



# ANNUAL REPORT 2016

Department of Marketing

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## Marketing Education and Research at the University of Oulu Business School

Oulu Business School at the University of Oulu is an international research and educational institute for economic sciences. Oulu Business School is accredited by **AACSB International** (The Association to Advance Collegiate Schools of Business), the premier accreditation body for business schools worldwide. With some 1400 students and 100 staff members, Oulu Business School is solely responsible for the University level Business Education in the whole of Northern Finland.

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

Since the first marketing students were admitted in 1991 the Department of Marketing has grown rapidly. We work in close cooperation with the business community, and combine theory and practice both in teaching and research with an innovative approach. The Department is active participant in the global academic network providing great opportunities for international exchange periods and also a double degree arrangement with the University of North Carolina. Erasmus scholarships allow students to visit European universities as exchange students.

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



## Review of the Year 2016

The year 2016 was a busy one at the Department of Marketing of the Oulu Business School. In teaching, the transition to the new program structure was still partly in progress, but the overall impression is that the change has gone fairly smoothly. In research, there were exceptionally many research projects where the Department's faculty were involved either as project leaders or project partners. Also international collaboration was very active, as indicated by the number of conference presentations and international research visits. Many seminars and events were organized with the contribution of the Department's faculty.

The results for 2016 were delightful. The number of Bachelor's and Master's degrees was very good, as were the research results, too. Externally funded projects have offered a valuable addition to the research resources and thereby also improved our results. However, the competition for research funding is growing and at the same time the amount of funding is diminished. Therefore, it will be very challenging to keep up the same level of research activity in the coming years.

Some personnel changes in 2016 need to be mentioned. Professor Jari Salo, an outstanding researcher and specialist in digital marketing, moved to the University of Helsinki on 1.8.2016. University researcher Saara Pekkarinen retired on 31.12.2016. She is known not only for her research in transport economics and logistics, but also in service management – and especially some of the pioneering studies in service modularity. Also, post doc researcher Ilkka Ojansivu, who defended his doctoral thesis in marketing at the Oulu Business School in 2014, moved to the University of Melbourne, Australia in February 2016. We thank Jari, Saara and Ilkka for the valuable work at the Oulu Business School and look forward to cooperation in coming years.

I thank the faculty of the Department for their commitment and dedicated work through 2016. I also thank our academic and business partners as well as project funding organizations for support and cooperation. I hope that this annual report gives a good glimpse of our key activities and results in 2016.

*Jari Juga, professor  
Head of the Marketing Department*

## Teaching

The teaching results in 2016 were excellent. There were 62 bachelor's degrees and 52 master's degrees awarded in marketing in 2016. In addition, three master's degrees were awarded in logistics. 52 master's thesis were accepted in marketing and three in logistics during the year 2016 (see full list in Appendix).

Since 2014, there has been one single general bachelor's program in business economics that is common to all business school students, which means that the number of bachelor's degrees in marketing will gradually start to diminish. The master's degrees in marketing will from now on include the graduates from the international master's program which was started in 2015.

At the Oulu Business School, teaching development activities focus on key areas such as: digitality (both course content and delivery), sustainability and work-life relevance. Also the Marketing Department took measures to advance these themes in teaching activities. The teaching development team (MOKTR) worked actively with various improvement initiatives and events. A short overview of the Teaching Development Team's activities is included below.

### Teaching development team (MOKTR)

The teaching development team of the Marketing Department (MOKTR) continued its work for supporting high quality teaching in marketing. The team focused especially on developing teaching on master's program level in interaction with marketing master's students.

The team organized a teaching development afternoon for the department's faculty in May. Focus was on practical teaching issues such as learning paths, firm cooperation, profiling marketing courses, and digitalization in teaching as a tool and as a content. The team also collected information about course-level teaching methods, firm cooperation, supported work life skills, and evaluation methods, and brought the results for discussion. Further, the team continued to work on course mapping and teaching methods on the program level.

The team initiated monthly "HOT Coffees" (How others teach) together with the department of management and international business. The purpose is to share teaching experiences and practices and interesting teaching cases from our faculty and elsewhere and to stimulate discussion on teaching.

For marketing master's students the team organized a welcoming event "Marketing Mix" in October when about 50 students and faculty members joined a relaxed evening at Tuba restaurant. The goal was to provide inspiration and motivation for new as well as current marketing students under the topic "Why marketing?" The program included video greetings from our alumni members and company representatives presenting their viewpoints on career opportunities in marketing, as well as the dean of education presenting learning opportunities offered by the master's program. Moreover, a much liked presentation was given by the representative of the Sonnisaari micro-brewery introducing the viewpoint of entrepreneurial marketing.



**Marketing Mix event on 12 October 2016**

The members of the Teaching development team in 2016 were: Tuula Lehtimäki (chair), Miina-Anniina Heiskanen (student), Outi Keränen, Josefina Korhonen (student), Sakari Nikkilä, Timo Pohjosenperä, and Hannu Torvinen.

- *Tuula Lehtimäki*

## Research

A strong research activity at the Marketing Department continued in 2016 as can be seen from the number and quality of publications and our externally funded projects. There were 14 peer-reviewed articles in international scientific journals and 24 other scientific and professional publications. It was delighting that three of the journal articles were published in the highest category (Jufo 3) according to the Finnish publication ranking system. Two doctoral theses were successfully defended in 2016 (**Waqar Nadeem** and **Risto Nykänen**). A full list of publications is shown in Appendix.

### ***Recognitions and awards to our researchers:***

- *Highly commended paper by Emerald Publishing 2016: I. Ojansivu, K. Alajoutsijärvi, J. Salo, "Business relationships during project afterlife: Antecedents, processes, and outcomes". Journal of Business & Industrial Marketing, 30 (5).*
- *Best paper award in NRWC Conference 2016: M. Söderlund, E-L Oikarinen, E-L Heikka, "Humor in the store and its effects on customer satisfaction".*
- *Best research proposal in Kataja's Doctoral Colloquium in Marketing, Lappeenranta 1.-2. June: 2016: Minna Lappi's thesis proposal related to digital wellbeing services from users' perspective.*

Externally funded projects constitute a significant part of the research at the Marketing Department. Three projects with Tekes funding (the Finnish Funding Agency for Innovation) were successfully concluded in 2016 – DHR (Digital Health Revolution), Healthy Support Services (Effective, user-centered and scalable support service models in long distance health care systems) and Briif (Public Procurement Bridging International Forerunners). New projects that were initiated in 2016 include DHR2 (Digital Health Revolution 2) and Puuta (Utilization of Wood Materials in the Utajärvi Municipality). Besides our own researchers who participate in these projects, there is a large group of companies and public organizations who contribute to the projects with expert knowledge and co-funding. We are grateful for the companies and organizations for their input and hope that the collaboration will continue also in the future.

Our long-standing research cooperation with the Copenhagen Business School was strengthened in 2016 through the nomination of Associate Professor **Richard Gyrd-Jones** as our docent. Richard is a renown researcher in the area of brand management and his expertise comes as a good complement to the brand-related research at the Marketing Department of Oulu Business School. Richard is also co-founder of the Brand Meaning Network, which brings together international scholars in the area of brand meaning co-creation.



**Richard Gyrd-Jones gave his docent lecture on 4 February 2016**

### **Research development team – MTETR**

In 2016, the Research development team of the marketing department (MTETR) had as its main goals to continue developing research and doctoral education at the department, and in particular, to focus on improving both internal and external communication about our research. This included developing the research seminars to include more versatile types of presentations and organizing training sessions related to communication.

Firstly, there was a university level workshop about how to popularize science during fall 2016 and secondly, MTETR organized a research workshop on 22 September with theme of *“Popularization of research”*. In this workshop there were two guest speakers: Marja Jokinen, the University’s Communications Director, and Erkki Karvonen, Professor of Information and Communication Studies. They gave insightful presentations about publishing research results and how to become experts in science communication and popularization.



**Research popularization workshop on 22 September 2016**

The department’s weekly research seminars were open to all researchers, pre- and post-doc. This year MTETR’s aim was to increase communication and research co-operation and hence, in addition to “traditional” paper presentations, researchers were encouraged to

book “brainstorming sessions” for sharing ideas and visions concerning e.g. new joint research papers, future research collaboration and new projects. In addition, common research seminars were organized together with the department of management and international business. During 2016 there were 17 interesting presentations including manuscripts for conference papers and journal articles, docent lectures, research plans, thesis manuscript presentations, experiences from foreign universities and brainstorming for new paper ideas.

Six faculty members were involved in MTETR work: Hanna Komulainen (chair), Johanna Still (secretary), Mari Juntunen, Eeva-Liisa Oikarinen and Eija-Liisa Heikka.

- *Hanna Komulainen*

## International research collaboration

International collaboration is an essential element of the researcher’s work. Besides international conferences, many of our researchers also have paid research visits to meet their colleagues abroad. Similarly, international colleagues visited the Marketing Department on several occasions. Some of the research visits are briefly described below and other visit details are listed in the Appendix.

International visits by marketing faculty in 2016 (examples):

- **Johanna Still** visited Copenhagen Business School, Denmark, during 14.9.-4.10.2016, and Karlstad University, Centrum för tjänsteforskning (CTF), during 5.-31.10.2016. During the visits she worked with her doctoral thesis related to service experiences in the advertising industry. In Copenhagen, she worked with Professor Richard Gyrd-Jones. In Karlstad, she presented her research plan and ideas to several service researchers, and in CTF’s weekly research seminar. The visit in Karlstad was hosted by fellow PhD student Kaisa Koskela-Huotari.
- **Mari Juntunen** visited the University of Bradford School of Management, UK, during 25.4. -11.5.2016. Her new research collaboration with Dr Deirdre McQuillan has resulted in a conference paper and two journal article manuscripts. she also participated in the Global Brand Conference (GBC) 2016, where she presented a joint research paper with Prof. Bill Merrilees, Australia, and chaired a conference session.
- **Saara Pekkarinen** visited Georgia State University, J. Mack Robinson College of Business in Atlanta during 20.7.-12.8.2016. She discussed possibilities to extend the current research cooperation between the University of Oulu and GSU. She also participated the AMA Summer Conference on 5-7 July.
- **Magnus Söderlund**, professor at the Stockholm School of Economics, Center for Consumer Marketing, visited Oulu on 18.-19. February 2016. He was an invited key note speaker at the seminar organized by the Hurmos project. He also gave a presentation at the department’s research seminar and a guest lecture in the Brand Management course.



## Seminars and Events

Many seminars and events were arranged in 2016 where the Department's faculty acted as the lead organizer or as a member of the organizing team. Most of the seminars and events were related to the research projects, but also other events were arranged by the various networks where the department's faculty are involved. Some of the seminars and events during 2016 are briefly described below.

### Northern Service Day, 11 Feb. 2016

The fourth Northern Service Day was organized in Oulu on 11 February 2016. The theme was "A diginative service business – a service business for everyone". The seminar consisted of opening lectures, panel discussions and training sessions with interactive mini-lectures. One of these sessions was arranged by the Sharp research team from Oulu Business School, challenging the audience to reflect on an outlook for services in the 2030s from the perspective of various customer segments.



More information: Saira Saraniemi (saila.saraniemi[at]oulu.fi)

### Healthy Support Services in Health Care, 18 Feb. 2016

The final seminar of the **Healthy Support Services** project (*Effective, user-centered and scalable support service models in long distance health care systems*) was held on 18 February 2016. Funded by Tekes, the project began in early 2014. During the project, researchers from different fields explored issues such as value creation from logistical support services in health care, costing, the geographical locations of service centers, and the division of labor between nursing and support staff. More than 40 experts gathered in the final seminar in Oulu to share ideas on the ongoing and future developments of healthcare logistics in northern regions.



More information: Timo Pohjosenperä (timo.pohjosenpera[at]oulu.fi)

### For Real - Humour in Business, 19 Feb. 2016

The **Hurmos** project (Developing Humour as a strategic tool for creating innovative business) organized a seminar at Tellus Innovation Arena on 19 February 2016. As the title suggests, the idea was to discuss the role of humor in business and marketing. Inspiring speakers from business and academia attracted more than 70 participants to the seminar that was jointly organized by the University of Oulu Business School, Martti Ahtisaari Institute and Oulu University of Applied Sciences.



More information: Eeva-Liisa Oikarinen ([eeva-liisa.oikarinen\[at\]oulu.fi](mailto:eeva-liisa.oikarinen@oulu.fi))

### Innovations in Public Procurement, 27 Sep. 2016

The **Briif** project (Public Procurement Bridging International Forerunners), together with Martti Ahtisaari Institute, organized a seminar on 27 September 2016 to shed light on innovative models in public procurement. The speakers called for better collaboration and courage to advance innovations and bring more value through public procurement. The seminar highlighted the key results of the project that was successfully concluded in June 2016.



More information: Pauliina Ulkuniemi ([pauliina.ulkuniemi\[at\]oulu.fi](mailto:pauliina.ulkuniemi@oulu.fi))

## Projects

### **Efficient and scalable logistics support services in health care**

TeKes-funded project Terveet tukipalvelut (Healthy Support Services, 2014-2016) investigates health care systems in sparsely populated areas with long distances. Researchers from different disciplines focus on e.g. value creation and modularity of logistics support services in health care, cost accounting of care chain, geographical locations of service centers and division of labor between care personnel and support service personnel.

The project is conducted in collaboration among Oulu Business School, Department of Geography (University of Oulu), Industrial Engineering and Management (University of Oulu) Itella Posti Oyj, Hospital districts of Northern Ostrobothnia and Lapland (PPSHP, LSHP), and City of Oulu. The final seminar was organized on 18. February and the project was concluded in March 2016. ([http://www oulu.fi/kauppakorkeakoulu/terveet\\_tukipalvelut\\_loppuseminaari](http://www oulu.fi/kauppakorkeakoulu/terveet_tukipalvelut_loppuseminaari))

More information: Timo Pohjosenperä ([timo.pohjosenpera\[at\]oulu.fi](mailto:timo.pohjosenpera@oulu.fi))

### **DHR – Digital Health Revolution**

The DHR Project (2014-2016) with funding from the Finnish Funding Agency for Technology and Innovation TEKES. The project's aim is to change how people think, act and access health related services in their lives. The research is conducted by the SHARP research team, Marketing Department and Martti Ahtisaari Institute at Oulu Business School. The project aims to identify future business opportunities and their potential value propositions, business contexts and alternative business models and emerging business ecosystems related to future connected health My Data services.

DHR is conducted by multidisciplinary consortium including University of Oulu, Centre for Health and Technology CHT, University of Lapland, University of Helsinki, Aalto University, Tampere University of Technology, Technical Research Center of Finland and National Consumer Research Center. The research team at the Oulu Business School focuses on developing new knowledge of digital services in health and wellbeing context, conceptualization and service journey design along with value co-creation analysis.

More information: Timo Koivumäki ([timo.koivumaki\[at\]oulu.fi](mailto:timo.koivumaki@oulu.fi)), and Saira Saraniemi ([saila.saraniemi\[at\]oulu.fi](mailto:saila.saraniemi@oulu.fi)).

<http://www oulu.fi/oulubusinessschool/node/28376>

### **Value co-creation in Technological B2B Services**

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

The focus in 2016 was on the dissemination of results of the project. Hanna Komulainen presented the results on several occasions, including the Industrial Marketing and Purchasing (IMP) Conference in Poland and the ANZMAC Conference in New Zealand.

The project was successfully concluded in June 2016.

More information: Hanna Komulainen (hanna.komulainen[at]oulu.fi)

### **HURMOS - Developing Humour as a strategic tool for creating innovative business**

Tekes-funded HURMOS project aims to raise awareness of how to use humour in Finnish companies for developing new practices and business opportunities. The multidisciplinary project identifies business potential related to strategic humour usage in companies, current practices as well as potential and limits of humour in corporate communications and in product and service development.

Humour is explored as part of both internal and external activities and communication. Moreover new business opportunities will be created through developing humour-based products, services and communication solutions to support to growth and internalization of organizations. The project sets sights on increasing innovations, creativity and communal enthusiasm between companies and customers. The project is executed in concert of Oulu Business School and Oulu University of Applied Sciences and it lasts until May 2017.

More information: Eeva-Liisa Oikarinen (eeva-liisa.oikarinen[at]oulu.fi); [www.oamk.fi/hurmos/](http://www.oamk.fi/hurmos/)



### **ReDo – Redefining digital opportunities**

The aim of the ReDO project is to understand how the digital value creation logic can be utilized in developing new service businesses. Our vision is to advance knowledge and understanding of digital services in the future with focus on concepts such as customer experience, reversed data usage, Omni-channel strategies, and digital business models. The project aims to further generation of new business by gaining information about final customer value creation processes for companies and organizations offering digital services.

The project started in 2015 and during the second year the focus was on data analysis and dissemination of results. Researchers of the consortium have actively presented the results in different events and the project has already resulted in 15 published articles. Valuable new knowledge has been created in fruitful co-operation with research and company partners.

More information: Saila Saraniemi (saila.saraniemi[at]oulu.fi)

<http://www.oulu.fi/oulubusinessschool/redo>

### **BRIIF – Public Procurement Bridging International Forerunners**

The main objective of the BRIIF project is to generate knowledge on value co-creation in a triad of public procurers, suppliers and end-customers. The triad is examined from strategic management, marketing and business network viewpoints paying particular attention to the legal and technological considerations. The project started in 2014 and is funded by TEKES. The work is implemented in cooperation between the University of Oulu Business School, Center for Internet Excellence, University of Lapland, City of Oulu, City of Hämeenlinna and Municipality of Tyrnävä.

The project's results have been disseminated through conferences and seminar presentations as well as various academic and professional publications. The project ended in June 2016 and the final seminar was held on 27. September 2016.

More information: Pauliina Ulkuniemi (pauliina.ulkuniemi[at]oulu.fi)

<http://www.oulu.fi/kauppakorkeakoulu/node/27109>

## DHR 2 - Digital Health Revolution

The aim of the multi-disciplinary Digital Health Revolution 2 project is to advance the use of personal data as a part of personalized health services and to improve the individual's opportunities for autonomous wellness enhancement. In the long term, the results will enable the integration of personal data into service solutions that form a central element of the public health care system and future service architecture.

The project was started in February 2016 and will continue till July 2017. The project is funded by the Finnish Funding Agency for Technology and Innovation (TEKES). The project partners are: Center for Health and Technology (CHT), Oulu Business School, University of Lapland, Aalto University, Tampere University of Technology, Technical Research Center of Finland, National Consumer Research Center and Institute for Molecular Medicine in Finland (FIMM).

More information: Timo Koivumäki (timo.koivumaki[at]oulu.fi), Saira Saraniemi (saira.saraniemi[at]oulu.fi).

<http://www.oulu.fi/kauppakorkeakoulu/node/41243>

## Puuta – Utilization of forest resources in the municipality of Utajärvi

The purpose of the PUUTA project is to create opportunities for new wood processing business in the municipality of Utajärvi and to increase wood processing and bio-economy skills.

In year 2016, interviews were conducted among the actors involved in supply chains of energy wood. The current supply chain of forest chips is mapped and the main challenges concerning the logistics solutions and the quality criteria of fuel are highlighted. The modelling of Mustikkakangas Industrial Area has been started by using a simulation model.

PUUTA is funded by European Regional Development Fund (ERDF) in the years 2016-2017. The work is implemented in cooperation between Oulu Business School, Municipality of Utajärvi and Oulu University of Applied Sciences.

More information: Ulla Lehtinen (ulla.lehtinen[at]oulu.fi)

<http://www.oulu.fi/kauppakorkeakoulu/node/41244>

## APPENDICES



Key figures

Research activities

International research collaboration

Master's theses accepted in 2016



## Key figures

| <b>DEGREES</b>      | <b>2012</b> | <b>2013</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> |
|---------------------|-------------|-------------|-------------|-------------|-------------|
| BACHELOR OR SCIENCE | 71          | 41          | 46          | 68          | 62          |
| MASTER OF SCIENCE*  | 94          | 39          | 50+1        | 45+1        | 52+3        |
| DOCTOR OF SCIENCE   | -           | 3           | 4           | 2           | 2           |

\*) marketing + logistics

| <b>PUBLICATIONS</b>                      | <b>2016</b> |
|--|-------------|
| SCIENTIFIC ARTICLES (REFEREED)           | 14          |
| CONFERENCE PAPERS                        | 20          |
| OTHER SCIENTIFIC PUBLICATIONS (REFEREED) | 2           |
| OTHER PUBLICATIONS                       | 1           |

Source: Solecris database



## Research activities in 2016

### *Peer-reviewed journal articles*

Haapanen, Lauri; **Juntunen, Mari**; **Juntunen, Jouni** (2016) Firms' capability portfolios throughout international expansion : A latent class approach. *Journal of Business Research* 69 (12), 5578-5586.

Harjumaa, Marja; **Saraniemi, Saila**; **Pekkarinen, Saara**; **Lappi, Minna**; Similä, Heidi; Isomursu, Minna (2016) Feasibility of digital footprint data for health analytics and services: an explorative case study. *BMC Medical Informatics and Decision Making* 16 (16), 1-9.

Hossain, Mokter; **Anees-ur-Rehman, Muhammad** (2016) Open innovation: an analysis of twelve years of research. *Strategic Outsourcing: An International Journal* 9 (1), 22-37. <http://doi.org/10.1108/SO-09-2015-0022>.

Hurmelinna-Laukkanen, Pia; Atta-Owusu, Kwadwo; **Oikarinen, Eeva-Liisa** (2016) You are joking, right? Connecting humour types to innovative behaviour and innovation output. *International journal of innovation management* 20 (8).

Jussila, Anssi; Mainela, Tuija; **Nätti, Satu** (2016) Formation of strategic networks under high uncertainty of a megaproject. *Journal of business & industrial marketing* 31 (5), 575-586.

Marcos-Cuevas, Javier; **Nätti, Satu**; Palo, Teea; Baumann, Jasmin (2016) Value co-creation practices and capabilities : Sustained purposeful engagement across B2B systems. *Industrial Marketing Management* 56, 97-107.

Myllylä, Yrjö; Kaivo-oja, Jari; **Juga, Jari** (2016) Strong prospective trends in the Arctic and future opportunities in logistics. *Polar Geography* 39 (3), 145-164.

**Nätti, Satu**; Lähteenmäki, Ilkka (2016) The evolution of market orientation in Finnish retail banking: from regulation to value creation. *Management & Organizational History* 11 (1), 28-47.

**Oikarinen, Eeva-Liisa**; **Saraniemi, Saila** (2016) Categorizing humorous employer brand message in a small company's online job ads. *Corporate Reputation Review* 19 (3), 198-218.

**Oikarinen, Eeva-Liisa**; Söderlund, Magnus (2016) The effects of humour in online recruitment advertising. *Australasian Marketing Journal* 2016 (3), 180-186.

Pedeliento, Giuseppe; Andreini, Daniela; Bergamaschi, Mara; **Salo, Jari** (2016) Brand and product attachment in an industrial context: The effects on brand loyalty. *Industrial Marketing Management* 53, 194-206.

**Schreiner, Anniina** (2015) Triadic analysis of business relationship's ending: a case study of a dyad and a third actor. *Journal of business & industrial marketing* 30 (8), 891-905.

**Tähtinen, Jaana**; Ryan, Annmarie; Holmlund, Maria (2016) How to develop theory and keep our jobs? The role of academic 'gatherings' in our theory development practice. *Marketing Theory* 16 (2), 250-256.

**Torvinen, Hannu; Ulkuniemi, Pauliina** (2016) End-user engagement within innovative public procurement practices: A case study on public-private partnership procurement. *Industrial Marketing Management* 58, 58-68.

*Articles in edited books and publications*

Alatalo, Sari; **Oikarinen, Eeva-Liisa**; Poutiainen, Anne (2016) Oookko tosissas - huumorillako bisnestä?!. Rohkeutta, näkemystä, kasvua: aineeton tuotanto vauhdittaa uudistumista. Perttunen, Anu-Katriina; Paju, Isabella; Tarjanne, Petra. TEM oppaat ja muut julkaisut 10/2016. Helsinki. 36.

**Oikarinen, Eeva-Liisa** (2016) The moderating role of congruence between humor and fun climate of the company on the effects of humor in internet job ads. *Advances in advertising research (Vol. VII): bridging the gap between advertising academia and practice*. Christodoulides, George; Stathopoulou, Anastasia; Eisend, Martin. Wiesbaden. 167-181

*Conference papers*

Alatalo, Sari; **Oikarinen, Eeva-Liisa**; **Tan, Teck Ming**; Reiman, Arto; **Heikka, Eija-Liisa**; Hurmelinna-Laukkanen, Pia; Muhos, Matti; Vuorela, Taina (2016) Contribution of Playfulness to Wellbeing at Work in Retail Sector. The 5th Nordic Retail and Wholesale Conference 2016, 9-10 November 2016, Aarhus, Denmark.

Haukipuro, Lotta; **Torvinen, Hannu**; Väinämö, Satu (2016) End-user involvement in public procurement through living lab approach. *Proceedings of the XXVII ISPIM Innovation Conference: Blending Tomorrow's Innovation Vintage*, Porto, Portugal, 19-22 June 2016.

Hurmelinna-Laukkanen, Pia; Alatalo, Sari; **Oikarinen, Eeva-Liisa**; Vuorela, Taina; Ahola, Helena; Aro, Päivi; Kallio, Tiia; Atta-Owusu, Kwadwo (2016) Relationships of playfulness, work engagement, and innovative performance. *Proceedings of 11th European Conference on Innovation and Entrepreneurship*, 15-16 September 2016, Jyväskylä, Finland, 273-280

Hurmelinna-Laukkanen, Pia; Atta-Owusu, Kwadwo; **Oikarinen, Eeva-Liisa** (2016) Are you serious? Types of humor affecting innovative behavior and output. *Proceedings of the XXVII International Society for Professional Innovation Management (ISPIM) Conference*, 19-22 June 2016, Porto, Portugal. 1-18.

**Juntunen, Jouni; Paananen, Mikko; Juga, Jari** (2016) Impact of logistics as value-adding service on quality, loyalty and brand equity in the brewing industry. *Proceedings of the 28th annual Nordic Logistics Research Network Conference (NOFOMA)*, 9-10 June 2016, Turku, Finland. 226-235

**Juntunen, Mari**; Merrilees, Bill (2016) A Theoretical Framework for Brand Community Loyalty at the Industry Level. *The Academy of Marketing's 11th Global Brand*, Bradford University School of Management, 27.4-29.4.2016, 145-150

Karjaluoto, Heikki; Sinisalo, Jaakko; **Saraniemi, Saira**; Töllinen, Aarne (2015) Barriers to the use of Mobile Sales Force Automation Systems. A Salesperson's Perspective. Proceedings of the 2013 Academy of Marketing Science (AMS) Annual Conference, Berlin, 625-634.

**Kemppainen, Laura**; Koivumäki, Timo; **Saraniemi, Saira** (2016) Human-centered business models for platform operators in personal data management. 32nd Annual IMP Conference, 30 August - 3 September 2016, Poznan, Poland, 1-21.

**Keränen, Outi** (2016) Innovative public procurement practices - Lessons learned from home nursing procurement. 32nd Annual IMP Conference, 30.8.-3.9.2016, Poznan, Poland.

**Komulainen, Hanna**; **Saraniemi, Saira**; **Still, Johanna**; Uusipaikka, Matleena (2016) Value dimensions related to customer experience in mobile banking service. ANZMAC 2016, 5-7 December, Christchurch, New Zealand, 794-801.

**Lappi, Minna**; **Pekkarinen, Saara** (2016) Narratives on value experience through activities of an individual's well-being. Proceedings of the 26th Annual RESER Conference 2016, September 8-10, 2016 Naples, Italy, 676-690.

**Lehtinen, Ulla** (2016) A Study on operational challenges in public catering. Proceedings of the 28th Annual Nordic Logistics Research Network Conference (NOFOMA), 8-9 June, 2016, Turku, Finland, 341-356

Lemmetyinen, Arja; **Saraniemi, Saira** (2016) Systematic review on tourism marketing research: the paradigm shift towards brands and branding? Proceedings of the 25th Nordic Symposium on Tourism and Hospitality Research, September 28th-30th 2016, Turku, Finland.

**Pohjosenperä, Timo**; Kotavaara, Ossi; Rusanen, Jarmo; **Juga, Jari** (2016) Accessibility of material logistics services in healthcare. Proceedings of the 28th annual Nordic Logistics Research Network Conference (NOFOMA), 8-10 June 2016, Turku, Finland, 461-474.

Riikkinen, Mikko; Still, Kaisa; **Saraniemi, Saira**; Kallio, Katri (2016) FinTechs as service innovators: analysing components of innovation. The XXVII ISPIM Innovation Conference, 19-22 June 2016, Porto, Portugal, 1-10.

**Saraniemi, Saira**; Gyrd-Jones, Richard (2016) Brand identity creation and temporality. The Academy of Marketing's 11th Global Brand Conference, 327-332

Söderlund, Magnus; **Oikarinen, Eeva-Liisa**; **Heikka, Eija-Liisa** (2016) Humor in the store and its effect on customer satisfaction. The 5th Nordic Retail and Wholesale Conference (NRWC2016), 9.-10.11.2016 Aarhus, Denmark.

**Still, Johanna**; **Komulainen, Hanna** (2016) The role of context in investigating service experience co-creation: implications for studying dyadic business to business service relationships. 32nd Annual IMP Conference, 30 August - 3 September 2016, Poznan, Poland.

Still, Kaisa; **Huhtala, Tero**; **Saraniemi, Saira** (2016) FinTech as business and innovation ecosystems. Proceedings of the 2016 ISPIM Innovation Summit, 4-7 December 2016, Kuala Lumpur, Malaysia, 1-12

**Torvinen, Hannu;** Haukipuro, Lotta (2016) Conceptualizing end-user roles in innovative public procurement ? Case study on user engaging property procurement projects. 32nd Annual IMP Conference, 30 August - 3 September 2016, Poznan, Poland.

*Other professional publications*

**Pohjosenperä, Timo** (2016) Yli 300 000 punnitusta. Osto ja logistiikka 21 (4), 60.

*Doctoral theses*

**Nadeem, Waqar** (2016) Examining consumers' acceptance of social commerce in clothing e-retail. - Acta Universitatis Ouluensis. Series G, Oeconomica 85. Oulu.  
<http://jultika.oulu.fi/files/isbn9789526212593.pdf>

**Nykänen, Risto** (2016) Emergence of an energy saving market : the rise of energy service companies. - Acta Universitatis Ouluensis. Series G, Oeconomica 86. Oulu.  
<http://jultika.oulu.fi/files/isbn9789526213019.pdf>

*Conference, workshop and seminar presentations*

Alatalo S, **Oikarinen E-L, Tan TM.**, Reiman A, **Heikka E-L**, Hurmelinna-Laukkanen P, Muhos M and Vuorela T, Contribution of playfulness to wellbeing at work in retail sector. The 5th Nordic Retail and Wholesale Conference (NRWC2016), Aarhus, Denmark. 9.-10.11.2016., Aarhus, Denmark. 10.11.2016.

**Still, J. & Komulainen, H.**, Service Experience Co-Creation in Professional Business Services: Implications for Empirical Research. SERVSIG 2016 Conference, Maastricht, The Netherlands. 19.06.2016.

**Still, J. & Komulainen, H.**, The role of context in investigating service experience co-creation - implications for studying dyadic B2B service relationships. IMP 2016 Conference, Poznan, Poland. 02.09.2016.

**Juntunen M. & Merrilees B.**, A theoretical framework for brand community loyalty at the industry level. The 11th Global Brand Conference of the Academy of Marketing's SIG in Brand, Identity and Corporate Reputation, 27th - 29th April, 2016, Bradford, Great Britain. 27.04.2016.

**Juntunen, J., Paananen, M., Juga, J.**, Impact of logistics as value-adding service on quality, loyalty and brand equity in the brewing industry. NOFOMA 2016 Nordic Conference for Researchers in Logistics, Turku, Finland. 09.06.2016

Still, K., **Huhtala, T., Saraniemi, S.**, FinTech as Innovation and Business Ecosystems. ISPIIM Innovation Summit, Kuala Lumpur, Malesia. 06.12.2016.

**Keränen, O.** Innovative public procurement practices - Lessons learned from home nursing procurement. 32nd Annual IMP Conference, Poznan, Poland. 02.09.2016.

**Komulainen, H., Saraniemi, S., Still, J. & Uusipaikka, M.**, Value dimensions related to customer experience in mobile banking service. Australian and New Zealand Marketing Academy Conference, Christchurch, New Zealand. 06.12.2016.

**Komulainen, H.; Saraniemi, S.; Still, J.; Uusipaikka M.**, Value dimensions related to customer experience in mobile banking service. ANZMAC 2016, Christchurch, New Zealand 06.12.2016.

**Lehtinen, U.**, A Study on Operational Challenges in Public Catering. 28th annual Nordic Logistics Research Network Conference (NOFOMA), Turku, Finland. 08.06.2016.

**Oikarinen E-L.**, Huumorin soveltaminen yritysviestintään. Mitä pienen yrityksen tulisi tietää huumorinkäytöstä Internetin rekrytointimainonnassa. Huumorin vaikutukset asiakastytyväisyyteen asiakaspalvelutilanteessa. Hurmos-hankkeen yrityksille suunnattu seminaari, Oulu, Finland. 20.09.2016.

**Oikarinen E-L., Saraniemi S.**, Categorizing humorous employer brand message in a small company?s online job ads. Hurmos-projektin vertaisryhmämentorointitapaaminen/työpaja, Oulu, Finland. 14.01.2016.

**Pohjosenperä T., Juga J. & Pekkarinen S.**, Uusi lähestymistapa: logistinen palvelukeskus. Terveet tukipalvelut - Dialogi logististen tukipalveluiden kehittämiseksi, Oulu, Finland. 18.02.2016.

**Pohjosenperä T., Pekkarinen S. & Juga J.**, LSP Service Modules in Healthcare Logistics Services. The 4th ScAIEM Conference on Industrial Engineering and Management, Luleå, Sweden. 28.11.2016.

**Saraniemi, S.**; Gyrd-Jones, Richard; Alakuijala, A., Brand identity creation and temporality. The Academy of Marketing's 11th Global Brand Conference, Bradford, Great Britain. 28.04.2016.

Taiminen, H., Luukkainen, P-M. & **Saraniemi, S.**, Acceptance of digital transformative services in mental health: Understanding young adults' expectations. WIS 2016 conference, Tampere, Finland. 16.09.2016.

Vuorela, T., Alatalo, S., **Oikarinen, E-L**, Poutiainen, A., Sinisalo, J., Hurmelinna-Laukkanen, P., Aro, Ahola, H., Does Humour Travel via Business English Lingua Franca? A study of Transit Advertising in the EU. The 9th International Conference of English as a Lingua Franca (ELF9). June 27-29, 2016, .Lleida (Catalonia), Spain. 28.06.2016.

### *Assignments related to scientific publishing*

#### Juga Jari

- International Journal of Supply Chain and Inventory Management (reviewer)
- Journal of Business and Industrial Marketing (reviewer)
- Strategic Outsourcing: An International Journal (reviewer)

#### Juntunen Jouni

- International journal of the physical distribution and logistics management (reviewer)
- Strategic outsourcing: An international journal (reviewer)
- European Journal of Marketing (reviewer)
- Journal of Brand Management (reviewer)

#### Juntunen Mari

- Baltic Journal of Management (reviewer)

#### Komulainen Hanna

- Journal of Sport Management and Marketing (reviewer)
- The Service Industries Journal (reviewer)
- Scandinavian Journal of Management (reviewer)

#### Lehtimäki Tuula

- European Journal of Innovation Management (reviewer)
- Industrial Marketing Management (reviewer)

#### Nätti Satu

- Industrial Marketing Management (reviewer)
- International Journal of Operations and Production Management (reviewer)

#### Oikarinen Eeva-Liisa

- Australasian Marketing Journal (reviewer)
- Journal of Marketing Communications (reviewer)

#### Pekkarinen Saara

- Journal of Medical Internet Research (reviewer)

#### Salo Jari

- Service Business (member of editorial board)
- Contemporary Management Research (member of editorial board)
- International Business and Economics Review (member of editorial board)
- Journal of Information Technology Research (editor)
- International Journal of E-services and Mobile Applications (member of editorial board)
- International Journal of Electronic Business Management (member of editorial board)
- Journal of Information Technology Research (member of editorial board)

#### Saraniemi Saila

- Corporate Communications: An International Journal (reviewer)
- European Journal of Marketing (reviewer)
- Journal of Business and Industrial Marketing (reviewer)
- Tourism Geographies (reviewer)
- Tourism management (reviewer)

Ulkuniemi Pauliina

- Industrial Marketing Management (reviewer)

*Assignments related to scientific conferences*

Juga, Jari

- 28th Annual Nordic Logistics Research Network Conference, NOFOMA.  
(chair of session)

Juntunen, Mari

- The 11th Global Brand Conference of the Academy of Marketing's SIG in  
Brand, Identity and Corporate Reputation (chair of session)

Lehtinen, Ulla

- 28th Annual Nordic Logistics Research Network Conference, NOFOMA.  
(reviewer)

Oikarinen, Eeva-Liisa

- 45th Annual EMAC (European Marketing Academy) Conference (reviewer)

Saraniemi, Salla

- The 15th International Conference on Research in Advertising, ICORIA  
(reviewer)



## International research collaboration

### *International visits by the Department's faculty in 2016:*

- Juntunen, Mari
  - University of Bradford School of Management, Great Britain, 25.4.2016-11.5.2016
- Nätti, Satu
  - Lancaster University Management School and University of Cambridge, Kedge Business School, Great Britain, 11.10.2016-20.10.2016.
- Oikarinen, Eeva-Liisa
  - Stockholm School of Economics, Center for Consumer Marketing, Sweden, 21.2.2016-26.2.2016.
- Ojansivu, Ilkka
  - The University of Adelaide, Adelaide Business School, Australia, 1.11.-2015-12.2.2016.
- Pekkarinen, Saara
  - Georgia State University, J. Mack Robinson College of Business, USA, 20.7.2016-12.8.2016.
- Saraniemi, Saira
  - Lancaster University Management School, Great Britain, 11.10.2016-20.10.2016.
- Still, Johanna
  - Copenhagen Business School, Denmark 14.9.2016-15.10.2016.
  - Karlstad University, Service Research Center, Sweden, 6.10.2016-28.10.2016.

### *International visitors at the Marketing Department in 2016:*

- Grant, David
  - University of Hull, Great Britain 9.11.2016-11.11.2016
- Gyrd-Jones, Richard
  - Copenhagen Business School, Denmark, 3.2.2016-8.2.2016
- Palo, Teea
  - Lancaster University Management School, 6.11.2016-19.11.2016
- Söderlund, Magnus
  - Stockholm School of Economics, Sweden, 17.2.-19.2.2017



## Master's theses accepted in 2016

### *Marketing:*

Ahde, Valtteri: Yhteisöpalveluiden hyödyntäminen digitaalisessa markkinointiviestinnässä

Hakala, Arttu & Jormanainen, Atte: Sijoittajien ostopäätösprosessi osakepohjaisessa joukkorahoituksessa

Hamari, Milka & Huttunen, Mari: The role of marketing communications in an innovation commercialization process of a start-up company

Hanhela, Emmi: Asiakslähtöisyyden muodostuminen ikäihmisten kotihoidon palveluissa: "Mutta se on tämmöstä nyt se vanhojen hoito"

Heiskanen, Niko: Palvelukokemus mobiilimaksupalvelussa: asiakastiedon käänteinen käyttö asiakkaan arvon muodostumisessa

Huotari, Henri: Vuokralaisen asunnonvalintaan vaikuttavat tekijät

Hyvönen, Katri: Natiivimainonnan rooli yritysten digitaalisessa markkinointiviestinnässä

Härö, Kirsti: Venäläisen yritysasiakkaan kokema arvo metallialalla

Innanen, Kristiina: Yksityisten lääkäri- ja terveystaloiden tarjoajaa koskevat valinnat 60+ -vuotiaiden kontekstissa

Kamaja, Miika: Franchise-yrittäjät brändikuvan edustajina

Karhunen, Tiia: Freemium-liiketoimintamalli mobiilisovelluskontekstissa

Karjalainen, Erno: Kuluttajien luoma suoratoistosisältö verkkoyhteisössä: case Twitch.tv

Keinänen, Jukka: Ulkoistaminen teknologiayrityksen toimitusketjun optimoinnin työkaluna

Kempainen, Laura: Business models for platform operators in MyData based ecosystem: context preventive healthcare

Kempainen, Lauri: Tuotepaketoinnin vaikutus kuluttajan ostopäätökseen: Matkan ostaminen verkossa

Kenola Katri: Online videoiden hyödyntäminen markkinointiviestinnässä

Kettunen, Hanne: Huumoria sisältävät tarinat yrityksen brändi-identiteetin muodostumisessa: tapaus Ponsse Oyj

Koistinen, Mikko: Marketing channel strategy selection and development of a service-based B2B born global company

Kortelainen, Kimmo: Pelaajien asenteet perinteistä ja käänteistä tuotesijoittelua kohtaan videopeleissä

Kurkela, Robert: Asiakkaiden kokemus pankkikonttorin palvelun laadusta ja saatavuudesta

- Lapinniemi, Niko: Yritysmyyjän vaikuttaminen asiakkaan ostopäätökseen henkilökohtaisessa asiakastapaamisessa
- Lappalainen, Hans: Kuntolaitekäyttäjien analysointi ja saavuttaminen B-to-B-markkinoilla
- Launimaa, Lasse: Innovatiivisen maaperämittaustuotteen lanseeraaminen maatalous- ja puutarhamarkkinoille
- Lehtola, Aleks: Blogi B2B startup-yrityksen markkinoinnin työkaluna
- Lehtonen, Annaliina: Markkinointiviestinnän rooli tanssikoulun yritysidentiteetin rakentamisessa imagoksi
- Lehtovuori, Hilla-Maria: Utilization of humor in a tourism service encounter when creating a service experience
- Leinonen, Jenni: Sisältömarkkinoinnin hyödyntäminen osana kuluttajan palvelukokemuksen muotoilua: tapaus DNA Appinen
- Lukkarinen, Markus: Asiakastiedon johtamisen haasteet mediayrityksen myyntiorganisaatiossa
- Luukkainen, Pia-Maria: Leimautuminen osana asiakkaan arvonluontiprosessia digitaalisissa terveyspalveluissa: tapaus mielenterveystalo.fi
- Malmi, Juho: Matkakohteen sisäisten sidosryhmien yhteistyön merkitys matkakohteen brändäyksessä
- Matinolli Miia: Food choices of different age groups: do potatoes fit in?
- Meriläinen, Aino: Yritysten yhteiskuntavastuun markkinointiviestintä kuluttaja-asiakkaille
- Muoniovaara Uula: Palvelumainonta: markkinoinnin palvelulähtöinen ajattelu mainonnan muutosvoimana
- Murtoniemi, Maria: Tapaustutkimus digitaalisen BtoB-markkinoinnin haasteista teollisuussektorilla
- Mäkinen, Anna-Leena: Hautaustoimiston työntekijän ammatillisen osaamisen kehittäminen asiakaskohtaamisessa
- Paasio, Jenny: CRM-järjestelmien ja digitaalisen markkinoinnin hyödyntäminen asiakassuhteissa pankkitoimialalla
- Rautiainen, Janne: Massadatan hyödyntäminen yritysten viraalimarkkinoinnissa
- Repotaival, Tiina: Digitaalisen sisältömarkkinoinnin rooli pienen yrityksen ostopäätösprosessissa
- Revonniemi, Outi: Pk-yrityksen brändin rakentaminen kansainvälistymisprosessissa
- Salmela, Krista: Yrityksen innovatiivisuuden rakentaminen sisäisen markkinoinnin avulla
- Seppänen, Sonja: Kuluttajan arvonluontiprosessi erkoistavarakaupan markkinoilla toimivien verkkokauppojen kontekstissa

Soukka, Jenni: Asiakaskokemuksen johtaminen keskisuudessa tietointensiivisessä yrityksessä

Sundqvist, Janne: Vähittäiskaupan logistisen verkoston ohjauksen kehittäminen

Takalahti, Sanna: Facebook markkinointikanavan K-market ketjussa ja K-market myymälöissä

Tikkala, Katriina: Mobiilipalveluiden ja arvon ulottuvuudet asiakaslähtöisestä näkökulmasta

Timonen, Tuomas: IT-alan yrityksen houkuttelevuuden kehittäminen työnantajana sosiaalisessa mediassa

Tuhkala, Teija: Startup-yritysten arvoverkosto painettavan elektroniikan tuotekehityksessä

Törmä, Visa: Uuden teknologian kaupallistamisen liiketoimintamalli hyvinvointialan ekosysteemissä (case älyrollaattori)

Vataja, Tuire: Sosiaalinen media osana nonprofit-organisaatioiden markkinointia

Venho, Emmi: Vuokralääkäriyritysten markkinointiviestinnän kehittäminen lääketieteen opiskelijan arvонуontiprosessin näkökulmasta

Verronen, Anu: Päivittäistavarakaupan omien brändituotteiden rooli valikoimanhallinnan kautta tarkasteltuna

Westerlund, Petri: Scalable logistical support services in health care

#### *Logistics:*

Heikkilä, Niina: Utilizing lean in order-delivery-invoicing process

Kangas, Hanna: The methodology to identify tier-2 supplier risks in automotive supply chain

Kuusiniva, Jarmo: Identifying the antecedent factors of customer loyalty in the context of a car rental chain

