

Prof. Jaakko ASPARA, D.Sc., D.A., M.Sc.

I. BIOGRAPHICAL DATA

Gender: Male
Place of Birth: Helsinki, Finland
Citizenship: Finland
Languages: Finnish (native); English (fluent); Swedish (very good)
Spanish (some); French (some); German (some)

II. EDUCATION

II.A. Academic Degrees

Doctor of Science (Economics & Business Administration), 2007.
Helsinki School of Economics HSE, Helsinki, Finland.

Doctor of Arts (Industrial Design), 2009.
University of Art and Design Helsinki, Helsinki, Finland.

Master of Science (Technology) *with distinction*, 2004.
Helsinki University of Technology TKK/HUT, Espoo, Finland.

II.B. Other

National Defense Course. National Defense University. Finnish Defense Forces, 2012.

III. PROFESSIONAL EMPLOYMENT RECORD

III.A. Universities

Full-Time University Positions (current in bold)

2014– **C. Grönroos Professor of Marketing** (tenured chair)
Hanken Swedish School of Economics, Department of Marketing

2014 Assoc. Professor in Design Business Management (tenured)
Aalto University School of Business, Department of Marketing

- 2007–14 Professor in Marketing (fixed term; asst.)
Aalto University School of Business, Department of Marketing
 (in 2007-09: *Helsinki School of Economics HSE*, Department of Marketing and Management)
- 2004–2007 Project Researcher, Senior Project Researcher
Helsinki School of Economics HSE, Department of Marketing and Management

Management/Administrative Responsibilities

- 2016→ Head of Department, Department of Marketing, *Hanken School of Economics*
- 2015–2016 Program Manager of the Master's Program in Business & Economics, *Hanken School of Economics*
- 2013–2014 Vice Program Director of the Bachelor's Program in Business Administration
Aalto University School of Business
- 2013–2014 Member of Committee Developing a Programme for Doctor of Business Administration (DBA), Aalto University Executive Education
- 2009–2014 Program Director of the Bachelor's Program in Marketing
Aalto University School of Business, Department of Marketing
- 2013–2014 Member, Academic Affairs Committee, Business and Economics
Aalto University School of Business (School level)
- 2013–2014 Vice Member, Academic Affairs Committee
Aalto University (University level)

Visitor Positions at Foreign Universities

- 2013→ Global Research Fellow
Temple University, Fox School of Business, Global Center on Big Data and Mobile Analytics
- 2013→ Research Fellow
Maastricht University, Marketing–Finance Research Lab
- 2010 Visiting Asst Professor
Maastricht University, School of Business and Economics, Marketing and Finance Departments
- 2008–2009 Visiting Scholar
New York University NYU, Stern School of Business, Marketing Department

Docentships

2009– Docent of Business Administration (esp. Strategic Marketing), *University of Turku/Turku School of Economics TSE*

University Teaching and Executive Education Responsibilities

Executive education: Business Strategy.

New Product Development and Commercialization.

Marketing Management.

Strategic Brand Management.

Graduate-level:

Strategic Brand Management.

Financial Services Marketing.

Strategic Marketing and Company Performance.

High-Tech Marketing and Innovation Management.

Empirical Methods in Business Studies

Master's Thesis Seminar, Marketing.

Undergraduate-level: New Product Development.

Principles of Marketing.

Project Marketing.

Business Environment and Market Analysis.

Business-to-Business Marketing.

Sales Management.

Bachelor's Thesis Seminar, Marketing.

Examination of Doctoral and Graduate Theses

Doctoral theses 9 doctoral theses pre-examined: *Maastricht University, Macquarie University, University of Tampere, University of Oulu, University of Lapland, University of Turku, Helsinki University of Technology, Lappeenranta University of Technology*

Master's theses Appr. 40 graduate theses at *Aalto U* and HSE, 2005-15.

Supervision and Instruction of Doctoral and Graduate Theses

Doctoral level 7 doctoral students supervised or co-supervised at *Aalto University* and *Hanken School of Economics*.

Graduate-level Appr. 50 graduate theses supervised at *Aalto University* and *Hanken School of Economics*, 2005-16.

III.B. Industry Activities

Approx. 25 industry consultancy and development projects in 2003–2016. *Issues including:*

- brand strategies and management
- business model development; product concept development
- product and service development strategies and management
- strategic marketing/commercialization
- customer relationship management
- design management
- market research; consumer research

III.C. Boards of Directors

Large companies

Onninen, Board Member, 2012–16

Are, Board Member, 2016–

Tulikivi, Board Member, 2016–

HOK-Elanto, Board Member, 2014–

Valio, Advisory Board Member, 2012–16

Growth companies

Magisso, Board Member, 2010–2013

Other institutions and organizations

MARK Finnish Marketing Federation, Board Member, 2012–

TEN (Ethics Council of Market Research Industry), Vice Chairman of the Board, 2013–

Nordic Institute of Business & Society, Board Member, 2011–

Helsinki School of Economics Small Business Center, Board Member, 2008–

Helsinki Start-Up Center, Aalto University, Member of Advisory Board, 2007–14

IV. OTHER PROFESSIONAL ACTIVITIES

IV.A. Personal Research Grants

Appr. 15 personal research grants 2005–2016: *Foundation for Economic Education (2013, 2008, 2005), Emil Aaltonen Foundation (2012), Jenny and Antti Wihuri Foundation (2016, 2011, 2009, 2007), Helsinki School of Economics Foundation (2013, 2011), Finnish Foundation for Share Promotion (2008), Marcus Wallenberg Fund (2007), Rector of Helsinki University of Technology (2004, 2002), ABB Foundation (2000), IS-VET (2000)*

IV.B. Distinctions and Awards

Award of Alfred Kordelin Foundation

- Award for societal impact and research on business models and market dynamics, 2014.

Best Paper Award of AMA Conference

- **“The Effectiveness of Cause Marketing”** (2014) – Andrews, M., Aspara, J, Fang, Z., and Luo, X. American Marketing Association (AMA) Summer Conference, August 2014.

Award of the Advertisers’ Fund

- Awarded by the Association of Finnish Advertisers, 2013.

Award for Quality Publications by Helsinki School of Economics HSE Foundation

- 7 awards during 2010–2013

Emerald Best Practical Implications Award

- **“Strategic Management of Business Model Transformation: Lessons from Nokia”** (2011). Aspara, J., Lamberg, J.-A., Laukia, A., & Tikkanen, H. *Management Decision*, 49(4), 622-647.

Best Paper Award of BAI conference

- **“Marketing Spirit: Exploration and Exploitation on Two Dimensions”** (2007) – Aspara, J., Pöntiskoski, E., & Tikkanen, H. BAI 2007, International Conference on Business and Information, 11-13 July 2007, Tokyo, Japan

IV.C Reviewer for Journals and Editorial Board Memberships

Reviewer for journals, including (but not limited to): *Journal of Marketing Research, Journal of Business Research, Journal of Management Studies, Strategic Organization, Management Decision, European Journal of Marketing, Long Range Planning, California Management Review, Consumption Markets & Culture, Industrial Marketing Management, Journal of Marketing Management, Journal of Strategic Marketing, International Journal of Bank Marketing, Journal of Business & Psychology*

V. LIST OF PUBLICATIONS

Peer-reviewed articles in international scientific journals

- J42. **“Relational price discounts: Consumers’ metacognitions and nonlinear effects of initial discounts on customer retention”** – with Maria del Rio Olivares, Kristina Wittkowski, Tomas Falk, & Pekka Mattila. *Journal of Marketing*, forthcoming.
- J41. **“Effect of intelligence on consumers’ responsiveness to a pro-environmental tax: Evidence from large-scale data on car acquisitions of male consumers”** (lead-authored) – with Xueming Luo & Ravi Dhar. *Journal of Consumer Psychology*, [forthcoming](#).
- J40. **“What counts vs. what can be counted: The complex interplay of market orientation and marketing performance measurement in organizational configurations”** (2016) – with Johanna Frösen, Jukka Luoma, Matti Jaakkola, & Henriikki Tikkanen”. *Journal of Marketing*, 80 (3), 60-78
- J39. **“Is more capability always beneficial for firm performance? Market orientation, core business process capabilities, and business environment”** (2016) – with Matti Jaakkola, Johanna Frösen, Henriikki Tikkanen, Antti Vassinen, & Petri Parvinen. *Journal of Marketing Management*, forthcoming
- J38. **Why do public policy makers ignore marketing and consumer research? A case study of policy making for alcohol advertising** (2016) (lead-authored) – with Henriikki Tikkanen. *Consumption Markets & Culture*, forthcoming.

- J37. **"Cut your losses and let your profits run: How shifting feelings of personal responsibility reverses the disposition effect"** (2015) (lead-authored) – with Arvid Hoffman. *Journal of Behavioral and Experimental Finance*, 8 (December), 8-24.
- J36. **"Sleeping with competitors: The impact of NPD phases on stock market reactions to horizontal collaboration"** (2015) – with Qingsheng Wu, Xueming Luo, and Rebecca J. Slotegraaf. *Journal of the Academy of Marketing Science* (ISI 5-year impact factor 4.52, JUFO 3), 43 (4), 490-511.
- J35. **"Focal versus background goals in consumer financial decision-making: Trading off financial returns for self-expression?"** (2015) (lead-authored) – with Amitav Chakravarti and Arvid Hoffman. *European Journal of Marketing* (ISI 5-year impact factor 1.57, JUFO 1), 49 (7/8), 1114-1138.
- J34. **"Investors' reactions to company advertisements: The persuasive effect of product-featuring ads"** (2015) (lead-authored) – with Amitav Chakravarti. *European Journal of Marketing* (ISI 5-year impact factor 1.57, JUFO 1), 49 (5/6), 943-967.
- J33. **"Selling losers and keeping winners: How (savings) goal dynamics predict a reversal of the disposition effect"** (2015) (lead-authored) – with Arvid Hoffmann. *Marketing Letters* (ISI 5-year impact factor 1.20, JUFO 1), 26 (2), 201-211.
- J32. **"Saalistushinnoittelun ennakoarviointi yrityksen markkinaolosuhteiden ja liiketaloudellisten realiteettien näkökulmasta"** ["Pre-assessment of predatory pricing from the perspective of the firm's market conditions and business model realities"]. *Nordic Journal of Business*, 62 (2), 97-131.
- J31. **"Cause marketing effectiveness and the moderating role of price discounts"** (2014) – with Michelle Andrews, Xueming Luo, and Zheng Fang. *Journal of Marketing* (ISI 5-year impact factor 6.68, JUFO 3, FT45), 78 (6), 120-142.
- J30. **"Group-buying deal popularity"** (2014) – with Xueming Luo, Michelle Andrews, & Yiping Song. *Journal of Marketing* (ISI 5-year impact factor 6.68, JUFO 3, FT45), 78 (2), 20-33.
- J29. **"Explaining corporate short-termism: self-reinforcing processes and biases among investors, media, and corporate managers"** (2014) (lead-authored) – with Kalle Pajunen, Risto Tainio, and Henriikki Tikkanen. *Socio-Economic Review* (ISI impact factor 1.72, JUFO 1), 12 (4), 667-693.
- J28. **"Do institutional investors pay attention to customer satisfaction, and why?"** (2014) – with Xueming Luo, Ran Zhang, Weining Zhang. *Journal of the Academy of Marketing Science* (ISI 5-year impact factor 4.52, JUFO 3), 42 (2), 119-136.
- J27. **"Naturally designed for masculinity vs. femininity? The digit ratio predicts male consumers' choices of gender-imaged products"** (2014) (lead-authored) – with Bram Van Den Bergh. *International Journal of Research in Marketing* (ISI 5-year impact factor 2.56, JUFO 2), 31 (1), 117-121.
- J26. **"Struggles in organizational attempts to adopt new branding logics: The case of a marketizing university and service-dominant logic"** (2014) (lead-authored) – with Hanna-Mari Aula, Janne Tienari, and Henriikki Tikkanen. *Consumption Markets & Culture* (ISI impact factor 0.50, JUFO 1), 17 (6), 522-552.
- J25. **"Corporate business model transformation and inter-organizational cognition: The case of Nokia"** (2013) (lead-authored) – with Juha-Antti Lamberg, Arjo Laukia, & Henriikki Tikkanen. *Long Range Planning* (ISI 5-year impact factor 4.37, JUFO 2), 46 (6), 459-474.
- J24. **"Creating novel consumer value vs. capturing value: Strategic emphases and financial performance implications"** (2013) (lead-authored) – with Henriikki Tikkanen. *Journal of Business Research* (ISI 5-year impact factor 2.34, JUFO 2), 66 (5), 593-602.
- J23. **"The role of product and brand perceptions in stock investing: Effects on investment considerations, optimism, and confidence"** (2013) (single-authored). *Journal of Behavioral Finance* (ISI 5-year impact factor 0.42, JUFO 1), 14 (3), 195-212.

- J22. **“Generative mechanisms in project marketing – An agenda for inquiry”** (2013) – with Joel Hietanen, Pekka Mattila, Antti Sihvonen, and Henrikki Tikkanen. *Journal of Global Scholars of Marketing Science* (not listed in ISI, JUFO 0), 23 (2):196-212.
- J21. **“Sales activity systematization and performance: Differences between product and service firms”** (2013) – with Petri Parvinen, Joel Hietanen, & Sami Kajalo. *Journal of Business & Industrial Marketing* (ISI 5-year impact factor 1.15, JUFO 1), 28 (6), 494-505.
- J20. **“The influence of product design evaluations on investors’ willingness to invest”** (2011) (single-authored). *Design Management Journal* (not listed in ISI; JUFO 0), 6 (1), 79-93.
- J19. **“Exploration and exploitation across three resource classes: market/customer intelligence, brands/bonds, and technologies/processes”** (2011) (lead-authored) – with Henrikki Tikkanen, Erik Pöntiskoski, & Paavo Järvensivu. *European Journal of Marketing* (ISI 5-year impact factor 1.57, JUFO 1), 45 (4), 596-630.
- J18. **“Corporate marketing in the stock market: The impact of company identification on individuals’ investment behaviour”** (2011) (lead-authored) – with Henrikki Tikkanen. *European Journal of Marketing* (ISI 5-year impact factor 1.57, JUFO 1), 45 (9/10), 1446-1469.
- J17. **“Individuals’ affect-based motivations to invest in stocks: Beyond expected financial returns and risks”** (2011) (lead-authored) – with Henrikki Tikkanen. *Journal of Behavioral Finance* (ISI 5-year impact factor 0.42, JUFO 1), 12 (2), 78-89.
- J16. **“Awareness, action, and context-specificity of Blue Ocean practices in sales management”** (2011) – with Petri Parvinen, Joel Hietanen, & Sami Kajalo. *Management Decision* (ISI 5-year impact factor 2.47, JUFO 1), 49 (8), 1218-1234.
- J15. **“Strategic management of business model transformation: Lessons from Nokia”** (2011) (lead-authored) – with Juha-Antti Lamberg, Arjo Laukia, & Henrikki Tikkanen. *Management Decision* (ISI 5-year impact factor 2.47, JUFO 1), 49 (4), 622-647.
- J14. **“Documentation and continuous development of processes for customer management: Implications for profitable growth”** (2011) (single-authored). *Australasian Marketing Journal* (not listed in ISI, JUFO 1), 19 (4), 267-280.
- J13. **“How do institutional actors in the financial market assess companies’ product design? The quasi-rational evaluative schemes”** (2010) (single-authored). *Knowledge, Technology & Policy* (not listed in ISI, or JUFO) , 22 (4), 241-258.
- J12. **“Consumers’ stock preferences beyond expected financial returns: The influence of product and brand evaluations”** (2010) (lead-authored) – with Henrikki Tikkanen. *International Journal of Bank Marketing* (not listed in ISI, JUFO 1), 28 (3), 193-221.
- J11. **“Business model innovation vs. replication: Financial performance implications of strategic emphases”** (2010) (lead-authored) – with Joel Hietanen & Henrikki Tikkanen. *Journal of Strategic Marketing* (not listed in ISI, JUFO 1), 18(1), 39-56.
- J10. **“The role of company affect in stock investments: Towards blind, undemanding, non-comparative, and committed love”** (2010) (lead-authored) – Henrikki Tikkanen. *Journal of Behavioral Finance* (ISI 5-year impact factor 0.42, JUFO 1), 11(2), 103-113.
- J9. **“Aesthetics of stock investments”** (2009) (single-authored). *Consumption Markets and Culture* (ISI impact factor 0.50, JUFO 1), 12 (2), 99-131.
- J8. **“The interrelationship of stock ownership and customer relationship volume: Case of a Nordic retail bank”** (2009) – with Henrich Nyman & Henrikki Tikkanen. *Journal of Financial Services Marketing* (not listed in ISI, JUFO 1), 14 (3), 203-217.
- J7. **“Stock ownership as a motivation of brand-loyal and brand-supportive behaviors”** (2009) (single-authored). *Journal of Consumer Marketing* (not listed in ISI, JUFO 1), 26 (6), 427-436.

- J6. **"Interactions of individuals' company-related attitudes and their buying of the companies' stocks and products"** (2008) (lead-authored) – with Henriikki Tikkanen. *Journal of Behavioral Finance* (ISI 5-year impact factor 0.42, JUFO 1), 9 (2), 85-94.
- J5. **"Influence of share ownership on repeat patronage"** (2008) – with Henrich Nyman & Henriikki Tikkanen. *Journal of Customer Behaviour* (not listed in ISI, JUFO 1), 7 (2), 149-163.
- J4. **"A theory of affective self-affinity: Definitions and application to a company and its business"** (2008) (lead-authored) – with Rami Olkkonen, Henriikki Tikkanen, Johanna Moisander, & Petri Parvinen. *Academy of Marketing Science Review* (not listed in ISI, or JUFO), 12 (3).
- J3. **"Significance of corporate brand for business-to-business companies"** (2008) (lead-authored) – with Henriikki Tikkanen. *The Marketing Review* (not listed in ISI, JUFO 1), 8 (1), 43-60.
- J2. **"Adoption of corporate branding by managers: Case of a Nordic business-to-business company"** (2008) (lead-authored) – with Henriikki Tikkanen. *Journal of Brand Management* (not listed in ISI, JUFO 1), 16 (1-2), 80-91.
- J1. **"Corporate Strategic Marketing (CSM): A new task for top management"** (2007) – with Petri Parvinen & Henriikki Tikkanen. In *Business Strategy Series* (formerly *Handbook of Business Strategy*) (not listed in ISI, JUFO 1). Emerald, Bradford, UK. 131-141.

Peer-reviewed conference publications

- CP52. Aspara, Jaakko, Lamberg, Juha-Antti, & Tikkanen, Henriikki (2015). **"Behavioral cycles leading to the divestment of previous core businesses"**. 75th Annual Meeting of the Academy of Management, August 7-11, 2015, Vancouver, British Columbia, Canada.
- Best Paper Proceedings.
- CP51. Vaniala, Iiro, Tikkanen, Henriikki, Aspara, Jaakko, Mattila, Pekka (2015), **"Upper echelons perspective on search and competitive behavior"**. 75th Annual Meeting of the Academy of Management, August 7-11, 2015, Vancouver, British Columbia, Canada.
- CP50. Vaniala, Iiro, Tikkanen, Henriikki, Aspara, Jaakko, Mattila, Pekka, Blakaj, Hedon, Mikkonen, Ilona, Gloukhovtsev, Alexei (2015), **"Upper echelons perspective on search landscape and competitive behavior"**. Strategic Management Society 35th Annual International Conference, October 3-6, 2015, Denver, USA.
- CP49. Aspara, Jaakko (2015). **"Consumers' differential behavior towards platform-sharing and independent brands: The role of general intelligence"**. 2015 Global Fashion Management Conference, June 25-28, 2015, Florence, Italy.
- CP48. Del Rio, Maria, Aspara, Jaakko, & Mattila, Pekka (2015). **"How do initial discounts affect customer retention"**. American Marketing Association (AMA) Winter Conference, February 13-15, 2015, San Antonio, Texas.
- CP47. Malo, Pekka, Aspara, Jaakko, Luo, Xueming, & Sinha, Ankur (2015). **"High-volume business news: Detecting topic-specific sentiments to account for brand ratings and stock returns"**. Marketing Strategy Meets Wall Street IV Conference, January 9-10, 2015, Singapore.
- CP46. Andrews, Michelle, Aspara, Jaakko, Fang, Zheng, and Luo, Xueming (2014). **"The effectiveness of cause marketing"**. American Marketing Association (AMA) Summer Conference, August 1-3, 2014, Orlando, Florida.
- Recipient of Best Paper Award.
- CP45. Luoma, Jukka, Aspara, Jaakko, & Tikkanen, Henriikki (2013). **"The effect of environmental feedback mechanisms on competitive activity in emerging industries"**. 2013 Annual Meeting of the Academy of Management, August 9-13, 2013, Orlando, Florida.

- CP44. Aspara, Jaakko, Kumar, Ashish, & Luo, Xueming (2013). "**How do stock-market sentiments affect product category demand: Case of organic (virtue) products**". 35th ISMS Marketing Science Conference, July 11-13, 2013, Istanbul, Turkey.
- CP43. Hoffmann, Arvid, & Aspara, Jaakko (2013). "**Selling losers and keeping winners: How goal dynamics predict a reversal of the disposition effect**". 35th ISMS Marketing Science Conference, July 11-13, 2013, Istanbul, Turkey.
- CP42. Wies, Simone, Hoffmann, Arvid, Aspara, Jaakko, & Pennings, Joost (2013). "**R&D and advertising sensitivities to shareholder complaints**". Marketing Strategy Meets Wall Street, II Conference, July 7-9, 2013, Goethe University, Frankfurt, Germany.
- CP41. Frösen, Johanna, Jaakkola, Matti, Luoma, Jukka, Tikkanen, Henriikki, & Aspara, Jaakko (2013). "**Combining different forms of marketing control: A configurational approach to marketing performance measurement and market orientation**". 2013 AMA Winter Marketing Educators' Conference, February 15-17, 2013, Las Vegas, NV, USA.
- CP40. Somervuori, Outi, Parvinen, Petri, Bragge, Johanna, & Aspara, Jaakko (2013). "**Profiling research on consumer psychology**". 2013 AMA Winter Marketing Educators' Conference, February 15-17, 2013, Las Vegas, NV, USA.
- CP39. Luoma, Jukka, Aspara, Jaakko, & Tikkanen, Henriikki (2012). "**Towards an evolutionary theory of competitive actions**". 2012 AMA Winter Marketing Educators' Conference, February 17-19, 2012, St. Petersburg, FL, USA.
- CP38. Tölö, Miikka, & Aspara, Jaakko (2012). "**Marketing investments of growth firms**." 2012 AMA Winter Marketing Educators' Conference, February 17-19, 2012, St. Petersburg, FL, USA.
- CP37. Wies, Simone, Hoffmann, Arvid, Aspara, Jaakko, & Pennings, Joost (2012). "**Preventing raised voices from echoing: Product-advertising as strategic response to shareholder dissatisfaction**". 41st European Marketing Academy Annual Conference, 22-25 May 2012, Lisbon, Portugal.
- CP36. Aspara, Jaakko, Chakravarti, Amitav & Hoffmann, Arvid (2012), "**Focal versus background goals in the choice of investment products: Trading off financial returns for self expression?**" 41st European Marketing Academy Annual Conference, 22-25 May 2012, Lisbon, Portugal.
- CP35. Wies, Simone, Hoffmann, Arvid, Aspara, Jaakko, & Pennings, Joost (2012). "**The influence of shareholder complaints on companies' product-advertising investments**". 2012 Academy of Marketing Science Annual Conference, 16-19 May 2012, New Orleans, Louisiana.
- CP34. Jaakkola, Matti; Luoma, Jukka; Frösén, Johanna; Aspara, Jaakko, & Tikkanen, Henriikki (2012). "**Complementarity of innovation capability and customer-linking capability: A configurational approach**". 2012 Academy of Marketing Science Annual Conference, 16-19 May 2012, New Orleans, Louisiana.
- CP33. Tölö, Miikka, & Aspara, Jaakko (2011). **Marketing investments of growth firms**. ANZMAC 2011 Australian and New Zealand Marketing Academy Conference 2011. 28-30 November, 2011, Perth, Australia
- CP32. Wies, Simone, Hoffmann, Arvid, Aspara, Jaakko, & Pennings, Joost (2011). "**Preventing raised voices from echoing: Advertising as response to shareholder activism**". Marketing Meets Wall Street Conference II, 12-14 May, Boston, Massachusetts.
- CP31. Wies, Simone, Hoffmann, Arvid, Aspara, Jaakko, & Pennings, Joost (2011). "**Preventing raised voices from echoing: Advertising as response to shareholder activism**". INFORMS Marketing Science Conference, 9-11 June 2011, Houston, Texas.
- CP30. Aspara, Jaakko & Chakravarti, Amitav (2011), "**Product-featuring stock advertisements: Effects on consumer-investors' investment interest**". 2011 Academy of Marketing Science Annual Conference, 24-27 May 2011, Coral Gables, Florida.

- CP29. Jaakkola, Matti, Frösen, Johanna, Tikkanen, Henriikki, Vassinen, Antti, Parvinen, Petri, & Aspara Jaakko (2011), "**Gaining superior business performance from market orientation: The mediating role of the core business process capabilities**". 2011 Academy of Marketing Science Annual Conference, 24-27 May 2011, Coral Gables, Florida.
- CP28. Frösen, Johanna, Luoma, Jukka, Aspara, Jaakko, & Tikkanen, Henriikki (2011), "**The performance implications of marketing metrics use in different business contexts: A configurational approach**". 2011 American Marketing Association Winter Educators' Conference, 18-20 February 2011, Austin, Texas.
- CP27. Huhtala, Juho-Petteri; Jaakkola, Matti; Frösén, Johanna; Tikkanen, Henriikki; Aspara, Jaakko, & Mattila, Pekka (2010), "**Market orientation, innovation capability and business performance: insights from different phases of the business cycle**". ANZMAC 2010, Australian and New Zealand Marketing Academy Conference 2010. 29 November–1 December, 2010, Christchurch, New Zealand.
- CP26. Weijo, Henri, Hietanen, Joel, Aspara, Jaakko, Luoma, Jukka, & Vassinen, Antti (2010). "**Online brand community as a social apparatus.**" ANZMAC 2010, Australian and New Zealand Marketing Academy Conference 2010. 29 November–1 December, 2010, Christchurch, New Zealand.
- CP25. Sihvonen, Antti; Peltoniemi, Mirva; Tikkanen, Henriikki; Aspara, Jaakko, & Hietanen, Joel (2010). "**Success strategies in failing industries.**" Global Marketing Conference, Korean Academy of Marketing Science (KAMS). September 9-12, 2010, Tokyo, Japan, 2010.
- CP24. Hietanen, Joel; Parvinen, Petri; Mattsson, Juha, Aspara, Jaakko, & Tikkanen, Henriikki (2010). "**'You should have been there': Understanding consumer practices of value co-creation through comparative videography.**" Global Marketing Conference, Korean Academy of Marketing Science (KAMS). September 9-12, 2010, Tokyo, Japan, 2010.
- CP23. Parvinen, Petri, Aspara, Jaakko, Kajalo, Sami, & Hietanen, Joel (2010). "**Adhering to the business model: Differences in sales processes between B2B service and non-service firms.**" 26th Industrial Marketing and Purchasing (IMP) conference. 2-4 September, 2010, Budapest, Hungary.
- CP22. Hietanen, Joel, Tikkanen, Henriikki, Aspara, Jaakko, Nokelainen, Tomi, & Pajunen, Kalle (2010). "**Competitive actions and dynamics in project marketing: Identifying causal mechanisms.**" 26th Industrial Marketing and Purchasing (IMP) conference. 2-4 September, 2010, Budapest, Hungary.
- CP21. Aspara, Jaakko, Lamberg, Juha-Antti, Laukia, Arjo, & Tikkanen, Henriikki (2010). "**Reproductive selection and strategic management: Theory and field study**". 2010 Annual Meeting of the Academy of Management, 6-10 August 2010, Montreal, Canada.
- CP20. Aspara, Jaakko, Lamberg, Juha-Antti, Laukia, Arjo, & Tikkanen, Henriikki (2010). "**Managerial cognition and business model evolution**". 2009 Annual Meeting of the Academy of Management, 7-11 August 2009, Chicago, Illinois.
- CP19. Hietanen, Joel, Rokka, Joonas, Roman, Risto, Tikkanen, Henriikki, & Aspara, Jaakko (2010). "**Pushing the scene forward – Restrictive practices as drivers of authentication in the Dubstep electronic music culture.**" 5th Consumer Culture Theory Conference. June 10-13, 2010, University of Wisconsin Madison, WI, USA.
- CP18. Aspara, Jaakko & Tikkanen, Henriikki (2009), "**The role of subjective product and brand evaluations in the stock market: Stock investment willingness beyond expected financial returns**". Marketing Meets Wall St, Academic Conference at Emory University's Goizeuta Business School, 23-24 January 2009, Atlanta, Georgia.
- CP17. Parvinen, Petri, Aspara, Jaakko, Kajalo, Sami, & Hietanen, Joel (2008), "**Key B2B sales processes in service vs. non-service companies**". ANZMAC 2008, Australian and New Zealand Marketing Academy Conference 2008, 1-3 December 2008, Sydney, Australia.

- CP16. Hietanen, Joel, Aspara, Jaakko, Pöntiskoski, Erik, Rokka, Joonas, & Westerlund, Mika (2008), **"Transforming from materials provider to project marketer in the international construction industry"**. ANZMAC 2008, Australian and New Zealand Marketing Academy Conference 2008, 1-3 December 2008, Sydney, Australia.
- CP15. Frösen, Johanna, Jaakkola, Matti, Vassinen, Antti, Aspara, Jaakko and Parvinen, Petri (2008), **"Use and perceived importance of marketing metrics in different business settings"**. ANZMAC 2008, Australian and New Zealand Marketing Academy Conference 2008, 1-3 December 2008, Sydney, Australia.
- CP14. Pöntiskoski, Erik, Tikkanen, Henrikki, Aspara, Jaakko, Hietanen, Joel, Rokka, Joonas and Parvinen, Petri (2008), **"Revisiting the key success factors of project marketing: Case multinational construction company"**, IMP 2008, 24th Industrial Marketing and Purchasing Conference 2008, 4-6 September, 2008, Uppsala, Sweden.
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