



From multiple projects to industrial service business

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Professional profile
European Academy of Industrial Management
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Education and past job history

Helsinki University of Technology: 1993 M. Sc. (Eng), 1996 Lic. Tech., 1999 Dr. Tech., Industrial Engineering and Management

Helia Vocational Teacher Education College and Helsinki University: 2005 Pedagogical qualifications

Helsinki University: 2011 Qualifications of a professional coach

2004-2009	Helsinki University of Technology, Department of Industrial Engineering and Management	<i>Senior lecturer, Project business 2004-2007 Coordinator for doctoral studies 2008-2009 Director for doctoral program</i>
2001-2006	Helsinki University of Technology, Lab. of work psychology and leadership	<i>Visiting lecturer and instructor</i>
2002 - 2004	Talent Partners Oy, Consulting	<i>Senior Executive Consultant</i>
2000 - 2002	Nokia Mobile Phones, Research and Technology Access	<i>Manager, Strategic Planning and Development</i>
1999	Nokia Research Centre, Human Resources Development	<i>Product manager, management and leadership development.</i>
1996-1999	Helsinki University of Technology, Department of Industrial Engineering and Management / TAI Research Centre	<i>Project manager and researcher</i>
1995-1996	Outokumpu Oy, Corporate Management	<i>Project assistant and internal consultant</i>
1993-1994	Outokumpu Poricopper Oy, Drawn Copper Products Business unit	<i>Project engineer</i>

Past educational and research interests (before 2009)

Teaching

- Project business (bachelor, master and doctoral level)
- Product development management (master and doctoral level)
- Doctoral education

Research

- Multi-project and program management
- Decision making in product development, particularly the front end
- Organizational identity, control, change and development
- Doctoral education



Academic position and institutional role, Tampere University of Technology, Industrial Management

August 2009 onwards

- Professor of Industrial Management, particularly project and service business

2011 onwards

- Vice head of the department of Industrial Management
- Director of the Center for Research on Operations, Projects and Services (CROPS)
- Degree program director, Master's program in Industrial Engineering and Management
- Degree program director, International Master's program in Business and Technology
- Member of educational council, Tampere University of Technology
- Member of the steering committee for international master's programs



Main achievements 2009-2012

- Supervisor for over 50 completed Master's theses (>30 in progress)
- Instructor for 2 completed doctoral theses (6 in progress) and 2 licentiate's theses
- Examiner for 6 doctoral theses
- 14 journal articles + 3 accepted for publication; 26 conference papers; also other professional articles and teaching materials
- Funding for a team of over 10 teachers and researchers
- Renewal of the entire degree programme in IEM (final phases of "Bologna" changes to be completed during this study year)
- Three editorial board memberships, referee in 6 journals, referee in several academic conferences
- Chair for EURAM's Project Organizing special interest group (and SIG board member 2010..2014)



Current educational profile

- **Personal teaching responsibilities**
- Basics in project management
- Management of project business
- Industrial service operations and innovations
- Research methodology (master's level)
- Bachelor's seminar
- Doctoral course on service business development
- Doctoral course on project business
- Continuing education courses and programs in project-based management and product development management
- Supervision: bachelor's, master's, MBA and doctoral theses
- **Special interest in doctoral education, with publishing activity**
- **Teaching carried out by other teachers in CROPS**
- Basics in industrial management
- Operations management
- Quality management
- Operations strategy
- Production management methods
- Lean management
- Industrial management cases



Current research interests

- Research program **FutIS** – Future industrial services, WP1: Service business mindset, research project **SBC** - service business capabilities, 2010-2015
- International research networking: EU COST action on **Megaprojects**, 2011 onwards
- Research project **LEAPS** – Leadership in the productization of services, with Aalto University, 2012-2014
- Research project **TORPEDO** - Prerequisites and control of high performance service business, 2011-2014
- Research project **SIMI** – Service business in intelligent machine industry, 2010-2011
- Uncertainty in project portfolio management
- Autonomy and control of product and service development programs
- Supplier integration in product development



Additional future research interests

- Radical service business innovations
- Delivery chain value creation when transforming towards service and solution business; service triads
- Dynamics in project-based organizing
- Supply and delivery chain decisions in product development processes

