

Turku School of Economics

International Business

Annual Report 2018



TABLE OF CONTENTS

REVIEW OF THE YEAR 2018.....	3
FACULTY PROFILES	4
TEACHING.....	13
International Business Curriculum.....	13
Master's Degree Program in Global Innovation Management.....	16
Courses.....	17
Student Association for International Trade.....	19
RESEARCH ACTIVITIES	20
Awards	20
Theses	21
Research projects.....	28
Dissertations in progress.....	33
Participation in conferences, seminars and workshops	34
PUBLICATIONS.....	35
Articles in refereed journals and books or book chapters	35
Publications in university series.....	39
Conference papers and poster presentations.....	39
Articles in economic periodicals, business reviews and newspapers	42
Blogs	43
OTHER ACTIVITIES	44
International collaboration.....	44
Administration.....	45
Professional and community relations	46



REVIEW OF THE YEAR 2018

Time flies, as they say. Year 2018 remains in our memories as another year of high-quality research, inspiring learning experiences and continuous interaction with companies and the surrounding society. All this has been achieved in a supportive and respectful working environment, something we should not take for granted but to be grateful of. I hope that also in the future TSE IB will be the 'Happy Place' for us, and also something to be proud of.

Our research findings were published in 17 peer-reviewed journal articles, in 19 chapters of edited books and dozens of papers presented at academic meetings and conferences. Well done! Most of the IB research is a collaborative effort and we also want to share our sincerest thanks with our partners both in Finland and abroad. Thank you for sharing your expertise with us, we look forward to new interesting opportunities in the future!

Since 2017 we are part of the International Management & Entrepreneurship BSc and MSc programmes. Collaboration with colleagues from Entrepreneurship and Management & Organization has been a very pleasant experience both to us and to the students. I think that together we are able to provide our students an education which well meets the requirements of today's working life.

In 2018 we continued our active interaction with IB students and the regular meetings with KKOY representatives are something which brings value to our work. MyTeacher activities were developed and we aim that approaching the IB faculty would be as easy as possible.

Looking back brings good memories – it is good to build the future on them. However, our slogan #tseforthefuture reminds us to keep our view to the horizon, then it is easier to stay on track.

Niina Nummela
Professor, International Business



FACULTY PROFILES

Majid Aleem

Doctoral Candidate

As a doctoral candidate, Majid Aleem researching Global Virtual Teams. His research focuses on individual level interactions and emotions leading up to relationship development among team members working in a virtual environment. The research topic “Development of Relationships in Project-based Global Virtual Teams” brings together multiple dimensions of interactions, emotions and communication during task performance. Above aspects, in a process based research are analysed through the lens of group development models. He presented a paper containing recent findings at EIBA 2018, held in Poznan, Poland. Apart from Research, he is also involved in teaching courses in International Business Strategy and Research Methods in International Innovation management.



Marion Bitsch

Doctoral Candidate

Marion’s doctoral research looks at “How combining export promotion and export finance benefits firms’ internationalisation behaviour”. The initial results of her primary research (above), lead Marion to identify herself with the growing body of researchers who tries to explain managerial behaviour and decisions through the human biology. Her aim is to develop a future post-doctoral project at the intersection of entrepreneurship/business/management and biology.



William Degbey

University Teacher

William’s research interests include cross-border acquisitions, customer retention, business relationships and networks, FDI strategies, psychological ownership and resilience in teams, with particular interest in the contexts of emerging economies, maritime sector and knowledge-intensive firms. He currently leads and coordinates research projects including Finnish and



other international scholars on the aforementioned research areas. He teaches compulsory international business (IB) courses to IB major and other students on both regular classroom and virtual bases. He supervises Bachelor and executive MBA theses, and doctoral studies.

Maria Elo

Affiliated Postdoctoral Researcher

Maria Elo holds a PhD in Economics from Åbo Akademi University, Finland. She is an associate professor at the Institute of marketing and management, University of Southern Denmark, a BRIIB professor of international business and executive dean at the Belt and Road Institute of International Business, Shanghai University, she is also an adjunct professor at Åbo Akademi University and a migration fellow at the Institute of Migration. She is the founder and leader of the Diaspora Networks in International Business- research platform.

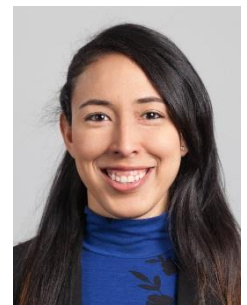


She has published books, book chapter and also articles in diverse journals. Her research focuses on international business, internationalization, global networks, migration, ex- and repatriation, global mobility, diaspora, diaspora and transnational entrepreneurship.

Isabel Galvis

Doctoral Candidate

Isabel is interested in sustainability issues and its relation with business activity. Her research looks at the growing number of hybrid organizations emerging at the intersection of private and public spheres in society. In particular, she looks at the tensions these organizations face when dealing with social/environmental and commercial goals.



Eini Haaja

Project Researcher, Doctoral Student

Eini works as a Project Researcher at the Pan-European Institute and she is a Doctoral Student in International Business. In addition, Eini supervises Master's theses. As regards Eini's research interests, she has specialized in the economic developments in the Baltic Sea and Barents Sea regions. Project business opportunities, business networks and cluster dynamics in energy and maritime sectors are of particular interest to her.



Riikka Harikkala-Laihin

Doctoral Candidate

Riikka is a Doctoral Candidate in International Business. Her doctoral thesis concentrates on employee emotions, interaction and the emotional climate during post-acquisition socio-cultural integration. Her research interests include mergers and acquisitions, emotions in organizations and cross-cultural communication. In late 2018, she was invited as a visiting researcher to the University of Leeds. In addition to research, she works as a co-supervisor for master's theses, updates the IB internet and intranet pages and is responsible for accepting traineeship in IB.



Mélanie Hassett

Senior Fellow

Mélanie's research interests lie in internationalisation and international acquisitions (strategy and socio-cultural integration). Her recent research focuses on emotions in cross-border acquisitions and SME internationalisation. Her field of interest covers also research methods, such as longitudinal research and mixed-methods. These research interests are also apparent in her teaching, such as on the advanced course International Mergers and Acquisitions. Mélanie is a Lecturer in International Business at the University of Sheffield and holds a double affiliation with the Turku School of Economics.



Teemu Itälinna

Project Researcher, Doctoral Student

Teemu works as a Project Researcher at the Pan-European Institute and he is a Doctoral Student in International Business. In addition, Teemu supervises Master's theses.



Valtteri Kaartemo

Post-Doctoral Researcher

Valtteri's core research interests include market shaping, service research, and technology. Valtteri teaches courses related to international business, innovation management, and general business simulations. He also supervises Bachelor's and Master's theses. In September, he started his 3-year Academy of Finland -



funded research project “The roles of technology in the reformation of markets”.

Anna Karhu

Doctoral Candidate

Anna's doctoral thesis research focuses on the interaction of MNE and institutional environment. Empirically she is focusing on pharmaceutical industry. Other research interests are service internationalization and innovations within retail context. In addition, Anna supervises Master's theses groups and is involved in developing and supportive activities for teaching in international business



Henna Leino

Doctoral Candidate

Henna works as a doctoral candidate in international business. She is part of the KULTA research project team, which studies latent bond-related needs of consumers. During the year 2018 she has in addition worked as a supervisor in a Bachelor's thesis group and as a MyTeacher for 1st year IB students. Her key areas of research interests include: emotions and emotional value in services, customer needs, customer experience, healthcare and nursing services. In her doctoral research she studies the emotion-based needs of customers of elderly care services. She is on maternity leave (since 5th November 2018).



Kari Liuhto

Professor

Kari's main research interests lie in innovation activities between EU and Russia, outward direct investments of Russian corporations and energy-related issues in the Baltic Sea region. He is responsible for courses related to the Russian market economy, business in the Baltic Sea region, EU-Russian economic relations and investments in Central Eastern Europe. He is the Director of the Pan-European Institute at Turku School of Economics and the Director of Centrum Balticum.



Danijela Majdenic

Doctoral Candidate

Danijela's research relates to the phenomenon of Global Virtual Teams (GVTs). She is interested in understanding the learning process within GVTs. Apart from being a course facilitator, Danijela is also responsible for some administrative tasks at the department of International Business. She was on her maternity leave till the 1st of December 2018.



Reetta Mansikkaviita

Research Assistant

Reetta Mansikkaviita works as Research Assistant at the Pan-European Institute. Her main tasks include assisting in the Pan-European Institute's research projects and teaching. She is also responsible for a variety of administrative tasks.



Jonathan Van Mumford

Doctoral Candidate until Nov 2018, D.Sc. (Econ.& Bus.Adm) from Dec 2018

Jonathan's doctoral research investigated international new venture creation through the emergent theory of effectuation with a particular focus on stakeholders. He successfully defended his dissertation, entitled 'Means, Motive, and Opportunity: Engaging stakeholders towards opportunity creation through effectuation', on the 2nd of November 2018. In Autumn 2018 Jonathan was involved in co-instructing a Master's level course on international strategy.



Niina Nummela

Professor

Niina is the Vice Dean for Education and Head of IB Discipline at Turku School of Economics. Her main research interests are international entrepreneurship, in-ternationalization process, cross-border acquisitions, and mixed methods in IB research. She teaches on PhD students on classics in international business, marketing and management. She also supervises Master's theses and doctoral studies.



Eriikka Paavilainen-Mäntymäki

University Research Fellow

Eriikka's main research interests centre on research methodology, such as in longitudinal, process and case study research, as well as in hermeneutics, time and temporality in research, diary research and narratives, the internationalization and growth processes of firms, research on failures, the entrepreneurial behavior of SMEs and family businesses, and the philosophy of science. Additionally, Eriikka is a lecturer on the IB qualitative research methods, exports and SME internationalization, and philosophy of science and the scientific research process courses, and supervises master's theses and doctoral dissertations. Eriikka is also an Adjunct Professor at the University of Vaasa.



Elina Pelto

University Lecturer

Elina's research interests are related to MNCs and informal institutions; FDI spillovers; business networks; cross-border M&As and learning from business simulations. Elina teaches courses on multinational corporations and foreign direct investment; intercultural marketing management; and the basics of international business. She is also an instructor on a futures studies course and a business simulation course, and supervises both Master's theses and doctoral studies.



Johanna Raitis

University Teacher

Johanna's main research interests include organizational identity and culture, values, socio-cultural integration and MNC management. She has an extensive experience in conducting qualitative, cross-cultural research and working with multinational corporations in various research projects. Currently her main responsibilities include teaching in the Global Innovation Management (GIM) master's program. She also supervises Masters' and Bachelors' Thesis groups.



Birgitta Sandberg

University Research Fellow, Adjunct Professor

Birgitta's main research interests include emotions in innovations processes and market creation, and the development and marketing of radical innovations. She participates in the KULTA project funded by the Emil Aaltonen Foundation, which looks at bond-related needs of consumers. She coordinates the Global Innovation Management Master's Degree Program and teaches courses related to international business, innovation management and qualitative research methods. She also supervises Bachelor's, Master's theses and doctoral studies.



Innan Sasaki

Alliliated Postdoctoral Researcher

After receiving her PhD in 2015 at the Turku School of Economics, Innan Sasaki moved to Lancaster University where she teaches strategic management and management simulation as a Lecturer. She has also an affiliation as a Visiting Postdoctoral Researcher at the TSE where she teaches one course on bachelor level (Managing across cultures) and continues research collaboration with her former colleagues.



Esa Stenberg

Professor

Esa's core research interests are in the area of international politics and business. His teaching areas include Challenges of Global Business, European business and doing business in Asia-Pacific. He also supervises Master's theses and doctoral studies.



Milla Wirén

Doctoral Candidate until November 2018, PhD from December 2018

The key themes in Milla's research are digitalization (as technology, humans and perceptions), strategizing (as the unfolding of individual level actions aggregating into collective level outcomes) and uncertainty. In her dissertation she explored the impact of digitalization on strategizing, especially through the changes in the nature of uncertainty. Her research interests in general pivot on the nexus of international business, information systems and futures research, especially pertaining to the defining and making wise decisions - by human or non-human actors. In addition to holding a



UTUGS position, she supervised bachelors' and master's theses, and participated in executive training through TSE exe.

Milla defended her dissertation on November 16th 2018 with Jay Barney as the opponent, and Peter Liesch as the other pre-examiner.

Peter Zettinig

University Research Fellow, Adjunct Professor

Peter's main research interests lie at the crossroads of international business, strategy, management and entrepreneurship. He is involved in a number of externally funded research projects with colleagues around the world, for instance *'Impact of Internationalization Finance'* (FINNVERA), *'Design for Value'* (DIMECC), *'Towards Relational Business Networks'* (DIMECC), *'Upside-down: Team Management in Nordic Investment Banks'*.



Closely aligned with his research is teaching in the MSc courses on International Business Strategy, Multinational Management, Location-Specific Studies, Research Methods in International Innovation Management, Managing International Innovation Development, Strategien der Internationalisierung, International Business Strategy and Innovation in executive programs. Alongside these responsibilities, Peter is supervising Masters Theses and doctoral theses and involved in a number of research projects in close collaboration with companies.

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Sten-Olof Hansén, Professor Emeritus

Jussi Hätönen, Adjunct Professor, European Investment Bank

Urpo Kivikari, Professor Emeritus

Jorma Larimo, Adjunct Professor, Professor at the University of Vaasa

Sampsa Saralehto, Adjunct Professor, Helsinki Region Chamber of Commerce

Henrikki Tikkanen, Adjunct Professor, Professor at Aalto University School of Economics and Stockholm University.

Zsuzsanna Vincze, Adjunct Professor (UTU), Associate Professor (Umeå University)



Affiliation agreement

Frederick Ahen, Turku School of Economics, Finland.

Katja Einola, Lund University, Sweden; Hanken School of Economics, Finland.

Maria Elo, University of Southern Denmark.

Stephane Lhuillery, NEOMA Business School, France.

Lena Zander, Uppsala University, Sweden.



TEACHING

International Business Curriculum

Since autumn 2018 IB studies are part of the BSc programme in International Management and Entrepreneurship and MSc programme in International Management and Entrepreneurship. In these programmes students choose to specialize either in International Business, Entrepreneurship or Management & Organisation. The annual intake of undergraduate students in the BSc programme is 60, and around 50 of them specialize in International Business.

International Business graduates understand how organizations and individuals with entrepreneurial mindset behave in a multicultural environment. They can identify the challenges of changing environment and possess the knowledge of relevant theories and practices to meet them. Through their education they also develop their analytical and communication skills, learn to work in global virtual teams and other competences needed to become responsible future leaders.

Studies abroad are encouraged, and a majority of students majoring in International Business spend at least one academic term at one of our foreign partner universities. In 2018, over thirty courses on IB were offered in English, which accounts for more than 80 percent of all our IB courses. In addition, most theses are written in English and many prepared in seminars which are conducted in English. The fact that a large majority of the courses offered in International Business are taught in English makes them very popular with international exchange students, which in itself provides all participants with an excellent opportunity to learn to manage cultural diversity.





Most of the International Business courses are taught in English, which make them popular with international students.

IB students learn how to manage international business in today's fiercely competitive global environment. Learning takes place not only through lectures and reading but also through exercises, case discussions, presentations, written reports, virtual courses, group work and business simulations. Thus, the studies rely on active participation by the students, both individually and in smaller groups. Frequently, visiting guest lecturers bring real-life business perspectives into the classroom. The following visitors, among others, shared their knowledge with our students during 2018:

- Ahnliid Anders, Ambassador, Embassy of Sweden in Helsinki
- Chuikov Dmitry, First Secretary, Embassy of Belarus in Finland
- Feller Jan, Deputy Director, German-Finnish Chamber of Commerce
- Gudimenko Dmitry V., CEO, Capital Development Group
- Gurkov Igor, Professor, Higher School of Economics, Moscow
- Hassett Melanie, Lecturer, Sheffield University Management School, UK
- Hätönen Jussi, Docent, Managing Partner, LionArch Capital Partners
- Kitsing Meelis, Associate Professor, Estonian Business School
- Konstantin Khudoley, Professor, St. Petersburg State University
- Lahti Taneli, Director, Confederation of Finnish Industries EK

- Olefirov Andrii, Ambassador, Embassy of Ukraine in Helsinki
- Orlowicz Tomasz, Head, Foreign Trade Office in Helsinki, Polish Agency of Trade and Investment
- Palokangas Juha, Manager, Russian Affairs, Finnish Forest Industries
- Pekkola Tapio, Communications Manager, EU Nordic Policies, Nord Stream AG
- Pulli Aki, Chairman, Suomi-Ukraina –siltä ry (Finland –Ukraine Association)
- Sasaki Innan, Lecturer, Lancaster University Management School
- Savikko Heikki, Manager-International Business Development, Finnfoam Oy
- Sutyurin Sergei, Professor, St. Petersburg State University
- Vincze Zsuzsanna, Associate Professor, Umeå University, Sweden
- Waddoups Shawn, Head, Political-Economic Affairs Section, U.S. Embassy in Helsinki



Master's Degree Program in Global Innovation Management

The Global Innovation Management Master's Degree Program (GIM) welcomed the 14th cohort of students in 2018. GIM has been consistently one of the most



popular international degree programs at the University of Turku. The GIM curriculum is positioned at the crossroads of International Business Studies, Innovation Management and Entrepreneurship. The aim of the program is to transform our students into professionals who can contribute to firms' success during their

internationalization and innovation endeavours in Finland and abroad. During the two-year program, we apply a scientific perspective to newly unfolding phenomena, which enables students to acquire deep insights and prepares them to develop new solutions in the development and international commercialization of products, services and systems.

The introduction of tuition fees for non-EU citizens in 2017 has not affected the interest of viable candidates from all over the world to our program. In fact, during the application period (December 2017/January 2018) a record number of 271 eligible candidates applied. After a careful selection process, 19 students were chosen to commence their studies in September 2018. More information can be found on our website (<https://masters.utu.fi/programmes/global-innovation-management/>)



Turku School of Economics, where students undertake studies in the fields of economics and business and conduct multidisciplinary research.



Courses

TSE International Business offers courses for undergraduate, graduate and postgraduate students. Most of the courses are taught in English. Learning by doing is emphasized, and in many courses, students prepare reports and work on cases in groups. More information on these and other IB courses can be found on the Peppi web site <https://opas.peppi.utu.fi/en/degree-programme/8267>

The majority of the IB courses are given in English (marked in bold in the table below).

Code	Course Title	ECTS cr
<i>BASIC AND INTERMEDIATE STUDIES</i>		
KVY	BASIC COURSE IN INTERNATIONAL BUSINESS	3
KV1	INTERNATIONAL BUSINESS MANAGEMENT	6
KV2 *	BUSINESS INTELLIGENCE AND THE GLOBAL BUSINESS ENVIRONMENT	6
KV4 *	EXPORTS AND SME INTERNATIONALISATION	6
KV6	MULTINATIONAL CORPORATIONS AND FOREIGN DIRECT INVESTMENT	3 or 6
KV22	THE RUSSIAN MARKET ECONOMY	3
KV23 *	BUSINESS IN THE BALTIC SEA REGION	6
KV30	MANAGING ACROSS CULTURES	2, 4 or 6
KV31 *	DOING BUSINESS IN ASIA-PACIFIC	6
KV35 *	STRATEGIEN DER INTERNATIONALISIERUNG	3
KV90	LOCATION-SPECIFIC STUDIES	1–6
KVK	BACHELOR'S THESIS	10
<i>ADVANCED STUDIES</i>		
KVS1	INTERNATIONAL BUSINESS STRATEGY	6
YSM/KV	RESEARCH PROCESS AND QUALITATIVE METHODS, PRACTICES	5
KVS4	INTERNATIONAL MERGERS AND ACQUISITIONS	6
KVS5 *	MANAGING INTERNATIONAL INNOVATION DEVELOPMENT	6
KVS8	INTERNATIONAL MARKETING MANAGEMENT	6
KVS9 *	INTERNATIONAL ENTREPRENEURSHIP	6
KVS10 *	THE DEVELOPMENT OF THE EU – RUSSIA ECONOMIC RELATIONS	6
KVS11	BUSINESS PROSPECTS IN THE ARCTIC	6



KVS12	THE EU AS A BUSINESS ENVIRONMENT	3
KVS13	NEW CHALLENGES OF GLOBAL BUSINESS	6
KVS14 *	INVESTMENT OPPORTUNITIES IN EASTERN EUROPE	6
KVS30	LABORATORY FOR LEARNING NEW WORLD OF WORK – VIB-U SIMULATION	2
KVS53	PROJECT MANAGEMENT AND INNOVATION	6
KVS54	SPECIAL THEMES IN INNOVATION MANAGEMENT	2, 4 or 6
KVS57	MULTINATIONAL MANAGEMENT	2
KVS58 *	INNO58H	6
KVS90	LOCATION-SPECIFIC STUDIES	1–6
	MASTER'S THESIS SEMINARS	6
KVPG	MASTER'S THESIS	30

STUDIES ONLY FOR THE GIM PROGRAM

KVS60	RESEARCH METHODS IN INTERNATIONAL INNOVATION MANAGEMENT	12
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POSTGRADUATE STUDIES

The following general courses related to theoretical and methodological issues are offered in co-operation with teachers of marketing:

KVJ11	THE EVOLUTION OF INTERNATIONAL BUSINESS THEORIES	6
KVJ12	ACADEMIC ARGUMENTATION AND PRESENTATION SKILLS	2
KVJ13 *	THE USE OF SCIENTIFIC METHOD IN INTERNATIONAL BUSINESS/MARKETING	6
KVJ14 *	INTERNATIONAL BUSINESS/MARKETING AS A SCIENCE	6
KVJ15	READING THE CLASSICS	6
KVJ16	SPECIALISATION AREA	6-12
KVJ17	COLLABORATION IN INTERNATIONAL SCIENTIFIC COMMUNITY	3-6
KVL	LICENTIATE THESIS	90
KVV	DOCTORAL THESIS	180

Doctoral students may also choose specific courses related to the topic of their dissertation. These courses are tailor-made for each student.

(*) Multidisciplinary courses



Student Association for International Trade

The Student Association for International Trade (KKOY) is a society for students interested in International Business, and its main task is to act as an active link between the faculty members and the students majoring in International Business.



Another important goal is to bring the business world and culture closer to the students in order to allow the learned theories to be linked to reality and further to succeed later on in the global economic world.

The association has seven sitting board members and more than 1000 members.

KKOY's most challenging

annual project is ContactExpo, a recruitment and networking fair organised at the beginning of the calendar year in co-operation with KY-Kasino, the association of academic investors, the association of economics students in Turku and Turku School of Economics. ContactExpo enables university students to network with firms' representatives. For companies, it is a forum in which to achieve high visibility among graduating students and meet potential employees. KKOY also organizes excursions both in Finland and abroad. In 2019, KKOY organised an excursion to Panama and Costa Rica to visit numerous firms and other stakeholder groups and to get acquainted with the Central American culture. In addition to that, KKOY arranges career evenings and other events that support studying International Business, and this way offers remarkable learning possibilities. Participation in KKOY activities enables students interested in International Business to get to know each other, and in addition to become acquainted with the faculty members and representatives of the business community. KKOY brings the entire world closer to be explored and the chance to broaden international affairs and networks.



RESEARCH ACTIVITIES

Research in International Business focuses on the challenges the global, constantly changing environment poses to companies, organizations and individuals. Research in international business is phenomenon centric. The foci of research are often themes



requiring multidisciplinary approaches and close cooperation with the subject – for example companies. We are interested for example in international growth, international entrepreneurship and the influence of digitalization on international business. We have also wanted to develop the research methods used in international business and members of our research faculty have published many articles regarding research methods.

International Business research at the Department of Marketing and International Business is pursued both at the unit of International Business and the Pan-European Institute. At the latter, European perspectives form the main focus of interest, and the institute's research concentrates on business development in the Baltic Sea Region and Eastern Europe. At the former, the research is multifaceted. Ongoing research projects are summarised on pages 28-32 of this Annual Report. A list of doctoral theses in-progress can be found on page 33, and recent publications on pages 35-43.

Awards

In 2018, Marion Bitsch received the Best Paper Award of International Trade for her paper 'Addressing the finance gap in IB: combining export finance and export promotion to support firms' internationalization'.

William Degbey was nominated for the Best Reviewer Award at the 44th European International Business Academy (EIBA) Conference, Poznań, Poland, December, 2018



Melanie Hasset received the Emerald Literati Award 2018 for Outstanding Author Contribution.

Eriikka Paavilainen-Mäntymäki was nominated for the Best Paper Nominee, The Copenhagen Prize, European International Business Academy (EIBA) Conference, Poznan, Poland, 13.-15. December, 2018.

Johanna Raitis received the Emerald Literati Award 2018 for Outstanding Author Contribution for ‘Finding Positivity During a Major Organizational Change: In Search of Triggers of Employees’ Positive Perceptions and Feelings’. Johanna was also nominated for the FBNE best paper contribution to practice at IFERA annual conference, 2018.

Peter Zettinig and Mike Berry received the best track paper award at the European Academy of International Business Conference in Poznan, Poland. Their paper was entitled ‘Bridge Building: An integrative approach to teaching International Business’.

Theses



In 2018, 30 IB majors were awarded the Bachelor's degree, and 54 the Master's degree.

Two doctoral dissertations in International Business were defended during 2018.

Jonathan Van Mumford successfully defended his Doctoral Dissertation entitled *“Means, Motive, and Opportunity: Engaging stakeholders towards opportunity creation through effectuation”* (2018-11-02). The dissertation was supervised by Prof. Niina Nummela and Dr. Peter Zettinig. The dissertation was pre-examined by professor Tuija Mainela from the University of Oulu and professor A. Rebecca Reuber from University of Toronto, Canada, who was also the Opponent at the defence.

Milla Wirén successfully defended her Doctoral Dissertation entitled *“Strategizing in the New Normal – Implications of Digitalization for Strategizing and Uncertainty: Philosophical and Managerial Considerations”* (2018-11-16). The dissertation was supervised by Dr. Peter Zettinig and Prof. Niina Nummela. The dissertation was pre-examined by Prof. Peter Liesch from The University of Queensland, Australia, and Prof. Jay Barney from The University of Utah, USA, who was also the Opponent at the defense.



Doctoral dissertations

Mumford, Jonathan	Means, Motive, and Opportunity: Engaging stakeholders towards opportunity creation through effectuation
Wirén, Milla	Strategizing in the New Normal – Implications of Digitalization for Strategizing and Uncertainty: Philosophical and Managerial Considerations

Master's theses

Aho, Aino	The export barriers of premium alcohol companies from Finland
Anttonen, Milla	Group identification in the context of global virtual teams
Bronstein, Sara	Music industry survivors – Finnish independent record companies' international opportunity recognition
Dang, Anh Thi Ngoc	Fintech ecosystem in Vietnam
Dinh, Ngoc Tuan	Domestic Firms' Responses to Institutional Changes - A Case Study of Globalization and Local Competition in Vietnam
Eloranta, Mia	Franchising in women's branded lingerie industry
Friman, Anton	"Account managers' emotions in the cross-border acquisition: A single case study on a technology sector"
Ghimire, Kunjan	The Importance of Customer Value and Luxury Value Perception: Implications for Masstige Luxury Brands
Haavisto, Tommi	Shared services center as a strategic enabler in M&A – Supporting M&A integration through HR service platform
Helle, Noora	Adoption of Mobile Applications in Physiotherapy: role of influencing factors in physiotherapists' adoption decision



Huunonen, Kia	Cultural adaptation in B2B personal selling process
Isolauro, Emilia	Terrorism-related risks and their mitigation in international business
Kekki, Meri	Legitimizing foreign direct investments: a discursive perspective on sustainability of Chinese investments in Sub-Saharan Africa
Kim, Maria	Cross-cultural training in female expatriation and repatriation
Korpela, Ville	Systemic Approach to Stakeholder Network Management in a Transition Economy Context – Action Research Study of an Albanian Cement Factory
Koskinen, Johanna	Lived experience of Argentine microbusiness growth. It is not what you do, but how you do it.
Laakio, Salli	"Communication of corporate social responsibility (CSR) on corporate websites – Lessons from the world's largest car manufacturers"
Lahtinen, Elina	Business accelerator programs as external facilitators of startup internationalization
Leimu, Ann-Sofie	Failure in international business and entrepreneurship. Literature review on definition of failure and its causes
Makhneva, Olga	Implementation of Shared Services in Multinational Corporations: Insights into challenges and successes
Matikainen, Katriina	The use of social media in marketing musicians: focus on independent music management companies
Melkko, Adele	Consumer behavior among dog owners - How trends spread from the US to small businesses in Finland
Mustakangas, Lasse	The Location Determinants of an Online Food Delivery Company



Mänty, Hanna	Spousal cross-cultural adjustment in international assignments
Määttä, Tuuli	Online marketing of self-published e-books. A personal touch for a global audience
Nguyen, Ngoc Nhu	The role of government in the development of ethnic entrepreneurs. The qualitative study on Vietnamese ethnic entrepreneur in Finland
Peltonen, Emma	Thought leadership and international new ventures' brand awareness
Perijäinen, Liisa	Multifunctionality of Russian think tanks in Russian civil society. The limiting effects of the Foreign Agent Law on multifunctionality
Perkkola, Anna	The development of the Arctic as a business region
Pohjola, Maiju	Crowdfunding as an International Marketing Tool
Pyykkölä, Jasper	Network-Driven Internationalization of Young Finnish Sport Tech Companies to the US
Päivölä, Viivi-Anna	Internationally targeted digital marketing in business-to-business context
Rantanen, Laura	Finnish consumers' attitudes towards online shopping from China: Examining the Facebook discussions of active online shoppers
Rantanen, Karoliina	From customer insight to new service development - Case: Wiima Logistics Oy
Rissanen, Tuukka	Selection criteria in international subcontracting - An example from the Finnish wood construction industry
Romman, James	Knowledge visualization - A support tool during idea generation of innovation projects
Ruohisto, Matti	Value Co-Creation in Sports Events
Sahramaa, Salla	The effect of Brexit on the strategic choices of Finnish companies operating in Britain. The uncertainty strikes back
Sidikova, Mashhura	Benefit Management Framework
Silvennoinen, Marianna	Environmentally friendly forest industry?



Strontsev, Maksim	Organizations' interest in charity campaigns
Sundström, Jesse	Increasing Electromobility in Finland
Suominen, Paula	Building a value proposition in public procurement
Tikkakoski, Elina	Emotions related to mergers and acquisitions: Discussion analyses of SSAB Ab-Rautaruukki Oyj and STX Finland Oy-Meyer Werft GmbH
Tohmo, Marja	Suomalaisten pk-yritysten kokemat esteet Norjan markkinoilla
Tuominen, Emilia	"Diffusion of innovations in a smart city context. Facilitation of innovation-oriented smart city development in Kalasatama"
Tyrväinen, Ella	Information management practices supporting the usage of customer insight - Focus on the Finnish retail sector
Viitasalo, Julia	Aspects of Cultural Intelligence as Enablers in Expatriate Adjustment
Vu, Thi Ha	Relationship between emotional intelligence and organizational commitment in financial institutes in Vietnam
Vuorenmaa, Emma	Building experiential live campaigns for social media
Yli-Pietilä, Eemil	Knowledge governance mechanisms' influence on repatriate knowledge sharing
Ylöstalo, Anna	Alternative mechanisms to ensure equitable burden-sharing of refugees in the EU
Zhou, Yang	The Customer Engagement approaches of Influential Entrepreneurship. Based on business related Customer Engagement approaches emerged on Weibo

Bachelor's theses

Edelman, Pasi	The evolution towards service-oriented business and strategic partnerships
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Grönroos, Anna-Reeta	Integrating CRM with social media - External corporate blogging in a form of collaborative, individual-driven marketing campaigns
Kaisla, Karpalo	SME internationalisation through networks - How the use of business intelligence facilitates the internationalisation process
Karanko, Thomas	Purchase behavior and intentions in e-commerce - A comparative analysis of airsoft web shops worldwide
Kuuslampi, Valma	Drivers of Finland's Governmental Export Promotion of Cleantech
Kytövuori, Anna	The role of a leader in human integration in SME acquisitions
Lehtonen, Jami	Anti-counterfeiting strategies for companies
Lehtovuori, Tuomas	Blockchain Enhancing Financial Inclusion
Linna, Matti	Dynamic basic income - A tool for combining welfare and taxation
Mansikkaviita, Reetta	The impact of the sulphur directive on Finnish maritime industry
Mäkineste, Nicole	Localisation in electronic commerce
Neva, Lotta	International human resource management in emerging economies: Western multinational enterprises in South Africa
Neziri, Rami	Business intelligence in SME internationalization - Design, implementation, and utilization
Ostela, Tuomas	Cultural intelligence: Solving intercultural communication issues and enhancing business performance
Paukku, Jaakko	Intra-organizational challenges in intercultural business communication - Managerial implications
Pere, Laura	Financing the growth of family enterprises: Drivers and challenges of using Initial Public Offering



Pirttijärvi, Heta	European Sports Brands' Internationalization to China via FDI
Sidikova, Masshhura	Benefit Management Framework: Realizing benefits from IT project implementation
Sipilä, Erika	The internationalization of Finland's creative industry to China
Sivonen, Risto	Extraorganizational determinants of mergers and acquisitions M&A Value in Strategic Decision Making
Sorvari, Milja	Ethical challenges in the supply chain of cobalt: Identifying ethical challenges in the artisanal mining of Democratic Republic of Congo
Strontsev, Maksim	The impacts of economic sanctions on target countries' international trade
Teikari, Hanna	The role of CSR in cross-border acquisitions
Tikkakoski, Elina	Emotions related to mergers and acquisitions
Torala, Nina	The impact of informal institutions on ethical decision-making
Tran, Mai Phuong Nhi	Knowledge-based view on family business successions: The effect of stakeholder perspectives
Tuominen, Emilia	Innovating Smarter Cities: Relevance of innovation diffusion theories for smart city development
Vahala, Juho	The impact of incentives on sales of electric cars: The car market in Nordic Countries
Ylikahri, Janina	Why does the repatriate adjustment often fail?
Zilberman, Maria	Internationalization of a trend. How does K-beauty affect the global consumer behavior?

Research projects

The number of collaborative research projects has continued to increase. Many of these involve international co-operation. A short presentation of the main research projects in which the faculty of International Business has involved is below.

COSMO – Cosmopolitan identity, life and behaviour

In this research project, we investigate the emergence of a new cosmopolitan culture, independent of place and time, and thus provide a contemporary perspective to the discussions on culture, international mobility, entrepreneurship and identity. This is a phenomenon-driven study, embedded in the globalized, virtualised and multicultural environment in which cosmopolitans live today. It is also a study on international mobility, as cosmopolitan disposition has been identified as a significant driver for voluntary and possibly continuous emigration. We draw from the disciplines in which cosmopolitanism has been studied and bring novel insights to management studies by answering the following questions: (1) Who are cosmopolitans and how does their life course emerge? (2) How does cosmopolitan disposition affect entrepreneurial behaviour? (3) How is cosmopolitan identity constructed? And (4) What is the relationship between language skills and cosmopolitan disposition? We build our research on survey-based databases and online blogs written by cosmopolitans, conduct narrative interviews, and moderate an online focus group. Our project enriches management research with insights from sociology, cultural anthropology and migration studies. The result is an increased cultural understanding improving management practices, policymaking and the quality of life of cosmopolitans. Contact person and responsible leader at Turku School of Economics is Niina Nummela.

Design for Value

The project is a broad initiative of various disciplinary units at the University of Turku in cooperation with industry and other universities and coordinated by DIMECC. The goal is to understand value-driven ecosystem development for digitally disrupting supply chains. It constitutes active involvement in developing different approaches that allow an ecosystem of firms to innovate revolutionary technology and generate new angles on ecosystem-level business concepts. The flagship project of Design for Value is without doubt the autonomous shipping vision that requires not only a deep cooperation among multiple industrial actors,



but requires fundamental changes on multiple levels on analysis, from institutional frameworks, to industry practices, to firm strategy to ways how individual and groups work together. For more information on the IB angle, please contact Milla Wirén or Peter Zettinig.

Emotions in innovation processes

The study aims to analyze the individual and group level emotions and emotional conflicts arising throughout an innovation process. The research focuses especially on the changes in emotions as the innovation process proceeds, and emotions as an advantage or hindrance to an innovation process. The research is a joint endeavor between Birgitta Sandberg, Leena Aarikka-Stenroos (Tampere University of Technology) and Ilkka Kettunen (Savonia University of Applied Sciences).

Entrepreneurial internationalization, learning and networking

What enables young firms to successfully develop their international business? What is the role of knowledge in such processes? How do relational ties to established firms emerge? How are stakeholder commitments negotiated? What opportunities are created in the process? What is the role of public institutions and public finance? How do such firms balance their current economic needs with potentially massive future opportunities? And, what becomes of such firms in the long run? These are just some of the questions considered in this research program, which is conducted by Peter Zettinig, Petr Berdyshev, Marion Bitsch, Muhammad Sufyan and Jonathan Van Mumford.

Family Business Internationalization Process and network embeddedness

The focus in this project is to study the theorizing opportunities from the family business internationalization process to entrepreneurship, international business and management research. By nature FBs are long-enduring and emphasize continuity and sustainability, which is demonstrated e.g. in the form of change of generation, socio-emotional wealth and family involvement in strategizing and networking. However, in their research longitudinal, processual and historical methods are still scarcely applied. The project employs literature review, interviews and case studies as the main approaches and the goal is to provide



theoretical, managerial and methodological contribution. Contact persons: University Research Fellow (TSE) Eriikka Paavilainen-Mäntymäki, Professor Tanja Leppäaho and MSc Jaakko Metsola from University of Lappeenranta, Professor Sarah Jack from Stockholm School of Economics and Professor Pia Arenius from Royal Melbourne Institute of Technology (RMIT) University, Australia.

FINPACT Project

The objective of FINPACT is to understand the impact of export and internationalization credit and financial guarantee instruments administered by Finnvera on selected companies and industries. The project operates on two angles, first, the impact of such financial instruments on the internationalization of Finnish firms and their local and global value network, and the impact of funded projects on the Finnish economy and society. The project has been conducted in collaboration with Prof. Elizabeth Rose (Leeds University, UK), Stephane Lhuillery (BETA Université de Lorraine, France) and Prof. Syoum Negassi (Université Paris 1 Panthéon-Sorbonne, France). More information can be provided by Peter Zettinig, Majid Aleem, Johanna Raitis and Marion Bitsch.

Global Virtual Teams Research

This research program is conducted by Peter Zettinig, Danijela Majdenic and Majid Aleem at UTU and collaborates with colleagues from Monash University, Australia, Uppsala University, Sweden, Kingston University, UK, Henley Business School, UK and Tallinn Business School, Estonia. The program strives to learn about global virtual teams and how different phenomena related to organization, management, leadership and cross-cultural questions relate to this increasingly deployed organizational form. The results of this ongoing research project aim to provide managers with better insights showing how such organizations can be run efficiently and effectively.



KULTA –The Latent Bond-related Needs of Consumers

This research project studies the bonds that an individual values highly and the needs that arise from the existence of these bonds. The goal is to develop solutions to recognize and meet such consumer needs that emerge from loosening or breaking of bonds. The project is built on the expertise of a vastly cross-disciplinary research network and funded by a three-year project 2017-2019 grant received from Emil Aaltonen Foundation.

Contact persons: Birgitta Sandberg (International Business) or Leila Hurmerinta (Marketing)

Learning from business simulation games

This project focuses on the various aspects of students' learning resulting from business simulation games. The project has to date contributed to the methods of evaluating students' cognitive learning outcomes during a simulation game. The results have been published in the Journal of Simulation & Gaming. The project is a joint endeavour between Elina Peltö (IB) and Timo Lainema, and Lauri-Matti Palmunen from the Department of Management at TSE.

Roots Project

The Roots-project was commenced in September 2015 by Johanna Raitis, Innan Sasaki (Lancaster University and TSE) and Niina Nummela. The research project puts forward that companies' ability to prosper, grow, and develop its business in long-term is influenced by its social competences and responsibility. We propose that for this purpose, companies need fundamental values and identities – roots – that keep them grounded on their core beliefs and norms. The roots keep the company grounded firmly on its core values and identity, providing it with strong, solid ground for extending its' branches. In an ideal case, the roots extend beyond the organizational boundaries and become intertwined with the larger society, both at home and away.

Software Internationalization

The focus in this project is to unravel the role the actual nature and characteristics of software plays in the company strategizing and decision-making within its internationalization process. Complexity theory, accompanied by e.g. value chain,



entry modes and outsourcing literature form the theoretical basis of the study. The project aims to fill the gap in showing how software plays an essential and yet understudied role in the strategic decision-making of software companies. Contact persons: University Research Fellow (TSE) Eriikka Paavilainen-Mäntymäki, Senior Lecturer Arto Ojala from University of Jyväskylä, Associate Professor Ning Su from Ivey Business School, Canada, and Professor Kalle Lyytinen from Case Western University, Ohio.

The roles of technology in the reformation of markets

In brevity, the aim the research project is to increase the understanding of the roles of technology in the reformation of markets. Reformation and shaping of markets is based on the idea that markets do not exist independent of human beings but are constructed and constantly reconstructed as various practices are performed. The project aims at understanding how markets are (re)formed and how nonhuman resources and technology partake in the process. In the world of robots and autonomous devices scholars need to develop concepts, theories, and philosophical approaches that enable studying more active role of technological artifacts in markets and marketing. Thus, the research project answers the call to refresh marketing with empirically driven post-human (and para-social) theorizing, which nevertheless does not neglect human beings. The project is led by Valtteri Kaartemo with collaborators from the Turku School of Economics as well as international research partners.



Dissertations in progress

In addition to the research projects listed above, there are a number of doctoral projects ongoing within International Business.

Aleem, Majid	Development of Relationships in Project-based Global Virtual Teams
Bitsch, Marion	Combining export promotion and export finance to benefit firms' internationalisation behaviour
Cristiano, Alberto Gonzalez	Knowledge Transfer in the Field of Creative Industries - The Case of Freelancers in Development Processes
Daka, Ephraim	Technology Transfer for Climate Change: A Case Study on the Effectiveness of Clean Technologies in Southern Africa
Galvis, Isabel	Reconciling economic and social objectives: Organizational tensions in social enterprises
Haaja, Eini	Collective international opportunity recognition – A case study of Finnish maritime company networks exploring business opportunities in the Norwegian and Russian Arctic
Harikkala-Laihin, Riikka	The power of positivity: Employee emotions, interaction, and emotional climate supporting cross-border acquisition integration
Itälinna, Teemu	Internationalisation of state-owned enterprises
Kallio, Elisa	Strategising and transforming organisational schemata - A Practice perspective
Karhu, Anna	Dynamics of Multinational Enterprise Strategy and Institutional Environment - Pharmaceutical Industry Perspective



Ketolainen, Mari	In cognition and in action: development of routines and capabilities in the context of strategic change
Laine, Markus	Understanding sub-national location decisions of multinational enterprises
Leino, Henna	The emotion-based needs of secondary customers of elderly care services
Majdenic, Danijela	Learning in Global Virtual Teams
Pham, Nguyen	Virtual customer integration in product innovation development: process and strategy perspectives
Sufyan, Muhammad	International Opportunity Development among Diaspora International New Ventures (cases of Pakistani diaspora entrepreneurs in IT Industry of Nordic countries)

Participation in conferences, seminars and workshops

Academy of International Business (AIB), Annual Meeting Minneapolis, USA, 25.-28. June, 2018

Academy of International Business (UK & Ireland Chapter) (AIB UKI) Annual Conference, Birmingham, UK, April 12-14, 2018.

AMA Global Marketing Conference, Santorini, Greece, 21.-23. May, 2018.

Annual conference of International Family Enterprise Research Academy (IFERA), Zwolle, the Netherlands, July 3-6, 2018.

EMES International Training School, Marseille, France, June 19-22, 2018

EmonetXI, Chicago, Illinois, USA, 8.-9.8.2018.

European Group of Organization Studies Colloquium, Tallinn, Estonia, 4th-7th July, 2018.

European International Business Academy Conference, Poznan, Poland, 13th-15th December, 2018.

Forum on Markets and Marketing 2018, December 12-15, 2018, University of Arizona, Tucson, Arizona, USA 25th



IFIP Conference on e-Business, e-Services and e-Society (I3E 2018), 30th October – 1st November, 2018, Kuwait

International Conference on Recent Advances in Retailing and Services Science, July 16-19, 2018, Madeira Island, Portugal

International Family Enterprise Research Academy (IFERA), Zwolle, the Netherlands July 3-6.

International QCA Paper Development Workshop, ETH Zurich, Switzerland, 27th November, 2018.

International Symposium on Process Organization Studies (PROS), Greece, June 2018

SCANCOR Summer 2018 Seminars/Workshops, Stanford University, California, USA, 15th June – 8th August, 2018

SERVSIG 2018, Opportunities for Services in a Challenging World, 14-16 June, 2018, IÉSEG School of Management

Special Issue workshop organized by Journal of Management Studies (JMS), Bergamo, Italy, December 6-7, 2018.

Theories of the Family Enterprise Conference, Alberta, Canada, May 2018

PUBLICATIONS

Articles in refereed journals and books or book chapters

Ahen, F. – Amankwah-Amoah, J. (2018) Institutional voids and the philanthropization of CSR practices: Insights from developing economies. *Sustainability*, 10(7), 2400.

Ahen, F. – Salo-Ahen, O. M. H. (2018) Governing pharmaceutical innovations in Africa: inclusive models for accelerating access to quality medicines. *Cogent Medicine*, 5(1), 1-22.

Ahen, F. (2018) Dystopic prospects of global health and ecological governance: Whither the eco-centric-humanistic CSR of firms? *Humanistic Management Journal*, 3(1), 105–126.



Ahen, F. (2018) On value destruction, competitive disadvantage and squandered opportunities to engage stakeholders. In Adam Lindgreen, Francois Maon, Joelle Vanhamme, Beatriz Palacios Florencio, Christine Vallaster, Carolyn Strong (Eds.), *Engaging With Stakeholders: A Relational Perspective on Responsible Business*. Routledge. 283-301.

Elo M. – Servais P. (2018) Migration Perspective on Entrepreneurship. In: Turcan R., Fraser N. (eds) *The Palgrave Handbook of Multidisciplinary Perspectives on Entrepreneurship*. Palgrave Macmillan, Cham, 355-386.

Elo, M. – Sandberg, S. – Servais, P. – Basco, R. – Discua Cruz, A. – Riddle, L. – Täube, F. (2018), Advancing the Views on Migrant and Diaspora Entrepreneurs in International Entrepreneurship, *Journal of International Entrepreneurship*, 16(2), 1-15.

Elo, M. – Täube, F. – Katz Volovelsky, E. (2018) Migration “against-the-tide”- Location and Jewish diaspora entrepreneurs, *Regional Studies*, 53(1), 95-106.

Elo, M. – Habti, D. (2018) Self-initiated Expatriation Rebooted: A Puzzling Reality - a Challenge to Migration Research and its Future Direction in Habti, D. & Elo, M. (eds.) *Global mobility of highly skilled people- Multidisciplinary perspectives on self-initiated expatriation*, Springer. 293-304

Elo, M. – Leinonen, J. (2018) Dynamics of Diasporic Life - Entry and Exit Behaviour of Highly Skilled Self-initiated Expatriates, in Habti, D. & Elo, M. (2018) *Rethinking Self-initiated Expatriation in International Highly Skilled Migration* in Habti, D. & Elo, M. (eds.) *Global mobility of highly skilled people- Multidisciplinary perspectives on self-initiated expatriation*, Springer. 81-105

Elo, M. – Minto-Coy, I (2018) Towards a multi-disciplinary framing of diaspora networks in international business, in Elo, M. & Minto-Coy, I. (eds.) *Diaspora networks in international business, Perspectives for understanding and managing diaspora resources and business*, Springer. 637-652

Elo, M. – Minto-Coy, I. (2018) The Concept of Diaspora from the Perspective of International Business and Economy, in Elo, M. & Minto-Coy, I. (eds.) *Diaspora networks in international business, Perspectives for understanding and managing diaspora resources and business*, Springer. 1-14

Elo, M. – Sandberg, S. – Servais, P. – Basco, R. – Discua Cruz, A. – Riddle, L. – Täube, F. (2018), Special Issue “Migrant and Diaspora Entrepreneurs in International Entrepreneurship”, *Journal of International Entrepreneurship* 16(2). 119-133

Elo, M. – Minto-Coy, I. (eds.) (2018) (eds.) *Diaspora networks in international business, Perspectives for understanding and managing diaspora resources and business*, Springer. (Book)



Harikkala-Laihin, R. (2018) The Triggers and Types of Emotions Emerging in M&As. In: Raitis, J. – Harikkala-Laihin, R. – Hassett, M. – Nummela, N. (Eds.) *Socio-Cultural Integration in Mergers and Acquisitions: The Nordic Approach*, Palgrave Pivot. (17-44).

Harikkala-Laihin, R. – Hassett, M. – Raitis, J. – Nummela, N. (2018), Dialogue as a source of positive emotions during cross-border post-acquisition socio-cultural integration. *Cross Cultural and Strategic Management*, 25(1). 183-208

Hassett, M. – Harikkala-Laihin, R., – Nummela, N. – Raitis, J. (2018) Emotions and virtual communication in cross-border acquisitions. In: *Individual, Relational, and Contextual Dynamics of Emotions* (Vol. 14), eds. L. Petitta, C. Härtel, N. Ashkanasy and W. Zerbe. Emerald Group Publishing Limited. 163-187

Hassett, M. – Nummela, N. (2018) A New Research Agenda for Managing Socio-Cultural Integration. In: Raitis, J., Harikkala-Laihin, R., Hassett, M. & Nummela, N. (eds.). *Socio-Cultural Integration in Mergers and Acquisitions. The Nordic Approach*. PalgravePivot, Switzerland, 1-16.

Hassett, M. – Nummela, N. (2018) Conclusions: How to Achieve Socio-Cultural Integration. In: Raitis, J., Harikkala-Laihin, R., Hassett, M. & Nummela, N. (eds.). *Socio-Cultural Integration in Mergers and Acquisitions. The Nordic Approach*. Palgrave Pivot, Switzerland, 119-124.

Hassett, M. – Reynolds, N.-S. – Sandberg, B. (2018) The Emotions of Top Managers and Key Persons in Cross-Broder M&As: Evidence from a longitudinal case study. *International Business Review*, 27(4), 737-754.

Kaartemo, V. (2018). Concept analysis and development of international service. *Cogent Business & Management*, 5(1), 1470450.

Kaartemo, V. - Coviello, N. - Zettinig, P. (2018). International Entrepreneurship as an Admittance-Seeking Educational Field. *Journal of Teaching in International Business*, 29(3), 185-212.

Kaartemo, V. - Helkkula, A. (2018). A Systematic Review of Artificial Intelligence and Robots in Value Co-creation: Current Status and Future Research Avenues. *Journal of Creating Value*, 4(2), 211-228.

Kaartemo, V. - Käsäkoski, H. (2018). Information and Knowledge Processes in Health Care Value Co-Creation and Co-Destruction. *SAGE Open*, 8(4), 2158244018820482.

Kaartemo, V. - Kowalkowski, C. - Edvardsson, B. (2018). Enhancing the understanding of processes and outcomes of innovation: the contribution of effectuation to SD logic. *The SAGE Handbook of Service-Dominant Logic*, SAGE, London.



- Liuhto, K. (2018) A Lesson from two Failed Foreign Investments: the Foreign (Ad)Venture of two Finnish State-Owned Enterprises. *Outlines of Global Transformations*, 11(1), Moscow.
- Masters, M. A., - Kaartemo, V. (2018). Embedding Foresight in Business Intelligence. In *Global Business Intelligence*. Routledge. 97-112
- Mele, C. - Nenonen, S. - Pels, J. - Storbacka, K. - Nariswari, A. - Kaartemo, V. (2018). Shaping service ecosystems: exploring the dark side of agency. *Journal of Service Management*, 29(4), 521-545.
- Oguji, N. – Degbey W.Y. – Owusu, R. A. (2018) International joint ventures research on Africa: A systematic literature review, propositions, and contextualization. *Thunderbird International Business Review*. 10.1002/tie.21993.
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- Raitis, J. – Harikkala-Laihinén, R. (2018) Relational identity construction in the merger of equals. In: *Socio-Cultural Integration in Mergers and Acquisitions - The Nordic Approach*, eds. J. Raitis, R. Harikkala-Laihinén, M. Hassett, and N. Nummela, Palgrave Macmillan: London, UK. 45–63.
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- Sahradyan, S. – Elo, M. (2018) The role of linguistic resources in the institutional organization of the Armenian diaspora in Finland, in Elo, M. & Minto-Coy, I. (eds.) (forthcoming 2018) (eds.) *Diaspora networks in international business, Perspectives for understanding and managing diaspora resources and business*, Springer. 299-319
- Salminen, J. – Gach, N. – Kaartemo, V. (2018). Platform as a Social Contract: An Analytical Framework for Studying Social Dynamics in Online Platforms. In *Collaborative Value Co-creation in the Platform Economy*. Springer, Singapore. 41-64
- Silva, S. – Elo, M. (2018), New Digital Layers of Business Relationships – Experiences From Business-To-Business Social Media, in Rob van Tulder , Alain Verbeke , Lucia Piscitello (ed.) *International Business in the Information and*



Digital Age (Progress in International Business Research, Volume 13) Emerald Publishing Limited, 217 – 241

Zettinig, P. – Einola, K. (2018) Integrating Doctoral Research and Teaching with Technology: A Case from a Finnish Business School. In (eds.) Laura Hyatt & Stuart Allen: 'Advancing doctoral leadership education through technology'. Northampton, MA, E.Elgar: 191-209.

Publications in university series

Mumford, Jonathan (2018) Means, Motive, and Opportunity: Engaging stakeholders towards opportunity creation through effectuation. Doctoral Dissertation (Monograph) of Turku School of Economics, University of Turku, Finland. *Annales Universitatis Turkuensis* E 42

Wirén, Milla (2018) Strategizing in the New Normal – Implications of Digitalization for Strategizing and Uncertainty: Philosophical and Managerial Considerations. Doctoral Dissertation (Monograph) of Turku School of Economics, University of Turku, Finland. *Annales Universitatis Turkuensis* E 40

Conference papers and poster presentations

Aleem, M. – Zettinig, P. (2018) “Development of Relationships in Global Virtual Teams around Task” The 44rd Annual Conference of the European International Business Academy (EIBA), Poznan, Poland, 13 – 15.12

Alkhaled, S. – Sasaki, I. (2018) “A craft is worth a thousand words” –Syrian women’s revival work in transition through craft making in contexts of extreme displacement. European group of organization studies, April 2018

Aman, R. & Elo, M. (2018) Female entrepreneurs- their family mobility sets the place? Paper presented at the GCEG 2018 conference in Cologne, Germany

Bitsch, M. (2018) Addressing the finance gap in IB: bringing back export finance into export promotion to support firms’ internationalization. The 44rd Annual Conference of the European International Business Academy (EIBA), Poznan, Poland, 13 – 15.12

Degbey, W.Y. – Öberg, C. – Nummela, N. (2018) Recapturing Customers in Cross-border Acquisitions of Knowledge-intensive Firms: The Case of a Chinese-Finnish M&A. In: 44th European International Business Academy (EIBA) Conference, Poznan, Poland, 13-15 December



Elo, M., Minto-Coy, I., Ashourizadeh, S., Wickstrøm Jensen, K., Liu, Y., & Schøtt, T. (2018) Diasporans' satisfaction with job, work-family balance, and life: Opportunity-entrepreneurs, necessity-entrepreneurs and employees, paper presented at the PSYDIA 2018 conference in Athens, Greece

Elo, M., Servais, P. & Sandberg, S. (2018) Migrants as cross-border entrepreneurs- A theoretical review and mapping, EIBA Annual Conference, Paper presentation, 14.12.2018

Ferranty McLennan, M.L., Elo, M. & Silva, S.C. (2018) The influence of institutional regulations on the competitiveness of companies in emerging markets, EIBA Annual Conference, Paper presentation, 14.12.2018

Galvis, I. (2018) Reconciling economic and social objectives: Organizational tensions in social enterprises, poster session at the 44th European International Business Academy Conference, Poznan, Poland, December 13-15.

Habti, Driss & Elo, Maria (eds.) (2018) Global mobility of highly skilled people- Multidisciplinary perspectives on self-initiated expatriation, Springer

Harikkala-Laihinen, R. (2018) Rough winds? Emotional climate following cross-border acquisitions. EIBA 2018 conference in Poznan.

Harikkala-Laihinen, R. (2018) Smoothing out the course of true love: The role of positive emotional climate in post-acquisition integration. EmonetXI conference in Chicago.

Hassett, M., Harikkala-Laihinen, R., Nummela, N., & Raitis, J. (2018) Emotional labour vs. emotional leadership: A balancing act after a cross-border acquisition. The 45th Academy of International Business (UK & Ireland Chapter) Conference, Birmingham, UK, April 12-14.

Karhu, A. – Elo, M. – Ketolainen, M. (2018). "Industry level institutional complexity and FDI attractiveness: pharmaceutical industry perspective", International QCA Paper Development Workshop, ETH Zurich, Switzerland, 27th November, 2018.

Karhu, A. – Elo, M. – Ketolainen, M. (2018). "Industry level institutional complexity and multinational enterprises within pharmaceutical industry", 34th European Group of Organization Studies Colloquium, Tallinn, Estonia, 4th-7th July, 2018.

Karhu, A. (2018). "MNE Management and Institutional Complexity: Experiencing institutional complexity on MNE subsidiary level", 44th European International Business Academy Conference, Poznan, Poland, 13th-15th December, 2018.

Kroezen, J. – Sasaki, I. – Ravasi, D. (2018) Craft in Organizational Society (Panel Symposium) Academy of Management, Chicago, US, August 2018



Leppäaho, Tanja, Jack, Sarah, Arenius, Pia & Paavilainen-Mäntymäki, Eriikka (2018) Ties that bind or ties that blind? Networking of small- and medium-sized family enterprises for and during internationalization. AMA Global Marketing Conference, Santorini, Greece, 21.-23. May, 2018.

Paavilainen-Mäntymäki, Eriikka, Leppäaho, Tanja & Metsola, Jaakko (2018) Fear for Failure and Need for Longevity – Internationalization Process Tensions within Family Businesses. European International Business Academy (EIBA) Conference, Poznan, Poland, 13.-15. December, 2018.

Pelto, E. – Karhu, A. (2018). "Change or be changed? The interplay between MNE post-entry behavior and host country informal institutions", 44th European International Business Academy Conference, Poznan, Poland, 13th-15th December, 2018.

Pelto, Elina (2018) Unintended FDI spillovers or deliberate network change? - Developing a framework on multinational corporations' impact on local companies. Proceedings of EIBA Annual Conference, Poznan, Poland

Piha, S. – Hurmerinta, L. – Sandberg, B. (2018) From Filthy to Healthy, and Beyond: Insights into Sex Toy Consumption from a Consumer Survey. 25th International Conference on Recent Advances in Retailing and Services Science, July 16-19, 2018, Madeira Island, Portugal

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OTHER ACTIVITIES

International collaboration

In addition to numerous academic research projects that involve international co-operation, the faculty members of International Business were involved in other types of international collaboration during 2018. The international collaboration activities are described briefly below.



International teacher and researcher visits

During 2018, a number of IB faculty members spent longer periods abroad as visiting researchers. For instance, Peter Zettinig was visiting professor at the St. Petersburg State University of Economics and Finance (UNECON) joint Master's degree MiBA, a joint degree between UNECON and the Technical University of Braunschweig. His course on managerial economics and international business strategy has been part of the program for many years. In September Peter was part of TSE's team that took eight of our MSc students to the first Finland-Singapore Maritime Innovation Camp to Singapore. The week-long event was organized in cooperation with the National University of Singapore, the Singapore Maritime Institute, Cargotec/MacGregor and the PSA – Port of Singapore Corporation.

In October, Peter has been visiting the Belarusian State University in Minsk, in association with a CBSS – Council of Baltic Sea States – to develop a summer school program that is focused on executive education for business leaders. The project is a collaboration between Universities from Belarus, Finland, Germany, Latvia and Russia and will be implemented in June 2019 .

Niina Nummela was a visiting researcher at the University of Tartu in Estonia, Maria Elo was visiting professor at the University of International Business in Almaty, Kazakhstan and assistant professor at the George Washington University, USA.

The degree of international collaboration on the part of the IB faculty members is also demonstrated by the number of international visitors to Turku School of Economics. In 2018, the department had the pleasure of hosting, for example, the following international visitors:

- Barney Jay, Professor, University of Utah, USA



- Butler Christina, Associate Professor
- Hassett Melanie, Lecturer, Sheffield University Management School, UK
- Reuber Rebecca, Professor, University of Toronto, Canada
- Sasaki Innan, Lecturer, Lancaster University Management School
- Vincze Zsuzsanna, Associate Professor, Umeå University, Sweden

Administration

The members of the International Business program actively participated in the administration of the University. Our administrative duties included several positions within various boards, committees and working groups at both Turku School of Economics and the University of Turku in 2018. For instance, *Niina Nummela* was a Vice Dean responsible for Education, a vice-member of the Council of Turku School of Economics and a member of the Education Council of the University of Turku. She serves also as the Head of the Education Development Committee of the Turku School of Economics and is a member of TSE Management Team. *Birgitta Sandberg* was member of the Steering Committee for the International Master's Degree Programmes at TSE (since 31.10.2018), member of the Committee for the Development of International Degree Programmes at UTU (since 5.11.2018). *Peter Zettinig* was a member of the TSE eMBA Program Committee, *Elina Pelto* was a member of the University Collegiate Council of the University of Turku and a member of the Student Selection Committee at Turku School of Economics. *Eriikka Paavilainen-Mäntymäki* was a member of the Turku School of Economics Council, a member of the Committee for Research and Doctoral Studies (TuJa) and the Steering Committee of the Doctoral Programme of Turku School of Economics (ToJo) and a member of the project group developing the Open Research Policy of the University of Turku (OpenUTU). *Valtteri Kaartemo* was a member of the Entrepreneurship Guild of University of Turku, Management Board, a member of the teacher's pedagogical studies preparatory group of University of Turku, and the university pedagogical studies advisory group of University of Turku. *Anna Karhu* was a deputy member of the University Collegiate Council of the University of Turku, and a deputy member of the Turku School of Economics Council.



Professional and community relations

Close relations with the community ensure that our research and teaching respond to the current needs and requirements of society. Consequently, our faculty members are active in a variety of fields. The following illustrates their wide range of activities.

Frederick Ahen

Board memberships: Member of Editorial Advisory Board: Foresight - The journal of future studies strategic thinking and policy.

Guest Editor of a Special Issue for Sustainability (MDPI): “Sustainable waste management innovations: developing new ventures for improved health and Environmental wellbeing”. Submission Deadline: 31 July 2019. Co-Guest Editor: Associate Prof. Dr. Joseph Amankwah-Amoah (University of Kent)

Reviewer for journals: International Business Review, Organization Studies, Business Ethics Quarterly, Corporate Communications: An International Journal, Journal of Business Ethics, International Journal of Emerging Markets, Foresight - The journal of future studies, strategic thinking and policy, Journal of Corporate Organisation Management, Cogent Business and Management, European Management Journal, Social Responsibility Journal.

William Degbey

Member of Academy of International Business (AIB-UKI) (2012–to date).

Member of European International Business Academy (EIBA) (2012–to date).

Reviewer in the following journals: Group and Organization Management, Applied Psychology: An International Review, Strategic Change, Management Research Review and Thunderbird International Business Review

Maria Elo

Editor special issues for American Journal of Entrepreneurship, Journal of International Entrepreneurship, International Journal of Entrepreneurship and Small Business, and Transnational Entrepreneurship

Organizer of conferences and workshops: Diaspora networks in International Business- Interdisciplinary Challenges, 1st Global Conference - Diaspora Business, Diaspora and internationalization, The 1st International Conference on Migration and Diaspora Entrepreneurship (MDE).

Reviewer for Industrial Marketing Management (IMM), European Management Journal (EMJ), International Journal of Entrepreneurship and Small Business (IJESB), Journal of Entrepreneurship, Management and Innovation (JEMI), Entrepreneurial Business and Economics Review (EBER), Journal of



Competence-Based Strategic Management (JCSM), Special issue co-editor/reviewer American Journal of Entrepreneurship (AJE).

Mélanie Hasset

Chairing a conference track (EGOS 2018): EGOS 2018: chairing sub-theme 39 “The Unexpected in M&As: A Balancing Act?” at the 34th Colloquium of European Group of Organisational Studies in Tallinn, Estonia with Dr. Satu Teerikangas and Professor Philippe Very.

Reviewer for Baltic Journal of Management, European Management Journal, International Journal of Management Reviews, International Journal of Emerging Markets, Journal of Strategy and Management and M@n@gement

Kari Liuhto

Member of Editorial Board – The Journal of East-West Business, Journal for East European Management Studies, Journal of Business Economics and Management, World Economy and International Relations, Mirovaya Ekonomika i Mezhdunarodniye Otnosheniya, European Journal of Management.

Member of Editorial Council – Baltic Region, St Petersburg University Journal of Economic Studies

Member of Scientific Council – Review of International Comparative Management

Member of Scientific Board – Folia Oeconomica Stetinensia (FOS)

Occasional reviewer – Cambridge Review of International Affairs, European Journal of International Management, Journal of International Business Studies, International Journal of Emerging Markets, Journal of World Business, Journal of Business Research, Transnational Corporations - United Nations, Journal of Baltic Studies, Journal of Macromarketing, The Finnish Review of East European Studies, Fennia: International journal of geography, EBS Review, Acta Societatis Martensis, Demokratizatsya, Columbia FDI Profiles, University of Columbia, Columbia FDI Perspectives, University of Columbia, International Marketing Review, Europe-Asia Studies, Post-Communist Economies, Review of Policy Research

Valtteri Kaartemo

Member of the Editorial Review Board of Yliopistopedagogiikka (Journal of University Pedagogy).

Co-Guest Editor of critical perspectives on international business

Occasional reviewer for several international journals including e.g. Journal of Marketing Management, Journal of Creating Value, and International Journal of Services Technology and Management



Anna Karhu

A member of the board of the University of Turku Researchers, Teachers and Lecturers (TURTLE).

Niina Nummela

Involved in a number of evaluation processes for professorships and doctoral theses both in Finland and overseas. Assessing research applications for funding both in Finland and overseas.

In 2018 she was invited by the The Norwegian Agency for International Cooperation and Quality Enhancement in Higher Education (Diku) to serve as the chairperson of a jury for the annual Quality Prize for Higher Education in Norway. The prize is awarded by the Norwegian Ministry of Education and Research and its value is one million NOK:

Niina is a Consulting Editor for International Small Business Journal. Member of the Editorial Review Board of Journal of International Business Studies and European Management Journal. Occasional reviewer for several international journals including e.g. International Business Review, Long Range Planning, Management International Review, Journal of International Entrepreneurship, and International Marketing Review. Additionally reviewing for the most international IB conferences.

Eriikka Paavilainen-Mäntymäki

Member of the Editorial Reviewer Board at the Journal of International Business Studies.

Reviewer in the following journals: Critical Perspectives on International Business (CPOIB), Management and Organization Review (MOR), Australian Journal of Management (AJM), Scandinavian Journal of Information Systems (SJIS), Organizational Research Methods (ORM), Journal of International Business Studies (JIBS), Industrial Marketing Management (IMM), Management International Review (MIR) and International Marketing Review (IMR).

Reviewer of Research Methods books at SAGE Publishing Inc.

Elina Peltö

Union steward and a member of the board of the University of Turku Researchers, Teachers and Lecturers (TURTLE).

Member of the editorial board of Tieteentekijä – the University of Turku Researchers, Teachers and Lecturers (TURTLE) e-magazine.

Representative of the University of Turku at the general meeting of the Finnish Union of University Researchers and Teachers (FUURT).

Reviewer for Journal of Management Research Review.

Johanna Raitis

Reviewer for International Journal of Management Reviews (2018-), Cross Cultural & Strategic Management (2018-), the Strategic Organization (2017-), International Journal of Emerging Markets (2016-), Qualitative Research in Organization and Management (2015-).

Member of the board (treasurer), Skating Club Turku, 2018 - still

Birgitta Sandberg

Member of the Editorial Advisory Board of Journal of Research in Interactive Marketing

Occasional reviewer for Industrial Marketing Management, Journal of Product Innovation Management, Creativity and Innovation Management, European Journal of Innovation Management, Journal of Research in Interactive Marketing, and Technology in Society.

Milla Wirén

Chairman of the Board: Hallituspartnerit Turku ry (SME board members association).

Board Member: Merikratos Oy (national child welfare company) and Great Minds Oy (management consultancy).

Member of Governing Board: LähiTapiola Varsinais-Suomi Keskinäinen Vakuutusyhtiö

Co-founder and blog admin: TSElosophers - the philosophy of science club in TSE (blogit.utu.fi/tselosophers).

Peter Zettinig

Member of European International Business Academy

Chairman of the Board in Tierra Finlandia Oy

Editorial Advisory Board Member at Finnish Business Review

Editorial Board Member at Review of International Business and Strategy

Reviewer for the following journals: European Journal of International Management, Review of International Business and Strategy, European Management Journal, Human Relations, Critical Perspectives on International Business and 'Yliopistopedagogiikka Lehti. Also reviewer for Swiss National Science Foundation

