



# ANNUAL REPORT 2017

## Entrepreneurship



Turun yliopisto  
University of Turku





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**8** WORK2017 Conference



**16** Teams from the Startup! Course victorious in national NY Startup finals



*Faculty of the Entrepreneurship unit in 2016.  
Photo by Studio Liikkuva.*

## “DOING” ENTREPRENEURIAL UNIVERSITY

The University of Turku (UTU) strengthens its profile as an entrepreneurial university. The Entrepreneurship strategy of UTU aims to firmly establish an entrepreneurial mindset, behaviour and culture across the entire University and its many activities. Including entrepreneurship in the university strategy demonstrates that UTU understands the nature of changing working life and emphasises its commitment to educate entrepreneurial students for the labour market and for society.

The Entrepreneurship Unit is actively “doing” entrepreneurial university through its multi-faceted activities in entrepreneurship research, education and social interaction. The solid foundation in terms of knowledge, top-tier research, quality education and strong stakeholder relationships within the entrepreneurial ecosystem is built on our longstanding scholarly commitment and work in the field of entrepreneurship. This is complemented by our wide national and international collaborative networks as well as many entrepreneurially oriented faculty members in other departments of the Turku School of Economics (TSE) and faculties across UTU.

Our staff members not only preach about the importance and challenges of an entrepreneurial university but we also live and do entrepreneurial university every day at our work. Our research portfolio includes several research projects which address the concept of entrepreneurial university and the related opportunities and challenges. For example, the Academic Entrepreneurship as a social process (ACE on page 6) research project is tightly interwoven with the UTU entrepreneurship strategy as it contributes to existing understanding of the construction and change of academic entrepreneurship. Similarly, in the frame of NordAqua, Nordic Centre of Excellence programme funded by NordForsk, we do entrepreneurial university by investigating how scientists evaluate and make sense of commercialising research in between science and business (NordAqua, page 10)



Furthermore, the Smart Work in Platform Economy ([SWiPE](#), page 7) consortium investigates the platform economy and its different manifestations, including entrepreneurial activities in academia and university education. ACE and SWiPE are funded by the Academy of Finland and conducted in close collaboration with other universities and research institutions in Finland and abroad.

[The Entrepreneurship Unit](#) is responsible for Entrepreneurship education throughout the university. We not only educate the students of the School of Economics, but also other faculties routinely request us to open our courses for their students and even to organise tailor-made courses for different disciplines. In 2017 we launched tailor-made basic courses on entrepreneurship for students in the Faculty of Medicine. After piloting them in the Faculty of Medicine the courses will be opened to other interested faculties, such as Humanities, Law and Technology and Natural Sciences. For the UTU Graduate School PhD students we organised an intensive, experiential learning workshop to familiarise the students with entrepreneurial process and opportunities (page 19). Furthermore, we do entrepreneurial university even in the executive education and the EMBA programme particularly.

The awarded (Intoa! entrepreneurship award in 2016) Startup! course continues to attract increasing number of students in different faculties. I am also happy to acknowledge that our students have found the international study module in Innovation and Strategic Management in the Kingston University, UK. The module is designed for the TSE students and organised through ERASMUS exchange (page 15). Furthermore, our longstanding efforts in training doctoral candidates as independent researchers bore fruit: two doctoral students finalised their studies and PhD projects in 2017. Likely the year 2018 will be even more successful in terms of finalised dissertations in entrepreneurship.

The above examples demonstrate how the Entrepreneurship Unit does entrepreneurial university as a part of its everyday activities. We work actively with Entrepreneurship Programme Managers and the different faculties to put entrepreneurship into practice in a manner tailored to the faculty and its particular needs. We participate to faculty and university level workshops and discussions as experts and, thus, facilitate the emergence of bottom-up entrepreneurial activities. We do our best to open the engrossing field of entrepreneurship to other disciplines and by doing so find new interesting opportunities for multidisciplinary research endeavours.

Most importantly these activities do not remain within the university as mere academic or educational exercises. We are active players within the regional entrepreneurship ecosystem. We collaborate with businesses and the corporate world and act as a springboard for student start-ups and spinoffs based on research excellence. We are committed to work closely with the student entrepreneurship society BoostTurku and integrate our courses with the Sparkup-entrepreneurship support activities of the Turku region. Our researchers and teachers are regular visitors in BoostTurku and for some of us it is almost like another home or work community. Together we create and do entrepreneurial university which looks like us. We are proud to be involved – making a difference requires a joint effort!

*Jarna Heinonen*

Professor in Entrepreneurship  
Director of the Entrepreneurship Unit  
Vice-Head of the Department of Management and Entrepreneurship



Employs **19**  
entrepreneurship  
professionals

**seven**  
competitively funded  
research projects

**10** peer-reviewed  
journal articles

**14** presentations

5 in **seven** international  
conferences

Several  
**international**  
visitors

nearly **1,3** million €  
in funding

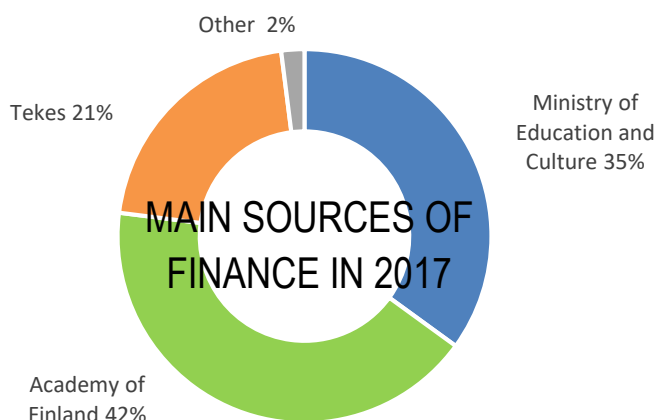
# RESEARCH WITH IMPACT

## Research on entrepreneurship and new working modes

Entrepreneurship is one of the areas of strength at the Turku School of Economics. Research activities at the Entrepreneurship Unit focus on two themes in particular: entrepreneurship and new working modes in the digitalized economy; and, entrepreneurial behaviour and business growth. These two main fields are connected through theoretical approaches in entrepreneurship and sociology, research methodology, science and technology studies, governance, and empirical studies. Research encompasses the processes of entrepreneurship and innovation as well as entrepreneurial behaviour from the point of view of business creation, growth, internationalisation, and renewal in different contexts in both private and public sector organisations. The Entrepreneurship research group consists of about twenty researchers with varied scientific backgrounds.

## Multidisciplinary scholarly excellence and international cooperation

We work internationally and emphasise scholarly excellence and policy relevance based on solid scientific knowledge particularly in entrepreneurship. The cornerstones of our entrepreneurship research are well-established multidisciplinary research groups, high-profile international research initiatives and networks such as Global Entrepreneurship Monitor (GEM) and the European Council for Small Business (ECSB), a strong track record in competitive research funding as well as close cooperation with policy-makers.



JUFO publications 2011–2017

	2011	2012	2013	2014	2015	2016	2017
JUFO 1	9	1	3	5	9	9	6
JUFO 2	6	3	1	5	6	6	4
JUFO 3	0	0	0	3	1	8	1





# STATE-OF-ART RESEARCH

## HIGHLIGHTS FROM OUR RESEARCH PROJECTS IN 2017

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### Academic Entrepreneurship as a social process (ACE)

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The Academic Entrepreneurship as a social process (ACE) research project funded by the Academy of Finland set into full motion in 2017. The opening seminar in Kuopio in January 2017 attracted an audience of both academics and practitioners and was followed by intensive data collection throughout the year. The research team from the University of Turku and University of Eastern Finland interviewed university academic managers and deans, conducted a survey among university students, observed different entrepreneurship events, to give a few examples. First analyses and papers were already completed that the researchers presented for example in the WORK Conference in Turku in August 2017.

The researchers aim to develop theory that will help understand the construction and change of academic entrepreneurship as a social process. The project at the Turku School of Economics is led by Research Director, Adjunct Professor Ulla Hytti and team included also Dr. Kirsi Peura and Dr. Inna Kozlinska as post-doc researchers. Kirsi works also as Entrepreneurship Manager at the University of Turku assuring that the project is tightly interwoven with the University of Turku's entrepreneurship strategy and the Entrepreneurial University initiative.

### Design for Value – Value driven ecosystem for digitally disrupting supply chain (D4V)

The Design for Value project is a large, multi-disciplinary research project in which eight companies, such as Meyer Turku, MacGregor, and Rolls-Royce, and nine Finnish universities and research institutions investigate the future of maritime ecosystem. The project is divided in four main work packages of which Ecosystems and business model for digital value chain is led by the CCR unit at the University of Turku. Senior Research Fellow Pekka Stenholm and Project Researcher Tommi Pukkinen from Entrepreneurship Unit are participating in this work package by investigating the stakeholder aspect in developing new, disruptive technology. Moreover, Stenholm and Pukkinen will launch and conduct an Idea and Opportunity Mayhem workshops during which established businesses will be exposed to lean methods and concurrent ways to create and capture new value.

The year 2017 has focused on proceeding with research activities, writing a wide array of scientific publications as well as organizing, leading and participating in the numerous national and international societal and economic discussions, including high impact meetings with several Parliamentary Committees and preparatory groups. In 2017, SWiPE also organized the WORK2017 conference at the University of Turku.

The SWiPE research consortium is led by Professor Anne Kovalainen. The three subprojects within the Consortium are led by Director Petri Rouvinen at ETLA, Senior Research Fellow, Adjunct Professor Laura Seppänen at FIOH and Senior Research Fellow, Adjunct Professor Seppo Poutanen at University of Turku. Post.doc. researcher Kaisa Hytönen is the coordinator for the Consortium. SWiPE research consortium analyses extensively the new platform economy and its different manifestations such as transformations of businesses and shifts between paid work, self-employment, gig work and entrepreneurship, emerging platform work, which often is highly educated expert work, digitalization and several new types of entrepreneurial activities. SWiPE explores connections between education and working life within the context of academic, university and vocational training, the support mechanisms for migrants' entrepreneurial activities, digitalization of work, the public sector work transformation and new types of job crafting. New collaborations between national and international partners have been established during 2017.

National partners are ETLA (the Research Institute of the Finnish Economy) and TTL (Finnish Institute of Occupational Health). The consortium collaborates with several national and international stakeholders, including SITRA, KONE, Finnish Family Firms Association, Finnish Federation for Settlement Houses, Centre for Research in Ethnic Minority Entrepreneurship (CREME) at the University of Birmingham and several US colleagues (University of California, Stanford University, Cornell University, Northeastern University). The consortium has hosts 2-3 visiting professors and employs international researchers. SWiPE research consortium is funded in its entirety by the Academy of Finland Strategic Research Council and employs c. 35 researchers. At the School of Economics, SWiPE research group consists of 10-12 persons including Professor Anne Kovalainen, Senior Research Fellow Seppo Poutanen, Research Director Heli Salminen-Mankonen, Post.doctoral Researcher Kaisa Hytönen, Senior Research Fellow Pekka Stenholm, Doctorates Matti Karinen, Jatta Jännäri, Tom Southerington, Project Researchers Sanna Rouhiainen and Satu Aaltonen, Coordinator Eija Vuorio and Research assistant Marja Rautajoki.

Read more about SWiPE at [www.smartworkresearch.fi](http://www.smartworkresearch.fi). For more information, contact Professor Anne Kovalainen ([anne.kovalainen@utu.fi](mailto:anne.kovalainen@utu.fi)).

## Knowledge Governance

During 2017 Knowledge Governance essentially integrated with SWiPE by publications and by organizing and contributing to seminars, conferences and researcher visits. Interdisciplinary research was especially promoted. Several papers were presented at international conferences and a number of manuscripts were prepared plus one international monograph was published: Poutanen, S. & Kovalainen, A. (2017) *Gender and Innovation in the New Economy - Women, Identity, and Creative Work*. New York: Palgrave Macmillan. Concerning publications, preparations for two books to be published by Routledge in 2019 were also started (Monograph by Poutanen & Kovalainen and Edited Volume by Poutanen, Kovalainen & Rouvinen).

In addition, Knowledge Governance participated in planning and in inviting speakers to the [WORK2017 Conference](#), which took place in August 2017 at the University of Turku. Furthermore, Knowledge Governance contributed to the list of invitees for the *Platform Economy* seminar 23.-24.5. (Säätytalo), and participated in content discussions.

Knowledge Governance contributed to the Turku University's Digital Futures -profiling (PROFI2). The profiling area gained substantial funding from the Academy of Finland. The activities here consisted of a) participation in and contribution to the invitation seminar with SITRA on the possibilities of the anonymized data in Digital Futures Living Lab "*Anonymisoidun tiedon mahdollisuudet*" 22.8.2017 at Finlandia House, Helsinki (S. Poutanen, A. Kovalainen), b) actively participating in "Young DF-researchers' group and network" support activities during the 2017 (M. Karinen), and c) inviting international



lecturers to University of Turku. Furthermore, Knowledge Governance participated in the planning and writing phase of the new Digital Futures and the University level profiling application (PROFI4) (A. Kovalainen).

Read more at [www.knowledge-governance.org](http://www.knowledge-governance.org).

# WORK2017

Work and Labour in the Digital Future

One of the main events of SWiPE, the WORK2017 Conference was led by Professor Anne Kovalainen and organized by SWiPE-Research Consortium (the Strategic Research Council at the Academy of Finland), Turku Centre for Labor Studies (TCLS), and the University of Turku. The conference gathered close to 400 participants. Circa 40% were from abroad, altogether 20 different countries. The participants gave 225 presentations.

Seven experts of platform economy and digital work from the USA and Great Britain held keynotes: Marina Gorbis (Institute for the Future, Palo Alto), Martin Kenney (University of California), Jerry A. Jacobs (University of Pennsylvania), Peter Levin (Intel Corporation), Monder Ram (University of Birmingham), Dan Greene (Microsoft Research New England) and Ifeoma Ajunwa (Cornell University). From the SWiPE advisory board members prof. Steven Vallas participated. Conference was supported by: The Finnish Work Environment Fund, SITRA, The Federation of Finnish Learned Societies, Turun kauppakorkeakoulun tukisäätiö (Turku School of Economics Support Foundation) and City of Turku.

See the WORK2017 ([www.work2017.fi](http://www.work2017.fi)) for more information and highlights for each conference day.



@swipe\_STN  
@WORK2017fi



## Strategic change in municipalities: Towards network structures

Due to the changes in the operational landscape for Finnish municipalities, a research project funded by Business Finland (former Tekes) aims to support Finnish municipalities to seek new strategic positions and role in networks. The new situation calls for new kinds of working modes, for example, involving the citizens, companies and other agents into innovating and developing the municipal services and the supply mechanisms. Finally, experimentation rather than planning is suggested as a method also for municipalities to explore new working methods and services. The research project investigates and supports the municipalities in these domains. The research project is run jointly with three municipal development projects (Sastamala, Merikarvia and Suupohja, where the latter is a federation of four independent municipalities). The project at the Turku School of Economics is led by Research Director, Adjunct Professor Ulla Hytti and the team includes researchers Satu Aaltonen and Tanja Lepistö. Tanja works at the Pori Unit of the Turku School of Economics.

## Supporting the renewal and growth of local and regional companies

Business Finland (former Tekes) supports the renewal of local and regional companies by 40–60 million euros annually, which ranges about tenth of all business funding provided by Business Finland. In this study we evaluated does this support influence the growth and renewal of companies in this particular customer segment? This was addressed by comparing the subsidized companies to control firms with similar background but no support from Business Finland.

First, we analysed the financial statement data of 1673 subsidized companies and 1706 control group companies. Second, we conducted match-paired analyses with 480 companies of which we then send an Internet-based survey. This data collection generated 294 responses altogether.

Due to relatively short time period (from 2012 to 2016), the financial statement data did not show any differences in actual growth between the target group and the control group. Instead, our survey data show that the subsidized companies had been more active and invested more resources in developing their product and service offerings as well as developing the capabilities for internationalization. In addition, the findings suggest that the renewal of businesses is best supported by investing in action aimed at better understanding the business environment, acquiring new resources and skills, and re-organizing the existing resources. Networking activities can then boost these effects even further.

With regards to future developments, we recommend that since renewal of business practices and processes create more sustainable growth than investments on machinery or non-recurring activities, more emphasis should be put on renewal of these practices when evaluating the subsidy applications. Moreover, we see that the initiatives funded should entail elements that increase internal flexibility and renewal as well as networking outside the company.

For more information: Pekka Stenholm ([pekka.stenholm@utu.fi](mailto:pekka.stenholm@utu.fi)).

## Study on the role of pioneering firms as engines of industry renaissance (ReInRe)

In this Tekes co-funded research project we investigated the differences between successful and less successful firms in their engagement in entrepreneurial strategies and behavior. The project was led by Senior Research Fellow Pekka Stenholm and the project ended during 2017. Accordingly, we organized two closing seminars in April, one at the Tekes and second at the University of Turku. Professor Jay Barney (University of Utah, USA), a world-class scholar in the field of strategic management and firms' competitive advantage, visited both seminars. Professor Barney's keynotes stressed the multiple aspect of success of a company, and how important it is to continuously seek to improve any company's behavior.

In addition to the seminar, the results were also presented in the RENT XXXI conference in Lund, Sweden in November. The main findings suggest that successful companies in comparison to less successful ones differ in their strategic features. In constructing their strategies and success through narratives successful companies highlight the persistence and bearing with uncertainty. Successful companies also emphasize the entrepreneurial culture through which they have been able to encourage success among their employees. Moreover, they highlighted the importance of flexibility in decision-making. Successful companies have gone very close to the customer and instead of solely listening to the needs



they try to solve customers' problems sometimes even before customers recognize them. For practice these findings emphasize the importance of listening to customers and understanding their message.

More information [here](#).

## Unlocking the value of Nordic bioresources – NordAqua

NordAqua is a five year (2017-2022) Nordic Centre of Excellence (NCoE) funded by NordForsk through the Nordic Bioeconomy Programme. The NordAqua NCoE is a hub of 10 Nordic universities and research institutes from 3 different Nordic countries, along with several industrial and societal partners. With the strong cooperation of its partners, the NordAqua consortium attempts to accelerate the transition to the bioeconomy by promoting sustainability as an attractive investment for industry.

There are around 100 scientists at different career stages in the multidisciplinary fields of this blue bioeconomy consortium. The University of Turku (UTU), and particularly Academician Eva-Mari Aro is a coordinator of the NordAqua NCoE. The Entrepreneurship Unit is a part of the NCoE with a specific role in encouraging and studying commercialization and entrepreneurship within the NCoE.

In the frame of NordAqua, Entrepreneurship Unit contributes by bringing in better understanding on the challenges in commercializing research on blue bioeconomy. We study how scientists perceive and make sense of commercialization, the potential of their own ideas and business opportunities. Furthermore, we are investigating how scientists evaluate and make sense of their own troubles and successes in between science and business. The idea is also to organize entrepreneurship workshops for the researchers working in NordAqua.

For more information: Professor Jarna Heinonen ([jarna.heinonen@utu.fi](mailto:jarna.heinonen@utu.fi)) and [www.nordaqua.fi](http://www.nordaqua.fi).



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## Digital Futures

Digital Futures (DF) is one of the strategic cornerstones and also one of the six profiling areas of the University of Turku. Originally, Digital Futures was borne through the collaboration of four faculties, within areas of business studies, futures studies, legal studies, geospatial research and data-driven medicine by strengthening the University's cross-disciplinary research excellence. Within Digital Futures, the Living Lab platform is designed for exploration and experimentation across disciplines and Network aims for building stronger collaborations. Digital Futures is idea space, a place to create, ideate and innovate in interdisciplinary research. The digital future knows no boundaries, and neither should research. Working across disciplinary fields creates fertile ground for innovation and creativity. Staff members of the Entrepreneurship Unit, particularly Knowledge Governance project contributed to the Digital Futures -profiling.

See more [www.digitalfutures.fi](http://www.digitalfutures.fi).



## INTERNATIONAL RESEARCH AND TEACHING COOPERATION

International cooperation has always been an important part of our work, and we have had international faculty both in research and teaching positions. In addition to international faculty, we consider researcher and teacher mobility to be very important and encourage our doctoral students, as well as post-doc researchers, to benefit from international visits. The Entrepreneurship unit has also been an attractive location for visiting researchers; Professor Monder Ram from Birginingham University was appointed as a visiting professor for the period 6/2017-12/2018. Professor Robert Blackburn from the Kingston University continued as a visiting professor in the unit as well as Professor Jarna Heinonen continued as a visiting professor in the Kingston University. In addition, in 2017 we hosted several international researchers:

### Researchers from other universities visiting us:

- Prof. Rosemary Deem, University of London, UK (January 2017)
- Prof. David Rae, Bishop Grosseteste University, UK (February 2017)
- Prof. Slavica Singer, J.J. Strossmayer University in Osijek, Croatia (February 2017)
- Prof. Suncica Oberman Peterka, J.J. Strossmayer University in Osijek, Croatia (February 2017)
- Prof. Jay Barney University of Utah, USA (April 2017)
- Dr. Jonathan Scott, Northumbria University, UK (April and June-August 2017)
- Dr. Daniel Greene, Microsoft Research, New England, USA (August 2017)
- Prof. Jerry Jacobs, University of Pennsylvania, USA (August 2017)
- Assistant prof. Ifeoma Ajunwa, Cornell University, USA (August 2017)
- Prof. Steven Vallas, Northeastern University, USA (August 2017)
- Dr. Marina Gorbis, Institute for The Future Work (August 2017)
- Prof. Peter Levin, INTEL, USA (August 2017)
- Prof. Monder Ram, Birmingham University, UK (August and December 2017)
- Prof. Denis Gray, North Carolina University, USA (October 2017)
- Dr. Elaine Rideout, North Carolina University, USA (October 2017)

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### Researchers visiting other universities:

- Senior Research Fellow Pekka Stenholm, Bentley University, USA (June 2017)

### Research collaborators

We collaborate actively with a number of other national and foreign universities, institutions and networks. In 2017, we have conducted joint research projects at least with the following partners:

Aalto University, Finland

Aston University, UK

American University, USA

Bentley University, USA

King's College London, UK

Kingston University, UK

Nord University, Norway

Stockholm Business School, Stockholm University

Teesside University, UK

Universidad del Desarrollo, Chile

University of Utah, USA

University of Illinois at Chicago, USA

University of Southern Denmark, Denmark

University of South Florida, USA

University of Vaasa, Finland

VU Amsterdam, the Netherlands

Åbo Akademi University, Finland



The Entrepreneurship Unit hosts or is a national partner in four research networks that work as platforms for active collaboration in research, knowledge dissemination, teaching and data collection:

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### European Council for Small Business and Entrepreneurship (ECSB)

We host the Secretariat of the European Council for Small Business and Entrepreneurship (ECSB). The ECSB is a non-profit organisation whose main objective is to advance the understanding of entrepreneurship and to improve the competitiveness of SMEs in Europe. The ECSB is affiliated with the International Council for Small Business and Entrepreneurship (ICSB). Research Director Ulla Hytti is a member of the ECSB Board. Through the ECSB and ICSB we reach a network of about 2000 entrepreneurship researchers and educators world-wide.



[www.ecsb.org](http://www.ecsb.org)

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### European Network for Social and Economic Research (ENSR)

We are a Finnish member of the European Network for Social and Economic Research (ENSR) - a network of member-organisations in 33 EU and EEA countries specialised in applied social and economic research. In total, more than 600 highly qualified researchers cooperate in the network. Main clients include the European Commission, national governments, business associations, and the like.



[www.ensr.eu](http://www.ensr.eu)

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### NordAqua

NordAqua is a five year (2017-2022) Nordic Centre of Excellence (NCoE) funded by NordForsk through the Nordic Bioeconomy Programme. The NordAqua NCoE is a hub of 10 Nordic universities and research institutes from 3 different Nordic countries, along with several industrial and societal partners. With the strong cooperation of its partners, the NordAqua consortium has the potential to accelerate the transition to the bioeconomy by promoting sustainability as an attractive investment for industry.



[www.nordaquafi.fi](http://www.nordaquafi.fi)

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### Turku Centre for Labour Studies (TCLS)

We host the Turku Centre for Labour Studies (TCLS) research network which gathers multidisciplinary research on work and working life, including entrepreneurship and self-employment. TCLS acts at the University level and connects the seven faculties of the University of Turku, Åbo Akademi University and several other Research Units nationally and internationally. TCLS organises an international multidisciplinary research conference every second year as well as local seminars and does outreach activities locally and nationally, following the third task of the University.



[www.utu.fi/en/units/tcls/](http://www.utu.fi/en/units/tcls/)

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# INSPIRING LEARNING EXPERIENCES

**2858** ECTS  
accomplished

Balance between **academia** and  
**business life**

**14**

bachelor and master level  
**courses**

**14** dissertations

in progress

Several  
**participative methods**  
employed in each course

13

In entrepreneurship, we offer education at all academic degree levels. In addition, our faculty is active in training programmes offered for example to executive education, TSE exe, and to the Open University and in increasing amount also in other faculties of the University of Turku. The strengths of entrepreneurship education are embedded in the faculty's close connection to research in entrepreneurship. We also collaborate closely with student associations and Boost Turku – an open student-based entrepreneurship society for new start-ups. Guest lecturers from business life and international faculty are also a regular part of courses.

In Entrepreneurship studies, we aim to advance students' skills and know-how to recognize, create and exploit new business opportunities in all sectors. In our teaching we believe that entrepreneurship is about how you create a successful organisation in a dynamic and constantly changing business environment; how to recruit innovative employees, how to coordinate their work and how to build a productive and entrepreneurial organisational culture. In addition, we offer students both individual and societal views of entrepreneurship, for example an understanding of what kind of career opportunities entrepreneurship offers and how entrepreneurship is promoted in society.

Entrepreneurship as a discipline is highly research-oriented with numerous international research projects and significant outcomes (e.g. publications, scientific and societal impact). Consequently, Entrepreneurship is a relatively small discipline at the Turku School of Economics in terms of the number of major students. It is however, a very popular minor subject and also single courses reach wider audiences. Furthermore, the faculty has contributed to guiding and supervising degree students across disciplines. In addition, according to the spirit of the Entrepreneurial University Strategy an increasing amount of entrepreneurship studies are being offered to other faculties based on their needs.

## Development of Entrepreneurship studies in terms of study credits and degrees 2013–2017

	2013	2014	2015	2016	2017
<b>Study credits (ECTS)</b>	2454	2590	2429	2448	2858
<b>Graduated students (B.Sc.)</b>	1	5	1	2	-
<b>Graduated students (M.Sc.)</b>	1	2	4	2	-
<b>Graduated students (D.Sc.)</b>	-	-	-	-	2

# ENTREPRENEURSHIP STUDIES

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## Bachelor studies

Our aim at the bachelor level is to provide students with a theoretical and practical knowledge of entrepreneurship. Our bachelor studies focus on the entrepreneurial process and understanding the role of entrepreneurship at an individual and at a societal level. Entrepreneurship studies provide tools for students to work in a constantly changing, innovative business environment after graduation no matter their career choice. During entrepreneurship studies we emphasize active connections to business life e.g. through visiting lecturers and excursions.

## Masters studies

Our master studies focus on enhancing research skills through courses related to theoretical perspectives, classics and current issues in entrepreneurship research and research methods. Master studies provide the opportunity to specialize in an interesting research area.

## Examples from Entrepreneurship course offerings

### Corporate entrepreneurship and creating entrepreneurial mindset

## YR6

What would be a better way to start a year than by studying corporate entrepreneurship? The YR6 course has been in our offerings now for couple of years and has become highly popular. In 2017, around 70 students participated in the course. In the course, the students learned what is meant by corporate entrepreneurship, why it can be beneficial for individuals and organizations, and how it can be promoted in organizational and individual levels. The course followed flipped classroom principles – the students prepared and familiarized themselves with the key topics of the day before attending the seminar sessions. In the seminars, these key topics were discussed and processed in groups. In addition, the students were provided an opportunity to experiment entrepreneurial behavior in a classroom setting for instance through an interesting aquarium exercise. In 2017, the course hosted two amazing speakers – Marc Dillon (Asmo Solutions) and Hannu Aaltonen (CM Kupittaa). In the end of the course, the students submitted their learning reflections where the key topics, course activities and lessons learned from guest speakers were discussed.

## YR5

### Entrepreneurship and society - giving a holistic view of the interrelatedness of business and society

Forty odd students with very heterogeneous background - over half of them exchange students from Europe, many non-EU students from our international masters' programs and Finnish students from many faculties - create an intriguing 'test lab' to bring together students' own cultural background and their practical and academic knowledge of entrepreneurship and to share it with others. The course offers its students' knowledge on how cultural, structural and political factors affect entrepreneurship, but also how entrepreneurship affects society on many levels. Topics such as entrepreneurship policies, ethnic and gender issues and social entrepreneurship are introduced.

Working together with students from different countries has been one of the most loved elements in the course:

*"(e)ach team member in my group came from a different country, which provided unique thoughts and point of views that we all must have learnt from: of our own culture and others". Students also appreciated an opportunity to get a more general picture of entrepreneurship than in many other courses: "(t)hrough my previous knowledge and experience, this course enabled me to take a step back of all of this and to adopt a holistic approach". The course brings up issues not so often discussed in business schools, such as inequalities, norms and values, culture and social value, which is also visible in the feedback of students of the 2017 class - "Stereotypes allow these existing inequalities to be maintained and we think that this is normal, I would never have thought of this before having studied this topic."*



## Innovation and Strategic Management Minor Study Module in Kingston University, UK

### Outi Vänskä shares her experiences of the student exchange

Entrepreneurship provides a possibility for students to take a minor in **Innovation and Strategic Management** (Minor Study Module, 32 ECTS) during their student exchange in the Kingston University (KU), UK. This is arranged through ERASMUS agreement. Outi Vänskä from the Pori Unit of the TSE was the first one to accomplish the minor in the KU and was requested to share her experiences of the student exchange.

Outi wanted to study in the UK, particularly close to London as she had visited the region earlier and felt in love with it. She was extremely happy that the ERASMUS collaboration made it possible for her to accomplish a coherent minor instead of including the courses separately as a part of her studies in major (management and organization). The courses in the KU usually run for a whole study year, and she was, thus, capable of taking a half of the courses. Still she accomplished a full minor and even more: 32 ECTS in a semester! According to Outi the work load of the courses in KU differs somewhat between the courses but are mainly equivalent to the ones in the TSE. The same holds for 'academic freedom' indicating that it was possible for her to arrange her studies and leisure time in a flexible manner.

The studies in the KU gave Outi new perspectives and demonstrated that there is no right way to study and do things but in different cultures one needs to accommodate. The most important learning experience for Outi was that positive and broad-minded attitude brings you forward and

helps you to succeed. Furthermore it was most fruitful for her to study and work with other young people coming from different cultures and backgrounds.

Outi encourages everyone to go to student exchange. She enjoyed her stay in Kingston both in terms of studying and leisure time. The group of exchange students studying in the KU was great and Kingston is an extremely viable and pleasant environment to live and study. Moving between campus areas was easy due to well organized university transportation system (i.e. busses), which students could use free of charge. Outi further reminds that student exchange implies breaking one's comfort zone. This connects nicely to entrepreneurship studies, which is about learning to question and breaking the existing boundaries, let them be one's comfort zones. She believes that her minor in Innovation and Strategic Management in the KU make her diploma unique and different and therefore her studies in the KU will be an enormous future asset for her.



Outi Vänskä (second from the left) and her friends from KU.

# TEAMS FROM THE STARTUP! COURSE VICTORIOUS IN NATIONAL NY STARTUP FINALS



Teams from TSE Entrepreneurship's Startup! course won three out of three prizes in national higher education NY Startup Finals in Helsinki in April 2017. Team Entis won the prize for the best NY Start Up -company for the 2016-2017 in Finland. Entis had identified an opportunity in the global megatrend of protein-rich nutrition and created a business idea to market insect nutrition.

In granting its award, the panel stressed the multidisciplinary know-how of the team from technology to lawmakers and marketing professionals. Entis had tested its cricket products with fast experiments with customers, for example by selling crickets at various events. The panel also appreciated the team's proactive efforts in future development of the company. Besides Entis, two other teams from the course were awarded in the national finals. Team Pää won the best price for the company presentation and a member of the team Oktantti was selected as a best sales person.

The Startup! course uniquely combines a scientific approach on new venture creation and experimental education. In the course, students are exposed to entrepreneurial thinking and actions while they ideate, validate and launch new businesses. Students form multidisciplinary teams in which they create new businesses. The ultimate aim of the course is to promote entrepreneurial thinking and action, but also to enhance students' working life skills, such as communication, team work, problem-solving and project management skills. Students learn to apply and make use of their skills in practice and to understand their own skills, strengths and interests. In addition, each year about 2–3 teams continue as new businesses after the course.

The Startup! course is open for students from all faculties at the University of Turku and it is organized annually together with Åbo Akademi, the Turku University of Applied Sciences and the Humak University of Applied Sciences. The course is a part of the NY Start Up community (more information [here](#)) coordinated by Nuori Yrittäjyys. The NY Start Up Finals gather together the best teams from across the country to share experiences, network and compete against each other in a two-day event. The NY Start Up Finals is organized annually by Nuori Yrittäjyys ry.

## Combining teaching and research activities

YR7 Startup! as a practice-based entrepreneurship course has also served as a fruitful and interesting platform for conducting entrepreneurship research. The newly published study "*Identifying and understanding entrepreneurial decision-making logics in entrepreneurship education*" (can be found [here](#)) by Ilonen, Heinonen and Stenholm focuses on decision-making logics and their transformation over time among the student entrepreneurs who aim to create business ventures in a higher education setting.

Based on the study the students followed one of four types of decision-making logic – effectual, causal, hybrid, and coping – at the beginning of their venture creation process. By the end of the course, the “pure” causal and effectual

approaches had vanished, and about half of the students did not emphasize the causal or effectual approach but instead indicated high levels of both approaches at the same time, making theirs a hybrid approach. The rest of the students reported the coping approach, without any emphasis on causation or effectuation, and, intriguingly, their new venture creation processes were stagnated. This stagnation was caused by doubts in how to proceed, unwillingness to proceed, and unsatisfactory team dynamics. In all, the study brings the theories of causation and effectuation into the teaching of entrepreneurship. Of particular value to scholars is the fact that the study generates new understanding of the decision-making logics during new venture creation.



## PhD studies

The primary purpose of PhD studies is the preparation of a piece of original entrepreneurship research. Our PhD studies are designed to train doctoral candidates as independent researchers, so that they can claim professional standing as academic staff or in a profession requiring skills in entrepreneurship research. PhD studies consist of a dissertation and PhD courses. The entrepreneurship research seminar series provides our doctoral candidates with excellent learning opportunities and also possibilities to discuss their PhD projects with peers and senior researchers and professors. Additionally, international research visits and fellowships are encouraged as a part of the PhD process.



### Dissertations in progress at the Entrepreneurship Unit

There are around 15 PhD students in Entrepreneurship. The following six doctoral candidates (in photo above from left to right excluding Karinen) were employed by the Entrepreneurship Unit in 2017:

Jatta Jännäri: *Mediated construction of an ideal gendered manager/employee*

Katri Luomala: *Mumpreneurs? Everyday complexities of Finnish mother-entrepreneurs*

Sanna Ilonen: *Entrepreneurship Education in Addressing Uncertainty in Higher Education*

Laura Niemi: *Entrepreneurial value creation: Co-creating socially constructed prestige value*

Tommi Pukkinen: *The role of entrepreneurial orientation and dynamic capabilities in firm performance*

Matti Karinen: *Pathways to Primary Sector Legitimacy*





Kirsi Peura, Ulla Hytti (Supervisor) and David Rae from Bishop Grossetest University, UK (Opponent).

## DISSERTATIONS IN 2017

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### “Exploring Agency in Entrepreneurship Development – A Narrative Approach” – Kirsi Peura (PhD)

The doctoral thesis studied how entrepreneurship development professionals understand and make meaning of their agency in increasing the quality and quantity of entrepreneurs through their own efforts. The study utilized sensemaking approach and analysed personal narratives collected through open interviewing method from four local development agents in Croatia in order to explore the agents' own configurations of concern in entrepreneurship development and how they are factored into sensemaking and assuming agentic positions in entrepreneurship development. The study participants presented some of the most far-reaching efforts to enhance startups, entrepreneurial behavior, and the competitiveness of SMEs through providing appropriate training and education (university and a center for entrepreneurship), facilities and space (technology park), and capital (commercial bank) to nascent and active entrepreneurs. The study results indicated, firstly, that in their personal telling, agency is framed by imperatives related to the agents' understanding of their expertise and knowledge, professionalism and procedural mastery, and finally, also their moral and intrinsic motives. The findings were that the different elements that come into play to both delineate and, conversely, to provide opportunities for agentic behavior are found in the intersections of the cognitive, behavioral, and conative perspectives. Secondly, the study showed that agency extends professional borders. In their narratives, agents were not restricted by their immediate operational space, but instead, advocated a deeper engagement with the socio-economic environment through their individual engagements by spanning across different areas of entrepreneurship development practice.

As such the study is able to demonstrate that agency provides a fruitful approach to study entrepreneurship development work, especially when compared with professions that have been in focus of prior research, because it takes into account subjectivity in action. Therefore, the study calls for more flexible and boundaryless conceptualisation of entrepreneurship development work.

## UTUGS Entrepreneurship for research professionals

University of Turku Graduate School (UTUGS) offers PhD students not only courses in developing their research skills but also courses in the so-called transferable skills. One of them is 'Entrepreneurship for research professionals' that the Entrepreneurship unit at the Turku School of Economics is responsible for. In 2017, the course was re-designed from a traditional lecture-based format into an intensive, experiential learning workshop. Altogether 18 students from five different faculties enrolled the course. The students enrolling to the course wish to explore if entrepreneurship could be something personally relevant for them, to know what it entails, and how to move forward with one's idea. The 10-hour workshop following the Lean Start-up method therefore introduces the students with the process of team-building, working with and validating the problem, interacting with the (potential) customers to get early feedback, developing the business model and communicating one's idea for different audiences (through pitching). In order to tie the workshop to theory, reflection and learning, there were also pre-course readings as well as a post-course reflection assignment. The course leaders were Professor Jarna Heinonen, Research Director Ulla Hytti and Senior Research Fellow Pekka Stenholm. The course is part of the regular UTUGS offerings and ties closely to the Entrepreneurial University action plan.

## OTHER ENTREPRENEURSHIP EDUCATION ACTIVITIES

### Entrepreneurship in executive education

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Entrepreneurship has an important role most executive education programmes offered by TSE exe. Members of our staff work as teachers and experts in the programmes and also supervise EMBA and JOKO theses. Most importantly innovation and new business creation are high on the EMBA curriculum as they form a key learning goal for the programme: "the graduates of the programme are innovative leaders with an entrepreneurial mindset". Regarding entrepreneurship, the main themes studied in the EMBA programme and other executive programmes include an entrepreneurial twist and corporate entrepreneurship at work as well as new business opportunities and opportunity creation. In addition, Professor Jarna Heinonen serves as Chair of the EMBA Programme Committee which is responsible for assuring the quality of and increasing faculty commitment in the EMBA programme of TSE.

### Entrepreneurship in the Open University and for other faculties

Open University education is open to all regardless of age or educational background and the educational objectives and requirements correspond to regular degree studies.

Our collaboration with the Open University of Turku has enabled us to provide a total of seven courses to over a hundred non-degree-students.

We have provided our courses for degree students of other faculties mainly as a part of the Business Competence - module, which offers basic knowledge of business administration to participants. In addition, nearly all of our entrepreneurship courses are freely open for all faculties.

Due to the Entrepreneurial University Strategy, several faculties have included or are planning to include entrepreneurship studies in their programmes. The pilot faculties, of Medicine and Humanities, have already started with some courses, such as Startup!. Basic studies in Entrepreneurship (such as our Introduction to Entrepreneurship YRY course) are of interest to other faculties and the first ones were launched in the Faculty of Medicine in 2017. For a number of years we have run entrepreneurship seminars for students of nursing science and in the academic year 2017/2018 a basic course on Entrepreneurship was offered for the whole Faculty of Medicine. The goal of the university is that all the students in every faculty have a possibility to study entrepreneurship at some point in their studies. Entrepreneurship studies in different faculties are increasingly common but much work remains to be done.



# INTERACTION WITH SOCIETY

Our activities contribute significantly to the third task of the university: societal impact and interaction with society. Our close relationships with business life and policy makers indicate that our expertise in entrepreneurship research, education and development is relevant for and appreciated by society in general, and our customers in particular. Our staff serve as board members in different organisations and their expertise is continuously requested in national and international expert assignments such as for the OECD and the European Science Foundation.

The research done at the Entrepreneurship Unit has wide impact as outcomes have contributed to societal policies and decision-making. Our research has been used for instance in designing legislation, re-organising the activities of specific public agencies supporting SMEs, and informing entrepreneurship policy makers of research findings. A good example of such research activities with both scientific and societal impact is the SWiPE research project (see societal interaction in the SWiPE project below) funded by the Academy of Finland and the Strategic Research Council. Communication and dissemination activities are an integral part of the research project which, based on quality research on platform economy and new working modes, aims at making an impact on Finnish society and the economy. SWiPE research also connects different actors nationally and internationally in the field to bring new insights and to challenge current thinking.

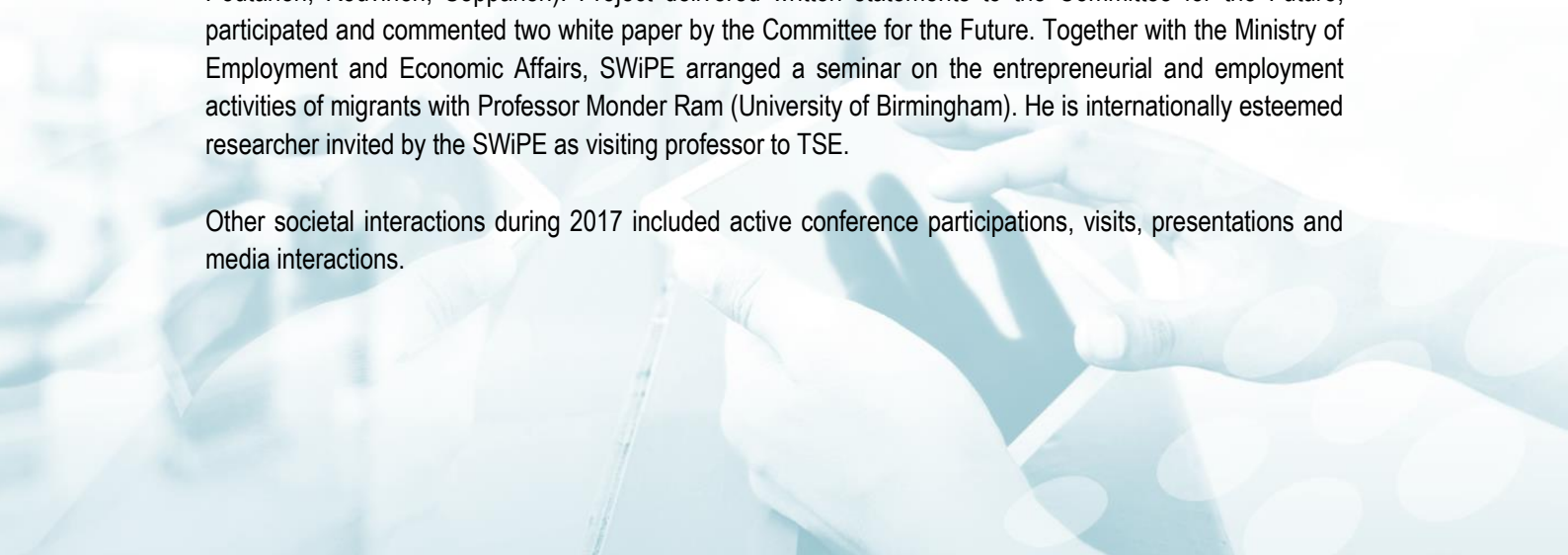
Discussing and presenting research findings in professional magazines and popular press such as Helsingin Sanomat, Kauppalehti and Taloussanomat, as well as in national and international events are also a way for us to make a societal impact.

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## SOCIETAL INTERACTION IN RESEARCH - SWIPE RESEARCH CONSORTIUM

Communication and dissemination activities are integrally part of SWiPE, and research produces knowledge for the use of decision makers. In 2017, SWiPE consortium researchers participated in several societal and economic discussions. Research leaders were invited into two of the Parliamentary Committees, Education and Culture Committee and Committee for the Future, hearings (Kovalainen, Poutanen, Rouvinen, Seppänen, Hytönen). Researchers organized meetings with different ministries and were heard as expert by the Parliamentary economy group (Rouvinen), held a meeting with the Minister of Transport and Communications (Poutanen, Kovalainen) and organized information meetings for the Parliament groups (Kovalainen, Poutanen, Rouvinen, Seppänen). Project delivered written statements to the Committee for the Future, participated and commented two white paper by the Committee for the Future. Together with the Ministry of Employment and Economic Affairs, SWiPE arranged a seminar on the entrepreneurial and employment activities of migrants with Professor Monder Ram (University of Birmingham). He is internationally esteemed researcher invited by the SWiPE as visiting professor to TSE.

Other societal interactions during 2017 included active conference participations, visits, presentations and media interactions.





## BLOGS AND SOCIAL MEDIA

Social media and other accessible channels are used to communicate our research and activities to international and domestic stakeholders and networks in an accessible and open manner. Open engagement with society is a central component of our activity at the interface of scientific study and societal dynamics in themes of entrepreneurship, changing modes of work and the digital future. In particular, we have participated in the popularisation of the university's entrepreneurial strategy through a series of blog posts on the entrepreneurial university website delving into a wide array of topics of concern to students, staff and stakeholders in business, academia and policy-making. For example, Pekka Stenholm and Matti Karinen argue in their entrepreneurial university blog post that lean methods have changed how entrepreneurship is done and hence it would be time to change how we analyse what is done too ([here](#)) while Seppo Poutanen discusses the magic and logic of the platform economy in the SWiPE blog ([here](#)).

Major and minor studies students on both graduate and undergraduate levels are engaged with the unit's activities through a number of social media channels including Facebook, Twitter and Instagram and social media is also used as a teaching tool. Our teaching leverages the openness and accessibility of social media to communicate current events and promote active participation both inside and outside the classroom. The unit's social media presence is coordinated at the unit level, but, more importantly, is based on the activity of a number of staff members taking part in important conversations across society.

Follow us in social media and Entrepreneurial university and SWiPE blogs through the links below. A complete listing of blog posts written by the Entrepreneurship unit's members can also be found on the unit's website ([here](#)).

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TSE Entrepreneurship



@tseentre



tseentrepreneurship



Blog



@swipe\_STN

# APPENDICES

## Professional and community relations

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### Community relations

#### *Project Researcher Satu Aaltonen*

- European Council of Small Business and Entrepreneurship (ECSB), Member

#### *Research Coordinator Elisa Akola*

- European Network for Social and Economic Research (ENSR), Finnish contact person
- European Council of Small Business and Entrepreneurship (ECSB), Executive Secretary and Member

#### *Professor Jarna Heinonen*

- Turun Seudun Osuuspankki (Turku Area Co-operative Bank), Board Member and Chair
- TOP-säätiö (TOP Foundation), Board Member and Chair
- OP osuuskunta (OP co-operative), Member of Supervisory Board, Member and Chair of the Auditor Committee of the Supervisory Board
- Cultural Foundation South-West Finland, Member of the Board, Chair of the Group (social sciences and economics)
- Economic Policy Working Group, Turku Chamber of Commerce, Member
- The Research Committee of the Finnish Family Firm Association, Member
- Working Group for Policy relevant research on entrepreneurship and SMEs, EU Commission, Member
- European Council of Small Business and Entrepreneurship (ECSB), Member

#### *Research Director Ulla Hytti*

- European Council for Small Business and Entrepreneurship (ECSB), Board Member for the period of 2013–2016 and 2016-2019
- European Council for Small Business and Entrepreneurship (ECSB), Member
- Scientific Association for Entrepreneurship Education, Vice-President 2016-2017

#### *University Teacher Sanna Ilonen*

- European Council of Small Business and Entrepreneurship (ECSB), Member
- HAPI project, Advisory Board Member

#### *Professor Anne Kovalainen*

- Sitra (Finnish Innovation Fund), Member of Board and Vice-Chair
- Finnish Academy of Science and Letters, Member
- Åbo Akademi University, Member of the nomination committee for profiling area
- Review Panel Member of several Academies of Sciences
- The Netherlands Research Council, Individual and Programme level grants evaluation
- European Science Foundation, Member of the College of Review Panel
- Member of several international science associations (ASA, 4S, ISA)

#### *Project Researcher Emmi Laakso*

- European Council of Small Business and Entrepreneurship (ECSB), Executive Secretary and Member

#### *Senior Research Fellow Seppo Poutanen*

- National Science Foundation (USA), Member of the Evaluation Faculty
- European Science Foundation, Member of the College of Review Panel
- International Sociological Association (ISA), European Sociological Association (ESA), British Sociological Association (BSA), American Sociological Association (ASA) and Society for Social Studies of Science (4S)

*Senior Research Fellow Pekka Stenholm*

- Academy of Management (AoM), Member
- European Council of Small Business and Entrepreneurship (ECSB), Member

## University administration

*Professor Jarna Heinonen*

- Committee for Research and Doctoral Studies, University of Turku, School of Economics, Member
- eMBA Programme Committee, University of Turku, School of Economics, Member and Chair
- Turku Centre of Labour Studies, University of Turku, Member of Board
- Vice-Head of the Department of Management and Entrepreneurship
- Turku School of Economics, Deputy Member of Board

*Research Director Ulla Hytti*

- Personnel development group, Turku School of Economics, Chair
- Member of the planning committee for Education within UTUGS (University of Turku Graduate School) University of Turku
- Member of the Committee for Research and Doctoral Studies, Turku School of Economics, University of Turku
- Member of the Steering Committee of the Doctoral Programme at the Turku School of Economics, University of Turku

*Professor Anne Kovalainen*

- University of Turku, Member of Board
- Turku Centre for Labour Studies, University of Turku, Director and Chair of Board
- Turku University Institute for Advanced Studies (TIAS), Member of board
- University Profiling area in Digital Futures, Chair and member of the organising group

# Activities in the scientific community

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## Positions of trust

*Professor Jarna Heinonen*

- Editorial board memberships: International Small Business Journal; Journal of Global Entrepreneurship Research; Journal of Small Business Management
- Expert assignments: Statement on the Research Professorship of Industrial Engineering and Management, Renewing Business and Digitalisation, University of Jyväskylä; Statements on the Professorship in Co-operative entrepreneurship and the Professorship in Growth and Internationalisation of SMEs, Lappeenranta University of Technology; Statement on the Research Professorship in Business Economics in Bioeconomy, Natural Resources Institute Finland (LUKE); Evaluation statements given to several funds and foundations. Due to confidentiality all foundation and fund details withdrawn.

*Research Director Ulla Hytti*

- Editorial board memberships: Journal of Small Business Management, International Journal of Entrepreneurial Behaviour and Research, International Journal of Entrepreneurship and Innovation, Yrittäjyyskasvatuksen aikakauskirja
- Expert assignments: Evaluation of funding applications for the Slovenian Research Agency; Statements on the Professorship on Entrepreneurship and Management, University of Southern Denmark; Statement for the position of an Adjunct professorship in Entrepreneurship, Lappeenranta University of Technology; Statements for the research grant applications for the Yksityisrittäjien Säätiö (Foundation of Self-employed/entrepreneurs) in 2017



*Professor Anne Kovalainen*

- Editorial board memberships: International Small Business Journal, Research in the Sociology of Work (book series), Journal of Global Entrepreneurship Research
- Expert assignments: Evaluation statements given to several funds and foundations, due to confidentiality, details withdrawn

*Senior Research Fellow Pekka Stenholm*

- Editorial review board memberships: Management Decision, Small Business Economics
- Expert assignments: Evaluation of funding applications among others for Research Council of Canada, examination of PhD manuscript for Universitat Autònoma de Barcelona.

**Ad hoc referee for journals**

Academy of Management Learning and Education  
Aikuiskasvatus  
Education + Training  
Entrepreneurship and Regional Development  
Entrepreneurship Theory and Practice  
European Management Review  
Information, Technology & People  
International Entrepreneurship and Management Journal  
International Journal of Entrepreneurial Behaviour & Research  
International Journal of Entrepreneurship and Innovation  
International Journal of Gender and Entrepreneurship

International Small Business Journal  
Journal of Business Venturing  
Journal of International Entrepreneurship  
Journal of Management Studies  
Journal of Small Business and Enterprise Development  
Journal of Small Business Management  
Management Decision  
Research in Economics and Business: Central and Eastern Europe  
Research Policy  
Small Business Economics  
Työelämän tutkimus  
Yliopistopedagogiikka

**Referee for book proposals and chapters**

- Review statement on a book chapter for Springer
- Review statement for a book chapter for Cambridge University Press

**Referee for conferences**

- Academy of Management Annual Meeting
- Diana International Research Conference
- European Academy of Management Annual Meeting
- ICSB World Conference
- Nordic Conference on Small Business
- RENT Research in Entrepreneurship and Small Business Conference
- WORK2017 Conference
- 3E Conference (ECSB Entrepreneurship Education Conference)

## Activities in conferences, workshops and seminars

### Research Coordinator Elisa Akola

- Organising committee member at 3E (ECSB Entrepreneurship Education) Conference 2017 (Cork, Ireland)

### Professor Jarna Heinonen

- Scientific committee member and session chair at WORK2017 Conference (Turku, Finland)
- Semiplenary speech on "Bridging the gap between university studies and working life" at WORK2017 Conference

### Postdoctoral Researcher Kaisa Hytönen

- Organising committee member and session chair at WORK2017 Conference (Turku, Finland)

### Professor Anne Kovalainen

- Principal organizer and Chair at WORK2017 Conference (Turku, Finland)
- Scientific committee chair and session chair at WORK2017 Conference (Turku, Finland)

### Project Researcher Emmi Laakso

- Organising committee member at WORK2017 Conference (Turku, Finland)
- Organising committee member at 3E (ECSB Entrepreneurship Education) Conference 2018 (Enschede, the Netherlands)

### Senior Researcher Seppo Poutanen

- Scientific committee member and session chair at WORK2017 Conference (Turku, Finland)

### Research assistant Marja Rautajoki

- Trainee and organising committee member at WORK2017 Conference (Turku, Finland)

# Publications

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## Journal articles and editorials

Amorós, J.E., Ciravegna, L., Mandakovic, V. and Stenholm, P. (2017) Necessity or Opportunity? The Effects of State Fragility and Economic Development on Entrepreneurial Efforts. *Entrepreneurship Theory and Practice*. DOI: 10.1177/1042258717736857

Gbadegeshin, S. (2017) Commercialization Process of High Technology: A study of Finnish University Spin-Off. *Academy of Entrepreneurship Journal*, Vol 23 (2).

Gbadegeshin, S. (2017) Stating Best Commercialization Method: An Unanswered Question from Scholars and Practitioners. World Academy of Science, Engineering and Technology. *International Journal of Economics and Management Engineering*, Vol 11 (5).

Hakala, H., Niemi, L. and Kohtamäki, M. (2017) Online brand community practices and the construction of brand legitimacy. *Marketing Theory*, Vol 17 (4), 537-558. DOI: 10.1177/1470593117705695

Hechavarria, D. M., Terjesen, S. A., Stenholm, P., Brännback, M. and Lång, S. (2017) More Than Words: Do Gendered Linguistic Structures Widen the Gender Gap in Entrepreneurial Activity? *Entrepreneurship Theory and Practice*. DOI: 10.1111/etap.1227895

Hytti, U., Alsos Gry, A., Heinonen, J. and Ljunggren, E. (2017) Navigating the family business: A gendered analysis of identity construction of daughters. *International Small Business Journal*. Vol 35 (6), 665-668. DOI: 10.1177/0266242616675924

- Karhunen, P., Olimpieva, I. and Hytti, U. (2017) Identity work of science-based entrepreneurs in Finland and in Russia. *Entrepreneurship and Regional Development*, Vol 29 (5-6), 544-566. DOI 10.1080/08985626.2017.1313318
- Kovalainen, A. (2017) Alustatalous ja työn murros. *Työn Tuuli* 2/2017. Henkilöstöjohdon ryhmä – HENRY ry
- Lahtinen, K., Aaltonen, S., Järvinen, M., Teittinen, O. and Pirttimäki, M. (2017) Framework Towards a Virtual Tool for the Front-End of Employee-Driven Innovation in Healthcare. *International Journal of E-Services and Mobile Applications*. DOI: 10.4018/IJESMA.2017010102
- Mets, T., Kozlinska, I. and Raudsaar, M. (2017) Patterns in Entrepreneurial Competences as Perceived Learning Outcomes of Entrepreneurship Education: the Case of Estonian HEIs. *Industry and Higher Education*. Vol 31 (1), 23 – 33. DOI: 10.1177/0950422216684061



## Gender and Innovation in the New Economy - Women, Identity, and Creative Work

Seppo Poutanen and Anne Kovalainen

The book provides a thorough and novel examination of the gendered nature of innovations. It tracks the contemporary shift from heavy industry to game industry and how this has altered relationships between gender, identity, corporate culture, creative work, and the future of business. Through empirical research and theoretical analysis, the authors present their own carefully contextualized cases and conceptual frameworks relating themes of innovation and gender to recent theories concerning globalization and transnationalism.

This wide-ranging and interdisciplinary text provides readers with insightful entries on what innovations are and the ways innovation processes become gendered. It explores the business landscape based on creative work and offers a wealth of information for scholars of entrepreneurship, management, sociology, cultural studies, and communication.

For more information visit

<https://www.palgrave.com/gp/book/9781137527004> .

**The book has been shortlisted for the global Agarwal Book Prize by IAFFE.**

## Books, book chapters and book reviews

- Bögenhold, D., Heinonen, J. and Akola, E. (2017) Self-employment and independent professionals: labour market transitions and myths of entrepreneurship. In: *Exploring the Entrepreneurial Society. Institutions, Behaviors and Outcomes*, eds. J. Bonnet – M. Dejardin –D. García-Pérez-de-Lema. Edward Elgar Publishing, UK.
- Kovalainen, A. and Heinonen, J. (2017) Osaaminen luo vankan perustan alueen elinvoimaisuudelle. In: *Turun kaupakamarin juhlakirja 2017: 100 vuotta tulevaisuutta*.



Kozlinska, I., Mets, T. and Rõigas, K. (2017) Perceived Learning Outcomes of Experiential Entrepreneurship Education: the Case of Latvian Business Schools. In: *The Emergence of Entrepreneurial Behaviour: Intention, Education and Orientation*, eds. S. Santos – A. Caetano – C. Mitchell – H. Landström – A. Fayolle. Edward Elgar. Cheltenham, UK, and Northampton, MA, USA

Poutanen, S. and Kovalainen, A. (2017) *Gender and Innovation in the New Economy - Women, Identity, and Creative Work*. Palgrave Macmillan, New York.

## Research reports

Aaltonen, S., Lahtinen, K., Pirttimäki, M. and Teittinen, O. (2017) Ikkuna yhteiseen kehittämiseen. Virtuaalinen työkalu apuna organisaatioiden kehittämisessä. Research report for the project: "Yrittäjämäinen uudistuminen ja muotoiluajattelu organisaatioiden kehittämisessä"

Niemelä, P., Renko, M., Nikoskinen, T., Heinonen, J., Hytti, U., Lindberg, J., Ray, K., Kaarnasaari, A., Savela, K., Kallionpää, P., Kämäräinen, V. and Pakarinen, J. (2017) Vammaisten henkilöiden yrittäjyys ja sen tuki. Valtioneuvoston selvitys- ja tutkimustoiminnan julkaisusarja.

Stenholm, P. and Hytti, U. (2017) How do firms make sense of their strategies and success? Research report for the ReInRE project, Tekes.

## Conference proceedings

Gbadegeshin, S. (2017) Stating Best Commercialization Method: An Unanswered Question from Scholars and Practitioners. Paper presented at the ICRIC 2017 Conference at Rome, Italy in August 7 - 8, 2017.

Heinonen, J. and Ljunggren, E. (2017) Death of a family member and CEO: mitigating the pain and carrying on, Paper presented at the XXXI RENT Conference, in Lund, Sweden in November 15-17, 2017.

Hytti, U., Eriksson, P., Montonen, T. and Peura, K. (2017) Making sense of entrepreneurship at the universities - absolutely fabulous? Paper presented at the RENT XXXI Relevance in Entrepreneurship Research conference in Lund, Sweden in November 15-17, 2017.

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