Annual Report 2013

Department of Marketing
Contents

Marketing education at the University of Oulu Business School ............................................ 2
Year 2013 highlights .................................................................................................................... 3
Review of the year 2013 ............................................................................................................ 5
  Teaching ................................................................................................................................... 5
  Research ................................................................................................................................... 9
External activities, societal impact and citizenship ................................................................. 17
APPENDICES ............................................................................................................................. 18

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Marketing education at the University of Oulu Business School

The University of Oulu is an international science university which creates innovation for the future, well-being, and knowledge through multidisciplinary research and education. Founded in 1958, our research and education community is about 16 000 students and 3000 employees strong, and one of the biggest and most multidisciplinary universities in Finland. The six faculties, the many departments and the specialized research units of the University of Oulu create the foundation for multi-scientific research, innovation and training of experts for demanding professional tasks.

The Department of Marketing trains marketing professionals for international and domestic businesses. The education is based on world-class research especially in the areas of industrial business relationships, digital economy and logistics/supply chain management. The areas are studied from an international viewpoint, assuring academic rigor and managerial relevance while covering changes in business environment – such as globalization, digitalization, and co-creation of value. A marketing graduate is qualified for managerial and expert positions, with typical duties including product management, customer relationship management and marketing communication.

Since the first marketing students were admitted in 1991 the Department of Marketing has grown rapidly. We work in close cooperation with the business community, and combine theory and practice both in teaching and research with an innovative approach. The Department is active participant in the global academic network providing great opportunities for international exchange periods and even the double degree arrangement with the University of North Carolina. Erasmus scholarships allow students to visit European universities as exchange students. Also research projects with international colleagues offer opportunities for researchers and students in marketing to work in an inspiring and challenging international academic environment.
Year 2013: some highlights

It is with great pleasure that we at the Oulu Business School can look back at the achievements of the year 2013. A remarkable step was taken as the School was awarded the accreditation of AACSB International – the Association to Advance Collegiate Schools of Business. Achieving accreditation is a process of rigorous internal review, evaluation and improvement that requires a high quality teaching environment, innovative programming and active engagement with industry. For us at the Oulu Business School and the Marketing Department, the accreditation stands as a symbol of educational quality and commitment, and also as a promise of continuous improvement.

Another major change that has been under preparation during 2013 is the reform of the degree programs at the Oulu Business School. Starting from 2014, there will be just one Bachelor’s Program for the whole School while the disciplinary programs, including marketing, will be offered on the Master’s Program level. A lot of planning effort has been done in the departments and in the Business School administration to make the transition go smoothly and in timely manner.

The year 2013 was, again, a success for the researchers of the Marketing Department. The number of refereed international publications shows that our research stands on solid basis. Three doctoral theses were completed and successfully defended in 2013. International research networking has been exceptionally active, as indicated by the numerous visits and conference trips that our researchers made to foreign universities in 2013.

As for externally funded research projects, there was a lot of activity in 2013 as many projects were coming towards their completion. The cooperation with the business community and other stakeholders is of vital importance for us, both for teaching and research, and we hope that the fruitful work with our partners will be continued in future projects.

One of our long-standing international partners, Professor Wesley Johnston of the Georgia State University, reached the Finnish retirement age and the part-time professorship that he held with us was thus concluded. We thank Wesley for his magnificent teaching and research input with us and hope that our cooperation will continue in the coming years in one way or another. Dr. Aaro Tiilikainen, who served as the Director of the Meri-Lappi Institute in Kemi for many years and recently joined the Marketing Department as project manager, also retired at the end of the year 2013. We thank Aaro for his valuable contribution to the Department’s project activities.
I am happy to thank the faculty of the Marketing Department for their dedication, hard work and outstanding results in 2013. I also thank our academic partners, external stakeholders and, of course, our students for the amazing year. The work that has been done gives us a strong vantage point for meeting the challenges and opportunities ahead of us - the times they are changing, and we want to be in the forefront.

Oulu, 29 April 2014

Jari Juga, Professor, Head of the Marketing Department
**Review of the year 2013**

This chapter presents the main activities and events of 2013 in the areas of teaching, research and external activities of Marketing Department.

**Teaching**

The aim of the Department of Marketing is to ensure high quality teaching through continuous development and innovation. These innovations and developments have lived up to the expectations and investments haven’t gone in vain as Marketing is the most sought out major in early admissions at Oulu Business School.

In 2013, the number of applicants to Oulu Business School amounted to 1093, with 286 applicants who had chosen marketing as their first-priority program (26% of all first-priority program applications at the Oulu Business School). In 2013, a total of 190 new students started at the Oulu Business School, of which 50 were marketing program students. In addition, 10 new marketing students were selected in the separate M.Sc. program admission.

![Image](image.png)

**Teaching development team’s review of the year 2013**

It has been a year of inspiring reforms for the teaching development team (MOKTR) of the Marketing Department.

As outlined already in 2012, planning the new courses for the coming new curricula in Oulu Business School was the most important task for the teaching development team in 2013. We
organized initial planning of the new marketing courses in our department for the Bachelor’s Program and also participated in the Business School level development related to e.g. harmonizing the bachelor’s thesis evaluation rubric. We also commented and evaluated the plans related to the reforms in the Master’s program in marketing.

These new programs starting in autumn 2014 have progressed through the enthusiastic work of our active teaching development team, with its dedicated student and faculty members as well as business representation.

The School’s application for international AACSB accreditation kept our team busy in a good way during the year. For example, discussion of learning goals at all levels of our education, including professional and academic perspectives, was very enriching and also enhanced planning of the new curricula. No need to say how important it was for our team to finally achieve this valuable international accreditation.

MOKTR organized a collective teaching development afternoon (“Helmikahvit”) in April for students and personnel, and also together with student tutors the Marketing Mix get-together evening in September for new students. Also in the future, the feedback from students collected in these events is essential especially in relation to the requirements of AACSB and other development efforts in assurance of learning.

Members of the teaching development team in 2013 were: Saila Saraniemi (chair), faculty members: Pauliina Ulkuniemi, Ilkka Ojansivu, Outi Nuojua, Marika Tuomela-Pyykkönen and Timo Pohjosenperä. Our student members: Hanne Kettunen, Vili Koistinen, Aino Meriläinen and Mika Tiainen. Our alumni representative: Tiina Koskela (Kaleva).

- Saila Saraniemi
Student’s slice of life in the Marketing Department

I am a marketing major graduating in summer 2014. Since September of 2013 I have been fortunate enough to gain work experience as a research assistant in the Marketing Department. My main responsibilities included managing the marketing communications of a research group and this led to me doing my master’s thesis for the department – developing a marketing communications model for a research group. I got to interact with marketing agencies and independently organize the research group’s electronic marketing – by this I mean designing homepages, creating social media profiles, search engine optimization and automation. In essence, I got to do exactly the things I have studied for and that I am interested in.

The marketing department was also indirectly responsible for my next big thing in my work life. During December I attended a marketing course “Purchasing and supplier relationships”. I found the structure of the course inspirational and I was interested in the field, especially after the visiting lecturer from Nokia Solutions and Networks. NSN’s head of materials management lectured about purchasing and supplier relationships in a truly global company. Needless to say, after the lecture was over I chatted him up a bit. I asked about how to apply for jobs and what kind of career paths they have. Later in the spring, I found myself congratulating myself for a summer job in Nokia Solutions and Networks – working in a field I have studied for. I got a foot in the door now.

- Tero Huhtala

Business cooperation

The Department of Marketing has pursued and developed cooperation with the business community over the years, combining theory and practice in teaching and offering students with high quality knowledge with strong relevance to real business life issues. Most of the students in marketing write their bachelor’s and master’s thesis in close cooperation with companies or public sector organizations. In addition, students can work on business-related problems in the special issues course that can be tailored to solve specific business problems or development issues.
Visiting lecturers

Among the domestic and international guest lecturers visiting the marketing courses in 2013 were:

- Professor **Luis Araujo**: Martti Ahtisaari Institute Research Seminar Series event was organized on Wednesday 24th April with the title *Re-focusing Marketing: Market-Shaping*. In the seminar, Professor Araujo from the Lancaster University Management School, discussed the US airline industry 1981-1991 and the birth of Frequent Flyer programs. Teea Palo, Oulu Business School, presented her PhD research on networked business model in emerging technology-based service market.

- As in previous years, Professor **Wesley Johnston** from Georgia State University, Atlanta, was responsible for teaching the course Industrial Sales Management

- Professor **Virpi Havila** from Uppsala University visited the department of Marketing for research cooperation in the EmoCha project during 6.-17.5.2013.
Research

Research in marketing at the Oulu Business School has three focal areas. The first area is industrial marketing, especially business-to-business relationships and value-creating networks. The second area is electronic business, with digital marketing, social media and mobile commerce as central research themes. The third area is logistics and supply chain management with logistics services and outsourcing as specific areas of interest. Services and service business management is a cross-cutting theme that is explored in a multi-disciplinary group, SHARP (Sensing and Shaping Service Business Relationships), selected as one of the Martti Ahtisaari Institute’s Research Groups for the period 2013-2015.

The research is carried out in close cooperation with the business community and public organizations. Active collaboration with national and international academic partners is fostered in research projects, many of which get supported by external funding organizations such as the Academy of Finland and Tekes (the Finnish Funding Agency for Innovation). Our goal is to produce high-level academic research of international standards that is published in refereed international journals.

Northern Service Day 24.1.2013 in Oulu

Northern Service Day took place on 24.1.2013 in the distinguished restaurant Uusi Seurahuone, bringing together nearly 150 people interested in private and public sector business service development. The seminar was organized by Finnish Service Alliance, regional actors and other experts in service development. The aim of the seminar was to promote the development of service thinking, new business and job creation in Northern Finland. The day began with a panel discussion about service thinking, prospects and business opportunities in Northern Finland. The panel guests were professor Marja Toivonen from VTT, Tiina Tanninen-Ahonen from Tekes, professor Satu Miettinen from the University of Lapland, development of research at the Oulu Business School, and other experts in the field.

BEST PAPERS

Our researchers have gained recognition receiving the best paper awards on three different occasions.


Kerttu Kettunen: Journal of Management History Award for best international paper in the Academy of Management 2013 Meeting in Orlando, USA.
executive Timo Nousiainen from the City of Oulu, service designer Tuomas Jomppanen from OP-Pohjola and CEO Seppo Helanen from Vihluodon kala. After this it was time for the theme clinics – workshops where various challenges in service business were solved together. The event ended with informal networking.

University Lecturer Salka Saraniemi, doctoral student Teea Palo and research assistants Tiina Holappa and Heta Kangasniemi from the marketing department organized a "Brand Doctors" theme workshop which aroused considerable interest. The abundant number of participants were introduced with the secrets of brand identity identification. The faculty of economics, Martti Ahtisaari Institute and Business Kitchen's diverse offerings for companies and organizations were also presented.

**SHARP research group seminar**

On 19 November SHARP research group organized a research seminar focusing on *co-creation of value in modular business processes*. A presentation by Satu Nätti, Saara Pekkarinen, Emmi Hartikka and Tiina Holappa on "Value Co-Creation Roles and Activities in Triadic Service Relationships" discussed the various roles and activities of value co-creation in a property management triad. The study revealed that active feedback helps improve service processes and that a supplier is able to reduce the perceived costs for a customer by creating new solutions to existing problems. In their presentation "Understanding the market dynamics through resource integration" Teea Palo and Kaisa Koskela-Huotari dealt with the way how various actors shape the market through the integration of resources.

The presentation of Pauliina Ulkuniemi and Saara Pekkarinen - “Modular value propositions in knowledge intensive business service firms” was about modular value propositions in knowledge-intensive firms. The presentation focused on the how to take advantage of modularity in service offering and in designing value promises in the context of professional services, where the customer's active role is significant in spreading information.

**Awards and recognitions**

The marketing department gained recognition around the world in 2013: our researchers were awarded in Thailand, New Zealand and USA.
Jouni Juntunen and Mari Juntunen, together with Pekka Kess (Department of Industrial Engineering, University of Oulu) and Vesa Autere (National Defence University), received the best paper award for their paper “Outsourcing strategies and negotiation power in security sector” in Technology Innovation and Industrial Management 2013 (TIIM) Conference in Thailand contesting against some 150 other papers.

The paper "Americanization from a Comparative Perspective: Business School Systems in Finland and the United Arab Emirates" by Kimmo Alajoutsijärvi, Katarina Juusola (University of Jyväskylä) and Kerttu Kettunen won the Journal of Management History International Award in the Academy of Management 2013 Meeting in Orlando, USA. It was awarded by AoM Management History Division.

The paper “Coordination of post-project buyer-seller interaction in service-intensive projects” by Ilkka Ojansivu received the best paper award for track B2B Marketing in the 2013 ANZMAC Conference in New Zealand.

Research development team – MTETR

The Research Development Team of the Marketing Department (MTETR) established as its main goal to develop doctoral education for the department. During 2013, MTETR organized two bigger events in addition to weekly research seminars. In the first one, the Research Development Day in 18 April 2013, keynote speaker Professor Luis Araujo from Lancaster University Management School, UK, gave a presentation "What to do with your Ph.D?" and after that work group discussions were dedicated to various issues relevant for doctoral students. In the second seminar on 17 October 2013, Professor Wesley Johnston from Georgia State University, USA, gave a presentation “Research and the Journal Review Process”.

7 faculty members were involved in the MTETR work: Jouni Juntunen (chair), Tuula Lehtimäki (secretary), Eeva-Liisa Oikarinen, Teea Palo, Elina Pernu, Anniina Schreiner, Marika Tuomela-Pyykkönen and Anita Virta.

International research visits

Our researchers are actively involved in international research collaboration, as indicated by the joint publications, international conference participation and research visits. As examples of research visits Jari Salo visited the University of Bergamo 8.4-22.4.2013, Jaana Tähtinen
visited the University of Limerick Kemmy Business School on two occasions, Eija-Liisa Heikka visited the Copenhagen Business School from October to December, Marika Tuomela-Pyykkönen was in Canada and visited the McGill University, Hanna Komulainen visited Georgia State University in the United States and Minna Mäläskä paid a visit to Auckland Business School in New Zealand.

Publications

Overall there were 26 articles in international refereed academic journals, 31 conference papers and 5 other research publications that were published by the faculty of the Department. A complete list of publications by the faculty of the Marketing Department is presented in the Appendix below.

Docent appointment

Associate professor, Dr. Christian Kowalkowski, Linköping University, was appointed a Docent at the Department of Marketing on 19. September 2013. Dr Kowalkowski’s Christian Kowalkowski’s current research is concerned with service infusion in manufacturing, solutions marketing, service innovation, relationship dynamics, and value-creation strategies. He is Associate Editor of Industrial Marketing Management, the leading academic B2B marketing journal, and serves as an Editorial Board Member of Journal of Business Research and Journal of Business & Industrial Marketing. For information on Dr Kowalkowski’s research and teaching profile, see: http://www.iei.liu.se/indek/personal/kowalkowski-christian?l=en
Projects

The department has had remarkable success in externally funded projects, serving as a good indication of the business relevance of our research activity. The following information cards offer an overview of the projects in 2013.

Barents Logistics 2

Barents Logistics 2 is a cross-border project for increasing logistics competence and facilitating business development in the Barents Region. The international partners in the project include Luleå University of Technology in Sweden and the Arctic Training Centre together with Murmanshelf Association in Murmansk, Russia. The project is funded by the ENPI Kolarctic CBC Program and national co-funding organizations. The project duration is three years and it ends in March 2014.

In February 2013 a four-day training session was organized in Murmansk, with lectures in transportation and logistics for the Russian partner companies. A study trip for Finnish and Swedish project partners was organized to Murmansk on 8-10, April, including visits to Russian companies and public organizations and a high-level seminar on Arctic Logistics by the Murmanshelf Association. A special issues course on “International Project Management: A Barents Perspective” was organized for students at the University of Oulu in April 2013, and some of the students participated in the study trip to Murmansk. Another excursion to Murmansk, Nickel and Kirkenes regions was done on 14-18, October, with a special focus on the mining industry in the Barents Region. The final seminar of the Barents Logistics 2 project was held on 29, November 2013 and attracted over 100 participants from the partner countries to Oulu for an update of the business and logistics developments in the Arctic Regions.

The project also offers an opportunity for master’s level and doctoral students in Sweden and Finland to focus on issues related to business and logistics in Northern Regions. At the marketing department, Marika Tuomela-Pyykkönen conducts her doctoral research about the purchasing and procurement practices in the mining industry. In 2013, Salla Niskanen completed her master’s thesis about the outsourcing decision-making in the mining industry, while Aki Aamuvuori’s thesis about complex project deliveries in the Barents Region continues till spring 2014.

The Puulog project

The Puulog project focuses on procurement and logistics of wood-based bio energy in Northern Finland. It is a joint project between the University of Oulu and the Kemi-Tornio University of Applied Sciences. At the University of Oulu, the work has concentrated on the economic and operational aspects of bio-fuel supply chains.

In 2013, the results of the simulation study for bioenergy supply chain, developed in the project by Eero Klemetti, was presented to different stakeholder groups on several occasions. Also the international cooperation was continued to develop bioenergy networks (e.g. Alakurtti-Kandalaksha Region). The project ended on 31.12.2013, and the project manager Aaro Tiilikainen retired after his long service with the University of Oulu at the same date.

More information: Aaro Tiilikainen (aaro.tiilikainen[at]oulu.fi)

Value co-creation in technological B2B services

“Value co-creation in Technological B2B Services” is a postdoctoral research project financed by Academy of Finland (1.9.2011-30.6.2016). The overall purpose of this project is to explore value creation in the context of emerging technological business services by focusing on three main themes: value co-creation, technological business services and business models.

During 2013 Hanna Komulainen was on a maternity leave for eight months and worked in the project for four months. During this time she made a research exchange visit to Georgia State University, J. Mack Robinson School of Business, as an invited guest of Professor Wesley Johnston. Research exchange visit included close research cooperation with Prof. Johnston and attendance in the 29th IMP Conference. In the conference Dr. Komulainen presented an article titled “How to make a new technological B2B service a profitable business?” and acted as a chair in theme session “Innovation in Industrial Networks” together with Othman Boujenan, Kristin B. Munksgaard, Per Vagn Freytagin and Hannu Makkonen. So far, Dr. Komulainen has published altogether five research articles in different international marketing journals, one book chapter and five conference papers during the project.

More information:: Postdoctoral Researcher Hanna Komulainen (hanna.komulainen@oulu.fi)
The ModuServ Project

The ModuServ Project is conducted by the Department of Marketing and VTT Technical Research Centre of Finland and is financed by TEKES – the Finnish Funding Agency for Technology and Innovation through the Serve programme. The project is run in close collaboration with three companies: Kiinteistöhuolto Jurvelin, PCS Engineering and Pöyry Finland.

The overall purpose of this research project is to describe, analyze and evaluate how value is co-created in business services through modularity and collaborative business networks. This research project aimed to challenge the traditional research conventions by combining the three theoretical backgrounds on value co-creation, collaborative networks, and service modularity. By doing this, new perspectives on business service innovations can be found and explored. The project combined interdisciplinary knowledge and mixed methods to examine the research phenomena, and worked in close collaboration with companies enabling the innovative dissemination and exploitation of the research results.

The research team at Department of Marketing, Oulu Business School is comprised of professors Jari Juga and Pauliina Ulkuniemi, senior research fellows Satu Nätti and Saara Pekkarinen, M. Sc. Sakari Nikkilä, M.Sc./D. Sc. Teeta Palo, and Doctoral Student Eija-Liisa Heikka who have provided and participated in different research activities e.g. internal, public and international research seminars and conferences, workshops and daily collaboration with partner companies. Close collaboration in ModuServ will be done with Professor Timo Koivumäki and M.Sc. Arto Wallin from VTT. ModuServ project team has a collaboration network in the field with international researchers, e.g. Department of Management and Engineering, Linköping University, Sweden; Cardiff University Business School and Lancaster University Management School, the UK and Georgia State University, the U.S.A and the University of West Georgia, GA.

Six theses produced by Antti Hartikka, Taneli Niemi and Xiaowen Xiong 2012-2013 and Teemu Kaasinen, Tiina Holappa and Jari Hämäläinen 2013-2014. In 2013 researchers have presented ModuServ research at international conferences and seminars such as 2013 Naples Forum on Service in June (Pekkarinen), 2013 IMP Conference (Heikka and Nätti) and Pekkarinen co-chaired both track of Supply Chain Management and Purchasing and two sessions. Heikka participated in the 4th International Research Seminar on Service Modularity at Hamburg. Research Seminar “Creation of Value in Modular Business Processes, Tue 19 Nov 2013 at the University of Oulu collected a large audience to hear about service business research done in ModuServ and SHARP Research Group research topics.

If you are interested in knowing more about our research results, please, take a contact to Project Director Saara Pekkarinen, email: saara.pekkarinen(at)oulu.fi
New research project in healthcare related services

A project proposal coordinated by OBS Department of Marketing received funding from Tekes program: Innovations in Social and Healthcare Services. The programme aims to improve health and social services and increase business opportunities through innovative activities. This two-year (2014-2015) interdisciplinary project “Terveet tukipalvelut” (Healthy Support Services) combines research in fields of marketing, logistics, accounting, work science and geoinformatics in context of logistical support functions of health care systems. The project is carried out in cooperation with the hospital districts of Northern Ostrobothnia and Lapland, City of Oulu and Itella Posti Oy.

Additional information:
Project manager: Timo Pohjosenperä

EmoCha

Emocha uncovers the state of buyer-seller relationship ending research and expands its multidisciplinary opportunities by applying Critical Realism. The research project extends the focus of the field from the relationship ending to their recovery, from dyads to triads, from solely rational to emotional understanding, and from continuous relationships to episodic ones. EmoCha is funded by the Academy of Finland.

The year 2013 was active and fairly international for EmoCha. It contained a long research visit to University of Limerick, Ireland by Jaana Tähtinen, conference presentations at the Annual IMP Conference and Doctoral Consortium by Anniina Schreiner and Jaana, as well as several national seminar presentations by Anita Virta. Jaana was also one of the chairs of the 'Complexities of Relationship Dynamics' special session at the IMP. In addition, we are eagerly looking towards the publication of a study by Anita and Jaana at Drugs and Alcohol Today journal, due early 2014.

More information: Jaana Tähtinen
jaana.tahtinen[at]oulu.fi
External activities, societal impact and citizenship

Our faculty has actively participated in various academic and external activities not directly linked to their own research and teaching responsibilities. These include external teaching and research related assignments, committee memberships and positions of trust as well as other duties and responsibilities related to societal and university citizenship. Among these activities, the department’s researchers have actively contributed to academic publishing by working in editorial boards and serving as reviewers for conferences and international peer-reviewed journals. A list of reviewer responsibilities of the marketing faculty is presented in the Appendix.

External activities of the Department include the basic study module (25 ECTS units) in marketing offered to the Open University. The marketing courses in the Open University offering in 2013 were (http://www.oulu.fi/avoinyliopisto/):

- markkinoinnin perusteet (introduction to marketing)
- tuote- ja markkinastrategiat (product-market strategies)
- business-to-business marketing
- kuluttajakäytäytyminen (consumer behavior)
- business logistics
APPENDICES

Key figures
Staff
Publications
Conference, workshop and seminar presentations
Assignments related to scientific publishing
Assignments related to scientific conferences
Expert statements and evaluations
International researcher exchange and visits
External activities, societal impact and citizenship
Master’s theses accepted in 2013
### Key figures

<table>
<thead>
<tr>
<th>KEY FIGURES</th>
<th>2009</th>
<th>2010</th>
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<tbody>
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<td></td>
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<td>47</td>
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<tr>
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<td>53</td>
<td>68</td>
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Source: Oulun yliopisto tutkii database
Staff

Eija-Liisa Heikka
M.Sc.
doctoral student

Jari Juga, D.Sc.,
professor, Head of
department

Jouni Juntunen,
D.Sc.
assistant professor

Mari Juntunen,
D.Sc.
assistant professor

Kerttu Kettunen
D.Sc. post doc
researcher

Timo Koivumäki,
D.Sc.,
professor

Hanna Komulainen, D.Sc.
post doc researcher

Tuula Lehtimäki,
D.Sc. post doc
researcher

Minna Mäläskä,
M.Sc.
doctoral student

Waqar Nadeem,
M.Sc.
doctoral student

Sakari Nikkilä,
M.Sc.
lecturer

Outi Nuojua, M.Sc.
doctoral student

Satu Nätty, D.Sc.
university researcher

Eeva-Liisa Oikarinen,
M.Sc., doctoral student

Ilkka Ojansivu,
M.Sc.
doctoral student

Teea Palo, D.Sc.
post doc researcher

Saara Pekkarinen,
D.Sc.
assistant professor

Elina Pernu, D.Sc.
post doc researcher

Timo Pohjosenperä,
M.Sc.
doctoral student

Jari Salo, D.Sc.,
professor
Adjunct professors (docents)

**Wesley Johnston**, D.Sc.,
Professor
Georgia State University,
Atlanta, Georgia, USA

**Veikko Seppänen**, D.Sc.,
Professor
Oulu Business School/
Martti Ahtisaari Institute

**Christian Kowalkowski**, D.Sc.
Associate Professor
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Publications in 2013

International refereed journal articles


Conference papers


Holmlund, Maria; Ryan, Annmarie; Tähtinen, Jaana; Edvardsson, Bo; Gronhaug, Kjell; Halinen, Aino; Harrison, Debbie; Havila, Virpi; Renström, Helena; Salmi, Asta; Strandvik, Tore (2013) A Nordic perspective on relationship dynamics. Proceedings of The 29th Annual IMP Conference. August 30 - Sept 2, 2013 Atlanta, USA.


Lehtimäki, Tuula; Korkiakoski, Mira; Ojansivu, Ilkka; Salo, Jari (2013) Value proposition communication for industrial asset efficiency service as a part of the sales process. Proceedings from the 29th Industrial Marketing and Purchasing Conference (IMP2013), August 30 - September 2, Atlanta, USA.


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Lehtimäki Tuula, 1.11.2013. The contextual nature of launching industrial new products

Conference, workshop and seminar presentations


Heikka, Eija-Liisa; Pekkarinen, Saara: Developing persuasive value propositions to business customers. Reserch seminar at Copenhagen Business School, Copenhagen, Denmark. 05. December 2013.

Heikka, Eija-Liisa; Pekkarinen, Saara; Ulkuniemi, Pauliina and Juga, Jari: Value propositions in a collaborative service supply chain. The 29th Annual IMP Conference, Atlanta, USA. 01.September 2013.


Kotavaara, Ossi; Rusanen, Jarmo; Miettinen, Milla; Korhonen, Kirsi; Muilu, Toivo; Juga, Jari: Local and organic food accessibility in Northern Ostrobothnia (RuokaGIS). Geoinformatics national research day Helsinki, Finland. 22. May 2013.


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**Nuojua, Outi**: *Collaboration in the EU public procurement*. Seminar of the marketing department, Oulu, Finland. 17. October 2013


**Nätti, Satu; Pekkarinen, Saara and Hartikka, Antti**: *Value co-creation in triadic service relationship*. 2013 Naples Forum on Service, Lacco Ameno, Ischia, Italy. 21. June 2013 (Poster)

**Oikarinen, Eeva-Liisa**: *Employer branding with humor style in online job ads*. Presentation at a seminar of the marketing department, Oulu, Finland. 28. November 2013.

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Näätti, Satu; Pekkarinen, Saara: Value co-creation in triadic business relationships. Research seminar, Department of marketing, Oulu, Finland. 21. November 2013.

Näätti, Satu; Pekkarinen, Saara: Value co-creation in triadic business service relationships. ModuServ/SHARP research seminar, University of Oulu, Oulu, Finland. 19. November 2013.

Näätti, Satu; Hurmelinna-Laukkanen, Pia and Johnston, Wesley J.: Absorptive capacity and network orchestration in international innovation community. IMP 2013 conference in Atlanta, Atlanta, USA. 03. August 2013.

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Tuomela-Pyykkönen, Marika: Implementing procurement strategy in a mining company. COSMO - Stochastic mine planning laboratory research seminar, McGill University, Montréal, Canada. 13. November 2013.


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Assignments related to scientific publishing

Heikka Eija-Liisa
- The 29th IMP conference 2013 2013 (Reviewer)

Juga Jari
- International Journal of Logistics Management. Emerald 2013 (Reviewer)
- Supply Chain Management: An International Journal. Emerald 2013 (Reviewer)
- The TQM Journal. Emerald 2013 (Reviewer)
- World Review of Intermodal Transport Research. Inderscience 2013 (Reviewer)

Juntunen Jouni
- International Journal of Logistics: Research and Applications. Taylor and Francis 2013 (Reviewer)
- Journal of business and industrial marketing. Emerald 2013 (Reviewer)
- Journal of business and industrial marketing._1. Emerald 2013 (Reviewer)
- World review of intermodal transportation research. Inderscience 2013 (Reviewer)
- World review of intermodal transportation research. Inderscience 2013 (Member of the editorial board)
- World review of intermodal transportation research. Inderscience 2013-2014 (Reviewer)
- International journal of shipping and transportation logistics. Inderscience 2013 (Reviewer)

Komulainen Hanna
- Journal of Business & Industrial Marketing. Emerald 2010-2013 (Reviewer)

Lehtimäki Tuula
- Journal of Business & Industrial Marketing. Emerald 2013 (Reviewer)
- Journal of Business & Industrial Marketing. Emerald 2013 (Reviewer)
- Journal of Business & Industrial Marketing. Emerald 2012-2013 (Reviewer)

Nuojua Outi
- Proceedings of 29th IMP Conference. - 2013 (Reviewer)
Nätti Satu

- International Journal of Bank Marketing. Emerald 2013 (Reviewer)
- Liiketaloustieteellinen Aikakauskirja. Aalto yliopisto 2013 (Reviewer)
- International Journal of Bank Marketing. Emerald 2013 (Reviewer)
- International Journal of Technology Management. Inderscience 2013 (Reviewer)

Pekkarinen Saara

- Industrial Management & Data Systems. Emerald Group Publishing Ltd 2012-2013 (Reviewer)
- International Journal of Physical Distribution and Logistics Management. Emerald 2011-2013 (Reviewer)
- Journal of Business and Industrial Marketing. Emerald Group Publishing Ltd 2009-2013 (Reviewer)

Salo Jari

- Journal of Business Research. Elsevier 2013 (Reviewer)
- Service Business. Springer 2011-2020 (Member of the editorial board)
- Contemporary Management Research. Contemporary Management Research, Taiwan 2009-2020 (Member of the editorial board)
- International Business and Economics Review. ISG, Portugal 2009-2020 (Member of the editorial board)
- Journal of Information Technology Research. IGI Global 2008-2020 (Editor)
- International Journal of Electronic Business Management. IJEBM 2007-2020 (Member of the editorial board)
- International Journal of E-services and Mobile Applications. IGI Global 2007-2020 (Member of the editorial board)
- Journal of Information Technology Research. IGI Global 2007-2020 (Member of the editorial board)

Saraniemi Saila

- Journal of Business and Industrial Marketing. Emerald 2013 (Reviewer)
- Matkailututkimuksen lukukirja. Lapin yliopistokustannus 2013 (Reviewer)
- Scandinavian Journal of Hospitality and Tourism. Routledge 2013 (Reviewer)
- Tourism Management. Elsevier 2013 (Reviewer)

Tähtinen Jaana

- International Journal of Bank Marketing. Emerald 2013 (Reviewer)
- Industrial Marketing Management. Elsevier 2011-2014 (Member of the editorial board)
- Journal of Business & Industrial Marketing. Emerald 2010-2014 (Member of the editorial board)
- Qualitative Market Research - An International Journal. Emerald 2007-2013 (Member of the editorial board)
- Journal of Service Management. Emerald 2006-2013 (Member of the editorial board)

Ulkuniemi Pauliina

- Industrial Marketing Management. Elsevier 2013 (Reviewer)
- Journal of Business & Industrial Marketing. Emerald 2013 (Editor)

Assignments related to scientific conferences

- Komulainen, H., - The 29th annual IMP Conference, Atlanta, USA. 28.08.2013-02.09.2013 (Session chair, reviewer)
- Lehtimäki T., - The 29th annual IMP Conference, Atlanta, USA. 30.08.2013-02.09.2013 (Reviewer)
- Nätti S., - The 29th annual IMP Conference, Atlanta, USA. 31.08.2013-02.09.2013 (Reviewer)
- Pekkarinen S., - The 29th annual IMP Conference, Atlanta, USA. 30.08.2013-02.09.2013 (Organizer, session chair, reviewer)
- Salo J., - 25th Bled Econference, Bled, Slovenia. 09.06.2013-13.06.2013 (Organizer)
- Saraniemi S., - ICORIA 2013 European Advertising Academy, Zagreb, Kroatia. 27.06.2013-29.06.2013 (Reviewer)
- Tähtinen J., - IMP 2013, Atlanta, Yhdyssvallat (USA). 30.08.2013-02.09.2013 (Organizer, session chair)
Expert statements and evaluations

International researcher exchange and visits

Researcher exchange and international visits:

- **Komulainen, H.** Georgia State University, USA, 31.07–30.09.2013
- **Mäläskä, M.** Auckland Business School, New Zealand, 1.12-20.12.2013
- **Palo, T.** University of Hawaii, USA, 05.12–18.12.2013
- **Pohjosenperä, T.** Murmansk/Russia, Zapolarnyi/Russia & Kirkenes/Norway, Finland 14.10–18.10.2013
- **Salo, J.** University of Bergamo, Italy, 8.4–22.4.2013
- **Tuomela-Pyykkönen, M.** McGill University, Montréal, Canada, 16.08–14.12.2013
- **Tähtinen, J.** University of Limerick Kemmy Business School, Ireland, 28.01–22.02.2013 and 27.08–19.12.2013

International visitors at the department:

- Professor **W. J. Johnston**, Center for Business and Industrial Marketing, J. Mack Robinson College of Business, Georgia State University, USA, lecturer of the Industrial sales management course and research cooperation, 14.10.-18.10.2013
- Professor **Virpi Havila**, Uppsala University, visited the department of Marketing for research cooperation in the EmoCha project, 6.-17.52013
- Professor **Luis Araujo**, Lancaster University Management School, Seminar: Re-focusing Marketing: Market-Shaping. 24th April 2013
Master’s theses accepted in 2013

1. Alahäivälä, Aliisa: Sisäisen työnantajabrändin muodostuminen työntekijän näkökulmasta.
18. Korkiakoski, Mira: Communicating customer value proposition for an industrial asset efficiency service.
22. Lepojärvi, Lauri: Mikroyrityksen liiketoiminnan kehittäminen yksityisten terveyspalvelujen toimialalla.
23. Mikkola, Tuuli: Creating customer knowledge competence through the development of key account management.
29. Raita, Antti: Miten kauppatieteilijän osaaminen vastaa työelämän tarpeita?
31. Riski, Meri: Matkailuverkoston yhteistyön mobilisointi.
33. Saari, Jenni: Tunteet liikesuhteen konfliktitilanteissa.
34. Satokangas, Saara: Effectiveness of mobile in-game banner advertising.
35. Turunen, Tuuli: Customer-dominant service logic in retail banking: A narrative approach to the mass affluent segment’s value creation process.
36. Udd, Juuso: Myyntityön eettisyys puhelinmymnissä.
37. Wessman, Anette: Sisäisen markkinoinnin vaikutus työmotiveatioon organisaation muutoksessa.

In logistics:
42. Lapola, Ilkka: Supply chain management in small company.
43. Lehari, Mervi: Välivarastointipaikan kannattavuuden arviointi
kierrätyspalveluyritykselle Pohjois-Suomen alueella.

44. Niskanen, Hannu: Logistiikan osaamisen vahvistaminen aluekehittämisen välineenä:
case Kemi.

45. Pelkonen, Eini: Toimitusketjun koordinointi katastrofitilanteissa.