

Curriculum Vitae

Seppo Leminen

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Personal data

Full name and contact details

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Date and place of birth (citizenship)

August 5th, 1963: Helsinki, Finland (Finnish)

Current position(s), employer (start date)

- 2018- Research Director, Pellervo Economic Research PTT, Finland
- 2017-2021 Adjunct Research Professor, Carleton University, Canada (January 1st, 2017–June 30th, 2021) (accredited by AACSB and NIBS, the Network of International Business Schools)
- 2008– Adjunct Professor (Business Development), Department of Marketing, Aalto University School of Business, Finland (accredited by AACSB, AMBA and EQUIS) (October 1st, 2008–)

Education

Degrees and institutions

- 2015 Doctor of Science in Technology, D.Sc. (Tech.), Industrial Engineering and Management, Aalto University School of Science
- “Living Labs as Open Innovation Networks – Networks, Roles, and Innovation Outcomes”; Supervisor: Prof. Matti Vartiainen
- 1999 Doctor of Science in Economics, D.Sc. (Econ.), Marketing, Swedish School of Economics (accredited by AACSB, AMBA and EQUIS) (now the Hanken School of Economics)
- "Gaps in Buyer-Seller Relationship - Case Studies in the Telecommunication Industry"; Supervisors: Prof. Christian Grönroos and Tore Strandvik

- 1994 Licentiate in Technology, Lic. (Tech.), Information Technology, Helsinki University of Technology (now Aalto University School of Electrical Engineering and Automation)
- "Real-time Production Control Principles at a Paper Mill - Background and Information Technology"; Supervisor: Prof. Aarne Halme
- 1989 Master of Science in Engineering, M.Sc. (Eng.), Energy (Control Engineering), Lappeenranta University of Technology, Supervisor prof. Jyrki Sinervo
- "Adaptive Control Algorithm for Coating Paper Using Bent Blade Method"

Other studies (e.g., pedagogical studies)

- 2014 Digital activism (1 credit), University of Jyväskylä
- 2000 Pedagogical studies in teaching (35 study weeks: 60 credits), Helia University of Applied Sciences (now Haaga Helia University of Applied Sciences), including 15 study weeks pedagogical studies at the University of Helsinki
- 1996 Interactive Telecommunications Program (3 study weeks), Helsinki School of Economics
- 1995 International Business in Germany and France: Marketing Surveys (4 study weeks), Helsinki School of Economics
- 1987–1988 Fachrichtung Elektrotechnik, Fachgebiet Regelsystemtechnik und Prozessautomatisierung, Technische Hochschule Darmstadt, Germany

Language skills

- Finnish, native speaker
- English, very good command
- Swedish, very good command
- German, very good command

Language studies and certificates

- 2017 Teaching in English, teaching in multicultural classrooms, arranged by Optimitraining, Vantaa, Finland
- 2013 IELTS language certificate (9/2013), Overall Band Score 6.0
- 2012-2014 Staff English training, Laurea University of Applied Sciences, Espoo Finland
- 2011 Advances English, arranged by Kielipalvelu, Vantaa, Finland
- 2009 English as a Tool for Teaching (30 ECTS credits)
Teacher Education College, Jyväskylä University of Applied Sciences (including 5 days of intensive training in Oxford, England)
- 1987–1988 Sprachenzentrum, erforderlichen Kenntnisse in der deutschen Sprachen
Technische Hochschule Darmstadt, Germany

Previous employment

Academic appointments

- 2018- Research Director, Pellervo Economic Research PTT, Finland (08/2018-)
- 2017-2021 Adjunct Research Professor, Carleton University, Canada (01/2017-06/2021) (accredited by AACSB and NIBS, the Network of International Business Schools)
- 2008 – Adjunct Professor (Business Development), Department of Marketing, Aalto University School of Business (accredited by AACSB, AMBA and EQUIS) (10/2008-)
- 2005 –2018 Principal Lecturer, Laurea University of Applied Sciences (8/2005–5/2018)
- 2002–2005 Director, Institute for Marketing and International Business, LTT Research Ltd (a subsidiary of Helsinki School of Economics) (8/2002–7/2005)
- 1999–2001 Principal lecturer, Helia University of Applied Sciences (now Haaga-Helia University of Applied Sciences) (8/1999–2/2001)
- 1999–1998 Researcher, Swedish School of Economics (now Hanken School of Economics), Centre for Relationship Marketing and Service Management (accredited by AACSB, AMBA and EQUIS) (1/1998–3/1999)
- 1997–1997 Visiting Scholar, Stockholm School of Economics, Department of Marketing, Distribution and Industry Dynamics, Sweden (10/1997–12/1997)
- 1997–1996 Researcher, Swedish School of Economics (now the Hanken School of Economics), Center for Relationship Marketing and Service Management (accredited by AACSB, AMBA and EQUIS) (2/1996–10/1997)
- 1987–1986 Assistant, Lappeenranta University of Technology (6/1986–9/1987)

Industrial experience

- 2001–2002 Director, Investment Projects (Investments), Invest in Finland (1/2001–6/2002); now Finpro
- 1999– Management Consultant, Gapnet Ltd. (3/1999-)
- 1995–1998 Project & Product Manager (Business Process Development, Sales), LM Ericsson Ltd. (now Ericsson Ltd.) (2/1995–2/1998)
- 1989–1995 Research & Design Engineer (Development, Engineering), Jaakko Pöyry Ltd. (now Poyry Ltd.) (8/1989–2/1995)
- Prior to 1989 Several jobs related to engineering at Honeywell; Beznau´s nuclear power plant, Switzerland; Electronic Power Plant Rheinfelden, Germany; Pyropower Co., San

Diego, USA

International mobility

Research visits

- 2015–2015 Visiting Scholar, Carleton University, Sprott School of Business, Canada (August, 12th - 15th /2015)
- 2015–2015 Visiting Scholar, Simon Fraser University, Beedie School of Business and the CMA Innovation Centre, Canada (August, 5th – 7th /2015)
- 1997–1997 Visiting Scholar, Stockholm School of Economics, Department of Marketing, Distribution and Industry Dynamics, Sweden (12/1997–10/1997)

Fields of research

User innovation, Living labs, Business models, Value co-creation, Internet of Things, Block chains, Service marketing, Technology Entrepreneurship, Inter-organizational networks, Business ecosystems, Consumer marketing, Innovation management, Business-to Business Marketing, Robots

Summary of publications

	Lifetime summary	Since 2014
Articles in refereed international scientific journals	39	23
Articles in international scientific compilations and refereed international scientific conference proceedings	58	19
Articles in domestic peer-reviewed journals	NA	NA
Articles in Finnish scientific compilations and refereed Finnish scientific conference proceedings	23	0
Scientific monographs	3	1
Other scientific publications (e.g., articles in scientific non-refereed journals and publications in university and institute series)	20	13
Other publications (e.g., textbooks, popular science articles)	61	4
Total	204	60

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

Google Scholar Citations and h-index

http://bit.ly/Google_Scholar_Leminen

Citation indexes (Google Scholar accessed January 17, 2019)	Lifetime summary	Since 2014
Citations	1787	1546
H-index	21	19

Scopus Citations and h-index

<https://www.mendeley.com/profiles/seppo-leminen2/stats/>

Citation indexes (Scopus accessed January 4, 2019)	Lifetime summary
Citations	171
H-index	7

ResearchGate: http://bit.ly/ResearchGate_Leminen

1. Articles in international peer-reviewed journals,

1. Leminen, S., Nyström, A.-G., & Westerlund, M. (*forthcoming*). Change processes in open innovation networks – exploring living labs. *Industrial Marketing Management*. (2017 Impact Factor: 3,678, 2018 ABS: 3, 2016 ABDC: A*, 2019: JUFO 2)
2. Hossain, M., Leminen, S., & Westerlund, M. (2019). A Systematic Review of Living Lab Literature. *Journal of Cleaner Production*. 213, 976-988. (2017 Impact Factor: 5,651, 2018 ABS: 2, 2019: JUFO 2)

3. Leminen, S., Rajahonka, M., Westerlund, M., & Wendelin R. (2018). The Future of the Internet of Things: Toward Heterarchical Ecosystems and Service Business Models. *Journal of Business & Industrial Marketing*. 33(6), 749-767. (2017 Impact Factor: 1,833, 2018 ABS: 2, 2016 ABDC: A, 2019: JUFO 1)
 4. Isabelle, D. A., Westerlund, M., Rajala, R., & Leminen, S. (forthcoming). Understanding the aspirations of Finnish entrepreneurs and venture capitalists: their effects on international operations and growth. *International Journal of Entrepreneurship and Small Business* (2018 ABS: 2, 2016 ABDC: C, 2019: JUFO 1)
 5. Westerlund, M., Leminen, S., & Habib, C. (2018). Key Constructs and a Definition of Living Labs as Innovation Platforms. *Technology Innovation Management Review*. 8(12): 51-62. (2019: JUFO 1)
 6. Westerlund, M., & Leminen, S. (2018). Does Entrepreneurial Marketing Underrate Competition? *Technology Innovation Management Review*. 8(9): 16-27. (2019: JUFO 1)
 7. Westerlund, M., Leminen, S., & Rajahonka, M. (2018). A Topic Modeling Analysis of Living Labs Research. *Technology Innovation Management Review*. 8(7): 40-51. (2019: JUFO 1)
 8. Leminen, S., Westerlund, M., & Rajahonka, M. (2017). Innovating with Service Robots in Health and Welfare Living Labs. *International Journal of Innovation Management (IJIM)*, 21(8):1740013-1-1740013-24. (2018 ABS: 2, 2016 ABDC: B, 2019: JUFO 1)
 9. Leminen, S., Rajahonka, M., & Westerlund, M. (2017). Towards Third-Generation Living Lab Networks in Cities. *Technology Innovation Management Review*. 7(11): 21-35. (2019: JUFO 1)
 10. Öberg, C., & Leminen, S. (2017). Gap analysis for innovative firm acquisition – Acquirer and target company perspectives. *Journal of Organizational Change Management*. 30(3): 380-395. (2017 Impact Factor: 1,262, 2018 ABS: 2, 2016 ABDC: C, 2019: JUFO 1)
 11. Westerlund, M., Rajala, R., Leminen, S., & Isabelle, D.A. (2017). Do relationships facilitate growth in small technology firms? *International Journal of Technoentrepreneurship*. 3(3): 228–243. (2016 ABDC: C, 2019: JUFO 1)
 12. Leminen, S., Rajahonka, M., & Westerlund, M. (2017). Actors in the emerging Internet of Things ecosystems. *International Journal of E-services and Mobile Applications (IJESMA)*. 9(1): 57-75. (2019: JUFO 1)
- ✓ Featured Article in March 2017 issue in the Informed Librarian Online (www.informedlibrarian.com)

13. Leminen, S., & Westerlund, M. (2017). Categorization of Innovation Tools in Living Labs. *Technology Innovation Management Review*, 7(1): 15–25. (2019: JUFO 1)
14. Westerlund, M., Isabelle, D., Rajala, R., & Leminen, S. (2017). Networks, business models, and competitiveness in small Finnish firms. *International Journal of Business and Globalisation*, 18(1): 9-26. (2016 ABDC: C, 2019: JUFO 1)
15. Leminen, S., Westerlund, M., Nyström, A.-G., & Kortelainen, M. (2016). The Effect of Network Structure on Radical Innovation in Living Labs. *Journal of Business & Industrial Marketing*, 31(6): 743-757. (2017 Impact Factor: 1,833, 2018 ABS: 2, 2016 ABDC: A, 2019: JUFO 1)
16. Leminen, S., & Westerlund, M. (2016). A Framework for Understanding the Different Research Avenues of Living Labs. *International Journal of Technology Marketing*, 11(4): 399–420. (2016 ABDC: C, 2019: JUFO 1),
17. Westerlund M., Isabelle, D.A., Rajala, R., & Leminen, S. (2016). Funders and founders: Partners in good times and in bad? *International Journal of Globalisation and Small Business*, 8(3): 269-288. (2016 ABDC: C, 2019: JUFO 1)
18. Leminen, S., Turunen, T., & Westerlund, M. (2015). The Grey Areas Between Open and Closed in Innovation Networks. *Technology Innovation Management Review*, 5(12): 6-18. (2019: JUFO 1)
19. Tukiainen, T., Leminen, S., & Westerlund, M. (2015). Cities as Collaborative Innovation Platforms. *Technology Innovation Management Review*, 5(10): 16-23. (2019: JUFO 1)
20. 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. (2017 Impact Factor: 2,686, 2018 ABS: 2, 2016 ABDC: B, 2019: JUFO 1)
21. Nyström, A.-G., Leminen, S., Westerlund, M., & Kortelainen, M. (2014). Actor roles and role patterns influencing innovation in living labs. *Industrial Marketing Management*, 43(3): 483–495. (2017 Impact Factor: 3,678, 2018 ABS: 3, 2016 ABDC: A*, 2019: JUFO 2)
22. Westerlund, M., Leminen, S., & Rajahonka, M. (2014). Designing Business Models for the Internet of Things. *Technology Innovation Management Review*, 4(7): 5–14. (2019: JUFO 1)
23. Leminen, S., Westerlund, M., & Nyström, A.-G. (2014). On Becoming Creative Consumers – User Roles in Living Labs Networks. *International Journal of Technology Marketing*, 9(1): 33–52. (2016 ABDC: C, 2019: JUFO 1)

24. Veeckman, C., Schuurman, D., Leminen, S., & Westerlund, M. (2013). Linking Living Lab Characteristics and Their Outcomes: Towards a Conceptual Framework. *Technology Innovation Management Review*, 3(11): 6–15. (2019: JUFO 1)
- ✓ Republished as a book chapter in: Westerlund, M. & Leminen, S. (Eds.) (2015). *The Best of TIM Review for Living Labs- 17 of the best articles from the TIM Review* [eBook Kindle Edition]. Publisher: Talent First Network
25. Leminen, S. (2013). Coordination and Participation in Living Lab Networks. *Technology Innovation Management Review*, 3(11): 5–14. (2019: JUFO 1)
- ✓ Republished as a book chapter in: Westerlund, M. & Leminen, S. (Eds.) (2015). *The Best of TIM Review for Living Labs- 17 of the best articles from the TIM Review* [eBook Kindle Edition]. Publisher: Talent First Network
26. Salo, J., Kajalo, S., Mäntymäki, M., Sihvonen, A., & Leminen, S. (2013). Consumer acceptance of electronic reading devices: an empirical study from Finland. *Journal of Information Technology Research*, 6(1): 20–31. (2019: JUFO 0)
27. Leminen, S., & Westerlund, M. (2012). Towards Innovation in Living Labs Network. *International Journal of Product Development*, 17(1/2): 43–59. (2016 ABDC: C, 2019: JUFO 1)
28. Suomala, J., Palokangas, L., Leminen, S., Westerlund, M., Heinonen, J., & Numminen, J. (2012). Neuromarketing: Understanding Customers' Subconscious Responses to Marketing. *Technology Innovation Management Review*, 2(12): 12–20. (2019: JUFO 1)
- ✓ Republished as a book chapter in: McPhee, C. & Carbone, P. (Eds.) (2016). *Most Popular Articles: Best of TIM Review* [eBook Kindle Edition]. Publisher: Talent First Network
29. Niitamo, V.-P., Westerlund, M., & Leminen, S. (2012). A Small-Firm Perspective on the Benefits of Living Labs. *Technology Innovation Management Review*, 2(9): 44–49. (2019: JUFO 1)
- ✓ Republished as a book chapter in: Westerlund, M. & Leminen, S. (Eds.) (2015). *The Best of TIM Review for Living Labs- 17 of the best articles from the TIM Review* [eBook Kindle Edition]. Publisher: Talent First Network
30. Leminen, S., Westerlund, M., & Nyström A.-G. (2012). Living Labs as Open Innovation Networks. *Technology Innovation Management Review*, 2(9): 6–11. (2019: JUFO 1)

- ✓ Republished as a book chapter in: Westerlund, M. & Leminen, S. (Eds.) (2015). *The Best of TIM Review for Living Labs- 17 of the best articles from the TIM Review* [eBook Kindle Edition]. Publisher: Talent First Network
31. Leminen, S., & Westerlund, M. (2012). Categorizing the Growth Strategies of Small Firms. *Technology Innovation Management Review*, 9(5): 5–9. (2019: JUFO 1)
- ✓ Republished as a book chapter in: Bailetti, T. & Hurley, B. (Eds.) (2013). *Best of TIM Review for Technology Entrepreneurs* [Kindle Edition]. Talent First Network: Ottawa.
32. Westerlund, M., & Leminen, S. (2011). Managing the Challenges of Becoming an Open Innovation Company: Experiences from Living Labs. *Technology Innovation Management Review*, 1(10): 19–25. (2019: JUFO 1)
- ✓ Republished as a book chapter in: Westerlund, M. & Leminen, S. (Eds.) (2015). *The Best of TIM Review for Living Labs- 17 of the best articles from the TIM Review* [eBook Kindle Edition]. Publisher: Talent First Network
33. Huhtala, J., Sihvonen, A., & Leminen, S. (2011). Emerging Business Models in the e-Reading Context. *Journal of Digital Marketing*, 2(2): 47–63. (2019: JUFO 1)
34. Westerlund, M, Rajala, R., & Leminen, S. (2008). SME Business Models in Global Competition: A Network Perspective. *International Journal of Globalisation and Small Business*, 2(3) 342–358. (2016 ABDC: C, 2019: JUFO 1)
35. Rajala, R., Westerlund, M., Rajala, A., & Leminen, S. (2007). Knowledge-intensive Service Activities in the Software Business. *International Journal of Technology Management*, 41(3/4): 273–290. (2017 Impact Factor: 1,036, 2018 ABS: 2, 2016 ABDC: B, 2019: JUFO 1)
36. Leminen, S. (2001). Business Logic in Buyer-seller Relationships. *Management Decision*, 39(8): 660–665. (2017 Impact Factor: 1,525, 2018 ABS: 2, 2016 ABDC: B, 2019: JUFO 1)
37. Leminen, S. (2001). Development of Gaps in Buyer-seller Relationships. *Management Decision*, 39(6): 470-474. (2017 Impact Factor: 1,525, 2018 ABS: 2, 2016 ABDC: B, 2019: JUFO 1)
38. Leminen, S. (2001). Seven Glasses for Buyer-seller Relationships: A Framework for Analysing Gaps. *Management Decision*, 39(5): 379–387. (2017 Impact Factor: 1,525, 2018 ABS: 2, 2016 ABDC: B, 2019: JUFO 1)

39. Leminen, S. (2001). Gaps in Buyer-seller Relationships. *Management Decision*, 39(3): 180–189. (2017 Impact Factor: 1,525, 2018 ABS: 2, 2016 ABDC: B, 2019 JUFO 1)

3. Articles in international peer-reviewed volumes of scientific significance and articles in peer-reviewed conference proceedings

40. Leminen, S., Westerlund, M., & Rajahonka, M. (2018). Third-Generation Living Labs: Towards Incarnation of Collaborative Innovation Networks. The XXVIII ISPIM Innovation Conference, June 17-20, Stockholm, Sweden.
41. Leminen, S., Niitamo, V.-P., & Westerlund, M. (2017). A Brief History of Living labs: From Scattered Initiatives to Global Movement. OpenLivingLab days 2017. August 29–September 1, 2017. Krakow, Poland.
42. Isabelle, D. A., Westerlund, M., Leminen, S., & Rajala, R. (2017). Public venture capital and entrepreneurial cognizance: Effects on the performance of small international companies. AIB 2017 Annual Meeting, July 2-5, Dubai, United Arab Emirates
43. Leminen, S., Westerlund, M., & Rajahonka, M. (2017). Innovating with service robots in living labs. The XXVIII ISPIM Innovation Conference, June 18-21, Vienna, Austria
AWARD: Best Paper on Technology Implications Award
Award nominee: The Knut Holt Award for Best Paper
44. Leminen, S., & Westerlund, M. (2016). Innovation Tools in Living Labs. The XXVII ISPIM Innovation Conference, June 19-22, Porto, Portugal
45. Leminen, S., Huhtala, J.-P., Rajahonka, M., & Westerlund, M. (2016). Business Model Convergence and Divergence in Publishing Industries. Lugmayr, A. & Dal Zotto, C. (Eds.) Media Convergence Handbook 1: 187-201. Springer-Verlag, Germany.
46. Westerlund, M., Rajala, R., Kavandi, H., Rajahonka, M., & Leminen, S. (2015). Supply Chain Reactions to the Rise of the Internet of Things. Reseller Adaption of Smart Microgrids Solutions. The 15th International Conference on Electronic Business. December 6–10, 2015. Hong Kong.
47. Leminen, S., Rajahonka, M., & Westerlund, M. (2015). Actor roles in the Internet of Things ecosystems. 25th Annual Reser Conference September 10–12, 2015. Copenhagen, Denmark.

48. Habib, C., Westerlund, M., & Leminen, S. (2015). Living Lab As Innovation Platforms: The Key Constructs. The 6th ENoLL Living labs Summer School. August 25–28, 2015. Istanbul, Turkey.
49. 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, 2015.
50. Leminen, S., DeFillippi, R., & Westerlund, M. (2015). Paradoxical Tensions in Living Labs. The XXVI ISPIM Conference – Shaping the Frontiers of Innovation Management. June 14–17, 2015. Budapest, Hungary. ***AWARD: Best Paper on Practical Implications for Technology***
51. Leminen, S., & Westerlund, M. (2015). Cities as Labs: Towards Collaborative Innovation in Cities. Lappalainen, P., Markkula, M. & Kune, H. (Eds.) Orchestrating Regional Innovation Ecosystems Espoo Innovation Garden, pp. 167–175. Espoo, Otavan Kirjapaino Oy.
52. Leminen, S., Rajahonka, M., & Westerlund, M. (2015). Modular and Complementary Structures and Systems in IoT Business Models. 6th International Seminar on Service Modularity: Architectures, Platforms and Interfaces. January 15–16, 2015. Helsinki, Finland.
53. Leminen, S., Nousiainen, A.K., & Westerlund, M. (2014). Value Co-creation and Digital Services in the Book Publishing Industry. XXIV International Reser Conference. September 10–13, 2014. Helsinki, Finland.
54. Leminen, S., Rajahonka, M., Westerlund, M., & Siuruainen, R. (2014). Ecosystem Business Models for the Internet of Things. XXIV International Reser Conference. September 10–13, 2014. Helsinki, Finland.
55. Leminen, S., DeFillippi, R., & Westerlund, M. (2014). Tensions, Paradoxes and Challenges in Living Labs. 30th EGOS Colloquium July 3–5, 2014. Rotterdam, The Netherlands.
56. Öberg, C., & Leminen, S. (2014). Gap Analysis for Innovative Firm Acquisition - Acquirer and Target Company Perspectives. 30th EGOS Colloquium. July 3–5, 2014. Rotterdam, The Netherlands.
57. Westerlund, M., & Leminen, S. (2014). The Multiplicity of Research on Innovation through Living Labs. The XXV ISPIM Conference – Innovation for Sustainable Economy & Society. June 8-11, 2014. Dublin, Ireland.
58. Leminen, S., Westerlund, M., Sánchez, L., & Serra, A. (2014). Users as Content Creators, Aggregators, and Distributors at Citilab Living Lab. DeFillippi, R. & Wikstrom, P. (Eds.) (2013). International Perspectives on Business Innovation and Disruption on Creative Industries. Business Innovation and Disruption in Film, Video and Photography Business Innovation and Disruption Book Series 2. 247–266.

59. Leminen, S., & Westerlund, M. (2013). Incremental and Radical Service Innovation in Living Labs. Christiansen, B., Yildiz, S. & Yildiz, E. (Eds.). *Transcultural Marketing for Incremental & Radical Innovation*, Information Science Reference, Hershey, Pennsylvania. 281–295.
60. Leminen, S., Rajahonka, M., & Westerlund, M. (2013). Modular Business Models Combining Traditional and eReading Services. Hafkesbrink, J. & Shire, K. (Eds.) *Flexibilität und Stabilität in der Verlags- und Medienbranche-Konzepte beidhändiger Unternehmensstrategien*. Schriften zu Kooperations- und Mediensystemen. Josef Eul VerlaG GmbH. Lohmar. Germany. 225–257.
61. Leminen, S., Turunen, T., & Westerlund, M. (2013). Innovating Services in Networks: Interplay between Openness and Closeness. Cambridge Academic Design Management Conference (CADMC). September 4–5, 2013. Cambridge, UK. 463–476.
62. Leminen, S., Rajahonka, M., Huhtala, J.-P., Sihvonen, A., Siuruainen, R., & Tölö, M. (2013). Towards Disruptive Innovations in Digital Service Offering: An Empirical Analysis from the Finnish Publishing Industry. DeFillippi, R. & Wikstrom, P. (Eds.) (2013). *Business Innovation and Disruption in Publishing*, 1, 51–52 and 366–396.
63. Leminen, S., & Westerlund, M. (2013). Open Innovation Paradoxes in Living Labs Networks. EURAM 2013, June 26–29, 2013. Galatasaray University. Istanbul.
64. Veeckman, C., Schuurman, D., Leminen, S., Westerlund, M., & Lievens, B. (2013). Characteristics and Their Outcomes in Living Labs: A Flemish-Finnish Case Study. The XXIV ISPIM Conference - Innovating in Global Markets: Challenges for Sustainable Growth. June 16–19, 2013, Helsinki, Finland.
65. Leminen, S., Westerlund, M., Rajahonka, M., & Siuruainen, R. (2012). Towards IOT Ecosystems and Business Models. Internet of Things, Smart Spaces, and Next Generation Networking, Lecture Notes in Computer Science, Volume 7469, pp. 15–26. S. Andreev et al. (Eds.): *NEW2AN/ruSMART 2012*, LNCS 7469, pp. 15–26. Springer-Verlag, Heidelberg (2012). The 5th conference on Internet of Things and Smart Spaces ruSMART 2012. August 27–28, 2012. St.-Petersburg, Russia.
66. Leminen, S., Westerlund, M., & Kortelainen M. (2012). Service Innovation Strategies in Living Labs Networks. The 2012 AMA SERVSIG International Service Research Conference. June 7–9, 2012. Helsinki, Finland.
67. Rajahonka, M., Leminen, S., & Siuruainen, R. (2012). Modularity in Digital Service Landscape. The 2012 AMA SERVSIG International Service Research Conference. June 7–9, 2012. Helsinki, Finland.
68. 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. ***AWARD: Best Paper***
69. Wiklund-Engblom, A., Leminen, S., Westerlund, M., Staffans, S., Esch, M., & Rajala, R. (2012). Towards Transmedia Innovation: An Empirical Analysis of a Multiplatform

- Format. Ibrus, I. & Scolari, C.A. (Eds.) (2012). *Crossmedia Innovations: Texts, Markets, Institutions*. Peter Lang: Hamburg. Germany. 179–198.
70. Leminen, S., Westerlund, M., & Kortelainen, M. (2012). A Recipe for Innovation through Living Lab Networks. The XXIII ISPIM Conference. June 17–20, 2012. Barcelona, Spain.
 71. Leminen, S., Rajahonka, M., & Siuruainen, R. (2012). Modular Business Models for eReading Services. The 3rd International Service Modularity Seminar. January 19–20, 2012. Brunel, UK.
 72. 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. March 22–23, 2012. Kolding, Denmark.
 73. Könkkölä, S., Salo, J., & Leminen, S. (2011). Bundling of Online and Offline Learning Solutions – An Explorative Study of Customer-Perceived Value. The Australian and New Zealand Marketing Academy (ANZMAC) conference. November 27–30, 2011. Perth, Australia.
 74. Leminen, S., & Westerlund, M. (2011). On Becoming a User-driven Firm: Slow-cooked for Extra Goodness? The 2011 World Conference on Mass Customization, Personalization, and Co-Creation (MCPC): Bridging Mass Customization & Open Innovation. November 15-19, 2011. San Francisco, USA.
 75. Huhtala, J.-P., Leminen, S. Rajahonka, M., Siuruainen, R., & Tölö, M. (2011). Modular Business Models for eReading Services", The 4th EUROMA Service Operations Management Forum Workshop. September 19–20, 2011. Florence. Italy.
 76. Rajahonka, M., Huhtala, J., Leminen S., & Tölö, M. (2011). Digital Service Offering Modularity: An Empirical Analysis of Traditional Publishing Industry. The 1st Cambridge Academic Design Management Conference, September 7–8, 2011. Cambridge. UK.
 77. Leminen, S., & Westerlund, M. (2011). Innovation Co-creation with Customer and User Networks. The 26th Industrial Marketing and Purchasing (IMP) Conference. September 1–3, 2011. Glasgow, Scotland.
 78. Nyström A.-G., & Leminen, S. (2011). Living Lab - A New Form of Business Network. The 17th International Conference on Concurrent Enterprising (ICE2011). June 20–22, 2011. Aachen, Germany.
 79. Kajalo, S., Leminen, S., Mäntymäki, M., & Salo, J. (2011). Consumer Acceptance of E-Reading Devices: An Empirical Analysis. The International Conference on Business and Information (BAI2011). July 4-6, 2011. Bangkok. Thailand.

80. Leminen, S., & Westerlund, M. (2009). From Innovation Networks to Open Innovation Communities: Co-creating Value with Customers and Users. The 25th Industrial Marketing and Purchasing (IMP) Conference, September 3–5, 2009. Marseilles, France.
81. Westerlund M., Rajala R., Anttila M., & Leminen S. (2009). How Innovation Co-Creation Affects SME Network Development. The European Marketing Academy (EMAC) 2009 Conference. May 26–29, 2009. Nantes, France.
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178. Huhtala, J., Salo, J., & Leminen, S. (Eds.) (2011). Huhtala, J., Salo, J., Hautanen, J. & Leminen, S. Multichannel Multimarket Media Services – Dynamic Media Business mModels, Value Chains and Ecosystems. Next Media Tivit program.
179. Westerlund, M., Rajala, R., & Leminen, S. (2011). Insights into the Dynamics of Business Models in the Media Industry. Next Media Tivit program.
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182. Leminen S., & Fred M. (2009). in Leminen S. (Ed.) State of Art of UDOI Usage within Companies Business Processes. Deliverable report. Flexible Service Tivit research program report. 11 p.
183. Åman, S., Tykkä, H., Miikkulainen, K., Tinnilä, M., & Leminen, S. (2005). ABC for Pricing, Guide for Pricing Knowledge Intensive Products and Services in Finnish 'HinnottelunABC - Opas tietotuotteiden ja palveluiden hinnoitteluun'. Tieke. 53 s.
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185. Valtakari, M., Leminen, S., Kiuru, P., Karjalainen, J., & Rajahonka M. (2004). Evaluation Report of Business Opportunies on Effective office 2005 –project, in Finnish 'Tuottava toimisto 2005-projektin liiketoimintamahdollisuuksien arviointiraportti' 17.12.2004.
186. Pekkanen, J., Riipinen, T., & Leminen, S. (2004). Innovation as Investment Part 2, Effects of TEKES to Innovation Activities of Companies, Results on Survey in Finnish 'Innovaatio investointina Osa 2, Tekesin rahoituksen vaikutukset yritysten t&k-toimintaan – Kyselytutkimuksen tulokset', Teknologiaakatsaus 161/2004. Tekes – the Finnish Funding Agency for Innovation.
187. 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.
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189. Leminen, S., & Laaksonen, L. (2004). (Eds.). Visions on Building Services and Their Development Trends in Finnish 'Talotekniikka-alan visiot ja kehitystrendit'. Valor Great Opportunity for Finland The Final report in Finnish. 'Valor - Suomen suuri mahdollisuus loppuraportin', Sähkö-, elektroniikka- ja tietoteollisuus
190. Leminen, S. (2004). (Ed.) Visions on Automation and Process Automation and Their Development Trends in Finnish Automaatio- ja prosessiautomaatioalan visiot ja kehitystrendit. Valor Great Opportunity for Finland. The Final report in Finnish 'Valor - Suomen suuri mahdollisuus loppuraportin', Sähkö-, elektroniikka- ja tietoteollisuus
191. 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 1.

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194. Niilola, K., Pulkkinen, M., Riipinen, T., Leminen, S. & Kiuru, P. (2003). Internationalization of Retailing Industry and Its Affects to Finland in Finnish 'Vähittäiskaupan kansainvälistyminen ja sen vaikutukset Suomessa'. LTT Research Publication Series. Helsinki: LTT Research.
195. 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. Final report of the KISA-SWC Finland Project. OECD research project. Helsinki: Tekes, HUT, and LTT Research.
196. Vaihekoski, M., Leminen, S., Pekkanen, J., & Tiilikka, J. (2003). Tekesin rahoitus tutkimus- ja kehityshankkeille. Research report. LTT Research. 159 p. ISBN 952 457 129 3
197. Tinnilä, M., & Leminen, S. (2003). Tietotuotteiden hinnoittelu haasteellista. eDISTY (TIEKE Tietoyhteiskunnan kehittämiskeskus ry:n tiedoituslehti). 3/2003. p. 32-33.
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199. Laaksonen, L., Ormala, E., Louhenperä, R., Kaipainen, K., Luukkanen, H., Leminen, S., Salo, T., Oesch, K., & Hamilo, M. (2000). From Visions to Competences, Guidelines from 2004 Visions Towards to Competences – World Class Success in Finnish 'Osaamislinjaus 2004 Visioista osaamistarpeisiin - Huippuosaamisella menestykseen. Finnish SET (Sähkö-, elektroniikka- ja tietoteollisuus).
200. Leminen, S. (2000). Business Logic in Buyer-Seller Relationships - Towards Business Models in Electronic Commerce. Paper presented at 10th Nordic Workshop on Interorganizational Research, autumn, 2000. Trondheim, Norway.
201. Leminen S. (1997). Gaps in Buyer-Seller Relationships: Case Studies in the Telecommunications Industries. 7th Nordic Workshop on Interorganizational Research in August 22–24. Norköping, Sweden.

202. Leminen S. (1997). Gaps in Buyer-Seller Relationships Case Studies in the Telecommunication Industry. Paper presented at Service and Relationship management Workshop. February 27-28. Tampere, Finland.
203. Leminen, S. (1995). Tuotannon reaaliaikaisen toteuman seuranta paperitehtaalla. *Automaatio 95*. Automaatiopäivät-Robotikkapäivät May 3–5. pp. 353–354.
204. Leminen, S. (1995). Suunnittelutiedon sähköinen tiedonsiirto automaatioprojektissa. *Automaatio 95*. Automaatiopäivät-Robotikkapäivät May 3–5. pp. 283–284.

Presentations in conferences

- 2017 OpenLivingLab days 2017. August 29–September 1, 2017. Krakow, Poland.
- 2017 The XXVIII ISPIM Innovation Conference, June 18-21, Vienna, Austria
- 2015 25th Annual Reser Conference September 10–12. 2015. Copenhagen. Denmark.
- 2015 The 6th ENoLL Living labs Summer School. August 25–28. Istanbul. Turkey.
- 2015 CMA Innovation Centre Special Issue Conference. August 6. Vancouver. Canada.
- 2015 The XXVI ISPIM Conference – Shaping the Frontiers of Innovation Management. June 14-17. 2015. Budapest. Hungary.
- 2015 6th International Seminar on Service Modularity: Architectures, Platforms and Interfaces. January 15–16. Helsinki. Finland.
- 2014 The XXV ISPIM Conference – Innovation for Sustainable Economy & Society. June 8–11. Dublin. Ireland.
- 2013 Cambridge Academic Design Management Conference (CADMC). September 4–5. 2013. Cambridge. UK.
- 2013 EURAM, June 26–29. Istanbul. Turkey.
- 2013 The XXIV ISPIM Conference - Innovating in Global Markets: Challenges for Sustainable Growth. June 16–19. Helsinki. Finland.
- 2013 6TH CONFERENCE OF THE IMMAA, INTERNATIONAL MEDIA MANAGEMENT ACADEMIC ASSOCIATION, New Business Models and Policies for Media and Creative Industries – Challenges to Research and Teaching of Media Management, May 3–4. Lisbon. Portugal.
- 2012 Service Operations Management Forum: Fifth International Workshop. September 19–20, 2012. Cambridge. UK.
- 2012 INUSE Users and Innovation Research Seminar. October 9. Espoo. Finland.
- 2012 The 3rd ENoLL Living labs Summer School. August 20–23. Espoo/Helsinki. Finland.
- 2012 AMA SERVSIG International Service Research Conference. June 7–9. Helsinki. Finland.
- 2012 The 5th conference on Internet of Things and Smart Spaces ruSMART 2012. August 27–28. St.-Petersburg. Russia
- 2012 The XXIII ISPIM Conference – Action for Innovation: Innovating from Experience, 17–20, June. Barcelona. Spain.
- 2012 The 17th Nordic Conference on Small Business Research. May 23–25. Helsinki. Finland.
- 2012 The First Innovation in Business Network Seminar. March 22–23. Kolding. Denmark.
- 2011 The 1st Cambridge Academic Design Management Conference. September 7–8. Cambridge. UK.
- 2011 The 26th IMP Conference. September 1–3. Glasgow. Scotland.

- 2011 The 17th International Conference on Concurrent Enterprising (ICE2011). 20–22 June. Aachen. Germany.
- 2011 The Second International Service Modularity Seminar. Aalto University School of Economics. January 20–21. Helsinki. Finland.
- 2010 Learning by developing new ways to learn- Conference of Future Expertise in Higher Education. 12–15 October. Helsinki. Finland.
- 2008 The 24th IMP Conference: An Interactive Perspective on Business in Practice and Business in Theory. 4–6 September. Uppsala. Sweden.
- 2008 15th Nordic Conference on Small Business Research. 21–23. August Tallinn. Estonia.
- 2007 The Third Meeting of the IMP Group in Asia: International Markets and Processes, 9–12 December 2007, Phuket, Thailand.
- 2007 The Annual Conference of the Industrial Marketing and Purchasing (IMP). August 30–September 1. Manchester. UK.
- 2007 The International Conference on Business and Information (ICSB), 13–15 June. Turku. Finland.
- 2000 The 10th Nordic Workshop on Interorganizational Research, Autumn, 2000. Trondheim. Norway.
- 1999 The Doctoral Tutorial in Marketing, November 21–21. Tampere.
- 1999 The 15th Nordic Conference on Business Studies. 19–21 August. Helsinki. Finland.
- 1999 The 15th Annual Conference of the Industrial Marketing and Purchasing (IMP) Group. Dublin. Ireland.
- 1998 The 14th Annual Conference of the Industrial Marketing and Purchasing (IMP) Group in Dublin, Ireland. 6–8. September. Turku. Finland.
- 1997 The 13th Annual Conference of the Industrial Marketing and Purchasing (IMP) Group in Lyon, France. 4–6 September. Lyon. France.
- 1997 7th Nordic Workshop on Interorganizational Research in 22–24 August. Norköping. Sweden

Other presentations /Invited lectures

- 2018 Iot based business models, March 28. Kokkola University Consortium Chydenius. Finland
- 2018 Service development for elderly people- Service robots in living labs (in Finnish Palveluiden kehittäminen ikääntyneille – Palvelurobotit elävissä laboratorioissa (living lab). March, 28. Kokkola University Consortium Chydenius. Finland
- 2018 Experience on Service Robots (in Finnish Palvelurobottien mahdollisuudet). March, 9. interview in Radio Dei, Finland
- 2018 Service robot in health care (in Finnish Palvelurobotit hyvinvointialueella). February, 6. Helsinki Baltic Sea Rotaryklubi. Helsinki. Finland.
- 2018 Collaborative innovation and living labs in six cities (in Finnish Yhteiskehittäminen ja elävät laboratorio 6Aika-kaupungeissa Make With the Six Cities - 6Aika avoimet innovaatioalustat. January, 16. Espoo. Finland.
- 2017 Essentials in the Digital Futures – Towards understanding IoT as a part of businesses. December, 4. Turku School of Economics. Turku. Finland.
- 2017 Research Results of the ROSE Project. October, 12. University of Tampere. Finland.
- 2017 Modular and complementary structures and systems in IoT business models. June, 28. Jönköping International Business School. Jönköping. Sweden.
- 2017 Introduction to living labs. June, 28. Jönköping International Business School. Jönköping. Sweden.
- 2017 Modular and complementary structures and systems in IoT business models. June, 14. Linnaeus University. Kalmar. Sweden.
- 2017 Introduction to living labs. June, 14. Linnaeus University. Kalmar. Sweden

- 2017 Research results seminar on service robots. June, 6. Laurea University of Applied Sciences. Espoo. Finland.
- 2016 Q&A – What are living labs?. March, 17. The College of Business and Entrepreneurship. King Abdullah Economic City. Saudi Arabia.
- 2016 Actor roles and role patterns influencing innovation in living labs. February, 18. IESEG. Business School, Lille. France.
- 2015 A Typology of Creative Consumers in Living Labs. November, 24. NEOMA. Business School. Paris. France.
- 2015 A typology of creative consumers in living labs. CMA Innovation Centre Special Issue Conference. August, 6. Beedie School of Business. Vancouver. Canada.
- 2014 IoT 2014 Laurea: Ecosystem Business Models for the Internet of Things. Leminen, S., Siuruainen, R. & Rajahonka, M. 2014. Poster presentation IoT Sprint Review. 4 December, 4. Helsinki. Finland.
- 2014 Studying and designing mass market business models using service design methodology. March, 27. *IoT* Spring Review. Mega Sprint Review for Digile Programs. Helsinki. Finland.
- 2013 Digital Media Earnings models May, 24 Oulu. Helsinki. Finland.
- 2013 IoT 2013 Laurea: Framework for analyzing IoT business models & industry change by using Delphi Study Method Leminen, S., Siuruainen, R. & Rajahonka, M. Poster presentation in IoT Sprint Review. December, 9. Helsinki. Finland.
- 2012 WP5 Lessons Learnt, WP5 Ecosystems. Business models of IoT firms. Venue: *IoT project*, November, 28. IoT Sprint-3-Review Helsinki. Finland.
- 2012 Next Media-project, Next Media result seminar, presenting of results for the companies. February, 16. 2012
- 2011 Living Labs –perspectives to involve customers and user in Finnish Living labs- näkemyksiä asiakkaiden ja käyttäjien osallistamiseen. LCCE –seminar. Innovation ecosystem. April. 6-7. Kouvola. Finland.
- 2011 eReading business models what we can learn from them in Finnish 'Lukulaitteiden liiketoimintamallit mitä voimme oppia maailmalta' Reading - tulevaisuus vai hypeä? By Leminen, S., Huhtala, J.P. (2012). February, 9. Crown Plaza, Helsinki. Finland.
- 2011 eReading and dynamic business model. Next Media Result seminar. January, 25. Helsinki, Finland.
- 2011 *Finlab project*, publishing seminar for Innovation together with the customers, perspectives to Living labs in Finnish "Innovoi(tko) yhdessä asiakkaittesi kanssa - näkemyksiä Living Lab – toimintaan" -teoksen julkaisuseminaariin. February, 10. Laurea University of Applied Sciences. Espoo, Finland.
- 2010 Living labs in Finland, presentation in Ministry of Employment and Economy. June, 18. Helsinki, Finland.
- 2009 Strategic pricing. March, 4. Small business center, Aalto University School of Business. Helsinki, Finland
- 2008-2009 Management training program for retailing, Aalto University, School of Business
- 2008 Booster Breakfast for growth enterprises - Pricing most difficult tas in business 03rd October, Otaniemi, Finland
- 2005 Management training for Networking in retailing industry- International benchmarks, INTERNATIONAL BUSINESS EXECUTIVE PROGRAMME FOR KESKO MANAGEMENT, K-instituutti, Siikajärvi, Espoo, June
- 2004 Management training for Strategic Partnership, Aalto Executive Educations Aalto University, School of Business, Helsinki, Finland
- 2002 Management training for Partnerships. SoftaPro Product Manager program. October 2002. Aalto Executive Educations Aalto University, School of Business, Helsinki, Finland
- 1999 Service Marketing, IIR Seminar on Service Marketing , May Helsinki , Finland

- 1999 Customer Relationship Management. Paper presented at IIR seminar Billing Systems and Customer care for Telecom. October, 27. Helsinki, Finland
- 1996 Managing the deliveries and customer feedback in telecommunication industry (In Finnish). Toimitusten- ja asiakaspalautteen hallinta. Paper presented at AEL. Tietoliikenne ja verkot. Teleohjelmistojen kehitys- ja toimitusprosessit March. 20-21. Aulanko. Hämeenlinna. Finland
- 1995 Tuotannon reaaliaikaisen toteuman seuranta paperitehtaalla. Automaatio 95. Automaatiopäivät-Robotikkapäivät May 3–5, Helsinki, Finland
- 1995 Suunnittelutiedon sähköinen tiedonsiirto automaatioprojektissa. Automaatio 95. Automaatiopäivät-Robotiikkapäivät May 3–5, Helsinki Finland

9. Visiting lecturerships

- 2017 Aalto University, School of Science, Finland
- 2015 Carleton University, Sprott School of Business, Ottawa, Canada
- 2009-2011 ESG Paris School of Management, Paris, France
- 2007, 2009 Helsinki School of Economic, Helsinki, Finland
- 2012-2014 HAMK University of Applied Sciences, Hämeenlinna, Finland.

10. Experience in research and other scientific activities

Expert and reviewer tasks

Memberships in Editorial Advisory and Review Boards

- 2018– Associate editor for the *BRQ Business Research Quarterly*
- 2016– Member of the Editorial Advisory Board for the *Technological Integration as a Catalyst for Development Economics*, Lechman, E. (Eds.), IGI Global
- 2015– Member of the Editorial Advisory Board for the *Handbook of Research on Neuroeconomics and the Decision-Making Process*, Christiansen, B. & Lechman, E. (Eds.), IGI Global
- 2014– Member of the Editorial Advisory Board for the *Encyclopedia of Global Supply Chain Management*, Efeou, I.E. & Christiansen, B. (Eds.), IGI Global
- 2014– Member of the Editorial Advisory Board for the *Handbook of Research on Global Business Opportunities*, Christiansen, B. (Ed.), IGI Global
- 2014– Member of the Editorial Advisory Board and the reviewer for the book *Comparative Economic Perspectives on Europe and the MENA Region*, Christiansen, B. & Erdogdu, M. (Eds.) Publisher: IGI Global (forthcoming)
- 2013 Member of the Editorial Advisory Board for the *Transcultural Marketing for Incremental & Radical Innovation*, Christiansen, B., Yildiz, S. & Yildiz, E. (Eds.), IGI Global
- 2012– The International Society for Professional Innovation Management (ISPIM) Scientific Panel
- 2012– Member of the Review Board for the *Technology Innovation Management Review*
- 2008– Member of the Editorial Review Board for the *Journal of Small Business Management*

Editorships in books, special issues and other works

- 2017– Co-editor of the book *Living Labs – Innovating by Co-Creating with Users in Real-Life Environments* with Almirall, E. & Westerlund, M. Publisher: Springer (forthcoming)
- 2018 Co-guest editor of special issue on ‘Living Labs and User Innovation’ in *Technology Innovation Management Review* based on the living labs track in ISPIIM 2018 Conference 8(12) (with Schuurman, D., Westerlund M. & Huizingh, E.) (forthcoming December 2018).
- 2017 Co-guest editor of special issue on ‘Living Labs and User Innovation’ in *Technology Innovation Management Review* based on the living labs track in ENoLL 2016 Conference 7(2) (with Schuurman, D., Ballon, P. & Westerlund M.) (forthcoming February 2017).
- 2017 Co-guest editor of special issue on ‘Living Labs and User Innovation’ in *Technology Innovation Management Review* based on the living labs track in ENoLL 2016 Conference 7(1) (with Schuurman, D., Ballon, P. & Westerlund M.)
- 2016 Co-guest editor of special issue on ‘Smart Cities and Regions’ in *Technology Innovation Management Review*, 6(12) (with Tukiainen, T. & Westerlund, M.)
- 2016 Co-guest editor of special issue on ‘Living Labs and User Innovation’ in *Technology Innovation Management Review*, 6(1) (with Schuurman, D., Westerlund, M. & Huizingh, E.)
- 2015 Co-guest editor of special issue on ‘Living Labs and User Innovation’ in *Technology Innovation Management Review*, 5(12) (with Schuurman, D., Westerlund, M., & Huizingh, E.)
- 2015 Co-editor of the book *Living Labs: The Best of TIM Review* (with Westerlund, M. & Salmelin, B.) [eBook Kindle Edition]. Publisher: Talent First Network
- 2015 Co-guest editor of special issue on ‘Smart Cities and Regions’ in *Technology Innovation Management Review*, 5(10) (with Tukiainen, T. & Westerlund, M.)
- 2013 Co-guest editor of special issue on ‘Living Labs and Crowdsourcing’ in *Technology Innovation Management Review*, 3(12) (with Westerlund, M.)
- 2013 Co-guest editor of special issue on ‘Living Labs’ in *Technology Innovation Management Review*, 3(11) (with Westerlund, M.)
- 2012 Co-guest editor of special issue on ‘Living Labs’ in *Technology Innovation Management Review*, 2(9) (with Westerlund, M.)
- 2012 Co-editor of ‘Digital service concepts and business models - Current state and future prospects’ Laurea publications 10. (with Huhtala, J.-P. & Sihvonen, A.)
- 2012 Co-editor of ‘Multichannel Multi Market Media Service Business model evaluation and Benchmark’. Laurea publications 9. (with Könkkölä, S. & Huhtala, J.-P.)
- 2012 Co-editor of ‘eReading advertising and value creation best practices – Outlook 2010-2011’. Laurea publications 8. (with Huhtala, J.-P.) (2012).
- 2011 Editor of ‘Co-creation with Users and Customers in Living Labs - Integrating users and customers in companies’ business processes’. Laurea Publications A76 61
- 2011 Co-editor of ‘Multichannel Multimarket Media Services – Dynamic media business models, value chains and ecosystems’ (with Huhtala, J. & Salo, J.), Laurea Publications A75
- 2011 Co-editor of ‘eReading Services Business Models and Concepts in Media Industry’ (with Salo, J.), Laurea Publications A73
- 2011 Co-editor of the book ‘*Innovation together with customer*’ [in Finnish: Innovoi(tko) yhdessä asiakkaittesi kanssa - näkemyksiä Living Lab-toimintaan] (with Nyström, A.-G.). 135 p. Publisher: Talentum

Reviewer for journals, books and awards

- 2018- *Research Policy*
- 2017- *Journal of Product Innovation Management (JPIM)*

- 2017- *Telematics and Informatics*
- 2017- *Sustainable Science*
- 2017- *Environment and Planning C: Politics and Space*
- 2016- *R&D Management*
- 2016- *California Management Review (CMR)*
- 2016- *Creativity and Innovation Management*
- 2016- *Journal of Organizational Change Management (JOCM)*
- 2016- *Environment and Planning C: Government and Policy*
- 2016- *International Journal of Services Technology and Management (IJSTM)*
- 2016- *International Journal of Technology Management (IJTM)*
- 2016- *International Journal of E-Services and Mobile Applications (IJESMA)*
- 2015- *Handbook of Research on Neuroeconomics and the Decision-Making Process*, Christiansen, B. & Lechman, E. (Eds.), Publisher: IGI Global (forthcoming)
- 2015- *Marketing Intelligence and Planning (MIP)*
- 2015- *Info*
- 2015- *International Journal of Technology Marketing (IJTMkt)*
- 2014- *Encyclopedia of Global Supply Chain Management*, Efeou, I.E. & Christiansen, B. (Eds.) Publisher: IGI Global (forthcoming)
- 2014- *Comparative Economic Perspectives on Europe and the MENA Region*, Christiansen, B. & Erdogdu, M. (Eds.), Publisher: IGI Global (forthcoming)
- 2014- *Handbook of Research on Global Business Opportunities*, Christiansen, B. (Ed.) Publisher: IGI Global (forthcoming)
- 2014- *International Journal of Innovation Management (IJIM)*
- 2014- *International Journal of Business and Information (IJIB)*
- 2013 *Transcultural Marketing for Incremental & Radical Innovation*, Christiansen, B., Yildiz, S. & Yildiz, E. (Eds.), Publisher: IGI Global
- 2013- ISPIM-Wiley Innovation Management Dissertation Award (reviewer of applications)
- 2013 *Media Convergence Handbook Vol. 1/Vol. 2*, Lugmayr, A. & Dal Zotto, C. (Eds.) Springer-Verlag, Germany
- 2012- *Industrial Marketing Management (IMM)*
- 2012- *Technology Innovation Management Review (TIMR)* (member of the Review Board)
- 2008- *Journal of Small Business Management (JSBM)* (member of the Editorial Review Board)

Reviewer for conferences

- 2018 78th Annual Meeting of the Academy of Management, August 10-14, Chicago, Illinois, US
- 2018 ECIS June 23– 28th 2018 / Portsmouth, UK
- 2018 The XXVIII ISPIM Innovation Conference, June 17-20, Stockholm, Sweden
- 2017 WOIC 2017, December 13-15, San Francisco, California, US
- 2017 77th Annual Meeting of the Academy of Management, August 4-8, Atlanta, Georgia, USA
- 2017 The XXVIII ISPIM Innovation Conference, June 18-21, Vienna, Austria
- 2017 OpenLivingLab days 2017. August 29–September 1. Krakow, Poland.
- 2016 WOIC 2016, December 15-16, Barcelona, Spain
- 2016 The XXVII ISPIM Innovation Conference, June 19-22, Porto, Portugal
- 2016 EURAM 2016, Manageable Cooperation, June 1-4, Paris, France
- 2016 IoTBD, International Conference on Internet of Things and Big Data, April 23-25, Rome, Italy

2015	ISPIM Innovation Summit, December 6–9, Brisbane, Australia
2015	ISPIM Innovation Summit, Brisbane, December 6–9, Australia
2015	WOIC 2015, November 19–20, Santa Clara, California, US
2015	EURAM 2015, June 17–20, Kozminski, Poland
2015	The 6th ENoLL Living labs Summer School August 25–28, Istanbul, Turkey
2015	The XXVI ISPIM Innovation Conference, June 14–17, Budapest, Hungary
2015	ECIS 2015, May 27–29, University of Münster, Germany
2014	EURAM 2014, June 4–7, Universitat De València, Spain
2014	ISPIM Asia-Pacific Innovation Forum, Singapore, December 7–10, Singapore
2014	5th ENoLL living Lab Summer School, September 2–5, Amsterdam, Netherlands
2014	The XXV ISPIM Innovation Conference, June 8–11, Dublin, Ireland
2013	EURAM 2013, June 26–29, Galatasaray University, Istanbul, Turkey
2013	The 6th ISPIM Innovation Symposium, December 8–11, Melbourne, Australia
2013	The XXIV ISPIM Conference - Innovating in Global Markets: Challenges for Sustainable Growth in 16–19 June, Helsinki, Finland
2013	4 th Enoll Living Lab Summer School, August 27–30, Manchester, UK
2013	26th Bled eConference eInnovations: Challenges and Impacts for Individuals, Organizations and Society June 9–13, Bled, Slovenia
2012	ServDes.2012 Service Design & Innovation Conference, February 8–10, Espoo, Finland
2012	LbD conference, May 10, Espoo, Finland
2010	LbD conference, October 15, Espoo, Finland
2008	24th IMP Conference September 4–6, Uppsala, Sweden
2007	ANZMAC Conference 2007, Otago, Australia

Research assessments and awards

2017	Best Paper on Technology Implications Award, Award nominee: The Knut Holt Award for Best Paper - The XXVIII ISPIM Innovation Conference
2015	Best paper on Practical Implications for Technology Award - The XXVI ISPIM Conference – Shaping the Frontiers of Innovation Management
2012	Best Paper Award – The 17th Nordic Conference on Small Business Research

Grants and scholarships

2014	Marcus Wallenberg Foundation	(post-doc research)
1999	Wihuri Foundations	(post-doc research)
1999	Telealan edistämissätiö	(post-doc research)
1998	Foundation for Economic Education	(doctoral research)
1998	Marcus Wallenberg Foundation	(doctoral research)
1997	Foundation for Economic Education	(doctoral research)
1996	Kaupallisten ja teknillisten tieteiden tukisäätiö	(doctoral research)
1996	Foundation for Economic Education	(doctoral research)
1996	Telia Sonera Foundation for Research and Education	(doctoral research)

11. Activities in the academic community

Service as an Opponent and Memberships in Doctoral Dissertation Examination Boards

- 2015 Member of Dimitri Schuurman's PhD examination committee (Communication Sciences). Bridging the Gap between Open and User Innovation? Exploring the Value of Living Labs as a Means to Structure User Contribution and Manage Distributed Innovation. Ghent University. Belgium
- 2005 Opponent to Antti Tuomela's doctoral dissertation (D.Sc. Tech). Network Service Organisation – A Modified Grounded Theory of Interaction in Workplace Networks". Doctoral defence in Helsinki University of Technology; now Aalto University, School of Engineering. Finland.

Supervisor of doctoral students

- 2015– MSc (Eng.) Heikki Turunen, Aalto University, School of Science, Department of Industrial Engineering and Management. Social Innovation Development Using Business Process Re-engineering Methods in Social Sector Virtual Learning Communities (second supervisor)
- 2015– MSc (Econ.) Mika Kortelainen, University of Turku, Department of Marketing. BtoB Sales Management (preliminary topic) (second supervisor)

Organizer of conference tracks

- 2017 Annual OpenLivingLab Days, 29 August -1 September 2017. Krakow, Poland
 - Organizing living lab tracks and facilitating sessions
- 2017 The XXVIII ISPIM Innovation Conference, 18-21 June 2017. Vienna, Austria
 - Organizing living lab tracks and facilitating sessions
- 2016 The XXVII ISPIM Innovation Conference, 19-22 June 2016. Porto, Portugal
 - Organizing living lab tracks and facilitating sessions
- 2015 The XXVI ISPIM Innovation Conference, 14–17 June 2015. Budapest, Hungary
 - Organizing living lab tracks and facilitating sessions
- 2014 The XXV ISPIM Innovation Conference, 8–11 June 2014, Dublin, Ireland
 - Organizing living lab tracks and facilitating sessions
- 2013 EURAM 2013 in June 26–29, 2013 Galatasaray University, Istanbul, Turkey
 - Sub-track chair: Innovation SIG Track 33 33.3. Living Labs – Innovating with Users
- 2013 4th Enoll Living Lab Summer School 2013 Manchester (UK) 27–30 August Track chair Research
 - Session 2: Urban and Territorial Innovation with Living Lab
- 2013 The XXIV ISPIM Conference – Innovating in Global Markets: Challenges for Sustainable Growth, 16-19 June 2013, Helsinki, Finland
 - Track chair SIG Session 1: Theoretical Foundations for Living Labs
- 2012 The XXIII ISPIM Conference. June 17–20, 2012. Barcelona, Spain. Track chair SIG Living labs

Memberships in scientific associations

- 2015– Member of the Academy of Management (AOM)
- 2014– Member of European Group of Organizational Studies (EGOS)
- 2013– Member of the European Academy of Management (EURAM)
- 2013– Member of Business Model community

- 2013– Founding member of informal Living Labs research community
- 2012– Member of International Society for Professional Innovation Management (ISPIM)
- 2008– Member of Australian & New Zealand Marketing Academy (Anzmac)
- 2007– Member of the Industrial Marketing and Purchasing Group (IMP)
- 2007– Member of the European Council for Small Business and Entrepreneurship
- 2007– Member of European Marketing Academy (EMAC)
- 2007– Member of FINPIN Entrepreneur Network in University of Applied Sciences
- 2003– Member of the Strategic Management Society of Finland (SMS)
- 2000– Member of the Finnish Association for Business Administration

12. Teaching and supervision

Graduate teaching and supervision

- 2017- TIMG 5901 Master of Engineering final projects, Technology Innovation Management, Carleton University, Canada, Second Reader
- 2017 TU-E2011 Industrial Service Operations, - Living labs as open innovation networks. Aalto University, School of Science, Finland. Visiting lecturer (February 22nd, 2017)
- 2017- 2018 Research seminar on living labs and business model development in Master's Program, Laurea University of Applied Sciences, Finland
- 2016-2017 Business model development and user innovations – project course "Service Robots, Revolutionizing Social and Health Care Sector(s)" in Master's Program, Laurea University of Applied Sciences, Finland
- 2015 Business model development and user innovations – project course "Revolution of the Internet of Things (IoT) and their Future Business Models" in Master's Program, Laurea University of Applied Sciences, Finland
- 2015 Technology Innovation Management (TIM) Research Seminar - Living labs as open innovation networks. Carleton University, Sprott School of Business, Canada. Visiting lecturer (August 13th, 2015)
- 2005–2018 Master's Thesis Seminar, Laurea University of Applied Sciences
 - Supervised 30+ Master's theses
 - Degree Programme in Futures Studies and Customer-Oriented Services (Master Degree) 2015, 2016, 2017, 2018
 - Degree programme in Service Innovation and Design (Master Degree) 2011, 2012, 2013, 2014, 2015
 - Degree program in Security (Master Degree) 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018

- Master's Programme in Business Management (Master Degree) 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012
- 2005–2007 Case Study and Action Research in Master's Programme in Business Management, Laurea University of Applied Sciences
- 2005, 2006, 2007
- 2012–2014 Industrial Service Business, Service Productisation, HAMK University of Applied Sciences
- 2012, 2013. 2014 Visiting Lecturer, Master's level
- 2011–2012 Instructor of Master Thesis, Aalto University, School of Business
- Master of Science in Economics (M.Sc. Econ)
- 2008–2009 CEMS program, Aalto University School of Business
- Supervising thesis and company projects
- 2007–2007 23E34000 Price Management, HSEE, Helsinki School of Economics,
- 2007 Visiting lecturer, Master's level

Undergraduate teaching and supervision

- 2005–2013 Bachelor's Thesis Seminar, Laurea University of Applied Sciences
- Business Management Programme 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013
 - Supervised 100+ Bachelor's theses
- 2009–2011 Business models and strategic pricing, ISC Paris School of Management, France
- 2009, 2010, 2011 Visiting Lecturer
- 2011–2011 User communities as innovator developers (course 00136), Laurea University of Applied Sciences
- 2006–2007 Relationship Marketing and Consumer Behaviour (course HL6504), Laurea University of Applied Sciences
- 2006, 2007
- 2005–2008 International Business (course 00083), Laurea University of Applied Sciences
- 2005, 2006, 2007, 2008
- 1999–2000 Bachelor's Thesis Seminar, Haaga-Helia University of Applied Sciences
- 1999–2000
- 1999–2000 E-business and relationship marketing, Haaga-Helia University of Applied Sciences
- 1999–2000

13. Duties in one's field outside the university

Steering group memberships

2017-2017 Living labs 3.0 , innovation platforms and innovation ecosystems in smart cities (LL 3.0)

2016-2018 Robots and the Future of Welfare Services (Rose), steering group member

2016-2017 CoCIS, Co-Creative Intelligent Services (Strategic Research and Innovation Agenda), steering group member

2014–2016 NeuroScience (Research Project), steering group member

2012–2013 Neloskierre (National Living Lab project), steering group member

2010–2012 FIMECC (Finnish Metals and Engineering Competence Cluster), user experience steering group member

2008–2009 LITEOPEN (National Living Lab and Test Bed), steering group member

Best thesis award committee

2011-2012 Member of national best thesis award committee for business studies in University of Applied Sciences (Bachelor's and Master's level)

Evaluator

- 2018- Evaluation of The Netherlands Organisation for Scientific Research (NWO) proposal within the Innovational Research Incentives Scheme
- 2018- Evaluation of proposals, submitted to H2020-EIC-FTI
- 2017 Evaluation of proposals, submitted to Science with and for Society 2016-2017 work programme, October 2017
- 2017 Evaluation of a proposal, submitted to Irish Research Council Laureate Awards Programme 2017/18, August 2017
- 2015– Innovation Fund Denmark's Large Scale Projects
- 2013– Evaluator of Eurostars projects
- 2012– 2015 Evaluation of ENOLL (European Network of Living Labs) 6th, 7th, 8th and 9th waves of applications
- 2012 Evaluation of proposals submitted to Call 6 of CIP ICT PSP, Objective Open Innovation for Internet-enabled services and next generation access (NGA) services in 'smart' cities, June 2012

Senior adviser and evaluator of research projects and program financed by Tekes and Industries

- Antaree, Diagnostic, DIVAN, KIVI, Potra, SPIN, Usix, Research programs of Tekes (Finnish Funding Agency for Technology and Innovation)
- Efficient Office research project of Tekes (Finnish Funding Agency for Technology and Innovation)
- Laaksonen L., Ormala E., Louhenperä R., Kaipainen K., Luukkanen H., Leminen S., Salo T., Oesch K., Hamilo M. 2000. From visions to competences, Osaamislinjaus 2004 Visioista

osaamistarpeisiin - Huippuosaamisella menestykseen. SET (Sähkö-, elektroniikka- ja tietoteollisuus).

14. Administration and other activities

Administrative and management duties

Management of research organization

- Management of a research group focusing on (1) Living labs and open service innovation, and (2) Service and Business Models development at Laurea University of Applied Sciences since August 2005.
- Director in the area of Marketing and International Business, and steering group member of LTT Research Ltd., from August 2002 to July 2005, (a subsidiary of Helsinki School of Economics, now Aalto University School of Business)
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Management of business organization

Proven project management and administrative skills from the industry

Invest in Finland, LTT –Research Ltd., Ericsson Ltd., Pöyry Ltd.

Preparation on Strategic Research Agenda

- | | |
|------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2015 | Strategic Research and Innovation Agenda for Innovation Automation (in progress) |
| 2015 | Strategic Research and Innovation Agenda for CoCreative Intelligent Services CoCIS) (in progress) |
| 2011 | Strategic Research Agenda for Internet of Things (IoT-SRA) Finnish Strategic Centre for Science, Technology, and Innovation: For Information and Communications (ICT) Services, businesses, and technologies |

Management of externally funded research projects

- I have a solid background in attracting and closing research funding since 2002, a total of + **2,9 M€** and managing research projects a total of (+ **3.8 Me**).

Experience in research leadership

Management of a research group focusing on applied business research in intersection on innovation, management and entrepreneurship particularly in novel and multidisciplinary areas at the Pellervo Economic Research since August 2018.

Excerpt of research projects:

- Digital service solutions and business models promoting agricultural sector (DIGIME), (2018-2019)

Management of a research group focusing on (1) Living labs and open service innovation, and (2) Service and Business Models development at Laurea University of Applied Sciences since August 2005.

Excerpt of research projects:

- Circular Economy for Supply Chain, Consumption, and Regional Functional Development (CIRC4Life), (2018-2020)
 - Robots and the Future of Welfare Services (Rose), (2015-2020)
 - Living labs 3.0, innovation platforms and innovation ecosystems in smart cities (LL 3.0), (2017-2017)
 - Business models of Internet of Things (IoT), (2012-2016)
 - Next Media Research Program; eReading and MuMuMeSe, (2010-2011)
 - Finlab Laurea, Focus on living labs, (2008-2011)
 - UDOI, User driven open innovation, (2008-2010)
- Director in the area of Marketing and International Business, and steering group member of LTT Research Ltd., from August 2002 to July 2005, Management and administrative duties at LTT Research Ltd. (a subsidiary of Helsinki School of Economics, now Aalto University School of Business)

Excerpt of research projects:

- LIMU, Business models in disruption, (2004-2005)
 - VAU, Networked customer models in retailing industry, (2004-2005)
 - 50+ - Growth of SMEs, (2004-2005)
 - HIMA, Pricing models of customers, (2004)
 - Internalization of retail industry and its affect in Finland, (2002-2003)
 - KISA, Knowledge Intensive Services in the Software Industry, (2002-2003)
- **25.000 €** until end of 2019, Digital service solutions and business models promoting agricultural sector (DIGIME), financed by Keskitie foundation (2019-2020)
 - **589.000 €** estimated until end of 2020, Circular Economy for Supply Chain, Consumption, and Regional Functional Development (CIRC4Life), financed by Horizon 2020 (CIRC-01) (2018-2020)
 - **975.000 €** estimated until end of 2020, (scientific leader of the project), *steering group member*

Robots and the Future of Welfare Services (Rose), Laurea University of Applied Sciences, Part, Rose *Laurea University of Applied Sciences*, of the overall Research Program Rose, , financed by Academy of Finland Strategic Research Council. 2015-2020

- **29.500 €** (closing research funding/managing research project as a scientific leader), *steering group member*

Living labs 3.0, innovation platforms and innovation ecosystems in smart cities (LL 3.0), financed by The Six City Strategy (6Aika) program 2017-2017

- **299.482 €** (closing research funding/managing research project as a scientific leader)

Business models of Internet of Things (IoT) *Laurea University of Applied Sciences*, Part of IOT Research Program financed by Digile (formerly Tivit), the Strategic Centre for Science, Technology and Innovation in the Field of ICT, and Tekes, the Finnish Funding Agency for Technology and Innovation and participating companies. 2012–2016

- **567.840 €** (closing research funding/managing research project as a project manager)
 Next Media Research Program; eReading, MuMeSe, and Dynamic Business Models. Focus on media business models, Aalto University, School of Economics, Part of Next Media Research Program financed by Digile (formerly Tivit), the Strategic Centre for Science, Technology and Innovation in the Field of ICT and Tekes, the Finnish Funding Agency for Technology and Innovation and participating media companies. 2010–2011
 Media-Scenarios 2020, Aalto University, School of Economics, Part of Next Media Research Program which is financed by Tivit the Strategic Centre for Science, Technology and Innovation in the Field of ICT and Tekes, the Finnish Funding Agency for Technology and Innovation and participating media companies. 2010
- **136.982 €** (closing research funding/managing research project as a scientific leader and a project manager), *steering group member*
 Next Media Research Program; eReading and MuMuMeSe, Focus on media business models, Laurea University of Applied Sciences, Part of Next Media Research Program financed by Digile (formerly Tivit), the Strategic Centre for Science, Technology and Innovation in the Field of ICT and Tekes, the Finnish Funding Agency for Technology and Innovation and participating media companies. 2010–2011
- **288.000 €** (closing research funding/managing research project as a scientific leader and a project manager), *steering group member*
 Finlab Laurea, Focus on living labs, Laurea University of Applied Sciences, financed by Tekes, the Finnish Funding Agency for Technology and Innovation and participating companies. The research project led to the publication of the first compiled book on living labs in Finland. 2008–2011
- **69.299 €** (closing research funding/managing research project as a scientific leader and a project manager), *steering group member*
 UDOI, User driven open innovation, Laurea University of Applied Sciences Focus on user driven open innovation activities. Part of Flexible Service Research Program which is financed by Digile (formerly Tivit), the Strategic Centre for Science, Technology and Innovation in the Field of ICT and Tekes, the Finnish Funding Agency for Technology and Innovation and participating companies. 2008–2010
- **375.000 €** (closing research funding as a team member)
 LIMU, Business models in disruption (in Finnish: Liiketoimintamallit murroksessa), financed by Tekes, the Finnish Funding Agency for Technology and Innovation and participating companies. LTT Research Ltd. 2004–2005
- **250.000 €** (closing research funding/managing research project as a scientific leader and a project manager), *steering group member*
 VAU - Verkostoitunut asiakuus (in Finnish: Focus on networked customer models in retailing industry, financed by Tekes, Finnish Funding Agency for Technology and Innovation and participating companies. LTT Research Ltd. 2004–2005
- **216.620 €** (closing research funding/managing research project as a scientific leader and a project manager), *steering group member*

Growth of SMEs- 50+, Focused on growth models of SMEs, financed by Tekes, Ministry of Labour and TE-services and participating companies. *LTT Research Ltd.* 2004–2005

- **20.000 €** (closing research funding/managing research project as a scientific leader and a project manager), *steering group member*

Pricing models of customers, ‘HIMA- Hinnottelumallit asiakkuudessa’, financed by Tekes, the Finnish Funding Agency for Technology and Innovation, participating companies, and TIEKE (Information Society Development Center). *LTT Research Ltd* 2004

- **30.000 €** (managing research project as a scientific leader and a project manager), *steering group member*

Internalization of retail industry and its affect in Finland, (in Finnish: Vähittäiskaupan kansainvälistyminen ja sen vaikutukset Suomessa), financed by Ministry of Trade and Industry and Retail Industry. *LTT Research Ltd.* 2002–2003

- **125.000 €** (closing research funding/managing research project as a scientific leader and a project manager). *steering group member*

KISA- Knowledge Intensive Services in the Software Industry, Focus on knowledge intensive service activities and business models of software firms, financed by Tekes, the Finnish Funding Agency for Technology and Innovation and OECD. *LTT Research Ltd.* 2002–2003

- Relationships in Telecommunication industry, financed by foundations, participating companies and the Doctoral School of Relationship and Service Marketing and CERS at Hanken. *Dr. (Econ) research.* 1996–1999
- Production control in paper mill, financed by Academy of Finland and participating companies at Helsinki University of Technology (now Aalto University). *Lic.Tech.research.* 1992–1994