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# CURRICULUM VITAE

Academic Background – Publications – Merits – Career – Teaching Portfolio

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### --- PERSONAL INFORMATION ---

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 Nationality Finnish  
 Marital status Married, 2 sons



### --- ACADEMIC BACKGROUND ---

Doctor of Science (Technology). 2005.  
 Engineering and Technology Management, Lappeenranta University of Technology, Finland.

Licentiate in Technology. 2001.  
 Industrial Management and Quality Management, Helsinki University of Technology, Finland. (Instituto Superior Technico, Lisboa, Portugal, 1995 - 96).

Master of Science (Economics). 1987.  
 University of Oulu, Finland.

Pedagogical Qualification for Teaching. 1990.  
 Haaga-Helia (formerly SLK), School of Vocational Teacher Education, Helsinki, Finland.

Examination of Administration in Vocational Training. 1991.  
 Board of Education, Finland.

Studies in Information and Communication Technology. 1987 - 1990.  
 University of Helsinki and University of Tampere, Finland.

### --- SUMMARY OF EXPERTISE ---

- ✓ Academic multidisciplinary background (Management + Economics + ICT)
- ✓ In-depth knowledge of the latest research on Innovation Management and Business Development in the context of small business
- ✓ Significant track record in high quality research and income generation
- ✓ Strong links with academic and professional bodies
- ✓ Long experience in Project Management (~10 years)
- ✓ Solid background as Principal/Senior Lecturer in Management and Business Studies
- ✓ Good know-how of external funding instruments to obtain support for R&D-challenges, e.g. 7th Framework Programmes, TACIS, ESF, ERDF
- ✓ Valuable knowledge and experience of Virtual Learning solutions for educational and business organisations
- ✓ Excellent ICT-skills

- - - LIST OF PUBLICATIONS - - -

**ACADEMIC THESES:**

- [1] 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).
- [2] Forsman, H. 2001. *From Knowledge to Competitiveness. What Impact the Development Project Has on Business*. Licentiate's Thesis. Helsinki University of Technology, Department of Industrial Management. (In Finnish).
- [3] Forsman, H. 1987. *Reasons for Inflation in Finland*. Master's Thesis. University of Oulu, Department of Economics. (In Finnish).

**GUEST EDITOR:**

- [4] Rantanen, H. & Forsman H. (Forthcoming). *Measuring the Impact of Service Innovations on Performance*. Special Issue of *International Journal of Services Technology and Management*.

**PEER-REVIEWED ARTICLES**

- [5] Forsman, H. & Temel, S. (2011). *Innovation and Business Performance in Small Enterprises. An enterprise-level analysis*. *International Journal of Innovation Management*, ISSN 1363-9196. (Accepted after minor revisions to be published in June 2011).
- [6] Forsman, H. (Forthcoming). *Innovation Capacity and Innovation Development in Small Enterprises. A Comparison Between the Manufacturing and Service Sectors*. *Research Policy* (Accepted after minor modifications). ISSN 0048-7333.
- [7] Forsman, H. & Rantanen, H. 2011. *Small Enterprises as Innovators. A Comparison within Manufacturing and Service Sectors*. *European Journal of Innovation Management*, Vol. 14, No. 1, pp. 27-50. ISSN 1460-1060.
- [8] Forsman, H. & Annala U. 2011. *Small Enterprises as Innovators. The Shift from a Low Performer to a High Performer*. *International Journal of Technology Management*, Vol. 56, No. 1/2, (In Press). ISSN 1741-5276.
- [9] Forsman, H. 2009. *Balancing Capability Building for Radical and Incremental Innovations*. *International Journal of Innovation Management*, Vol. 13, No. 4, pp. 501-520. ISSN 1363-9196.
- [10] Forsman, H. 2009. *Fostering Front-End Innovation Process in SMEs. Case Study of SME – Student Team Collaboration*. *Inter-ICSB*, Online Publication. Washington: International Council of Small Business (ICSB). ISBN 978-0-9819028-1-4.
- [11] Forsman, H. 2009. *Innovation Capabilities of Small Enterprises. A Cluster Strategy as a Tool*. *International Journal of Innovation Management*, Vol. 13, No. 2. pp. 221-243. ISSN 1363-9196.
- [12] Forsman, H. 2008. *Business Development Success in SMEs: A Case Study Approach*. *Journal of Small Business and Enterprise Development*, Vol. 15, No. 3, pp. 606 – 622. ISSN 1462-6004.

**In Peer-Review Process**

Forsman, H. & Temel, S. (Forthcoming). *Innovation and Networking in Small Enterprises*. (In Peer-Review Process).

## **CONFERENCE PROCEEDINGS:**

### **Peer-Reviewed Conference Papers**

- [13] 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.
- [14] Forsman, H. & Annala, U. 2009. Small Enterprises as Innovators. Shift From a Low Performer to a High Performer. *Proceedings of the 10<sup>th</sup> CINet Conference*, Continuous Innovation Network, Melbourne, 4.-8.9.2009. ISBN 978-90-77360-12-5.
- [15] Forsman, H. 2007. InnoMarathon as a Tool for Fostering Front-End Innovation Process in SMEs. Evidence from Collaboration Between Small Enterprises and Students. In Book: *Proceedings of the Finpin 2006 Conference*. ISBN 978-951-827-042-6.

### **Other Conference Papers**

- [16] Forsman, H. & Temel, S. 2010. Innovation and Business Performance in Small Enterprises. An enterprise-level analysis. In Huizingh, K.R.E., Conn, S., Torkkeli, M. and Bitran, I. (Eds.) *Proceedings of the 3<sup>rd</sup> ISPIM Symposium*, Quebec City, Canada, 12.-15.12.2010. Shortlisted for The Knut Holt Award for best paper. ISBN 978-952-265-004-7.
- [17] 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.- 9.6.2010. ISBN 978-952-214-926-8.
- [18] 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*, Cincinnati, Ohio, 24. - 27.6.2010. ISBN 978-0-9819028-2-1.
- [19] 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, 6.12. - 9.12.2009, New York. ISBN 978-952-214-864-3.
- [20] 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. - 25.9.2009.
- [21] 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. - 24.6.2009. ISBN 978-952-214-767-7.
- [22] Forsman, H. 2009. Linking Innovation and Learning. Student Teams as Innovation Developers of Small Enterprises. A paper presented in the Blended Learning Seminar, 5. - 6.3.2009, University of Helsinki.
- [23] 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. - 17.12.2008. ISBN 978-952-214-665-6.
- [24] 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. - 21.11.2008. ISBN 978-989-654-001-2.
- [25] 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. - 25.6.2008. ISBN 978-0-9736502-2-8.

- [26] 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. – 25.6.2008. ISBN 978-0-9736502-2-8.
- [27] Forsman, H. 2008. Entrepreneurial University in Focus. *Conference Proceedings of the 15<sup>th</sup> Nordic Conference on Small Business Research*, 21. – 23.5.2008, Tallinn, Estonia. ISBN 978-9949-430-18-5.
- [28] 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. – 13.5.2006.
- [29] Forsman, H. 2004. Success Dimensions of Business Development Projects in SMEs. *Proceedings of the Rent XVIII Conference* in Copenhagen 24. – 26.11.2004. ISBN 87-91181-83-6.

#### **OTHER ACADEMIC PUBLICATIONS:**

- [30] 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.
- [31] Forsman, H. 2009. *Small Enterprises as Innovators. From Occasional Improvements Towards a Flow of Innovations*. Research Report. Lappeenranta University of Technology. ISBN 978-952-214-740-0. (Published in Finnish).
- [32] Forsman, H. 2001. *From Knowledge to Competitiveness. The Impact of Keko-Development Projects on Business*. Employment and Economic Development Centre of Uusimaa. Helsinki. ISBN 952-5359-03-4. (Published in Finnish).

#### **PROFESSIONAL PUBLICATIONS:**

- [33] Forsman, H. 2010. The Relationship between Innovation and Growth is Complicated. *Kaupalehti*. ISSN 0451-5560. (Published in Finnish).
- [34] Forsman, H. 2010. Growth is a Rare Bird as a Target of Small Enterprises. *Helsingin Sanomat*. Guest Author. ISSN 0355-2047. (Published in Finnish).
- [35] Forsman, H. 2008. Fostering Growth Demands for Boosting Entrepreneurial Mind. *Helsingin Sanomat*. Guest Author. ISSN 0355-2047. (Published in Finnish).
- [36] Forsman, H. 2007. University Students Need More Support for Strengthening Entrepreneurial Process. Guest Author. *Helsingin Sanomat*. ISSN 0355-2047. (Published in Finnish).
- [37] Forsman, H. 2006. From Top Knowledge to Source of Competitiveness in SMEs. *Helsingin Sanomat*. ISSN 0355-2047. (Published in Finnish).
- [38] Forsman, H. 2006. Where Are All the Innovators? Column. *Louaislappi*. ISSN 1456-4336. (Published in Finnish).
- [39] Forsman, H. 2006. In the Cross-Waves of Creativity. Column. *Louaislappi*. ISSN 1456-4336. (Published in Finnish).
- [40] Forsman, H. 2005. Development Projects as a Challenge in SMEs. *Ekonomilehti*, No. 6/05. ISSN 0783-26-13. (Published in Finnish).
- [41] Forsman, H. 2003. Master Students as Change Agents. In Book: *Postgraduate Programmes in Polytechnics; Basis And Challenges*, Ed. Eila Okkonen. HAMK. ISBN 951-784-211- 2. (Published in Finnish).
- [42] Forsman, H. 2003. *Master Students as Performance Developers, The Results of Enterprises Analysis*, The Coordination Committee of Master Degrees. Ministry of Education / Lahti University of Applied Sciences, 3/2003. (Published in Finnish).
- [43] Forsman, H. 1993. Learning in Enterprise Simulations. In Book: National Board of Education, *Entrepreneurship at Education – Coaching for Entrepreneurship*. Helsinki. Kirjayhtymä. ISBN 951-26-3868-1. (Published in Finnish).

## - - - MEMBERSHIPS AND AWARDS OF ACADEMIC BODIES - - -

- The International Society for Professional Innovation Management (ISPIM)  
- 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)  
- A Reviewer of Conference Papers
- Combi 2010 Conference, Contemporary Views on Business: Partnering for the Future  
- Reviewer
- Journal of Small Business Management  
- Member of the Editorial Reviewer Board
- International Journal of Services Technology and Management  
- Guest Editor of the Special Issue on Measuring the Impact of Service Innovations on Performance
- International Journal of Innovation Management (IJIM)  
- Reviewer of Manuscripts
- Journal of Creativity and Innovation Management (CIM)  
- Reviewer of the Manuscripts for the CINet Special Edition
- Association of Quality Excellence Finland  
- Chair of the World Excellence Day, 2008
- Shortlisted for The Knut Holt Award for the Best Paper of ISPIM  
(International Society of Professional Innovation Management) Symposium in Quebec, Canada, December 2010
- Honorary Recognised Teacher at the University of Liverpool, Management School, 2008
- Member of the team awarded by the Unesco Prize of the Use of ICT in Education 2006
- Key Note Speaker in the 3<sup>rd</sup> International Finpin Conference 2010,  
Innovation and Entrepreneurship in Universities, 28.4.2010, Joensuu, Finland

## - - - - PERSONAL RESEARCH GRANTS - - - -

- 2010      The Finnish Association of Private Entrepreneurs, 20 000 €  
*Networking as an Accelerator on Innovations in Small Enterprises*
- Research Foundation of Lappeenranta University of Technology, 2 365 €  
*Innovation Capacity and Developed Innovation Types in Small Enterprises*
- Foundation for Economic Education, 12 000 €  
*Small Enterprises as Innovators. From Occasional Improvements Towards a Flow of Innovations. Part II.*
- 2009      Finnish Cultural Foundation, Päijät-Häme Regional fund, 9 000 €  
*From Occasional Improvements Towards a Flow of Innovations. Part I.*
- Research Foundation of Lappeenranta University of Technology, 2 700 €  
*Small Enterprises as Innovators. Shift From a Low Performer to a High Performer.*
- Foundation for Economic Education, 1 500 €  
*Balancing Capability Building for Radical and Incremental Innovations.*

- 2008 The Finnish Association of Private Entrepreneurs, 15 000 €  
*Innovation Capabilities of Small Enterprises.*
- Foundation for Economic Education, 2 400 €  
*Fostering Front-End Innovation Process in SMEs.*
- Research Foundation of Lappeenranta University of Technology, 1 000 €  
*Improving Innovation Capabilities of Small Enterprises. Cluster Strategy as a Tool.*
- 2006 The Finnish Association of Non-Fiction Writers, 1 500 €,  
*Small Business Development.*
- 2005 Research Foundation of Lappeenranta University of Technology, 9 000 €,  
*Award for Doctoral Dissertation.*
- 2004 Finnish Foundation for Technology Promotion, 4 000 €  
*Business Development in SMEs.*
- Research Foundation of Lappeenranta University of Technology, 10 000 €.  
*Business Development Success in SMEs.*

## - - - TEACHING PORTFOLIO - - -

### LEARNING PHILOSOPHY

I am fully committed to student-centred pedagogy, the utilisation of entrepreneurial learning concepts as well as to the creation of environments which facilitate learning. 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 enterprises, 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.

### TEACHER QUALIFICATIONS

Pedagogical Qualification for Teaching. 1990. Grade: Excellent.  
Haaga-Helia (formerly SLK), School of Vocational Teacher Education, Helsinki. Finland.

Online Instructor. 2008. Course was arranged to potential academicians in order to certify them for working with the eMBA Students of the University of Liverpool (in collaboration with Laureate Online Education).

### RESPONSIBILITIES FOR DEVELOPING NEW LEARNING CONCEPTS

#### Entrepreneurial Learning Solutions

- |  |  |
|--|--|
| Project Manager of the Perfect Hit Project<br>2006-2008  | A nationwide innovation competition based on SME-university-student team collaboration and project-based learning.   |
| Project Manager of the InnoMarathon Project<br>2005-2006 | A regional innovation competition concept for fostering front-end innovation process in SMEs. The concept combined innovation challenges of SMEs to serve as learning challenges of university students. |

Head of Master Programme, Entrepreneurship and Small Business Development 2002 - 2003	The design and implementation of new Master Programme resting on work-based learning and industry-academia collaboration.
Project Manager of the Sense project, Enterprise simulation, etc 1998-2001	The design and implementation of several concepts aiming at the acceleration of entrepreneurship.
Project Manager of the Information Society Centre 1997-1998	The business plan and ramp up of a business and knowledge centre. A department of Nokia Research Centre was established. It provides to young mathematically talented students an opportunity to study while working in Nokia R&D activities.
<b>Virtual Learning Solutions</b>	
Coordinator of the 7th Framework Proposal Process Virtual Gateway 2007-2008.	Virtual Learning concept based on University-SME Collaboration: Consortium consisted of five European universities, two universities of applied sciences and two enterprise clusters.
Project Manager of the Perfect Hit project 2007-2008	The design and implementation of virtual final for the Perfect Hit Innovation Competition. The concept includes both asynchronous and synchronous virtual environments.
Team Leader of the eTeacher of Future project 2005-2006	The project produced a virtual solution for thesis process resting on industry-university collaboration. Solutions consisted of virtual environments, processes and procedures for collaboration. (The sub-solution of educational concept awarded by UNESCO prize, 2006).

## RESPONSIBILITIES IN TEACHING

### Postgraduate Studies (MBA and MSc)

Online Instructor and Dissertation Adviser,  
Honorary Recognised Teacher  
University of Liverpool Management  
School (Laureate Online Education)  
2008 -

Strategic Management Courses  
MBA Dissertation Adviser

Principal Lecturer and Head of Master  
Programme  
Lahti University of Applied Sciences  
2002 - 2006

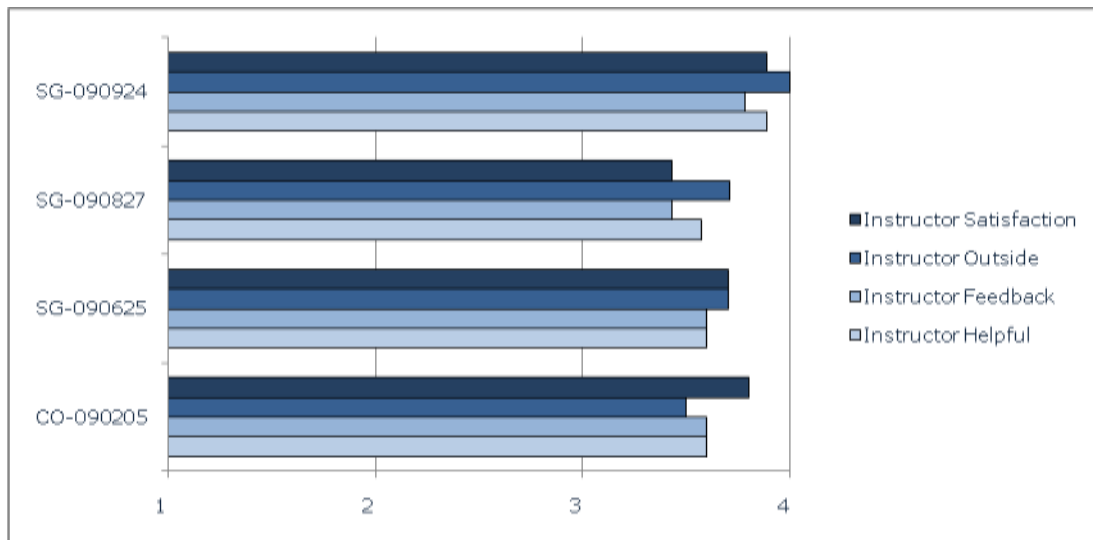
Management and Business  
Development Courses  
MBA Dissertation Adviser

### Undergraduate Studies (BBA and BE)

Principal Lecturer and Lecturer at the  
Universities of Applied Sciences  
2001 - 2004

Management and Business Studies  
Courses, e.g. Entrepreneurship,  
Strategic Management,  
Performance Management,  
Business Development,  
Industrial Management,  
Project Management and E-  
Business. In addition, a Coach of  
new ventures

## SUMMARY OF THE FEEDBACK OF MBA STUDENTS



SG = Strategic Organization and CO = Corporate Strategy  
 1= Weak satisfaction, 4 = High satisfaction

**Students' recommendation in LinkedIn.com:** *"Helena was my first instructor in my MSc course. Her supervision was very precious for my academic development, as she was always bringing up new knowledge for discussion and deepening. She is an extremely qualified instructor, able to moderate discussions and motivate students with a very positive and pragmatic attitude, always encouraging them to rise to challenges."*

March 15, 2010, Luciana Perondini, Student, University of Liverpool