

17.9.2017



# CURRICULUM VITAE

Academic Background – Publications – Merits



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## CONTENTS

<b>MOTIVATION LETTER</b>	2
<b>1 PERSONAL INFORMATION</b>	3
<b>2 QUALIFICATIONS</b>	3
<b>3 LIST OF PUBLICATIONS</b>	4
3.1 Refereed Articles in Academic Journals	4
3.2 Authored Books and Other Monographs	4
3.3 Articles in Books	5
3.4 Research Reports	5
3.5 Refereed Articles Published in Conference Proceedings	5
3.6 Other Articles Published in Conference Proceedings	6
3.7 Professional Publications	7
<b>4 CAREER DETAILS</b>	8
<b>5 RESEARCH AND KNOWLEDGE TRANSFER PROJECTS</b>	9
5.1 My Vision for Research	9
5.2 Research Projects	9
<b>6 SUPERVISION, LEADERSHIP AND TEACHING</b>	10
6.1 My Vision for Learning	10
6.2 Supervision and Leadership	10
6.3 Teaching in the Postgraduate Studies	10
6.4 Teaching in the Undergraduate Studies	11
6.5 Entrepreneurial Solutions for Industry-Academic Collaboration	11
6.6 Virtual Learning Solutions	12
<b>7 ADACEMIS RECOGNITION</b>	13
7.1 Links with Academic Bodies	13
7.2 Awards and Recognition	13
7.3 Invited Key Note Presentations	14
<b>APPENDIX 1 – ASSESSMENT</b>	15
Student and Firm Feedback	15
The Letter of Reference	17

## MOTIVATION LETTER

Name Dr. Helena FORSMAN  
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 Skype h.forsman  
 www www.hforsman.com  
 LinkedIn <http://fi.linkedin.com/in/hforsman>



Dear Employer,

With my multidisciplinary academic background, rich business know-how and a genuine desire to be engaged in developing entrepreneurial and virtual learning solutions, I believe I could make a valuable contribution to your organisation and help you with teaching, knowledge exchange and research challenges.

I would like to draw your attention to my achievements in research. Throughout my academic career, I have been a productive author of academic and professional publications exploring innovation, sustainability and growth. In addition, I have written several articles on how to link the real-life business problems of firms to serve as the experiential learning challenges of university students. Recently, I have published articles in the world's leading journals such as *Research Policy*, *Regional Studies*, *Business Strategy and the Environment*, *International Journal of Innovation Management* and *International Journal of Technology Management*. I also have published several books. For example, I am one of the contributors of the book that received the Honourable Mention of prestigious PROSE Award 2015 (American Publishers Awards for Professional and Scholarly Excellence).

In addition to my credentials in RD activities, I would like to refer to my achievements in teaching and knowledge exchange. I have a solid background as a Professor/Reader/Senior Lecturer in Business Studies. In addition to traditional learning programmes, I have been responsible for the design and implementation of entrepreneurial learning programmes based on Small Business – university collaboration. I can also provide in-depth knowledge for facilitating virtual learning, in both asynchronous and synchronous environments. Finally, I have more than ten years' experience in RD projects aiming at fostering business development and innovation, such as the ramp up of business and knowledge centres, RD departments and business acceleration activities.

My expertise has been recognised by several organisations and I am deeply involved in international research communities. Furthermore, I am a Member of the Editorial Review Board for several international journals. I also have served the United Nations (UNCTAD and UNECE, Geneva) as an expert providing research contribution to the efforts for promoting innovation in developing countries.

Since 1995, I have lived and/or worked in several countries throughout Europe, Middle-East and Central Asia. This has given me the chance to discover many different cultures, enhance my cross-cultural understanding and improve my capabilities in ever-changing situations. These periods as an expatriate have also led to my 'entrepreneurial project background'.

I hope you find my CV of interest and I will be pleased to supply you with further information.

Yours Sincerely

Dr Helena Forsman

## 1 - PERSONAL INFORMATION

Name Dr. Helena Forsman  
 Mobile + 358 40 527 1211 (FI)  
 Address Vaiveronkatu 32 B 12,  
 FI – 05900 Hyvinkää  
 eMail helena.forsman@hforsman.com  
 Skype h.forsman  
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### SUMMARY OF EXPERTISE

- ✓ In-depth knowledge of the latest research on Innovation Management, Performance Management and Growth in the context of small business
- ✓ Valuable knowledge and experience of creating Virtual Learning solutions for educational and business organisations
- ✓ Long experience in Project Management (~10 years)
- ✓ Solid background in regional development activities for fostering knowledge transfer, innovation and entrepreneurship
- ✓ Strong international links with academic and professional bodies
- ✓ Significant track record in high quality research and income generation
- ✓ Productive author of academic publications
- ✓ Excellent ICT-skills

## 2 - QUALIFICATIONS

Doctor of Science. 22.06.2005.

Engineering and Technology Management, Lappeenranta University of Technology, Finland. Title of Thesis: *Business Development Efforts and Performance Improvements in SMEs. Case Study of Business Development Projects Implemented in SMES.*

Licentiate in Technology. 22.08.2001.

Industrial Economics, Quality Management and ICT, Helsinki University of Technology, Finland. (Instituto Superior Technico, Lisboa, Portugal, 1995 - 96).  
 Title of Thesis: *From Knowledge to Competitiveness.*

Master of Science. 19.11.1987.

Economics. University of Oulu, Finland.  
 Title of Thesis: *Drivers of Inflation in Finland.*

Pedagogical Qualification for Teaching. 30.04.1990.

Haaga-Helia (formerly SLK), School of Vocational Teacher Education, Helsinki, Finland.

### 3 – LIST OF PUBLICATIONS

#### 3.1 REFEREED ARTICLES IN ACADEMIC JOURNALS

- Forsman, H. 2017. Growth as the Vanguard of Business Performance in Small Firms (Forthcoming, under review)
- [1] Forsman, & Temel, S. 2016. From a Non-Innovator to a High Innovation Performer: Networking as a Driver. *Regional Studies*, 50(7), 1140-1153. ISSN 0034-3404. DOI: 10.1080/00343404.2014.968120.
- [2] Forsman, H., Temel, S. & Uotila, M. 2013. Towards Sustainable Competitiveness: Comparison of the Successful and Unsuccessful Eco-Innovators. *International Journal of Innovation Management*, 17(3). ISSN 1363-9196. DOI: 10.1142/S136391961340015X.
- [3] Forsman H. 2013. Environmental Innovations as a Source of Competitive Advantage or Vice Versa? *Business Strategy and the Environment*, 22(5), 306-320. ISSN 1099-0836. DOI: 10.1002/bse.1742.
- [4] Forsman, H. 2011. Innovation Capacity and Innovation Development in Small Enterprises. A Comparison Between the Manufacturing and Service Sectors. *Research Policy*, 40(5), 739-750. ISSN 0048-7333. DOI: 10.1016/j.respol.2011.02.003.
- [5] Forsman, H. & Rantanen, H. 2011. Editorial: Measuring the Impact of Service Innovations on Performance. Guest Editor of the Special Issue of *International Journal of Services Technology and Management*, 16(3/4), ISSN 1460-6720.
- [6] Forsman, H. & Temel, S. 2011. Innovation and Business Performance in Small Enterprises. An enterprise-level analysis. *International Journal of Innovation Management*, 15(3), 641-665. ISSN 1363-9196. DOI: 10.1142/S1363919611003258.
- [7] Forsman, H. & Rantanen, H. 2011. Small Manufacturing and Service Enterprises as Innovators: A Comparison by Size. *European Journal of Innovation Management*, 14(1), 27-50. ISSN 1460-1060. DOI: 10.1108/14601061111104689.
- [8] Forsman, H. & Annala U. 2011. Small Enterprises as Innovators. Shift from a Low Performer to a High Performer. *International Journal of Technology Management*, 56(2/3/4), 154-171. ISSN 1741-5276. DOI: 10.1504/IJTM.2011.042980.
- [9] Forsman, H. 2009. Balancing Capability Building for Radical and Incremental Innovations. *International Journal of Innovation Management*, 13(4), 501-520. ISSN 1363-9196. DOI: 10.1142/S1363919609002492.
- [10] Forsman, H. 2009. Improving Innovation Capabilities of Small Enterprises. Cluster Strategy as a Tool. *International Journal of Innovation Management*, 13(2), 221-243. ISSN 1363-9196. DOI: 10.1142/S1363919609002273.
- [11] Forsman, H. 2008. Business Development Success in SMEs: A Case Study Approach. *Journal of Small Business and Enterprise Development*, 15(3), 606–622. ISSN 1462-6004. DOI: 10.1108/14626000810892382.

#### 3.2 AUTHORED BOOKS AND OTHER MONOGRAPHS

- [12] Forsman, H. 2016. *A Research Journey into the Growth Firms*. (In Finnish: Tutkimusmatka kasvuyrityksiin). Helsinki: Innoklik. ISBN: 978-1-53348-727-8.
- [13] Forsman, H. 2015. *Small Firms as Innovators: From Innovation to Sustainable Growth*. London: Imperial College Press. ISBN 978-1-78326-633-3.
- [14] Forsman, H. 2009. *SMEs as Innovators*. Research Report. Lappeenranta University of Technology. ISBN 978-952-214-740-0. (in Finnish).

- [15] Forsman, H. 2001. *From Knowledge to Competitiveness. The Impact of Keko-Development Project on the Business of the Partnering Firm*. Employment and Economic Development Centre of Uusimaa. Helsinki, No. 4. ISBN 952-5359-03-4. (in Finnish).
- [16] Forsman, H. 2005. *Business Development Efforts and Performance Improvements in SMEs. Case Study of Business Development Projects Implemented in SMES*. Doctoral Dissertation. Lappeenranta University of Technology. Acta Universitatis Lappeenrantaensis 209. ISBN 952-214-043-0 and 952-214-045-7 (PDF)
- [17] Forsman, H. 2001. *From Knowledge to Competitiveness*. Licentiate's Thesis. Helsinki University of Technology, Department of Industrial Management. (In Finnish).

### 3.3 ARTICLES IN BOOKS

- [18] Forsman, H. 2015. Innovation performance, innovation capacity and growth in small enterprises: an enterprise-level analysis. In Fulford, H. (Ed.) *Leading Issues in Innovation Research – Volume 2*. Reading, UK: Academic Conferences and Publishing International Limited. ISBN 978-910810-40-8.
- [19] Forsman, H. & Temel, S 2014. Measuring for Innovation. In Gupta, P. & Trusko, B. (Eds), *Global Innovation Science Handbook*, New York, USA: McGraw-Hill.
- [20] Forsman, H. 2010. Linking Innovation and Learning. Student Teams as Innovation Developers of Small Enterprises. In book: Joutsenvirta, T. and Myyry, L. (eds), *Blended Learning in Finland*, pp. 180-198, University of Helsinki. ISBN 978-952-10-5943-8.
- [21] Forsman, H. 2009. Fostering Front-End Innovation Process in SMEs. Case Study of SME – Student Team Collaboration. In Publication: *Inter-ICSB*, Washington: International Council of Small Business (ICSB), pp. 52-71. ISBN 978-0-9819028-1-4.
- [22] Forsman, H. 2003. Post-Graduate Students as Change Agents. In Book: *Ammattikorkeakoulujen jatkotutkinto – lähtökohdat ja haasteet*, Ed. Eila Okkonen. HAMK, pp. 98-108. ISBN 951-784-211-2. (in Finnish).
- [23] Forsman, H. 1993. Learning through Enterprise Simulations. In Book: *Yrittäväksi koulussa – kasvatus yrittäjyyteen*. Helsinki. Kirjayhtymä (Opetushallitus), pp. 55-58. ISBN 951-26-3868-1. (in Finnish).

### 3.4 RESEARCH REPORTS

- [24] Forsman, H. 2017. *Innovation in the Enterprise Sector of Kyrgyzstan*. Research Report to be used as a contribution to promoting innovation policy in Kyrgyzstan. Geneva: The United Nations Economic Commission for Europe (UNECE). Consultancy Report.
- [25] Forsman, H. 2016. *An Exploration of Growth Firms*. Research Report to the Association of Private Entrepreneurs. Finland. (in Finnish).
- [26] Forsman, H. 2013. *From Innovations towards Sustained Growth in Smaller Firms*. Research Report to be used as a contribution to promoting innovation policies for industrial development. Geneva: United Nations Conference on Trade and Development (UNCTAD). Consultancy Report.
- [27] Forsman, H. 2001. *From Knowledge to Competitiveness. The Impact of Keko-Development Project on the Business of the Partnering Firm*. Employment and Economic Development Centre of Uusimaa. Helsinki, No. 4. ISBN 952-5359-03-4. (in Finnish). Consultancy Report.

### 3.5 REFEREED ARTICLES PUBLISHED IN CONFERENCE PROCEEDINGS

- [28] Forsman, H. 2013. Innovations for Sustainable Growth or Vice Versa? In Quinones, Z, Orengo Serra, K.L. & Gracia, E.G. (Eds.), *Proceedings of the 58th World Conference of the International Council for Small Business*. 978-1-908272-15-7.
- [29] Forsman, H. 2011. Innovation Performance, Innovation Capacity and Growth in Small Enterprises: an Enterprise-Level Analysis. In *Proceedings of the 6<sup>th</sup> ECIE Conference*, 15-16 September, Aberdeen, UK. ISBN 978-1-908272-15-7 (CD).

- [30] Forsman, H. 2009. From Occasional Improvements Towards a Flow of Innovations. In Braet, J. (Ed): *Proceedings of the 4<sup>th</sup> European Conference on Entrepreneurship and Innovation*, Antwerp, 10.–11.9.2009. ISBN 978-906638-42-9.
- [31] Forsman, H. & Annala, U. 2009. Small Enterprises as Innovators. Shift From a Low Performer to a High Performer. In *Proceedings of the 10<sup>th</sup> CINet Conference*, Continuous Innovation Network, Brisbane, 4.–8.9.2009. ISBN 978-90-77360-12-5.
- [32] Forsman, H. 2007. InnoMarathon as a Tool for Fostering Front-End Innovation Process in SMEs. Evidence from Collaboration Between Small Enterprises and Students. In *Proceedings of the Finpin 2006 Conference*. ISBN 978-951-827-042-6.

### 3.6 OTHER ARTICLES PUBLISHED IN CONFERENCE PROCEEDINGS

- [33] Forsman, H. 2013. Innovation for Sustainable Growth - or for Keeping the Present Position. In Huizingh, K.R.E., Conn, S., Torkkeli, M. and Bitran, I. (Eds), *Proceedings of the XXIV ISPIM Conference, Innovating in Global Markets: Challenges for Sustainable Growth*, Helsinki, 16-19 June, 2013. ISBN 978-952-265-421-2.
- [34] Forsman, H., Temel, S. & Uotila, M. 2012. Eco-Innovators Balancing between the Success and Failure Cycle of Competitiveness. In Huizingh, K.R.E., Conn, S., Torkkeli, M. and Bitran, I. (Eds), *Proceedings of the 5<sup>th</sup> ISPIM Symposium, Stimulating Innovation: Challenges for Management, Science & Technology*, Soul, 9-12 December, 2012. ISBN 978-952-265-317-8.
- [35] Forsman, H. 2012. Managing Innovations for Competitive Advantage or Vice Versa? Proceedings of the XXIII ISPIM Conference, Action for Innovation, Barcelona, 17-20 June 2012. Nominated for the Knut Holt Best Paper Award. ISBN 978-952-265-243-0.
- [36] Forsman, H. & Lowman, M. 2011. Dynamics of Innovation: Comparing Fast-Growing and Fast-Declining Enterprises. *Proceedings of the XXII ISPIM Conference*, 12-15 June 2011 Hamburg, Germany. ISBN 978-952-265-092-4.
- [37] Forsman, H. & Temel, S. 2010. Innovation and Business Performance in Small Enterprises. In Huizingh, K.R.E., Conn, S., Torkkeli, M. and Bitran, I. (Eds) *Proceedings of the 3<sup>rd</sup> ISPIM Symposium*, Quebec, Canada, 12–15 December 2010. Nominated for The Knut Holt Best Paper Award. ISBN 978-952-265-004-7.
- [38] Forsman, H. & Temel, S. 2010. Networking as an Accelerator of Innovations in Small Enterprises. Fact of Fiction? In Huizingh, K.R.E., Conn, S., Torkkeli, M. and Bitran, I. (Eds.) *Proceedings of the XXI ISPIM Conference, The Dynamics of Innovation*, Bilbao, 6-9 June 2010. ISBN 978-952-214-926-8.
- [39] Forsman, H. & Rantanen, H. 2010. The Relationship between Innovation Capacity and Developed Innovation Types in Small Enterprises. *Conference Proceedings of the 55<sup>th</sup> ICSB World Conference*, Ohio, 24–27 June 2010. ISBN 978-0-9819028-2-1.
- [40] Forsman, H. 2009. Small Enterprises as a Source of Recovery. Towards High Innovation Performers in Manufacturing and Service Industries. In Huizingh, K.R.E., Conn, S., Torkkeli, M. and Bitran, I. (Eds.) *Proceedings of the 2<sup>nd</sup> ISPIM Innovation Symposium, Stimulating Recovery. The Role of Innovation Management*, ISPIM Symposium, 6–9 December 2009, New York. ISBN 978-952-214-864-3.
- [41] Annala, U., Forsman, H., Pekkola, S., Ukko, J. & Rantanen, H. 2009. Designing A Performance Measurement System for a Pioneering Company: A case study. *Proceedings of the 5<sup>th</sup> Conference on Performance Measurement and Management Control*, Nice, 23–25 September 2009.
- [42] Forsman, H. 2009. Balancing Capability Building for Radical and Incremental Innovations. In Huizingh, K.R.E., Torkkeli, M., Conn, S. & Bitran, I. (Eds.): *Proceedings of the ISPIM Future of Innovation Conference*, Vienna, 21–24 June 2009. ISBN 978-952-214-767-7.
- [43] Forsman, H. 2009. Linking Innovation and Learning. Student Teams as Innovation Developers of Small Enterprises. A paper presented in the Blended Learning Seminar, 5–6 March 2009, University of Helsinki.



- [44] Forsman, H. 2008. Improving Innovation Capabilities of Small Enterprises. Cluster Strategy as a Tool. In Huizingh, K.R.E., Torkkeli, M., Conn, S. & Bitran, I. (Eds.): *Proceedings of the 1<sup>st</sup> ISPIM Innovation Symposium Singapore*, 14–17 December 2008. ISBN 978-952-214-665-6.
- [45] Forsman, H. 2008. Developing Capacity for Innovating – Emphasis on Analysis or on Discovery? Case Study of Students’ Abilities to Innovate in SME-University Collaboration. *Conference Proceedings, RENT XXII Conference*, Covilha, Portugal, 20–21 November 2008. ISBN 978-989-654-001-2.
- [46] Forsman, H. 2008. Fostering Front-End Innovation Process in SMEs. Case Study of SME – Student Team Collaboration. *Conference Proceedings, the 53<sup>rd</sup> ICSB World Conference* in Halifax 22–25 June 2008. ISBN 978-0-9736502-2-8.
- [47] Forsman, H. 2008. Perceptions of an Entrepreneurial University That Provides a Fertile Ground for Entrepreneurship Education. *Conference Proceedings, the 53<sup>rd</sup> ICSB World Conference* in Halifax 22–25 June 2008. ISBN 978-0-9736502-2-8.
- [48] Forsman, H. 2008. Entrepreneurial University in Focus. *Conference Proceedings of the 15<sup>th</sup> Nordic Conference on Small Business Research*, 21–23 May 2008, Tallinn, Estonia. ISBN 978-9949-430-18-5.
- [49] Forsman, H. 2006. Fostering Front-End Innovation Process in SMEs. Concept of SME- University Collaboration. Presented in the 14<sup>th</sup> Nordic Conference on Small Business Research in Stockholm 11–13 May 2006.
- [50] Forsman, H. 2004. Success Dimensions of Business Development Projects in SMEs. *Proceedings of the Rent XVIII Conference* in Copenhagen 24–26 November 2004. ISBN 87-91181-83-6.

### 3.7 PROFESSIONAL PUBLICATIONS

- [51] Forsman, H. 2014. Identification of Growing Firms is in Astray. *Aamulehti*, B14, 18.3.2014. ISSN 0355-6913. (in Finnish).
- [52] Forsman, H. 2012. Helsinki Inspires to Innovate: Embedding Design in Life. *The ISPIM Magazine*, 1/2012. Available at: <http://magazine.ispim.org/>.
- [53] Forsman, H. 2012. Discussion on Innovations Demands Shaking. *Helsingin Sanomat*, 26.9.2012, A2. ISSN 0355-2047. (in Finnish).
- [54] Forsman, H. 2010. The Relationship between Innovation and Growth is Complex. *Kauppalehti*, 4.11.2010. ISSN 0451-5560. (in Finnish).
- [55] Forsman, H. 2010. Growth is not the Most Important Goal of Small Firms. *Helsingin Sanomat*. 27.2.2010. ISSN 0355-2047. (in Finnish).
- [56] Forsman, H. 2008. Fostering Entrepreneurship Demand Entrepreneurial Mind. *Helsingin Sanomat*, 27.6.2008. ISSN 0355-2047. (in Finnish).
- [57] Forsman, H. 2007. Students with Entrepreneurial Intentions Need More Support. *Helsingin Sanomat*, 3.9.2007. ISSN 0355-2047. (in Finnish).
- [58] Forsman, H. 2006. Top Know-How as a Source of Competitiveness in SMEs. *Helsingin Sanomat*, 8.11.2006. ISSN 0355-2047. (in Finnish).
- [59] Forsman, H. 2006. Where Do All Innovators Hide? Column. *Lounaislappi*. ISSN 1456-4336. (in Finnish).
- [60] Forsman, H. 2006. In the Cross Waves of Creativity. Column. *Lounaislappi*. ISSN 1456-4336. (in Finnish).
- [61] Forsman, H. 2005. Business Development Projects as a Challenge of SMEs. *Ekonomilehti*, No. 6/05. ISSN 0783-26-13. (in Finnish).



## 4 - CAREER DETAILS

### RESEARCH AND MANAGEMENT POSITION

<p><u>Post-Doc Researcher (Independent)</u> Research funded by the Association of Private Entrepreneurs and the Otto Malm Foundation</p>	14.03.2014 – continues
<p>..... Including a period as a <u>Teaching Fellow/Professor in Management</u> at DCU@PNU in Riyadh, Saudi-Arabia, Princess Nourah Bint Abdulrahman University</p>	01.09.2016 – 31.01.2017
<p><u>Expert and Consultant for the United Nations Economic Commission for Europe (UNECE)</u>, Research contribution to promoting innovation policy in Kyrgyzstan.</p>	01.03.2017 – 23.06.2017
<p><u>Member of the Board of Directors</u> Valtori – Government ICT Service Centre</p>	14.03.2014 – 13.03.2016

### PROFESSOR AND CONSULTANT POSITION

15.08.2012 – 31.07.2014

Professor in Business Management  
University of Tampere, School of Management  
(Fixed-term contract)

Consultant for the United Nations Conference of Trade and Development (UNCTAD), Research contribution to promoting innovation policies in the developing countries

### READER IN INNOVATION AND ENTREPRENEURSHIP

07.02.2011 – 31.07.2012

University of Winchester, Winchester Business School  
(Readership Promotion 1.7.2011)

### SENIOR RESEARCHER AND HONORARY RECOGNISED TEACHER

01.02.2008 – 31.12.2010

Senior Researcher.  
Lappeenranta University of Technology, Finland  
but my office was in Athens, Greece  
Awarded by several personal grants

Honorary Recognised Teacher  
Online Instructor/Dissertation Adviser  
University of Liverpool, Management School, UK  
(with Laureate Online Education, NL)

### RESEARCH MANAGER AND PRINCIPAL LECTURER

01.01.2002 – 31.07.2006

Research Manager 2006 - 2008  
Lahti University of Applied Sciences,  
Innovation Centre

Principal Lecturer 2002-2003 and 2006 - 2006  
Lahti University of Applied Sciences  
Kemi-Tornio University of Applied Sciences

In addition, awarded by several personal research grants

### PARTNER AND PROJECT MANAGEMENT

01.08.1994 - 30.06.2000

Sim-Net Ltd and several clients  
Responsible for a numerous of RD projects, such as the  
ramp up of business and knowledge centres, RD  
departments and business incubation activities

## 5 - RESEARCH AND KNOWLEDGE TRANSFER PROJECTS

### 5.1 MY VISION FOR RESEARCH

In the competition of research resources it is extremely important to increase the quality, impact and international awareness of research outputs. This not only means publishing in high-impact journals but also developing new partnerships with the networks of entrepreneurs and innovators. It also means ensuring that all staff members and PhD students enjoy an outstanding research experience having opportunities to improve their capabilities for building successful careers in industry and academia.

I am committed to academic excellence with an aim to conduct in collaboration research that will deliver benefits to academic knowledge, professional practice as well as to public policy on a national and global scale. My research interest is driven by a strong passion and interest in innovation, change and sustainability. The aim of my research is to develop new knowledge into how organisations learn to innovate. I am especially interested in how the changes in competitive landscape are forcing organisations to change the way they innovate and run their activities. At the centre of my vision is the integration of theory and practice in the fields of innovation management, responsible management and strategic management. My research outputs are recognized by national and international communities and published in high-impact scientific journals. My research results are translated into practical applications for the use of innovation professionals and policy makers.

### 5.2 RESEARCH PROJECTS

2017	<i>Innovation Performance Review of Kyrgyzstan. Innovation in the Enterprise Sector.</i> Funded by the United Nations Economic Commission for Europe (UNECE).
2016	<i>Multiple Growth Paths in SMEs: From Competitive Potential to Competitive Performance?</i> Funded by The Finnish Association of Private Entrepreneurs
2014-2015	<i>How Small Firms Learn to Grow?</i> Funded by The Finnish Association of Private Entrepreneurs and The Otto Malm Foundation
2013	<i>From Innovations towards Sustained Growth in Smaller Firms.</i> Funded by The United Nations Conference on Trade and Development (UNCTAD).
2012	<i>From Green Innovations to Sustainable Competitiveness in SMEs</i> Funded by The Otto Malm Foundation
2010	<i>Small Enterprises as Innovators: Networking as an Accelerator on Innovations in Small Enterprises</i> Funded by The Finnish Association of Private Entrepreneurs, Foundation for Economic Education and The Research Foundation of Lappeenranta University of Technology
2009	<i>Small Enterprises as Innovators. Shift From a Low Performer to a High Performer</i> Funded by the Finnish Cultural Foundation, Research Foundation of Lappeenranta University of Technology and The Foundation for Economic Education
2008	<i>Innovation Capabilities of Small Enterprises: Fostering Front-End Innovation Process</i> Funded by The Finnish Association of Private Entrepreneurs, The Foundation for Economic Education and The Research Foundation of Lappeenranta University of Technology
2004-2006	<i>Business Development in SMEs</i> Funded by The Finnish Foundation for Technology Promotion, The Research Foundation of Lappeenranta University of Technology and The Finnish Association of Non-Fiction Writers

## 6 - SUPERVISION, LEADERSHIP AND TEACHING

### 6.1 MY VISION FOR LEARNING

Young people and adults today live and work in a rapidly changing globalised and digital landscape. In this context, the forms of learning are shaped by a variety of contexts, cultures and networks. This means that learning and teaching occur in a wide range of formal and informal concepts and contexts. Hence, learners should be prepared to complex, uncertain and ever-changing future in which the key words for achievement are creativity, critical thinking, curiosity, proactiveness, communication, collaboration, problem solving, persistence, and social and cultural awareness needed to change the world for better.

I am fully committed in delivering excellence in teaching and student experience through student-centred pedagogy, the utilisation of experiential learning concepts and the creation of entrepreneurial learning environments. The student is in a key-role as an actor while I act as a facilitator and a supporter. I believe that this approach develops each student's abilities, self-efficacy and entrepreneurial mind to deal with the challenges of the ever-changing world. I also understand the power of networking and thus, in order to enhance students' future opportunities, I try to provide them with access to firms, other organisations as well as to entrepreneurial networks. While adopting this learning philosophy, I have improved my capabilities and flexibility to shift between the different roles of a facilitator: an instructor, a coach, a mentor, a moderator, a partner and a teacher.

### 6.2 SUPERVISION AND LEADERSHIP

University of Tampere Professor in Business Management	<ul style="list-style-type: none"> <li>▪ PhD Dissertation Supervision</li> <li>▪ MSc in Management Dissertation Supervision</li> <li>▪ Opponent and Reviewer of PhD Dissertations</li> <li>▪ Assessor for a Professorship</li> <li>▪ Head of International Master Programme in Business Competence</li> <li>▪ Feasibility Study in Entrepreneurship Education</li> </ul>
University of Winchester Reader in Innovation and Entrepreneurship	<ul style="list-style-type: none"> <li>▪ MSc and MBA Dissertation Supervisor in Management topics</li> <li>▪ BBA Dissertation/Final Year Project Supervision in Management topics</li> <li>▪ Enterprise Network for Industry-Academic collaboration, cf. Project Portfolio</li> </ul>
University of Liverpool, Management School/Laureate Online Education, Online Instructor/Honorary Recognised Teacher	<ul style="list-style-type: none"> <li>▪ Supervisor for MSc (Management) and MBA Dissertations</li> </ul>
Lahti University of Applied Sciences Research Manager Principal Lecturer	<ul style="list-style-type: none"> <li>▪ Head of RD activities for Business and Technology, cf. Project portfolio</li> <li>▪ Head of Master Programme</li> <li>▪ Master Dissertation Supervisor</li> </ul>

### 6.3 TEACHING IN THE POSTGRADUATE STUDIES (MSc, MBA)

University of Tampere Professor in Business Management	<ul style="list-style-type: none"> <li>▪ Research Seminar</li> <li>▪ Business Competence</li> <li>▪ Responsible Management</li> </ul>
University of Winchester Reader in Innovation and Entrepreneurship	<ul style="list-style-type: none"> <li>▪ Enterprise and Small Business Management</li> <li>▪ Research Methods</li> </ul>

University of Liverpool,  
Management  
School/Laureate Online  
Education,  
Online Instructor/Honorary  
Recognised Teacher

- Strategic Management Modules

Principal Lecturer and Head  
of Master Programme  
Lahti University of Applied  
Sciences

- Management and Business Development Courses

#### 6.4 TEACHING IN THE UNDERGRADUATE STUDIES (BBA and BE)

University of Tampere  
Professor in Business  
Management

- Business Ethics

University of Winchester  
Reader in Innovation and  
Entrepreneurship

- Creativity and Innovation Management,
- Entrepreneurship
- Entrepreneurship in Action
- Strategic Management
- Researching Contemporary Management Issues

#### 6.5 ENTREPRENEURIAL SOLUTIONS FOR INDUSTRY-ACADEMIC COLLABORATION

Head of the International  
Master's Degree Programme  
in Business Competence,  
2012-2013  
University of Tampere,  
Finland

The design of an international master's programme to be carried out in close cooperation with the firms aiming at exploiting their opportunities of the growing service economy. The aim of programme was to balance multidisciplinary theories with practical business experiences and applied research in a multicultural setting.

Head of the Winchester E-  
Network Learning Labs,  
2011-2012  
University of Winchester, UK

The design of the InnoLab, BusinessLab and Investor Readiness Lab concepts in which the student teams help the host small firms by screening new fresh ideas, analysing market opportunities, creating new inventions and providing assistance for developing a Business Plan.

Head of the Perfect Hit  
Project, 2006-2008  
Lahti University of Applied  
Sciences/ Finnish  
Government

A nationwide innovation competition based on SME-university-student team collaboration and project-based learning.

Head of the Furniture  
Industry Technopark,  
2007-2008

Furniture Industry Technopark; a feasibility study of an extensive business and knowledge centre to the City of St. Petersburg, Russia. Outcomes: 1) A preliminary Architectural Plan for the area of 26 hectares and 2) A Business Plan for the Knowledge Centre including training, design, manufacturing and trade of furniture.

Head of the InnoMarathon  
Project, 2005-2006  
Kemi-Tornio University of  
Applied Sciences

A concept of regional innovation competition for fostering front-end innovation process in SMEs. The concept combined innovation challenges of SMEs to serve as the learning challenges of university students.

Head of Master Programme on Entrepreneurship and Small Business Development 2002 - 2003 Lahti University of Applied Sciences	The design and implementation of new Master Programme resting on work-based learning and industry-academia collaboration.
Head of Sense, Enterprise simulation, Media Research Centre, etc., 1998-2001 Sim-Net Oy and several	The design and implementation of several entrepreneurial concepts based on the utilisation of real world business problems as the learning challenges of students, for example: <ul style="list-style-type: none"> <li>▪ Sense – Regional Innovation Competition</li> <li>▪ Media Research Centre with business acceleration activities</li> <li>▪ Research Centre in which the mathematically super-talented students worked for Nokia Plc while studying at university.</li> </ul>
Head of the Information Society Centre, 1997-1998	The design and ramp up of a business and knowledge centre focus on gaming industry including business acceleration and incubation activities. In collaboration with the leading Finnish ICT companies.

## 6.6 VIRTUAL LEARNING SOLUTIONS

Supervisor of MSc Dissertations, 2012-2014 University of Tampere	Virtual Research Seminar for post graduate students
Coordinator of the 7th Framework Proposal Process Virtual Gateway, 2007-2008. Lahti University of Applied Sciences	Virtual Learning concept based on University–SME Collaboration: Consortium consisted of five European universities, two polytechnics and two enterprise clusters.
Project Manager of the Perfect Hit project, 2007-2008 Lahti University of Applied Sciences, Innovation Centre	Virtual Innovation Competition including both asynchronous and synchronous virtual environments and processes for the competition.
Team Leader of the eTeacher of the Future project, 2005-2006 Kemi-Tornio University of Applied Sciences	Virtual environment and process design to support the thesis process of undergraduate students (The sub-solution of educational concept awarded by UNESCO prize 2006).

## 7 - ACADEMIC RECOGNITION

### 7.1 LINKS WITH ACADEMIC BODIES

The International Society for Professional Innovation Management (ISPIM)

- Editor of The ISPIM Insights (The ISPIM Magazine)
- Member of the Scientific Panel, Reviewer, Session Chair and Round-Table Facilitator of Conferences

The International Council of Small Business (ICSB)

- Reviewer and Session Chair of the ICSB World Conferences

European Conference of Innovation and Entrepreneurship (ECIE)

- Committee Member and Reviewer of Conferences, MiniTrack Chair

Continuous Innovation Network (CINet)

- Reviewer of Conference Papers

Journal of Small Business Management (JSBM)

- Member of the Editorial Reviewer Board

International Journal of Services Technology and Management (IJSTM)

- Guest Editor of the Special Issue on Measuring the Impact of Service Innovations on Performance

Reviewer of Manuscripts:

- Research Policy (RP)
- Technovation
- Journal of Business Research (JBR)
- Journal of Management Education (JME)
- European Journal of Innovation Management (EJIM)
- International Journal of Innovation Management (IJIM)
- Journal of Creativity and Innovation Management (CIM)
- The Service Industries Journal (SERV IND J)

### 7.2 AWARDS AND RECOGNITION

Prose Award. 2015. The Book: *Global Innovation Science Handbook* in which my article 'Measuring for Innovation Performance' is published, received a Honourable Mention in the category of Engineering and Technology by The American Publishers Award for Professional and Scholarly Excellence.

Shortlisted for The Knut Holt Award for the Best Paper, 2012

International Society of Professional Innovation Management, ISPIM Conference in Barcelona, Spain, June 2012. (Among three best papers selected from more than 600).

Shortlisted for The Knut Holt Award for the Best Paper, 2010

International Society of Professional Innovation Management, Symposium in Quebec, Canada, December 2010. (Among three best papers selected from more than 120).

Honorary Recognised Teacher, 2008-2010

at the University of Liverpool, Management School.

Member of the team awarded by the Unesco Prize of the Use of ICT in Education 2006

### 7.3 INVITED KEY NOTE PRESENTATIONS AND CONSULTATIONS

Invited Speaker at Regional Workshop on Making Innovation Work for the Sustainable Development Goals (SDGs), United Nations Economic Commission for Europe (UNECE). Presentation: "*Innovation in the Enterprise Sector in Kyrgyzstan*", 22.6.2017, Bishkek, Kyrgyzstan.

Invited Member of the International Expert Group for conducting the Innovation Performance Review in Kyrgyzstan, United Nations Economic Commission for Europe (UNECE), 1.3.2017-23.6.2017.

Invited Speaker and Expert at the Tübitak Head Office/USIMP. Presentation: "*Mentoring Programme to SMEs*". 5.11 – 7.11.2015, Ankara, Turkey.

Invited Speaker at the 9th INSME Annual Conference organised by the International Network for Small and Medium Sized Enterprises. Presentation: "*Managing the Innovation Economy: Challenges and Opportunities for SMEs*". 22.5.2013, Izmir, Turkey.

Invited Member for the Expert Group on Promoting Innovation Policies for Enterprise Development (Trade and Innovation Report 2013). UNCTAD, Division for Technology and Logistics, United Nations Conference on Trade and Development.

Invited Speaker at the Service Innovation Seminar organised by the Service Sector Employers PALTA. Presentation: "*Perspectives to International Innovation Research*". Audience: The representatives of Service Sector firms, Federation of Finnish Industries, Ministry of Employment and the Economy, the Research Institute of the Finnish Economy ETLA and the Finnish Funding Agency for Technology and Innovation TEKES. 16.1.2013, Helsinki, Finland.

Invited Speaker at the Autumn Meeting of The Finnish Science Park Association TEKEL. Presentation: "*From Innovations to Growth or from Growth to Innovations?*" Audience: The representatives of research institutes and intermediary organisations supporting the creation, growth and internationalisation of technology-intensive business firms. 28.11.2012, Helsinki, Finland.

Invited Speaker at the Seminar from Creativity to Innovations. Presentation: "*When and How Innovation is Beneficial?*" Audience: The representatives of intermediary organisations responsible for the design and implementation of regional innovation strategies. 8.11.2012, Tampere, Finland.

Key Note Speaker at the 4<sup>th</sup> Summit of Istanbul Economists. Presentation: "*The Relationship between Innovation, Property Rights and Growth*", Audience: Conference delegates. 8.10.2012, Istanbul, Turkey.

Invited Speaker at Medical Device Congress 2012, "*Creating Competitive Advantage through Innovations*", Audience: The representatives of the Medical Device Cluster firms, 29.9.2012, Cesme, Turkey.

Key Note Speaker at the Regional Development Event. Presentation: "*Towards Profitable Growth*", Audience: Representatives of intermediary organisations, entrepreneurs and business experts responsible for the design and implementation of the regional innovation strategy. 23.8.2011, Jämsä, Jämsek Oy, Finland.

Invited Speaker for the Innoventurer Programme, "*Open Innovation as a Challenge of Small Firms*". Audience: Representatives of intermediary organisations, 16.3.2011, University of Helsinki, Finland.

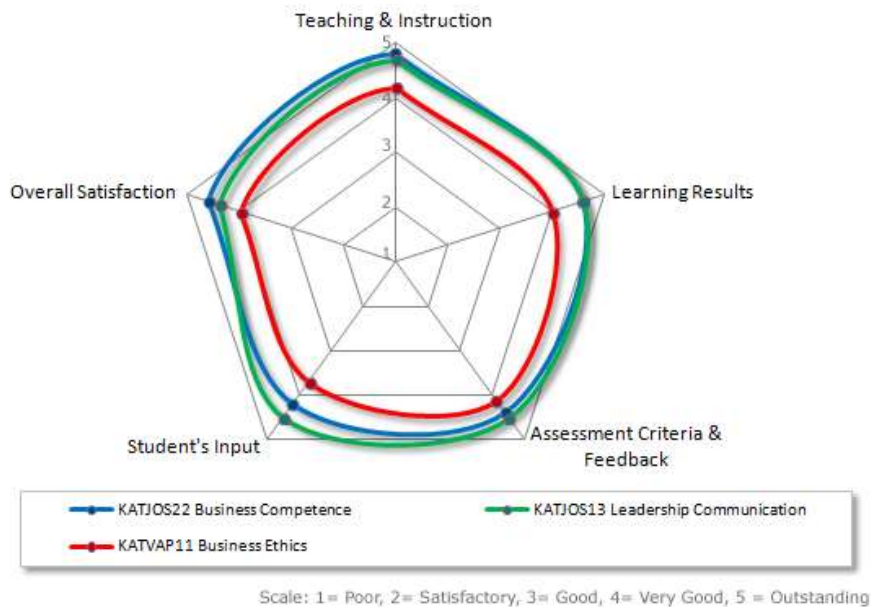
Invited Speaker at the 3<sup>rd</sup> International Finpin Conference 2010 Innovation and Entrepreneurship in Universities, ", Audience: Conference delegates. 28.4.2010, Joensuu, Finland.



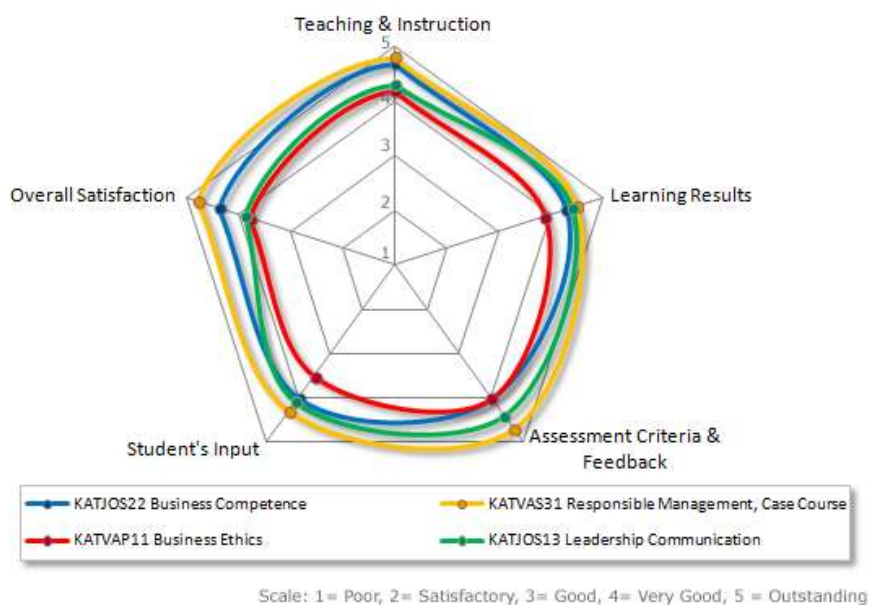
## APPENDIX 1 - STUDENT AND FIRM FEEDBACK

This Appendix presents the summaries of student experience regarding the courses delivered in the academic years 2012-2013 (1) and 2013-2014 (2). The feedback has been gathered from students through feedback survey. In addition, the results of the student experience and partner satisfaction are presented for an InnoLab module carried out in close small firm – university collaboration (3). This module was delivered in the academic year 2011-2012.

### (1) Summary of Student Experience, Academic Year 2013-2014 (University of Tampere)



### (2) Summary of Student Experience, Academic Year 2012-2013 (University of Tampere)



### (3) Summary of Student Experience and Partner Satisfaction for InnoLab Module, Academic Year 2011-2012 (University of Winchester)

During this module the students learned through 'Live InnoLab Projects' in which the student teams worked with local firms for creating new inventions. Host organisations set the project outlines and negotiate with their teams to agree on the scope, objectives and deliverables of the project. The student teams designed an innovation proposal including concept description and business case for the partnering firm. Finally, students were required to present the created invention and a business case to the Panel of Jury consisting of project partners, investors and external experts.

The satisfaction of both the students and the Project Partners was very high. The feedback received from a Project Partner and from two awarded students are presented below.

#### Feedback from a Project Partner:

*"It was a privilege to work with the students at the Winchester University Business School. Their enthusiasm, creativity and entrepreneurial spirit was a not only inspiring but gave me, personally, the space and chance to explore opportunities for developing and growing my business which I would not normally have the time or capacity to do. Being involved in the InnoLab has given a boost to me and given a new direction to my business, one I had not anticipated."*

#### A student awarded by the Best Project Manager Prize:

*"It was hugely beneficial to have the opportunity to work as a team on a project. The experience taught me the importance of inter-relationships and roles in teams but not to be afraid to also trust your own instincts. Running a project gave the team the opportunity to put into practice all that we'd learnt during the first two years at uni. Solid hands-on experience is difficult to achieve in a learning environment; I'll be able to draw on the knowledge I've gained completing my thesis and onward into the workplace".*

#### The Project Manager of the Winning Team:

*"I am currently in my final year at the Winchester University and throughout my degree it has been wholly based upon classroom and theory based learning; until I encountered the InnoLab Project and its proposal. The InnoLab has been a fantastic way to experience real life issues, which enables young entrepreneurs to deal with critical problems utilising innovative theory and putting it into practice. This has been by far the most thrilling and enjoyable module to date; which was not just due to being on the winning team! I have learnt a vast amount with InnoLab, it has been a unique experience which all universities should implement. Having such practical experience has enabled me to fully understand how to apply theory and also the importance of teamwork. Within the current economic climate, InnoLab is the perfect way to bring together budding entrepreneurs and likeminded businesses to create a successful project outcome".*

## APPENDIX 2: THE LETTERS OF REFERENCE



*Translated from the Finnish*

**UNIVERSITY OF TAMPERE**  
School of Management

2 January 2015

TO WHOM IT MAY CONCERN

This is to certify that Mrs Helena Forsman, Doctor of Science (Technology), born [redacted] held the Chair of Corporate Management, specialising in corporate strategies and business operations, during 15 August 2012–31 July 2014. Her responsibilities included all the regular teaching and research duties associated with her professorship. Among other things, she was in charge of the Business Ethics and Business Competence courses, a case-study course on Responsible Management, and Management Communications. She received very good / excellent feedback from her students. In her research, she focused on innovation, particularly from the perspective of small and medium-sized enterprises and sustainable development. Her studies were published in a number of esteemed fora. While engaged in teaching and research, she was actively involved in attending to various duties within the scientific community and contributed to the public debate on the innovation theme both at the general and practical levels.

Helena Forsman carried out all her duties in commendably. She is a highly ambitious, knowledgeable and efficient person.

SCHOOL OF MANAGEMENT

Antti Lönnqvist [signed]  
Dean

*I hereby certify that this is a true translation of the attached copy of the Finnish original.*

  
Vesa Vahvanen  
Authorised translator  
[Act 1231/2007 as amended]



Helsinki, 15 January 2015

Translated from Finnish

LAHTI UNIVERSITY OF APPLIED SCIENCES

Certificate of employment

28 April 2008

**LETTER OF REFERENCE ISSUED TO MERJA HELENA FORSMAN**

This is to certify that Ms Helena Forsman, Dr.Tech. M.Sc.(Econ), ID No. [ ] served as the Research Manager for Business and Culture at the Innovation Centre of the Lahti University of Applied Sciences during the period from 6 November 2006 to 17 February 2008. The Research Manager's primary task is to promote research and development in the area involved. In this capacity, Ms Helena Forsman was responsible for the following duties:

- Management of the proposal process regarding the partially ESF-funded Kake Development Project at the Faculty of Business Studies of the Lahti University of Applied Sciences; preparation and finalization of the application for project funding. Funding granted.
- Planning of the nationwide 'Perfect Hit' Innovation Competition for students and companies based on a concept developed by her earlier; securing of funding for the project under the Policy Programme for Entrepreneurship launched by the Ministry of Trade and Industry and the implementation of the competition.
- Preparation and finalization of the project application filed by the Faculty of Business Studies for the TYKES Workplace Development Programme. Funding granted.
- Survey of the R&D activities of the international partner network of the Lahti University of Applied Sciences.
- Preparation of the application for the Virtual Gateway FP7-ICT Framework Programme as a Coordinator responsible for the planning and management of the preparatory process, recruitment of partners, authoring and finalizing of the application.
- Serving as the Project Manager for the Furniture Industry Technopark project funded under the EU Tacis Programme.

Ms Helena Forsman discharged all her duties independently displaying a lot of initiative. Her competence in her special fields of expertise is of a very high standard. Her approach to work was efficient and results-oriented.

LAHTI UNIVERSITY OF APPLIED SCIENCES

Risto Ilomäki  
President

I hereby certify that this is a true translation of the Finnish document shown to me.

  
Vesa Vahvanen  
Certified translator



Helsinki, 15 December 2009

Translated from Finnish

LAHTI POLYTECHNIC

31 July 2003

TO WHOM IT MAY CONCERN

This is to certify that Ms Helena Forsman, Lic.Tech., ID No. [ ] served as a senior lecturer at the Institute of Business Administration.

3 May to 31 July 2002	Part-time senior lecturer (111 hours)
1 Aug 2002 to 31 July 2003	Full-time senior lectures.

Helena Forsman was responsible for the planning, implementation, launching and further development of the post-graduate programme for administration and business, SME entrepreneurship, and business expertise. She was also in charge of projects to develop the post-graduate courses and was involved in the national programme for educational development including related evaluation and reporting.

At the Institute of Business Administration, Helena Forsman was in charge of the self-assessment project in business skills education launched by the Finnish Higher Education Evaluation Council. She was responsible for the preparing of a strategy for network learning at the institutes. In particular, her contribution to network learning in the context of the post-graduate degree was significant.

Helena Forsman was also actively involved in the development efforts at the institute and taught both basic and post-graduate courses.

Helena Forsman discharged her duties with great enthusiasm, initiative and diligence. She proved to be a highly skilled person with a great sense of responsibility who developed her work and the organisation. We warmly recommend her for similar duties.

LAHTI POLYTECHNIC  
Institute of Business Administration

Ulla Weijo  
Director of Education

I hereby certify that this is a true translation of the Finnish document shown to me.

  
Vesa Vahvanen  
Certified translator



Helsinki, 25 September 2006