki, Finland, June 7-9.
156. Leminen, S., Westerlund, M. & Kortelainen, M. (2012). *Service Innovation Strategies in Living Labs Networks*. AMA SERVSIG 2012 International Service Research Conference, Helsinki, Finland, June 7-9.

### **Theses and monographs**

157. Westerlund, M. (2009). *Managing networked business models - Essays in the software industry*. Acta Universitatis Oeconomicae Helsingiensis, A-356. Helsinki: HSE Print. Doctoral dissertation. ISBN 978-952-488-363-4
158. Westerlund, Mika (2002). *The Role of Value Nets in Software Business Models: Case BasWare*. Helsinki School of Economics, Dept. of Marketing and Management. Master of Science (Econ.) thesis.

## **OTHER SCHOLARLY OR PROFESSIONAL ACTIVITY**

### **Editorial responsibilities – refereed journals**

- |      |   |
|------|---|
| 2015 | Guest editor of December 2015 issue of the Technology Innovation Management Review on "Living Labs and User Innovation", special issue related to the ISPIM 2015 conference with S. Leminen, D. Schuurman, & E. Huizingh. |
| 2015 | Guest editor of November 2015 issue of the Technology Innovation Management Review on "Smart Cities and Regions" with T. Tukiainen & S. Leminen.  |
| 2014 | Guest editor of April 2014 and May 2014 issues of the Technology Innovation Management Review on "Service and innovation", special issues related to the RESER 2014 conference with M. Toivonen & R. Rajala               |
| 2013 | Guest editor of the December 2013 issue of the Technology Innovation Management Review on "Living Labs & Crowdsourcing" with S. Leminen   |
| 2013 | Guest editor of the November 2013 issue of the Technology Innovation Management Review on "Living Labs" with S. Leminen   |
| 2012 | Guest editor of the September 2012 issue of the Technology Innovation Management Review on "Living Labs" with S. Leminen  |

### **Editorial responsibilities – refereed books**

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|------|--|
| 2015 | Member of the Editorial Advisory Board and Reviewer for "Corporate Espionage, Geopolitics, and Diplomacy Issues in International Business", Eds. Christiansen, B. & Kasarci, F. IGI Global (forthcoming) |
|------|--|



- 2015 Member of the Editorial Advisory Board and Reviewer for "Handbook of research on cultural influences in architecture", Eds. Koc, G., Claes, M.-T., & Christiancen, B. IGI Global (forthcoming)
- 2014- Editor of the book "Living Labs – Innovating by Co-Creating with Users in Real-Life Environments" with Almirall, E. & Leminen, S. Springer (forthcoming)
- 2015 Editor of the book "Living Labs – Best of TIM Review" [eBook Kindle Edition] by Westerlund, M. & Leminen, S. (Eds.)(2015), foreword by Salmelin, B. Talent First Network. ISBN 978-0-7709-0593-4
- 2014 Member of the Editorial Advisory Board and Reviewer for "Handbook of Research on Neuroeconomics and the Decision-making Process", Eds. Christiansen, B. & Lechman, E. (2016). ISBN 9781466699892
- 2014 Member of the Editorial Advisory Board and Reviewer for "Comparative Economics and Regional Development in Turkey", Eds. Christiansen, B. & Erdoğdu, M. (2016). ISBN 9781466687295
- 2014 Member of the Editorial Advisory Board and Reviewer for "Encyclopedia of Global Supply Chain Management", Eds. Efeoğlu, I.E. & Christiansen (2014), B. ISBN 9781466665514
- 2014 Member of the Editorial Advisory Board and Reviewer for "Comparative Economic Perspectives on Europe and the MENA Region", Eds. Christiansen, B. & Erdogdu, M. (2016). ISBN 9781466695481 (forthcoming)
- 2014 Member of the Editorial Advisory Board and Reviewer for "Handbook of Research on Global Business Opportunities", Ed. Christiansen, B. (2015). ISBN 9781466665514
- 2013 Member of the Editorial Advisory Board and Reviewer for "Transcultural Marketing for Incremental & Radical Innovation", Eds. Christiansen, B., Yildiz, S. & Yildiz, E. (2014). ISBN 9781466647497

### **Occasional reviewer – Refereed journals**

R&D Management  
 Management Decision  
 Industrial Marketing Management  
 European Journal of Information Systems  
 Journal of Consumer Marketing  
 International Marketing Review  
 International Journal of Product Development  
 Journal of Business and Industrial Marketing  
 Journal of Information Technology Theory and Application  
 Interdisciplinary Studies Journal  
 Marketing Intelligence and Planning  
 African Journal of Business Management  
 International Journal of Electronic Business  
 Science and Public Policy  
 Contemporary Management Research

International Journal of E-Services and Mobile Applications  
Asia Pacific Management Review  
Technology Innovation Management Review  
Management Research Review (ex: Management Research News)

### **Occasional reviewer – Conferences**

2015	2016 Winter AMA Marketing Educators' Conference, Las Vegas, USA
2015	ISPIM Innovation Forum 2016, Boston, USA
2015	15th ICEB Conference, Hong Kong, China
2015	2015 Anzmac Conference, Sydney, Australia
2015	2015 Summer AMA Marketing Educators' Conference, Chicago, USA
2015	44th EMAC Conference, Leuven, Belgium
2015	AIB 2015 Annual Meeting, Bengaluru, India
2015	23rd ECIS Conference, Münster, Germany
2014	2014 ISPIM Americas Innovation Forum, Montreal, Canada
2014	47th AM Conference, Bournemouth, UK
2013	SIG SVC 2013 Workshop, Milano, Italy
2013	42nd EMAC Conference, Istanbul, Turkey
2012	IABE-2012 Las Vegas Annual Conference, Las Vegas, USA
2012	IABE-2012 Venice: Summer Conference, Venice, Italy
2012	41st EMAC Conference, Lisbon, Portugal
2011	2011 MCPC Conference in 2011, San Francisco, USA
2011	ICIS 2011 Conference, Shanghai, China
2011	40th EMAC Conference, Ljubljana, Slovenia
2010	HICSS-43 Conference, Hawaii, USA
2010	Combi2010 Conference, Vantaa, Finland
2010	39th EMAC Conference, Copenhagen, Denmark
2009	38th EMAC Conference, Nantes, France
2008	ANZMAC Conference, Sydney, Australia
2007	IMP Asia Conference, Phuket, Thailand
2006	22nd IMP Conference, Milan, Italy

### **Presentations to academic communities**

2015	The INCOM 2015 Conference, Ottawa, Canada, May 11-13.
2014	The ISPIM Americas Innovation Forum, Montreal, Canada, October 5-8.
2014	The 5th Telfer-Sprott Research Forum, Ottawa, Ontario, Canada, April 24.
2012	The HICSS-45 Conference on Systems Sciences, Maui, Hawaii, USA, January 4-7
2011	The Economics, Finance & International Business Research Conference, Miami, USA, December 8-11
2011	The 2011 MCPC World Conference, San Francisco, CA, USA, November 17-19

- 2011 The 11th IAMB Conference (Winter), San Francisco, CA, USA, November 7-9
- 2011 The IABE Annual Conference 2011, Las Vegas, NV, USA, October 16-18
- 2011 Carleton University, Sprott School of Business, Ottawa, Canada, March 18
- 2009 The 2009 AMS Annual Conference, Baltimore, Maryland, USA, May 20-23
- 2009 The 15th CBIM Academic Workshop, Atlanta, Georgia, USA, January 16-19
- 2008 The 5th Research Conference on Relationship Marketing and CRM, Brussels, Belgium, November 20-21
- 2008 The 2008 AMA Summer Marketing Educators' Conference, San Diego, California, USA, August 8-11
- 2007 The 2007 INFORMS Annual Meeting, Seattle, Washington, USA, November 4-7
- 2007 The 16th Annual AMA Frontiers in Service Conference, San Francisco, California, USA, October 4-7
- 2007 The 2007 AMA Summer Marketing Educators' Conference, Washington, DC, USA, August 3-6
- 2007 The International Conference on Business and Information (BAI) 2007, Tokyo, Japan, July 11-13
- 2006 The ValueNet Workshop on Publishing, Turku, Finland, October 26
- 2006 The 6th Global Conference on Business & Economics, Harvard University, Cambridge, Massachusetts, USA, October 15-17
- 2006 The 5th Global Conference on Business & Economics, Cambridge University, Cambridge, UK, July 6-8
- 2006 The 15th Annual IPSERA Conference: Creating and managing value in supply networks, San Diego, USA, April 6-8
- 2006 The 1st ValueNet Research Workshop, Oulu, Finland, May 3-4
- 2005 The IMP Asia Conference: Building Social Capital in Networks. Phuket, Thailand, December 11-14
- 2005 The 21st Annual IMP Conference: Dealing with Dualities, Rotterdam, The Netherlands, September 1-3
- 2005 The 18th Bled eConference: eIntegration in Action, Bled, Slovenia, June 6-8
- 2005 The 3rd International Conference on Business, Economics, Management and Marketing, Athens, Greece, June 16-18
- 2004 The 20th Annual Conference of the Industrial Marketing and Purchasing (IMP) Group, Copenhagen, Denmark, September 2-4
- 2004 The 14th Nordic Workshop on Interorganizational Research, Oslo, Norway, August 20-22
- 2003 The Doctoral Tutorial in Marketing, Oulu, Finland, November 21-21

**Invited talks to professional and managerial audience**

- 2014 Lead to Win Bootcamp lecture on 'Design network to make money'. Ottawa, Ontario, Canada, February 19.

- 2013 Lead to Win Bootcamp lecture on 'Design network to make money'. Ottawa, Ontario, Canada, September 25.
- 2013 TIM Lecture on 'Green business models to change the world – How can entrepreneurs ride the sustainability wave?' Ottawa, Ontario, Canada, June 20  
Report of the presentation available at <http://timreview.ca/article/707>
- 2006 Invited talk on 'Open Innovation & Business Models in Software Business' at the Annual Center for Knowledge and Innovation Research (CKIR) Workshop 2006, Helsinki School of Economics. August 29
- 2004 Invited lecture on 'Business models and networks – What are they?' at the International Business Program (IBP) F.E.C., Helsinki. January 12

## **RESEARCH GRANTS AND AWARDS**

### **Research grants and contract research**

- 2015 Mitacs-Accelerate Grant (Xahive Expansion project; as co-applicant with Prof. S. Muegge, responsible for 50% of the awarded \$30,000 CAD grant), CU Research #102769, awarded by Mitacs (total: \$15,000 CAD)
- 2014 Enhancing the theory of cybersecurity – Task 5 (contract research), awarded by Public Works and Government Services Canada (PWGSC) through Communications Security Establishment (CSE), contract research (total: \$39,600 CAD)
- 2014 Enhancing the theory of cybersecurity – Task 6 (contract research), awarded by Public Works and Government Services Canada (PWGSC) through Communications Security Establishment (CSE), contract research (total: \$58,800 CAD)
- 2014 Market research support for Whyz Technologies' Gnowit CoreAlerts Product; CU Research #101610, awarded by NRC-IRAP, Business Innovation Access Program (BIAP), contract research (total: \$13,300 CAD)
- 2010 Open service innovation – practices and outcomes (OSI) (2011-2012), awarded by The Finnish Funding Agency for Technology and Innovation (Tekes) with matching funds from Aalto University, (total: 176,667 EUR)
- 2009 Demand driven service innovations in B2B relationships (TAPI) (2010) awarded by The Finnish Funding Agency for Technology and Innovation (Tekes) with matching funds from Helsinki School of Economics, (total: 97,667 EUR)
- 2008 Global Value Networks (2008-2009) awarded by The Finnish Funding Agency for Technology and Innovation (Tekes), contract research (total: 5,000 EUR)

### **Awards – Research and travel**

- 2014 Carleton University, Sprott Travel Funding for conference travel, awarded \$2,000 CAD.
- 2010–2012 Awards from various sources in Finland for postdoctoral research, awarded total 73,500 EUR.

2003–2009 Awards from various sources in Finland for doctoral research, awarded total 106,193 EUR.

### **Awards – Academic recognition**

2015 The AIB 2015 Annual Meeting Best Reviewer award

2015 The ISPIM 2015 Conference Best Paper on Practical Implications award by Nokia

2012 The NCSB 2012 Small Business Conference Best Paper award

2010 The Finnish Strategic Management Society (SSJS) Best M.Sc. Thesis on Strategy of the Year 2009 Supervisor award as the supervisor of Anna Multanen’s “Corporate Social Responsibility in the Retail Business Model”

2009 The Contemporary Management Research journal’s Best Reviewer award

2008 The Helsinki School of Economics (HSE) quality publication award (x 3 times)

2008 The HSE Best Research Team of the Year 2008 award (as team member)

2008 The Contemporary Management Research journal’s Best Reviewer award

2005 The HSE Best Research Team of the Year 2005 award (as team member)

## **SERVICE TO PROFESSION**

### **Offices in learned societies**

2015– Member of the International Advisory Board for the International Journal of Productivity Management and Assessment Technologies

2014– Member of the International Society for Professional Innovation Management (ISPIM) Scientific Panel

2014–2015 Member of the Advisory Board for NeuroService (a neuroeconomics research project 2014-2015 by the Laurea University of Applied Sciences, Finland)

2013– Director of TIM Research, Technology Innovation Management program, Carleton University

### **Professional affiliations**

2014– Member of the International Society for Professional Innovation Management (ISPIM)

2009–2010 Member of the Academy of Marketing Science (AMS)

2008–2009 Member of the Institute for Operations Research and the Management Sciences (INFORMS)

- 2007–2010 Member of the American Marketing Association (AMA)
- 2008– Member of the Business Model Community (BMC)
- 2004– Member of the Industrial Marketing and Purchasing Group (IMP)
- 2004–2009 Fellowship in the Finnish Graduate School of Marketing (FINNMARK)

### **Scholarly assessments**

- 2012 National Science Foundation (research funding application reviewer), USA
- 2011 Knowledge Foundation (research funding application reviewer), Sweden

### **Event coordination – Academic events, courses, and programs**

- 2015 Coordinator of the TIM Research Seminar on “Living Labs”, Carleton University, Technology Innovation Management program, Ottawa, Canada, August 13.
- 2014 Scientific and Practitioner Session Facilitator (“Business Model Innovation”), ISPIM Americas Innovation Forum, Montreal, Canada, October 6.
- 2014 Co-Coordinator of the “Managing innovation in the cyber security technology sector: Bringing together technology entrepreneurship and research opportunities” workshop, ISPIM Americas Innovation Forum, Montreal, Canada, October 6.
- 2006–2009 Coordinator of the ValueNet consortium, comprising 40 scholars focused on business network research from Helsinki School of Economics, Turku School of Economics, Oulu University, and Åbo Akademi University.
- 2008 Coordinator of “The 3rd ValueNet Consortium Research Workshop”, national workshop on business network research organized by Helsinki School of Economics and the ValueNet research consortium, Finland; February
- 2007 Co-coordinator of “The National Business Networks Research Day”, national meeting on business network research organized by the Helsinki School of Economics and the ValueNet research consortium, Finland; April
- 2007 Coordinator of the “Business Networks - Major Research Approaches” PhD course, organized by the Finnish Doctoral Program in Business Studies (KATAJA), Helsinki, Finland; June 11-15
- 2002 Coordinator of the “Managing in Business Nets” PhD course, organized by the Finnish doctoral program in business studies (KATAJA), Hyvinkää, Finland; September

### **Project coordination – Major funded research projects**

- 2011–2012 Project leader, Open service innovation – practices and outcomes (OSI), Aalto University School of Economics

- 2010 Project leader, Demand driven service innovations in B2B relationships (TAPI), Aalto University School of Economics
- 2008–2010 Project Manager, Innovation networks and open innovation ecosystems (InnoNets), Helsinki School of Economics
- 2006–2009 Project coordinator, Emergence and transformation of business in global competition (ValueNet II), Helsinki School of Economics

### **Media publicity**

- 2014 "Woran Wissenschaftler arbeiten" [What are scientists working on], *Harvard Business Manager* – Online version, October 7, 2014 (Top Story of the Day); <http://www.harvardbusinessmanager.de/blogs/neue-studien-zu-innovation-von-der-ispim-konferenz-in-montreal-a-995660.html>
- 2013 "Living Labs - Bringing together Carleton's research with the community", Carleton University's *Research Works*, February 26, 2013; <http://researchworks.carleton.ca/2013/02/living-labs/>
- 2012 "The world is your company: crowdsourcing", *The Charlatan*, September 10, 2012; <http://www.charlatan.ca/2012/09/the-world-is-your-company-crowdsourcing/>
- 2009 "Verkostoituminen antaa mahdollisuuden keskittyä omaan ydinsaamiseen" [Networking lets you focus on the company's core competency], *Talousteema*, December 18, 2009; <http://www.talousteema.fi>
- 2007 "Services become core business", *Empower Link* magazine 2/2007: 20-22; [http://www.empower.fi/public/files/Empowerlink\\_en\\_200702.pdf](http://www.empower.fi/public/files/Empowerlink_en_200702.pdf)

## **ACADEMIC RESPONSIBILITIES**

### **Graduate courses taught**

#### Carleton University, Technology Innovation Management

- |      |        |   |
|------|--------|---|
| 2016 | Winter | Issues in technology innovation management (TIMG5003) <i>ongoing</i>  |
| 2016 | Winter | Customer value creation in technology firms (TIMG5005) <i>ongoing</i> |
| 2015 | Fall   | Directed Studies in Technology Innovation Management (TIMG5104)       |
| 2015 | Fall   | Master's project seminar (TIMG5901)                                   |
| 2015 | Summer | Integrated product development: Open and user innovation (TIMG5101)   |
| 2015 | Summer | Directed Studies in Technology Innovation Management (TIMG5104)       |
| 2015 | Winter | Issues in technology innovation management (TIMG5003)                 |
| 2015 | Winter | Master's project seminar (TIMG5901)                                   |

2015	Winter	Directed Studies in Technology Innovation Management (TIMG5104)
2014	Fall	Customer value creation in technology firms (TIMG5005)
2014	Fall	Master's thesis seminar (TIMG5909)
2014	Summer	Integrated product development: Open and user innovation (TIMG5101)
2014	Winter	Issues in technology innovation management (TIMG5003)
2014	Winter	Customer value creation in technology firms (TIMG5005)
2013	Summer	Integrated product development: Open and user innovation (TTMG5101)
2013	Summer	Advanced topics in TIM: Sustainable entrepreneurship (TTMG5103)
2013	Winter	Issues in technology innovation management (TTMG5003)
2012	Fall	Customer value creation in technology firms (TTMG5005)

*Table: Teaching evaluation report, Carleton University since 2012*

Course	Term/ Year	Respondents/ Enrolment	Questions 1-13		
			Mean Score /5	Median Score /5	Faculty Mean /5
TIMG 5101	2015 S	20/30	4.70	5.00	4.36
TIMG 5003	2015 W	22/34	4.37	5.00	4.33
TIMG 5005	2014 F	17/24	4.59	5.00	4.30
TIMG 5006	2014 F	9/21	4.49	5.00	4.30
TIMG 5101	2014 S	19/27	4.78	5.00	4.70*
TIMG 5005	2014 W	28/40	4.58	5.00	4.56*
TIMG 5003	2014 W	29/37	4.59	5.00	4.56*
TTMG 5103	2013 S	15/23	4.90	5.00	4.27
TTMG 5101	2013 S	18/24	4.90	5.00	4.27
TTMG 5003	2013 W	26/37	4.40	5.00	4.34
TTMG 5005	2012 F	8/16	4.43	5.00	4.34
<b>Average</b>			<b>4.61</b>	<b>--</b>	<b>4.37</b>

Note: Asterisk mark=new course code; compare with TTMG for correct faculty mean.

Helsinki School of Economics, Department of Marketing and Management

2008	Fall	M.Sc. Thesis seminar (23D340)
2008	Spring	M.Sc. Thesis seminar (23D340)
2007	Summer	M.Sc. Thesis seminar (23D340)



### Guest lectures on graduate courses and seminars (Master's & PhD level)

2015	Winter	Sprott PhD Research Seminar Series, Guest lecture on "Tips for (future) supervisors: A practical perspective to research", Carleton University, Sprott School of Business (March 6)
2014	Fall	Advanced Topics in TIM: Cybersecurity (TIMG5103), Guest lecture on "Cybersecurity technology adoption", Carleton University, Technology Innovation Management (November 4)
2014	Summer	Advanced topics in TIM: Cybersecurity (TIMG5103), Guest lecture on "Cybersecurity technology adoption and innovation diffusion" (with R. Rajala), Carleton University, Technology Innovation Management (July 9)
2007	Spring	Software business (37E00800), Guest lecture on "Software business models and business networks", Helsinki School of Economics, Information Systems Science
2006	Spring	Software business (37E00800), Guest lecture on "Software business models and business networks", Helsinki School of Economics, Information Systems Science

### **Undergraduate courses taught**

#### Helsinki School of Economics, Department of Marketing and Management

2007	Fall	Principles of marketing (A23A00110), Co-lecturer
2007	Summer	Principles of marketing (A23A00110), Co-lecturer
2009	Fall	B.Sc. Thesis seminar (23D001)
2009	Spring	B.Sc. Thesis seminar (23D001)
2008	Fall	B.Sc. Thesis seminar (23D001)
2008	Spring	B.Sc. Thesis seminar (23D001)
2007	Fall	B.Sc. Thesis seminar (23D001)
2007	Spring	B.Sc. Thesis seminar (23D001)
2006	Fall	B.Sc. Thesis seminar (23D001)
2006	Spring	B.Sc. Thesis seminar (23D001)
2005	Fall	B.Sc. Thesis seminar (23D001)
2005	Summer	B.Sc. Thesis seminar (23D001)
2002	Fall	Principles of marketing (23A010), Assistant lecturer

#### Guest lectures on undergraduate courses

2015	Fall	Industrial Design Seminar (IDES4001, BID) guest lecture on "Living labs – Do we need them?", Carleton University, School of Industrial Design, Faculty of Engineering and Design (October 8)
2015	Winter	Introduction to sustainable energy (SREE1000, BEng) guest lecture on "Sustainability and Green Innovation?", Carleton University, Dept. of Mechanical and Aerospace Engineering, Sustainable and Renewable Energy Engineering (February 3)
2014	Winter	Introduction to sustainable energy (SREE1000, BEng) guest lecture on "Sustainability – Driving Innovation?", Carleton University,

## **SUPERVISIONS**

### **Doctoral research**

#### Carleton University, Sprott School of Business

2015– Doctor of Philosophy in Management (PhD): 1 in progress (Anfeng Hui)

#### Aalto University, School of Science

2013– Doctor of Science in Technology (D.Sc. Tech): 2 in progress (Puneet Kaur & Laura Kanto) (as co-supervisor with Prof. Risto Rajala)

#### Aalto University, School of Business

2011–2015 Doctor of Science in Economics (D.Sc. Econ): 1 completed (Tommi Lampikoski) (as co-supervisor with Prof. Kristian Möller)

### **Master's theses and projects**

#### Carleton University, Technology Innovation Management

2012– Master of Applied Science (M.A.Sc.) theses: 5 completed, 2 in progress

##### Selected examples:

- Smith, D. (2014). A New Methodology for Citation Dependent Patent Evaluations. *Awarded the Senate Medal for Excellence in 2014.*

2012– Master of Engineering (M.Eng.) projects: 46 completed, 13 in progress

##### Selected examples:

- Kannangara, N. (2013). Risk management in Crowdsourcing Based Business Ecosystems. *Published results as an article with a fellow student in Technology Innovation Management Review, December 2013.*
- Uguzzioni, P. (2013). Business Model Discovery: an Online Service for Indoor Fitness Training CycLoggia. *Presented business opportunity to Lead to Win evaluation panel; received "green" and initiated a new venture.*
- Heidari, E. (2012). Crowdsourcing. *Published results as an article with two fellow students in Technology Innovation Management Review, October 2012.*

#### Carleton University, School of Industrial Design

2013–2015 Master of Design (M.Des.) theses: 1 completed (as co-supervisor with Prof. Bjarki Hallgrímsson)

## Helsinki School of Economics, Dept. of Marketing and Management

2007–2009 Master of Science in Economics (M.Sc. Econ) theses: over 30 completed

### Selected examples:

- Multanen, A. (2009). Corporate social responsibility in the retail business model. *Ranked Top 5% theses at the department. Awarded the Best Master's Thesis in Strategy award (national competition organized by the Finnish Strategic Management Society in 2010).*
- Tukiainen, H. (2009). Values of members in a virtual travel community. *Ranked Top 5% theses at the department.*
- Sainio, S. (2009). Management of innovation networks. *Ranked Top 5% theses at the department.*
- Virtamo, S. (2008). Consumer responses to out-of-stock situations in grocery stores. *Ranked Top 5% theses at the department.*
- Mäenpää, M. (2008). The formation process of virtual communities: the perspective of member's motivational factors. *Ranked Top 5% theses at the department.*
- Huttunen, H. (2008). Improving the transition from special care to primary care with demand management and incentives – Case Vantaa city. *Nominated for the Best Master's Thesis on Municipal Development award (national competition organized by the Association of Finnish Local and Regional Authorities in 2009).*
- Pasanen, M. (2007). The role of product involvement in advertising of mobile phones. *Ranked Top 5% theses at the department.*

## **Bachelor's theses**

### Helsinki School of Economics, Dept. of Marketing and Management

2005–2009 Bachelor of Science in Economics (B.Sc. Econ) theses: over 90 completed

## **Other**

### Carleton University, Technology Innovation Management

2013– Directed studies in TIM (M.Eng.) (TIMG5104): 8 completed

## **ADMINISTRATIVE RESPONSIBILITIES**

### **Thesis and project examination committees**

#### Doctoral theses

2014 Pre-examiner of Helena Rusanen's doctoral thesis (D.Sc. in Economics), Turku School of Economics

- 2012–2013 Member of David Hudson’s PhD thesis examination committee (PhD in Management) (thesis proposal and final thesis), Carleton University, Sprott School of Business (Note: Hudson received Senate Medal for Outstanding Academic Achievement in 2013)
- 2012 Member of Elias J. Collette’s PhD thesis examination committee (PhD in Economics) (final thesis), Carleton University, Dept. of Economics

### Master’s theses and projects

- 2015 Member of Master of Design (M.Des.) thesis examination committees, Carleton University, School of Industrial Design: 1 completed (as Co-supervisor)
- 2012– Member of Master of Applied Science (M.A.Sc.) thesis examination committees, Carleton University, Technology Innovation Management: 19 completed (14 as Chair or Internal, 5 as Supervisor)
- 2012– Second reader of Master of Engineering (M.Eng.) projects, Carleton University, Technology Innovation Management: 9 completed
- 2003–2009 Second reader of Master of Science in Economics (M.Sc. Econ) theses, Helsinki School of Economics, Dept. of Marketing and Management: over 40 completed

### **Departmental committees**

- 2015- Member of the plenary hiring committee, International Business, Carleton University
- 2015 Member of the Sprott Faculty Tenure and Promotion Committee (FTPC), Carleton University
- 2015 Chair of the TIM Admission Committee for the Fall 2015 term
- 2014 Member of the TIM Administrator recruitment interview panel, Carleton University
- 2013–2014 Member of the plenary hiring committee, Global Entrepreneurship, Carleton University
- 2013– Member of the Sprott Entrepreneurship committee, Carleton University
- 2012– Member of the Sprott PhD committee, Carleton University
- 2012– Member of the Sprott Research committee, Carleton University
- 2012– Member of the Technology Innovation Management (TIM) council, Carleton University

### **Entrepreneurial committees**

- 2014– Member of the Global Start Program council
- 2013– Member of the Venus Cybersecurity Corporation council
- 2013–2014 Judge, Nicol Entrepreneurial Awards Competition (Carleton finals 2013 & 2014)

- 2013- Member of the Lead to Win Administrative council (LTW Business Development Program)
- 2012- Member of the Carleton Entrepreneurs Opportunity Review Board
- 2012- Member of the Lead to Win (LTW) Business Opportunity Review Board