



**UNIVERSITY  
OF TURKU**

# **Entrepreneurship Unit**

**Annual report 2018**

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**12** Active year in international research and teaching cooperation

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**20** Top year of dissertations – three new doctors in Entrepreneurship!

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

## “SOMETHING OLD, SOMETHING NEW”

Interdisciplinary collaboration is an important feature in research at the Turku School of Economics. Entrepreneurship is no exception to the rule but to the contrary. The majority of our research projects are carried out in interdisciplinary collaboration. In 2018, we continued our research focusing on developing new understanding of *entrepreneurship and the new working modes* in the digitalized economy. In particular the SWIPE research project focuses on producing new knowledge the shifts between paid work, self-employment, gig work and entrepreneurship and platform work (see more p. 8). In the ACE project the focus is on understanding better the role of entrepreneurship at universities and in particularly from within the university (see more on p. 7) Additionally, a new project was launched to investigate the young people's paths to entrepreneurship in rural areas (p. 10). Our second focus area deals with *entrepreneurial behavior and business growth* where the unit has been co-operating in the Design for Value project to develop new understanding of business disruptions (p. 7), for example.

Furthermore, entrepreneurship unit takes also part in the Nordic Centre of Excellence 'NordAqua' focusing on bioresources where our role is encouraging and researching research commercialization. Since research takes time and all the fruit cannot be reaped within the project period, we can also proudly demonstrate outcomes from previous interdisciplinary collaborations. The book "*Women in Business Families: from past to present*" (p. 11) is the result from a joint research project between Finnish history and entrepreneurship units at the University of Turku funded by Academy of Finland in 2011-2016. Thus, we can safely say that

entrepreneurship unit is well connected with the other faculties at the University of Turku, from Humanities to Science and Engineering and beyond.

A major effort during the Spring 2018 involved co-ordinating a research proposal for the Horizon 2020 call. Another effort took place in July when we were invited into the grant agreement preparation process by the Commission. Interrupting a summer holiday is not always fun but this time it paid off since during the Autumn we received the confirmation that our interdisciplinary DISCE research project “*Developing Inclusive & Sustainable Creative Economies*” had been awarded funding for years 2019-2021. Besides the University of Turku the project includes three research partners (King’s College London from the UK, Gran Sasso Science Institute from Italy, SSE Riga from Latvia) and two stakeholder partners (CUMEDIAE and Trans Europe Halles). You can follow the project on Internet <https://disce.eu/> and on social media [@DISCE\\_EU](#).

*Internationalisation* is as important to us as it is to the Turku School of Economics. Professor Anne Kovalainen and Senior Research Fellow Seppo Poutanen visited the renowned Harvard University during the Autumn term 2018 and you can learn about their experience from p. 13. The whole entrepreneurship unit visited Riga in May 2018 to intensify our own research but also research collaboration with the RISEBA University in Riga (p. 14). It goes without saying that scholars from various parts of the world visited us and our researchers visited other universities during the year. The international co-operation is not limited to research but covers also teaching for example in PhD courses (p. 22).

Year 2018 was also an important landmark in our doctoral studies. Out of the record number of 21 PhD degrees taken at the Turku School of Economics in 2018 three PhDs were completed in entrepreneurship. Read more on their dissertations from p. 20. We are also proud to state that the number of study credits (ECTS) completed in entrepreneurship is increasing with a total of 3209 ECTS taken in 2018. This is linked to the increasing interest within the Turku School of Economics but also to the growing demand and interest from the other faculties at the University in line with the idea of the ‘Entrepreneurial University’. The entrepreneurship unit is actively contributing to the strategic goals of the Entrepreneurial University on various fronts. Our teachers are actively developing their teaching competences for example by taking part and completing the university pedagogical studies (p. 18). We were also happy to learn that the student association for management and entrepreneurship Visio (formerly known as Systeemi) was reborn in 2018. This means that in the future we can collaborate even further with the students as our collaboration partners include both the student entrepreneurship society BoostTurku and the Visio.

In line with the Entrepreneurial University, our activities have an outreach to the society. We co-operate with businesses and teach in the TSE eMBA programme. We work with regional, national and international policymakers and organisations. Our researchers are also active in social media in order to inform the general public of our research. We are always interested in further collaboration with academic, business and other partners so do not hesitate to be in touch with us should you have an idea!

*Ulla Hytti*

Research Director  
Director of the Entrepreneurship Unit



Employs **17**  
entrepreneurship  
professionals

**nine**  
competitively funded  
research projects

**12** peer-reviewed  
journal articles

**15** presentations  
in **thirteen**  
international conferences

Several  
**international**  
visitors

**1,15** million €  
in funding

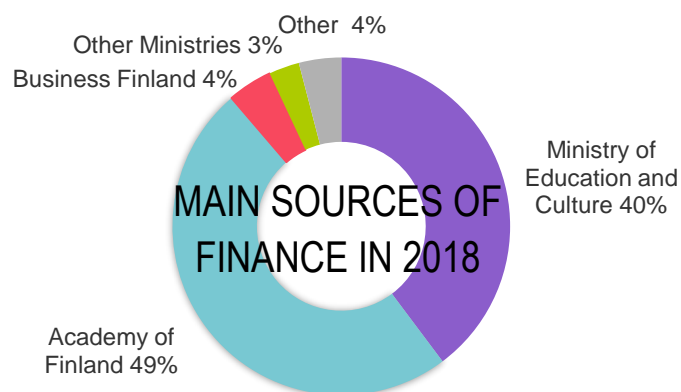
# RESEARCH WITH IMPACT

## 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 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 2011–2018

	2011	2012	2013	2014	2015	2016	2017	2018
JUFO 1	9	1	3	5	9	9	6	10
JUFO 2	6	3	1	5	6	6	4	1
JUFO 3	0	0	0	3	1	8	1	0



## Highlights from our research projects in 2018

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

The Academic Entrepreneurship as a social process (ACE) research project funded by the Academy of Finland continued successfully in 2018. The project team had successful research meetings at Villa Tammekann in Tartu, Estonia in January, at Cruise ship in June and in Helsinki in October 2018. Besides management interviews and student survey and interviews, an additional dataset was compiled from a survey to the university faculty. The team presented its research in conferences such as 3E Conference in Enschede, the Netherlands and Nordic Conference on Small Business in Luleå, Sweden. The project leader at the Turku School of Economics Research Director Ulla Hytti was contracted to edit a book 'A research agenda for the Entrepreneurial University' by the Edward Elgar. Ulla is also guest editing two special issues: 'Filling in the black boxes in entrepreneurship education' and 'Unsettling entrepreneurship education' in order to develop the knowledge base in entrepreneurship education. The international connections in the project were further intensified, for example, by the ACE Post-doc researcher Dr Kirsi Peura visiting the NTNU to learn from their practices (together with Dr Tommi Pukkinen). 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. ACE Post-doc researcher Dr Inna Kozlinska was recruited as an Assistant Professor in University of Groeningen since December 2018. The co-operation in the ACE project continues.

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### Design for Value – Value driven ecosystem for digitally disrupting supply chain

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. Associate Professor Pekka Stenholm and Senior Researcher Tommi Pukkinen from Entrepreneurship Unit are participating in this work package by investigating the stakeholder aspect in developing new, disruptive technology, especially the MacGregor case of autonomous discharging crane. During 2018 the researchers interviewed the customer and the project managers from Finland and Sweden and completed first analyses.

The year 2018 focused on proceeding with research activities, writing a wide array of scientific publications as well as organising, leading and participating in the numerous national and international societal and economic discussions.

The SWiPE research consortium is led by Professor Anne Kovalainen. The three subprojects within the Consortium are led by Chief Research Scientist Martti Kulvik 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 2018.

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 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 10-13 persons including Professor Anne Kovalainen, Senior Research Fellow Seppo Poutanen, Postdoctoral Researcher Kaisa Hytönen, Senior Research Fellows Pekka Stenholm and Maarit Laiho, University Teacher Maija Vähämäki, Doctorates Matti Karinen, Jatta Jännäri, Tom Southerington, Project Researchers Sanna Rouhiainen and Satu Aaltonen and Marja Rautajoki as well as Coordinator Eija Vuorio.

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)).

### SWiPE published Upworkers in Finland report

SWiPE consortium published The Upworkers in Finland report. Upwork is the largest digital platform for virtual human work in the world. The Upworkers in Finland study examined workers who had listed on the Upwork platform in Finland. According to the study conducted in SWiPE consortium, the transmission of work on digital platforms is still remote and part-time in Finland. Most of the workers who offer their work on the Upwork platform are translators, designers and IT professionals. It is typical that people working on the Upwork platform are freelancers rather than employees in permanent employment. Based on the study, the platform work is motivated by the autonomy and flexibility it provides and an opportunity for extra income. The digital labour market is still small, but a growing part of the Finnish labour market. Read Upworkers in Finland report: <https://www.etla.fi/julkaisut/upworkers-in-finland-survey-results/>



## Knowledge Governance

The themes and goals of Knowledge Governance have been functionally integrated with those of the broader SWiPE AoF consortium since 2017. The past year has been especially productive in publication activity from the Knowledge Governance perspective, producing several international and national publications. Some highlights include: Poutanen, S. (2018) Critical perspectives in entrepreneurship research. In De Clercq, D., Heinonen, J. & Blackburn, R. (eds.) *The Handbook of Small Business and Entrepreneurship*; Jännäri, J., Poutanen, S. & Kovalainen, A. (2018) Gendering expert work and ideal candidacy in Finnish and Estonian job advertisements. *Gender in Management: An International Journal*, Vol. 33 Issue: 7; Seppänen, L., Hasu, M., Käpykangas, S., & Poutanen, S. (2018) On-demand work in platform economy: implications for sustainable development. In Bagnara, S., Tartaglia, R., Albolino, S., Alexander, T. & Fujita, Y. (eds.) *Proceedings of the 20th Congress of International Ergonomics Association* (Vol. VIII: Work, Organizational Design and Sustained Development) Springer.

2018 meant intensifying work on two forthcoming international books: Poutanen, S., Kovalainen, A. & Rouvinen, P. (eds.) *Digital Work and the Platform Economy: Understanding Tasks, Skills and Capabilities in the New Era*. New York & Abingdon: Routledge, and Poutanen, S. & Kovalainen, A. *Entrepreneurship, Professions and the Platform Economy*. New York & Abingdon: Routledge.

In July 2018 Seppo Poutanen gave a presentation about gamification and digitalisation at the EGOS Tallinn2018 Conference, and in the same month Anne Kovalainen and Seppo Poutanen gave a presentation about theories of professionalism and entrepreneurialism at the ISAToronto2018 Conference. In March Seppo Poutanen was a Visiting Scholar at Stanford University for two weeks, and he spent the fall semester of 2018 as a Visiting Scholar at Harvard University (see a separate story in this report).

International research cooperation continued actively during 2018. Knowledge Governance contributed, for example, to Professor Steven Vallas' (Northeastern University USA) research visit in February and participated in organising his Guest lecture "Personal Branding on Twitter" at the University of Turku (12.2.2018). Furthermore, preparation of a scientific article on research policy with Professor Rosemary Deem (Royal Holloway, University of London UK) was approaching completion at the end of the year.

During the year Seppo Poutanen also became a member of the Advisory Board of the CALIPER-project, gave two interviews to media on topical research matters and was an invited expert to a meeting organised by the Ministry of Education and Culture.

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

## HOTIT OPIT - Creating new tools to integrate informal and non-formal learning into one's entrepreneurship studies

Experiential learning of entrepreneurial competences that takes place outside the academic curriculum can be incorporated into one's studies through recognition of prior learning (RPL) or studification processes. RPL evaluation takes place ex post facto and studification process ex ante to the informal and non-formal learning. This project aims to collect, systematize and model ways that Finnish universities use in recognising entrepreneurial competences that are learned outside official educational institutions. Best practices will be identified and recommendations will be made to the Finnish higher education institutions based on the study. Finally, a digital tool to support the processes of the students and the teachers in RPL and studification processes will be created and tested.

Project is funded by the Ministry of Education and Culture, and it is part of key projects for the implementation of Government Programme. The consortium is led by University of Turku and it consists of eight other partner universities - both research oriented universities and universities of applied sciences. Partner universities are Lappeenranta University of Technology, University of Oulu, Aalto University, Åbo Akademi, Turku University of Applied Sciences, Haaga-Helia University of Applied Sciences, Saimaa University of Applied Sciences, and Oulu University of Applied Sciences. Entrepreneurship programme manager, PhD. Kirsi Peura is leading the project. The project has started in 2018 and will continue until the end of 2020. Read more at <http://www.yrittajyysyliopisto.fi/entrepreneurshipcompetences/>.

## 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.

## Young people's paths to entrepreneurship in rural areas of Finland

YoungEntre project examines young people's current and future paths to entrepreneurship in rural areas of Finland. A well-functioning rural community requires a balanced population structure, the realization of which has long been hampered by the migration of young people to study and work in cities. To tackle this challenge we explore the role of entrepreneurship as a potential form of employment among rural youth. The aims of the study are threefold: to understand the mindset towards entrepreneurship among different groups within different types of rural areas, to recognize various alternative modes of entrepreneurship, and to investigate personal and educational driving forces towards entrepreneurship. Of particular interest are the possibilities of sharing economy, digitalization and experimentation culture in providing new paths to entrepreneurship among young people. In 2018 the focus was on conducting a literature review, choosing the case regions and preparing the survey questionnaire. The survey is targeted to students between 15-18 years of age from primary and secondary levels of education. The project involves also expert interviews. Data is gathered across six case regions representing three rural types: rural area close to urban area, rural heartland area and sparsely populated rural area. YoungEntre is a two-year project (2018-2019) funded by the Ministry of Agriculture and Forestry of Finland (Makera Fund). The project is led by Professor Jarna Heinonen and the responsible researcher is Dr. Tommi Pukkinen. The team also includes Research Director Ulla Hytti and Ass. Professor Pekka Stenholm.

## 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 Entrepreneurship Unit is a part of the NCoE with a specific role in encouraging and studying commercialization and entrepreneurship within the NCoE. 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. In addition, we are investigating how scientists evaluate and make sense of their own troubles and successes in between science and business.

In NordAqua Annual Conference in February 2018 we arranged a training intervention for NordAqua researchers. The workshop applying lean start-up method challenged the participants to turn around their thinking from scientific solutions to customer problems. During the workshop we learnt that academics are highly capable of fast information processing and adapting to new situations – all required also in venture creation. Academic and entrepreneurial paths are not necessarily distinct and conflicting career trajectories after all.

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



## Digital Futures

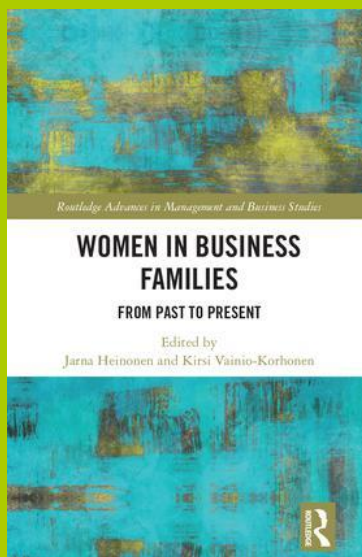
Digital Futures (DF) is one of the strategic cornerstones and also one of the six profiling areas of the University of Turku. Originally, Digital Futures was borne through the collaboration of four faculties, within areas of business studies, futures studies, legal studies, geospatial research and data-driven 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).

## Multidisciplinary research on “Women in Business Families – From past to present”

Jarna Heinonen and Kirsi Vainio-Korhonen (Eds.)



As an outcome of multi-disciplinary research collaboration in the University of Turku a new book “Women in Business Families – From past to present” was published by Routledge. The book stems from a joint research project “Gender and growth in family firms: from 1750 until present”. The research project funded by the Academy of Finland was run in close collaboration with the department of Finnish History headed by respective professors Jarna Heinonen from the Entrepreneurship Unit and Kirsi Vainio-Korhonen from the Finnish History. The project was unique as it focused on the element of time and place in understanding gender and growth.

For centuries, almost all economic activity was family-based. The family business rested on the division of labor among family members. Therefore the family was both socially and economically the foundation of the family business. Families were not only production units, but also education and consumption units that conveyed norm structures, values and professional identity to next generation. Although female family members have always been active participants in family businesses over the centuries, their role has often been neglected in previous studies.

Women in Business Families: From Past to Present presents both conceptual and theoretically informed empirical papers addressing three related themes relevant for family business and gender in past and in present: heroic women entrepreneurs; invisibility / visibility of women in businesses; and business succession.

The book Women in Business Families: From Past to Present balances between both historical and contemporary analyses. The chapters integrate the notions of time and gender in focusing on family businesses or business families in past and in present. This volume will be of vital reading to researchers and academics in the fields of Gender Studies, Family Business, Organisational studies, Entrepreneurship and the various related disciplines.



For more information visit  
[Routledge website](http://www.routledge.com).

See also [the book review](#) of the book by Prof. Johanna Ilmakunnas published in the International Small Business Journal (SAGE).

## 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 the University of Aston 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 2018 we hosted several international researchers:

### Researchers from other universities visiting us:

- Associate Professor Arnis Sauka, SSE Riga, Latvia (January 2018)
- Professor Steven Vallas, Northeastern University, USA (February 2018)
- Professor Suncica Oberman Peterka, J.J. Strossmayer University in Osijek, Croatia (April 2018)
- Teaching assistant Tihana Koprivnjak, J.J. Strossmayer University in Osijek, Croatia (April 2018)
- Professor Garry D. Bruton, Texas Christian University, USA (May 2018)
- Professor Saara Taalas, Linnæus University, Sweden (June 2018)
- Jonathan Scott, Northumbria University, UK (August 2018)
- Professor Gry Alsos, Nord University, Norway (August 2018)
- Professor Monder Ram, University of Aston, UK (September 2018)

### Researchers visiting other universities:

- Senior Research Fellow Seppo Poutanen, Stanford University, USA (March 2018)
- Senior Research Fellow Pekka Stenholm, ESCP Europe Paris, France (March 2018)
- Entrepreneurship research team's visit to Riga, Latvia (May 2018)
- Professor Anne Kovalainen, Harvard University, USA (Autumn Semester 2018)
- Senior Research Fellow Seppo Poutanen, Harvard University, USA (Autumn Semester 2018)
- Associate Professor Pekka Stenholm, NUS, Singapore (October 2018)
- Associate Professor Pekka Stenholm, SSE Riga, Latvia (October 2018)
- Research Director Ulla Hytti, J.J. Strossmayer University in Osijek, Croatia (October 2018)
- Senior Research Fellow Tommi Pukkinen, NTNU, Norway (November 2018)
- Post-doctoral Researcher Kirsi Peura, NTNU, Norway (November 2018)

### Research collaborators

We collaborate actively with a number of other national and foreign universities, institutions and networks. In 2018, we have conducted joint research projects at least with the following partners:

Aalto University, Finland	Royal Holloway, University of London, UK
Aston University, UK	Research Institute of the Finnish Economy, Finland
American University, USA	Stockholm School of Economics in Riga, Latvia
Bentley University, USA	Stockholm University, Sweden
ESCP Europe, France	Universidad del Desarrollo, Chile
Finnish Institute of Occupational Health, Finland	University of Utah, USA
Gran Sasso Science Institute, Italy	University of Illinois at Chicago, USA
King's College London, UK	University of Southern Denmark, Denmark
Kingston University, UK	University of South Florida, USA
Ludwig-Maximilians-Universität, Germany	University of Vaasa, Finland
Nord University, Norway	VU Amsterdam, the Netherlands
Northumbria University, UK	Åbo Akademi University, Finland



## Professor Anne Kovalainen and Senior Research Fellow Seppo Poutanen as Visiting Scholars at Harvard University

Professor Anne Kovalainen and Senior Research Fellow Seppo Poutanen spent the fall semester (i.e. autumn term) 2018 as Visiting Scholars at Harvard. Kovalainen and Poutanen's affiliation was with The Weatherhead Center for International Affairs (<https://wcfia.harvard.edu/>), to which they applied through the SCANCOR-Weatherhead Partnership Programme ([www.scancor.org](http://www.scancor.org)). The WCFIA, led by the distinguished sociologist Michèle Lamont, is Harvard's largest international research centre, organising conferences, lectures and seminars, as well as providing resources for research teams, research exchange programmes etc.

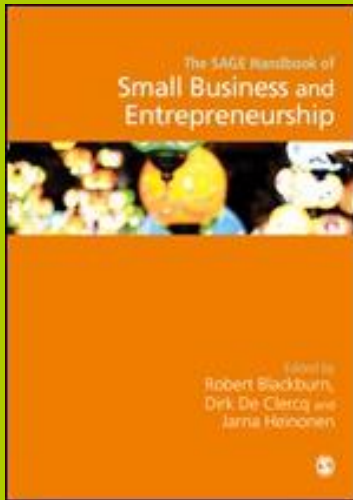
During their stay Kovalainen and Poutanen participated in several seminars and conferences and gave two presentations about SWiPE and its results, receiving excellent feedback and prompting expert discussion. In general, the WCFIA treats visitors with real care and consideration, immediately welcoming them as valued members of the academic community. Harvard is, of course, close to MIT and other great universities in the Boston area (e.g. Northeastern University, Tufts University, Boston University), and so a visiting academic gets a unique chance to educate and enlighten themselves as much as they are able and willing to do. For more information and reasons to apply into the SCANCOR-Weatherhead Partnership Programme you can read Seppo Poutanen's blog at <http://www.smartworkresearch.fi/my-time-at-harvard/>



The SCANCOR Visiting Scholars Autumn 2018. From left to right: Professor Torkel Strömsten, Professor Frank Dobbin (SCANCOR Director at Harvard), Professor Christina Oberg, Research Professor Jorgen Wettstad, Professor Anne Kovalainen, Associate Professor Elin Lerum Boasson, Catherine Himmel Nehring (SCANCOR Coordinator at Harvard), Senior Research Fellow Seppo Poutanen

## Visiting professors putting their forces together: “The SAGE Handbook on Small Business and Entrepreneurship”

Robert Blackburn, Dirk De Clercq & Jarna Heinonen (Eds.)



For more information,  
visit [SAGE Publishing](https://www.sagepub.com).

Three professors have put their forces together to provide a timely overview of the field of small business and entrepreneurship. All the authors work as professors of the field in their home universities in the UK, Canada and Finland. In addition they have also served as visiting professors in the co-authors' university: Blackburn in the University of Turku, Finland and both De Clercq and Heinonen in the University of Kingston, UK. The SAGE Handbook of Small Business and Entrepreneurship is one concrete outcome of such collaboration. The Handbook offers state-of-the-art chapters on all aspects of this rapidly-evolving discipline. Original contributions from the best international scholars map the development of Entrepreneurship as an academic field, explore its key current debates and research methods, and also consider its future directions.

Part One: The People and the Entrepreneurial Processes

Part Two: Entrepreneurship and Small Business Management and Organization

Part Three: Entrepreneurial Milieu

Part Four: Researching Small Business Entrepreneurship

*“This is an excellent book. It provides a rich and nuanced overview of past research in small business and entrepreneurship and presents interesting avenues for future research. The editors have done a superb job in assembling such knowledgeable contributors. A must read for postgraduate students, researchers and those interested in fostering small business and entrepreneurs alike.”*

Friederike Welter, Institut für Mittelstandsforschung Bonn, and University of Siegen, Germany

## Entrepreneurship Research Seminar in Riga

The Entrepreneurship Unit had a joint research visit and seminar in Riga, Latvia in May 2018. The two-day seminar was organised in collaboration with the RISEBA University of Business, Arts & Technology and the Stockholm School of Economics, Riga.

The first seminar day was dedicated for Entrepreneurship Faculty to their ongoing research papers, projects or ideas in order to develop them further. The second day consisted of a workshop on academic publishing run by Ulla Hytti, Pekka Stenholm and Jarna Heinonen. Furthermore, in parallel session RISEBA doctoral students presented their ongoing research. Senior academics at University of Turku and RISEBA discussed also possibilities for future collaboration. It was decided that a Memorandum of Understanding will be prepared between the universities to establish and promote co-operation between the two institutions in education and in academic research.

Finally, the group visited Jurmala, 30 minutes from Riga, originally a cluster of fishing villages, which has been a popular seaside resort with its legendary spas for over 200 years. In Jurmala we were able to enjoy sunny and warm weather, sandy beaches, eclectic architecture and an easygoing atmosphere which together brought our stress level down after intensive seminars and made us feel as we had had a short holiday in southern Europe.



The Entrepreneurship Unit hosts or is a national partner in following 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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### 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](http://www.nordaquafi)

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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."



[Website of TCLS](http://Website of TCLS)

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# INSPIRING LEARNING EXPERIENCES

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.

**3209** ECTS  
accomplished

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

**14**  
bachelor and master level  
courses

**11** dissertations  
in progress

Several  
**participative methods**  
employed in each course

## Development of Entrepreneurship studies in terms of study credits and degrees 2013–2018

	2013	2014	2015	2016	2017	2018
<b>Study credits (ECTS)</b>	2454	2590	2555	2598	3054	3209
<b>Graduated students (B.Sc.)</b>	1	5	1	2	-	
<b>Graduated students (M.Sc.)</b>	1	2	4	2	-	2
<b>Graduated students (D.Sc.)</b>	-	-	-	-	2	3



# ENTREPRENEURSHIP STUDIES

## 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.

*Example from Entrepreneurship course offering*

### **YR 3 Managing a Growing Business – Being entrepreneurial, taking care of the company culture**

Annual a group of knowledge hungry individuals gather up and navigate through case and group work towards deeper understanding of why and how firms grow and how firm growth is managed. During the course we don't discuss so much about the monetary aspects of growth, but we will pursue for discussion what happens in a firm when it becomes a larger version of itself. Following the path of entrepreneurship scholarship the approach on firm growth stems from the interest in investigating together the paths from a start-up to an established business venture. With a right combination of uncertainty, and convergent and divergent learning, students have to challenge themselves and lecturer as well as visiting guest lectures (Petri Hollmen from Lyyti and Tomi Virtanen from Doerz)..

## VISIO (former SYSTEEMI)

The student organisation for students in entrepreneurship and management and organisation called 'Systeemi' has kept a low profile for the past few years. The last official board was in 2017 but for the class of 2017 student organisation known as 'Systeemi' does not mean much and even less for the class of 2018. However, in the summer of 2018 formed an idea to start searching information about 'Systeemi'. The president of the student association for international trade (KKOY) Sonja Lavonen was behind this idea and together with our current president of the student organisation Teea Hast and professor Satu Teerikangas they began to plan kick-off for new 'Systeemi'. The new name of the organisation is Visio.

The goal of this co-operation was to create a new student organisation during the autumn semester of 2018 and in November 2018 there was a thanksgiving event for the students of management and organisation and entrepreneurship. This event gathered all the students interested in forming a new student organisation together for the first time and in December of 2018 the first meeting with the future board was organised. New board for the student organisation will be selected in January 2019.



## Experiences on completing university pedagogical studies (60 ECTS)

**WHAT:** University of Turku offers possibility for the teaching staff to complete university pedagogical studies as part of the work. University Pedagogy is a multidisciplinary field of research combining aspects of education, psychology, philosophy and sociology. The studies include themes such as learning, studying, teaching, guidance, assessment and pedagogical management. In addition, the student will accomplish a pedagogical internship during the university pedagogical studies. The university pedagogical studies in University of Turku are highly popular and not all applicants can be taken on board. The studies are organised in three modules: Basics of University Pedagogy 1 (10 ECTS), Basics of University Pedagogy 2 (15 ECTS) and Basics of University Pedagogy 3 (25 ECTS). Basics of University Pedagogy 1 and 2 take both a year to accomplish. The Basics of University Pedagogy 3 takes 1.5 to 2 years to complete. One must apply separately to the each module after completing previous one. After completing all the modules, one receives a pedagogical qualification (suomeksi: pedagoginen pätevyys).

**MY EXPERIENCES:** I applied for university pedagogical studies because I was eager to gain more holistic understanding on educational issues. I wanted to develop a personal, reflective and analytical relationship to teaching and learning. On the other hand, I was willing to strengthen my pedagogical expertise and network within teaching staff throughout the university and also in other educational institutes. Sharing ideas, experiences and practices with other teachers was one of the key benefits of the modules. In addition, I was able to widen my networks outside the university, especially when I accomplished my compulsory pedagogical internship in Savonia University of Applied Sciences (Kuopio). The first module was interesting and can be recommended for everyone who is involved in teaching. In the module, the student will select one of his/her course as a development project. In addition, peers will evaluate one of his/her teaching session and the materials utilised. The student will also evaluate his/her peers and learn different practices that are utilized within multidisciplinary university. The key concepts of teaching and learning are discussed in the joint meeting sessions. The second module comprised of theoretical perspectives of education. The module was quite intense and slightly fragmented in comparison to the first module. The third module deepened the theoretical understanding through thesis work, internship and evaluation of one's teaching activities. I was in a lucky position because I was able to combine my thesis work with my research interests. In all, it took three years to complete all the modules. Throughout this period from 2014 to the spring 2018, I felt frustrated multiple times. Sometimes it was difficult to find time to accomplish all the tasks and read all the articles and books that were part of the study material. However, the modules were highly beneficial. I learned a lot – especially that much remains to be learned!

*Sanna Ilonen, University Teacher*



## 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 11 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 2018:

- |                 |  |
|-----------------|--|
| Jatta Jännäri:  | <i>Mediated construction of an ideal gendered manager/employee (defended in June 2018)</i>                         |
| Katri Luomala:  | <i>Mumpreneurs? Everyday complexities of Finnish mother-entrepreneurs (defended in September 2018)</i>             |
| Sanna Ilonen:   | <i>Entrepreneurship Education in Higher Education – Entrepreneurial Learning perspective</i>                       |
| Laura Niemi:    | <i>Towards an interactive approach to entrepreneurship: Disclosing the elements of new value co-creation</i>       |
| Tommi Pukkinen: | <i>The role of entrepreneurial orientation and dynamic capabilities in firm performance (defended in May 2018)</i> |
| Matti Karinen:  | <i>Pathways to Primary Sector Legitimacy</i>   |



## Top year of dissertations – three new doctors in Entrepreneurship!

Year 2018 witnessed our all-time record in dissertations as three faculty members successfully defended their doctoral dissertations, and earned their degrees as Doctor of Science in Economics and Business Administration. Faculty members were happy to have three Karonkka's in just a few months!

4.5.2018



Tommi Pukkinen (doctoral candidate),  
Anne Kovalainen (Custos),  
Garry D. Bruton (Opponent)

Tommi Pukkinen was the first in line, defending his dissertation on "The role of entrepreneurial orientation and dynamic capabilities in firm performance" on May 4<sup>th</sup>, 2018. Tommi was honoured to have Professors Anne Kovalainen and Jarna Heinonen as his supervisors and Professor Garry D. Bruton as his opponent and Professor Vesa Puhakka as another pre-examiner of the dissertation. Tommi seeks in his work answers to what different ways exist for a renewal of a firm to improve its performance, what alternative roles entrepreneurial orientation (EO) and dynamic capabilities (DC) may have in firm performance and what empirical support these roles receive. The study applies two theoretical lenses: evolutionary and resource-based views of the firm. The study highlights the importance of firm controlled resources in successful firm performance. A firm arguably needs to possess either valuable, rare, inimitable and nonsubstitutable (VRIN) search resources or VRIN ordinary resources or both to possibly improve its performance. The study contributes to strengthening the theory base for entrepreneurial orientation and dynamic capabilities. It adds to the scholarly research by suggesting that EO and DC are closely related constructs that can be defined to be related to any of the four search types. Depending on how the property type of the construct is defined, EO and DC describe actions of search; alternatively, EO represents search preferences and DC represents search abilities. If actions and resources are considered to be intertwined, EO and DC form together a firm's search routine, which can have a positive association with firm performance. The study takes the stance that there need not be a single, once-for-all definition for either EO or DC but this requires that a researcher be explicit about the selected conceptualization and its theoretical underpinnings, and then operationalize it accordingly.

Jatta Jännäri defended her dissertation on "Mediated construction of an ideal gendered manager and employee" on June 8<sup>th</sup>, 2018. Jatta was happy to have Professor Anne Kovalainen and Adjunct professor Seppo Poutanen as her supervisors and Professor Saara Taalas as her opponent and Professors Malin Tillmar and Päivi Korvajärvi as pre-examiners of the dissertation. Jatta analyses in her study constructions of an ideal gendered manager and employee in a mediated cultural setting. In this interdisciplinary work, the theoretical framework is built upon the doing gender perspective, which understands gender as something we do and as something dynamic. Jatta argues that the constructions of an ideal manager and employee are gendered, and that the gendering processes are complex and multifaceted, and they depend on cultural settings and prevailing social orders. Interestingly, gendering seems to happen at different levels of working life, as I have studied employees and managers in both global and local contexts. This study provides theoretical contributions by anchoring the doing gender perspective more deeply into business studies and by showing the ubiquitous and fluid nature of gender. At the societal level, this study is relevant not only in its timeliness but also in the sense that media

8.6.2018



Jatta Jännäri (doctoral candidate),  
Seppo Poutanen (Custos),  
Saara Taalas (Opponent)



representations and constructions of ideals have an impact on individuals and their real lives in many ways. The current thesis provides re-readings of culture and gender and offers methodologically new ways of empirically studying constructions of gender in the business context. Future studies would benefit from using doing gender as an approach and studying it empirically with more creative methods than what has been done so far.

14.9.2018



Katri Luomala (doctoral candidate),  
Anne Kovalainen (Custos),  
Anna-Maija Lämsä (Opponent)

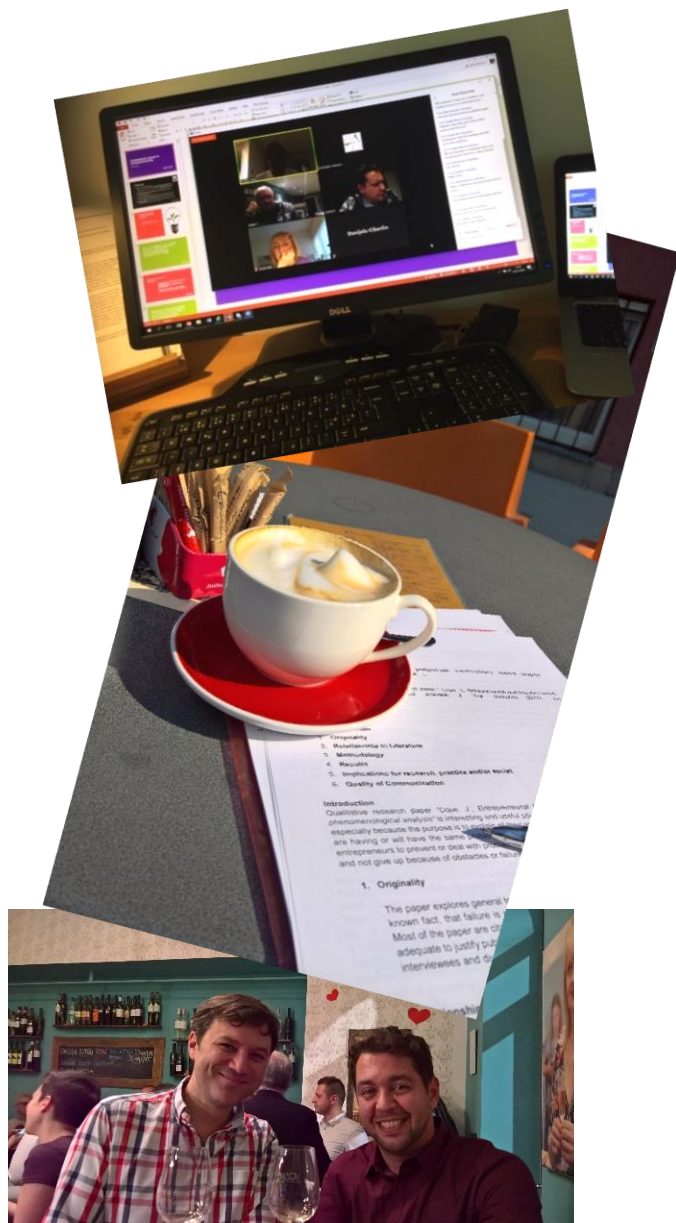
Katri Luomala defended her dissertation on “Mumpreneurs? Everyday complexities in the realm of time, money, business and motherhood” on September 14<sup>th</sup>, 2018. Katri was grateful to have Professors Anne Kovalainen and Jarna Heinonen as her supervisors and Professor Anna-Maija Lämsä as her opponent and Assistant Professor Charlotta Niemistö as another pre-examiner of the dissertation. Katri analyses in her study the complexity of everyday life choices and constraints of women who are mothers and work as entrepreneurs. The study contributes to research on mumpreneurship and the work-family interface by revealing the diversity of the life choices and constraints of women in a similar life phase and by questioning the use of the stabilising label of mumpreneur, which only reinforces the traditional gendered division of work within families. The study also contributes to the field of mumpreneurship by expanding the concept itself. Mumpreneurship started with the traditional male entrepreneur’s model as its foundation and was further developed through the introduction of spatial dimensions and the question of combining childcare and paid work. Katri’s study further conceptualises mumpreneurship as a way to do paid work where the ambivalence of motherhood and professional ambitions are tied into one’s everyday life within the realm of needing to make a living out of one’s business. Self-employed mothers, in the Finnish context, do not experience entrepreneurship as analogous with the choice between being a stay-at-home mother and a working mother, instead, entrepreneurship is constructed as the choice of an active working citizen. However, this active choice does not guarantee a better standard of living, as the income derived from it is often insecure and modest. The shortcomings in income are compensated with the spouse’s income, whereas the shortcomings in time-use are compensated with a more complex combination of intergenerational help, outsourcing domestic chores, balancing time-use with the spouse and one’s own flexibility in organising everyday life.

## PhD Courses for students in the International Centre for Entrepreneurial Studies, Osijek, Croatia

There is a long tradition of education collaboration between the Entrepreneurship faculty members at the Turku School of Economics and the University of Josip Juraj Strossmayer in Osijek. The International Centre for Entrepreneurship Studies in Osijek is headed by Professor Slavica Singer who is also Honorary Doctor at the Turku School of Economics.

For several years Ulla Hytti has been a visiting lecturer in a doctoral Course on Qualitative methods in Entrepreneurship for the students conducting their PhD in the University of Josip Juraj Strossmayer. In fall 2018 we ran two PhD courses: in addition to the Qualitative methods course by Ulla Hytti, Jarna Heinonen run a course on Contemporary Issues in Entrepreneurship. These intensive courses include pre-assignments, pre-readings and discussions in the class, group works as well as post-assignment and learning reflections.

About a dozen doctoral students from Osijek, International Centre for Entrepreneurial Studies participated both courses. Interestingly, the course on Contemporary Issues in Entrepreneurship was run virtually as an online course: the teacher lecturing and facilitating the discussion was sitting in her own home-office while the students participated to the workshop all over the world, in Croatia, the US, Greece and Canada, for example. The course demonstrates that it is fully possible to run such international PhD course effectively without travelling around the globe. This saves not only participants' and teachers' time and travel costs, but it is also sustainable by saving environmental resources. Of course, you then miss the opportunity to have a glass of wine with the students and will need to enjoy your coffee inside in October!



## OTHER ENTREPRENEURSHIP EDUCATION ACTIVITIES

### Entrepreneurial thinking and business models in executive education

Entrepreneurship has an important role in 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. Our entrepreneurship faculty contributes mainly to one of the EMBA programmes' four learning goals, namely "the graduates have the ability to lead and contribute to business renewal". The main themes related to entrepreneurship and discussed in the programme include for example an entrepreneurial twist and corporate entrepreneurship at work as well as new business opportunities and opportunity creation and lean start-ups. The EMBA students submit an assignment on "Entrepreneurial thinking and business models" to Associate Professor Pekka Stenholm and Dr. Tommi Pukkinen based on the one-day entrepreneurial workshop. 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.

# 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.

## 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 2018, SWiPE consortium researchers participated in several societal and economic discussions. SWiPE organised a morning coffee event for the stakeholders in The Finnish permanent representation to the European Union in Brussels. SWiPE researchers Anne Kovalainen, Seppo Poutanen and Kaisa Hytönen presented SWiPE's current news and recent research findings to members of the European Parliament, their assistants, the experts of EU representation and representatives of Finnish associations in Brussels. In addition, SWiPE researchers hosted a meeting with Members of Parliament from Finland Proper. SWiPE researchers participated the Master Course of Change of Work (Työn murroksen mestarikussi), organised by the four different programmes of the Strategic Research Council. In cooperation with WORK2017 conference, SWiPE published two special issues in 2018. The special issues in Futura Journal and Työelämän tutkimus journal presented the future of work on the basis of studies presented at the WORK2017 conference. SWiPE arranged a seminar on the role of ethnic minorities in society and markets with Professor Monder Ram (University of Aston). He is internationally esteemed researcher invited by the SWiPE as visiting professor to TSE. Other societal interactions during 2018 included active conference participations, visits, presentations and media interactions.



## Experiences from Finland-Singapore Maritime Innovation Camp

In September the University of Turku and the Singapore Maritime Institute co-organised a Business Innovation Camp\* in Singapore. Selected TSE and NUS students developed innovative solutions to the challenge crafted by two key players in the shipping industry.

I was asked to facilitate this innovation camp. Once the final schedule has been confirmed, I had to adapt the innovation process to fit 3-4 days. I reflected my experiences with previous camps and from the Startup!-course and figured out the most important things to focus on.

During this week the students had to create new ideas in three days and pitch them on the fourth day. The day after the arrival to Singaporean moist but gentle warmth, all students met for the first time. In addition to reviewing the guidelines of our adaption of Google's Ventures Design Sprint methods, students were introduced to the challenge which they had to solve. Before starting this process, we visited the Port of Singapore, and the students were able to gather information for solving the challenge. The actual sprint started on the next day.

The most challenging moment for me, for mentors, and especially for the students, took place on the second day. When we had already travelled half of the innovation camp and the students had presented their first concepts, it turned out that their well-developed and innovative ideas were not enough.

But then the magic happened. At the end of the second day, all four teams presented totally new concepts for us. During the afternoon I witnessed how learning unfolded: Immediately after the feedback the students took a few steps back, checked their data, ideas, drafts, and created a new concept of solution. Accordingly, on Thursday morning we had tired but really alert students validating their ideas with the experts from MacGregor and PSA Corporations. Built on these determinants the third day turned out to be a win-win for new value creation. Thereafter, students had only to pitch their ideas to judges, and after three shaking days, it was a piece of cake from them.

Participating in this innovation camp was a challenging one. Applying new methods in a new cultural setting was entirely new experience. I witnessed entrepreneurial behaviour close by, its pains and success, the uncertainty and the vagueness of creating and validating a new idea with a business potential. All these took place just in three days. As a Sprint Master I have to emphasise that this would not have been possible without the great students of the Turku School of Economics.

*Pekka Stenholm*

*\*Business Innovation Camp is organised by the Center for Collaborative Research together with experts from University of Turku*



*Picture by Singapore Maritime Institute*



## BLOGS AND SOCIAL MEDIA

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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.

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](#)).



TSE Entrepreneurship



@tseentre



tseentrepreneurship



@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
- Institute for Small Business and Entrepreneurship (ISBE), Member
- Expert opinion in Audit Committee of Finnish Parliament on the Execution of Finnish Integration Policy O 10/2017

#### *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, Member of Working 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 2018

#### *Postdoctoral Researcher Kaisa Hytönen*

- The European Association for Research on Learning and Instruction (EARLI), Member

#### *University Teacher Sanna Ilonen*

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

#### *Professor Anne Kovalainen*

- Sitra (Finnish Innovation Fund), Member of Board and Vice-Chair
- Finnish Academy of Science and Letters, Member
- 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)
- Equality Programme consulting in the Ministry of Social Affairs on 24 January 2018
- Lecture on equality among women in entrepreneurship globally in the Ministry of Foreign Affairs on 8 March 2018
- Parliamentary committee for governance -hearing at Finnish Parliament on 30 May 2018

#### *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
- Foundation of Turun Urheiluliitto, Board Member

## University administration

#### *Professor Jarna Heinonen*

- Education Development Committee, University of Turku, School of Economics, Member
- EMBA Programme Committee, University of Turku, School of Economics, Member and Chair
- Vice-Head of the Department of Management and Entrepreneurship
- Turku School of Economics, Deputy Member of Board

#### *Research Director Ulla Hytti*

- 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

#### *Postdoctoral Researcher Kaisa Hytönen*

- Member of a steering group, Appreciation and support for Researchers-project, University of Turku

#### *Professor Anne Kovalainen*

- 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

#### *University Teacher Sanna Ilonen*

- Member of the Steering Committee of Bachelor Programme of International Management and Entrepreneurship at the Turku School of Economics, University of Turku
- Universitas Turku, Steering group member
- Turku University Library (alakampus), Deputy Member of Advisory Board

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## Activities in the scientific community

### 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: OECD Expert assignment on writing the report on supporting inclusive entrepreneurship in Finland; Evaluation of funding applications for National Institute of Education of Singapore and Estonian Research Council; Expert statement on Associate Professor in Entrepreneurship (tenure track) (University of Jyväskylä) and Professor (University of Vaasa); Member of a preparatory committee for professorship in Organisation and Management (Åbo Akademi University); 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 (Associate Editor), International Journal of Entrepreneurial Behaviour and Research, International Journal of Entrepreneurship and Innovation, Yrittäjyyskasvatuksen aikakauskirja (Editor)
- Expert assignments: Evaluation of funding applications for the Slovenian Research Agency; Opponent for doctoral thesis at Mid-Sweden University; Doctoral thesis's assessment committee membership at

Linnaeus University; Statement for the position of an Adjunct professorship in Entrepreneurship Education (University of Jyväskylä and in University of Oulu) and in Management studies (University of Lapland), Lappeenranta University of Technology; Statements for the research grant applications for the Yksityisrittäjien Säätiö (Foundation of Self-employed/entrepreneurs) and for Delta Award (Learning and teaching award in Ireland) in 2018

#### *Postdoctoral Researcher Kaisa Hytönen*

- Editorial board membership: Futura 2/2018

#### *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 Seppo Poutanen*

- Member of the Advisory Board of CALIPER-project 2018-
- Editorial board membership: Futura 2/2018
- Editorial board membership: Työelämän Tutkimus 4/2018

#### *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  
Academy of Management Perspectives  
Baltic Journal of Management  
British Journal of Management  
Education and Training  
Economics of Innovation and New Technology  
Entrepreneurship Education and Pedagogy  
Entrepreneurship Theory and Practice  
European Management Review  
Gender, Work and Organization  
Idäntutkimus  
Information Technology and People  
International Entrepreneurship and Management Journal

International Journal of Entrepreneurial Behaviour and Research  
International Journal of Gender and Entrepreneurship  
International Small Business Journal  
Journal of Business Venturing  
Journal of Business Venturing Insights  
Journal of Small Business Management  
Journal of Youth Studies  
Journal of World Business  
Nordic Journal of Working Life Studies  
Research Policy  
Small Business Economics  
Social Sciences  
The Learning Organization

### Referee for book proposals and chapters

- Review on a book series proposal for Emerald
- Review on a book proposal for Emerald
- Review on a book proposal for Palgrave Macmillan

### Referee for conferences

- 3E Conference (ECSB Entrepreneurship Education Conference)
- Academy of Management Annual Meeting
- ECSB and ISBE Gender and Enterprise Network Special Interest Group (GENSIG) Confreat
- European Academy of Management Annual Meeting
- Finnish Entrepreneurship Education conference (Yrittäjyyskasvatuspäivät)



- Nordic Conference on Small Business Research
- RENT Research in Entrepreneurship and Small Business Conference
- ICSB Conference
- WORK2019 Conference

## Awards, prizes or honors

In August 2018, Research Director Ulla Hytti was awarded with a stipend from the Turku School of Economics 50th Anniversary Fund for her merits in research. Besides active research in areas of entrepreneurship education and entrepreneurial identity, Ulla's activity and successes in attracting research funding and contributions for PhD studies at the Turku School of Economics were acknowledged. The award was handed out the School's strategy and development day at Yyteri in Pori.

Ulla Hytti together with Päivi Karhunen from Aalto University received the International Small Business Journal's Best Paper Award "Challenging conventional wisdom in entrepreneurship" for their paper "It's all about family! Male technology entrepreneurs constructing their identities between family and business". The award was given at the RENT XXXII Conference in Toledo, Spain in November 2018.

Pekka Stenholm received Best Reviewer Award at RENT XXXII Conference in Toledo, Spain in November 2018.

## Activities in conferences, workshops and seminars

### *Research Director Ulla Hytti*

- Organising committee member at NCSB (Nordic Conference on Small Business Research) in Luleå, Sweden

### *Postdoctoral Researcher Kaisa Hytönen*

- Organising committee member at WORK2019 Conference in Helsinki, Finland
- Organising committee member at WORK and HEALTH Research Seminar

### *Professor Anne Kovalainen*

- Programme committee member at Academy of Finland SRC Research Seminar in Kuopio, Finland on 18-19 January 2018
- Keynote speech at the Research Seminar on Platform Economy at Leuven University (Belgium) on 19-21 February 2018
- Presentation in the open seminar "Platform as a new form of work" organised by SWiPE – Smart Work in Platform Economy consortium & Turku Centre for Labour Studies, TCLS in Turku, Finland on 27 March 2018
- Weatherhead Forum Inequality Cluster at Harvard University
- Nordic Models in the Age of Populism Seminar Boston University on 27-28 September 2018
- Principal organiser and Chair at WORK2019 Conference in Helsinki, Finland
- Scientific committee chair at WORK2019 Conference in Helsinki, Finland

### *Project Researcher Emmi Laakso*

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

### *Senior Research Fellow Seppo Poutanen*

- Presentation at SCANCOR-Weatherhead Research Seminar, Harvard University.
- Scientific committee member at WORK2019 Conference in Helsinki, Finland
- Weatherhead Forum Inequality Cluster at Harvard University

### *Project Researcher Marja Rautajoki*

- Organising committee member at WORK2019 Conference in Helsinki, Finland

*Project Researcher Sanna Rouhiainen*

- Presentation in the open seminar “Platform as a new form of work” organised by SWiPE – Smart Work in Platform Economy consortium & Turku Centre for Labour Studies, TCLS in Turku, Finland on 27 March 2018
- Presentation in a seminar “With competence to the future” organised by WORK and HEALTH research programs, the Council of Strategic Research in Helsinki in November 7, 2018.

*Senior Research Fellow Pekka Stenholm*

- Invited lecture at the ESCP Europe Visiting Lecture Series in Paris, France on 6 March 2018
- Invited lecture at the SSE Riga Open Workshop Series in Latvia, Riga on 1 June 2018
- Session chair at Babson College Entrepreneurship Conference in Waterford, Ireland on 6-9 June 2018
- Keynote speech at the SSE Riga Open Workshop Series in Riga, Latvia on 19 October 2018
- Session chair at RENT XXXII Research in Entrepreneurship and Small Business Conference in Toledo, Spain on 14-16 November 2018

# Publications

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## Journal articles and editorials

- Gbadegeshin, S.A. (2018) Lean Commercialization: A New Framework for Commercializing High Technologies. *Technology Innovation Management Review*, 8 (9), 50-63.
- Gbadegeshin, S.A., Oyelere, S.S., Olaleye, S.A., Sanusi, I.T., Ukpabi, D.C., Olawumi, O. & Adegbite, A. (2018) Application of information and communication technology for internationalization of Nigerian small- and medium-sized enterprises. *Electronic Journal of Information Systems in Developing Countries*, e12059. <http://dx.doi.org/10.1002/isd2.12059>.
- Hytönen, K. & Kovalainen, A. (2018) Koulutuksen ja työelämän rajapinnat yritysvetoisessa ammatillisessa koulutuksessa: tapaustutkimus KONE Hissit Oy. *Ammattikasvatuksen Aikakauskirja*, 20 (1), 26-43.
- Ilonen, S. & Heinonen J. (2018) Understanding affective learning outcomes in entrepreneurship education. *Industry and Higher Education*, 32 (6), 391-404.
- Ilonen, S., Heinonen, J. & Stenholm, P. (2018) Identifying and understanding entrepreneurial decision-making logics in entrepreneurship education. *International Journal of Entrepreneurial Behaviour and Research*, 24 (1), 59-80.
- Jännäri, J., Poutanen, S. & Kovalainen, A. (2018) Gendering expert work and ideal candidacy in Finnish and Estonian job advertisements. *Gender in Management: An International Journal*, 33 (7), 544-560. <https://doi.org/10.1108/GM-10-2017-0132>
- Kibler, E., Salmivaara, V., Stenholm, P., & Terjesen, S. (2018) The evaluative legitimacy of social entrepreneurship in capitalist welfare systems. *Journal of World Business*, 53 (6), 944-957.
- Kovalainen, A., Poutanen, S. & Jännäri, J. (2018) Gender equality in the Baltic Sea region – similarities and differences. *Baltic Rim Economies*, 1, 45-46. DOI: eISSN: 1459-9759
- Kovalainen, A., Poutanen, S. & von Bonsdorff, M. (2018) Digitalisaatio ja alustatyö – iskusanoista monitasoisten ilmiöiden tutkimukseen. *Työelämän Tutkimus*, 16 (4), 233-235.
- Poutanen, S. & Hytönen, K. (2018) Kansainvälisen WORK2017 -konferenssin näkökulmia työn tulevaisuuteen. *Futura*, 37, 2.
- Niemi, L. & Kantola, J. (2018) Legitimated consumption: a socially embedded challenge for entrepreneurs' value creation. *Journal of Research in Marketing and Entrepreneurship*, 20 (2), 214-228.
- Rouhiainen, S. (2018). Silmäkääntötempu – keikkatalouden suuret tarinat. Arvio kirjasta Humans as a Service – The Promise and Perils of Work in the Gig Economy, tekijä J. Prassl. *Työelämän Tutkimus*, Vol. 16, 4, 298-300.

## Books, book chapters and book reviews

- Aaltonen, S. & Akola, E. (2018) The role of trust and bridging social capital in immigrant business owners' start-up process, in U. Hytti, R. Blackburn & S. Tegtmeier (eds.) *The Dynamics of Entrepreneurial Contexts: Frontiers in European Entrepreneurship Research*, 35-53. Edward Elgar, Cheltenham. <http://dx.doi.org/10.4337/9781788110990>
- Blackburn, R., De Clercq, D. & Heinonen, J. (2018) Introduction, in R. Blackburn, D. De Clercq & J. Heinonen (eds.) *The SAGE Handbook of Small Business and Entrepreneurship*, 1-11. London, Thousand Oaks & New Delhi: SAGE.

Blackburn, R., De Clercq, D. & Heinonen, J. (eds.) (2018) *The SAGE Handbook of Small Business and Entrepreneurship*. London, Thousand Oaks & New Delhi: SAGE.

Heinonen, J. & Ljunggren, E. (2018) He suddenly died: Unplanned succession in family firms, in J. Heinonen, & K. Vainio-Korhonen (eds.) *Women in Business Families - From past to present*. Routledge Advances in Management and Business Studies, Abingdon & New York: Routledge. <http://dx.doi.org/10.4324/9781315206295>

Heinonen, J. & Vainio-Korhonen, K. (eds.) (2018) From Household Economy to Family Business, in J. Heinonen, & K. Vainio-Korhonen (eds.) *Women in Business Families - From past to present*. Routledge Advances in Management and Business Studies, Abingdon & New York: Routledge. <http://dx.doi.org/10.4324/9781315206295>

Heinonen, J. & Vainio-Korhonen, K. (eds.) (2018) *Women in Business Families - From Past to Present*. Routledge Advances in Management and Business Studies, Abingdon & New York: Routledge.

Hytti, U., Blackburn, R. & Laveren, E. (eds.) (2018) *Entrepreneurship, Innovation and Education: Frontiers in European Entrepreneurship Research*. Edward Elgar, Cheltenham.

Hytti, U., Blackburn R. & Tegtmeier, S. (eds.) (2018) *The Dynamics of Entrepreneurial Contexts: Frontiers in European Entrepreneurship Research*. Edward Elgar, Cheltenham.

Hytti, U. & Koskinen, S. (2018) Enterprise education pedagogy and redesigning learning outcomes: Case of a public reform school, in R. Blackburn, D. De Clercq & J. Heinonen (eds.) *The SAGE Handbook of Small Business and Entrepreneurship*. London, Thousand Oaks & New Delhi: SAGE. <http://dx.doi.org/10.4135/9781473984080.n27>

Kovalainen, A. (2018) Qualitative Research in Entrepreneurship, in R. Blackburn, D. De Clercq & J. Heinonen (eds.) *The SAGE Handbook of Small Business and Entrepreneurship*. London, Thousand Oaks & New Delhi: SAGE. <http://dx.doi.org/10.4135/9781473984080.n29>

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Kovalainen, A. & Poutanen, S. (2018) Yrittäminen ja yrittäjyys - vähenevän palkkatyön korvaaja ja hyvinvoinnin tuottaja. In Michelsen, T., Reijula, K., Ala-Mursula, L., Räsänen, K. & Uitti, J. (eds.) *Työelämän perustietoa*. Helsinki: Kustannus Oy Duodecim.

Lepistö, T., Aaltonen, S. & Hytti, U. (2018) Co-creating strategy between independent consultants in a micro-firm context, in U. Hytti, R. Blackburn & S. Tegtmeier (eds.) *The Dynamics of Entrepreneurial Contexts: Frontiers in European Entrepreneurship Research*, 142–165. Edward Elgar Publishing. <http://dx.doi.org/10.4337/9781788110990.00014>

Nilson, H. & Hytti, U. (2018) Moving Between Visibility and Invisibility: Understanding Social and Family Business Spheres, in J. Heinonen, & K. Vainio-Korhonen (eds.) *Women in Business Families - From past to present*. Routledge Advances in Management and Business Studies, Abingdon & New York: Routledge. <http://dx.doi.org/10.4324/9781315206295>

Poutanen, S. (2018) Critical perspectives in entrepreneurship research, in D. De Clercq, J. Heinonen & R. Blackburn (eds.) *The SAGE Handbook of Small Business and Entrepreneurship*. London, Thousand Oaks & New Delhi: SAGE.

Poutanen, S. (2018) Gender, Economy and Time, in J. Heinonen & K. Vainio-Korhonen (eds.) *Women in Business Families - From Past to Present*. Routledge Advances in Management and Business Studies, Abingdon & New York: Routledge.

## Research reports

Pajarinen, M., Rouvinen, P., Claussen, J., Hakanen, J., Kovalainen, A., Kretschmer, T., Poutanen, S., Seifried, M. & Seppänen L. (2018) *Upworkers in Finland: Survey Results*. Helsinki: ETLA Reports 85.



Rouhiainen, S. (2018). *Asiantuntijatyö alustatalouden aikakaudella -kyselyn raportti*. SWiPE-report. Turku School of Economics.

Stenholm, P., Aaltonen, S. & Heinonen, J. (2018) *Paikallisten ja kotimarkkinayritysten kasvu. Arviointiraportti*. Business Finland, Raportti 4/2018.

## Conference proceedings

Aaltonen, S., Lepistö, T. & Hytti, U. (2018) Kuntien palvelutarjonta ja toimijoiden roolit muutoksessa – ensiaskelaita kahdesta kunnasta. Presentation in *Työelämän tutkimuspäivät 2018* in Tampere, Finland in November 1-2, 2018.

Aaltonen, S., Lepistö, T. & Hytti, U. (2018) First Steps towards Hybrid Forms of Service Provision in Municipalities. *ISBE Institute for Small Business & Entrepreneurship Conference* in Birmingham, UK in November 7-8, 2018.

Hytönen, K. & Kovalainen, A. (2018) Interfaces between education and working life in vocational education organized by a company. A case study KONE Elevators Ltd. Paper presented at *EARLI SIG 14 –conference* in Geneva, Switzerland in September 12–14, 2018.

Ilonen, S. (2018) Revealing the silent side of entrepreneurship education –entrepreneurship educators as designers of learning environments. Poster presentation at the *RENT XXXII Conference* in Toledo, Spain.

Jännäri, J. (2018) Portrayals of 'perfect': analyzing human pictures in managerial job advertisements. Paper presented at *36th Standing Conference on Organizational Symbolism and the 7th Australasian Caucus of the Standing Conference on Organizational Symbolism conference* in Tokyo, Japan in August 17-20, 2018.

Karinen M. (2018) Legitimacy processes from within palm oil. PDW at *PROS 2018 10th International Symposium on Process Organization Studies* in Porto Carras Grand Resort, Greece in June 20-23, 2018.

Kovalainen, A. & Poutanen, S. (2018) Theories of Professionalism and Theories of Entrepreneurship - Alignments and Differences in Contemporary Capitalism. Paper presented at *the XIX ISA World Congress of Sociology* in Toronto, Canada in July 15-21, 2018.

Poutanen, S. (2018) Gamification of organisations, work, theorisation in the vigorous era of digitalisation - from fading irony and other distance towards a positive reconceptualization of "addiction". A paper presented at *34th EGOS Colloquium 2018: Surprise in and around Organizations: Journeys to the Unexpected* in Tallinn, Estonia in July 5–7, 2018

Poutanen, S. & Kovalainen, A. (2018) Gig Science and the Platform University – the Future of Knowledge X.0. A paper presented at *Conference on Capitalism, Social Science and the Platform University* at the University of Cambridge, USA in December 13-14, 2018.

Renko, M., Stenholm, P. (2018). Entrepreneurial Identity as a Key Mechanism for Realizing the Benefits of Bricolage. A paper presented at the 2018 Babson College Entrepreneurship Research Conference 8.–11.6.2018, Waterford, Ireland.

Rouhiainen, S. (2018) Platform work as a possibility for expert workers. Presentation at *Social Policy Days 2018* in Tampere, Finland in October 25-26, 2018. -

Rouhiainen, S. (2018) Experts, digitalisation of work and platform work as a possibility. Presentation at *Work Life Research Days 2018* in Tampere, Finland in November 1-2, 2018.

Seppänen, L., Hasu, M., Käpykangas, S., & Poutanen, S. (2018) On-demand work in platform economy: implications for sustainable development. In Bagnara, S., Tartaglia, R., Albolino, S., Alexander, T. & Fujita, Y. (eds.) *Proceedings of the 20th Congress of International Ergonomics Association (Vol. VIII: Work, Organizational Design and Sustained Development)*. Springer.

Stenholm, P., Jiang, Y. (2018). When I give up the why and ask the what – Revisit luck, temporality and construct redefinition. A paper presented at the *Academy of Management Annual Meeting PDW*, August 10–14, Chicago, IL, USA.

Stenholm, P. & Jiang, Y. (2018) Luck in Action – Creating Luck Momentum in an Entrepreneurial Context. Proceedings of the *RENT XXXII Conference* in Toledo, Spain.

## Dissertations

Jännäri, J. (2018) *Mediated construction of an ideal gendered manager and employee*. Turun yliopiston julkaisuja, Annales Universitatis Turkuensis. Sarja E osa 33, Oeconomica. <http://urn.fi/URN:ISBN:978-951-29-7287-6>

Luomala, K. (2018) *Mumpreneurs? Everyday complexities in the realm of time, money, business and motherhood*. Turun yliopiston julkaisuja, Annales Universitatis Turkuensis. Sarja E osa 36, Oeconomica. <http://urn.fi/URN:ISBN:978-951-29-7381-1>

Pukkinen, T. (2018) *The role of entrepreneurial orientation and dynamic capabilities in firm performance*. Turun yliopiston julkaisuja, Annales Universitatis Turkuensis. Sarja E osa 26, Oeconomica. <http://urn.fi/URN:ISBN:978-951-29-7171-8>