

CURRICULUM VITAE

Marko Kohtamäki, D.Sc. (Econ), Professor, university of Vaasa, School of Management, Head of Strategic Business Development Research Program



PERSONAL DETAILS

Date and place of birth October 6, 1977, Vaasa, Finland
Citizenship Finnish
Current Residence P.O. Box 700, 65101 University of Vaasa, Finland
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Date of CV 01.01.2025

Current position **Professor (Full), Head of Strategic Business Development Performance Unit**
Head of Strategic Business Development Research Group, School of Management, University of Vaasa; (Start 06/2019)
Member of the board of advisors at the Group level (University of Vaasa and Vaasa University of Applied Sciences)
Strategic advisor, University of Vaasa (2023 -), Responsible of leading the strategy process at the University of Vaasa
Visiting Professor, Luleå University of Technology, Entrepreneurship and Innovation (2019 -)
Adjunct Professor, University of Oulu, Finland; (Start 2012)

A. EDUCATION AND DEGREES COMPLETED

2005 **Doctor of Science in Economics**, D.Sc. (Econ), Management, University of Vaasa PhD thesis: Strategisten verkostojen ohjaus.
2004 **Licentiate of Science in Economics (Econ)**, Management, University of Vaasa
2001 **Master of Science in Administration**, M.Sc. (Admin), Major in Public management, University of Vaasa, Finland.
2007 **Vocational teacher education**, Jyväskylä University of Applied Sciences
2008 **EECPCL Participating Professor, Harvard Business School**, Teacher training on participant-centred learning in Harvard Business School
2021 **Unilead leadership training** of 5 modules organized by the University of Vaasa for the selected academic and service leaders.

B. PREVIOUS WORK EXPERIENCE

2022 – 2025 **Member of the Board, University of Vaasa**
2019 – 2022 **Visiting Professor**, USN Business School, Norway
2014 – 2015 **Head of Department**, Department of Management, University of Vaasa
2012 – 2019 **Head of Networked Value Systems Research programme**, School of Management, University of Vaasa
2012 – 2017 **Visiting Professor**, Luleå University of Technology, Entrepreneurship and Innovation
2010 – 2011 **Associate fellow**, University of Oxford
2009 – 2012 **Associate professor / Research director**, University of Vaasa
2009 **Visiting scholar**, University of Oxford
2009 **Visiting scholar**, J. Strossmayer University in Osijek, Croatia
2007 – 2009 **Post-doctoral researcher, assistant professor / Research manager / Head of Strategic Management master program (2007-2010)**, University of Vaasa
2006 **Visiting lecturer**, University of St.Louis
2006 **Head of MBA program, principal lecturer**, Seinäjoki University of Applied Sciences
2004 – 2005 **Research manager, senior lecturer**, University of Vaasa
2003 – 2005 **Advisor**, ABB Ltd. Quality Management Services

2002 – 2004 **Researcher**, University of Vaasa

2002 – **Entrepreneur and founding partner**, NetCo, the consulting firm

2000 – 2002 **Consultant**, ABB Process & Business Consultants

C. PROFESSIONAL ACTIVITIES AND ACHIEVEMENTS

Editorial work

1. Co-Editor in a Special issue on "Strategy in the Digital Transformation Era" edited by Marko Kohtamäki, Rodrigo Rabetino, Vinit Parida, and Paavo Ritala in International Journal Of Management Reviews (IJMR) in 2025.
2. Co-Editor in a Special issue on “Sustainable servitization for resource-wise manufacturing.” Journal of Cleaner Production in 2024.
3. Co-Editor in a Special issue on ‘Digitalization and new types of connectivity-enabled business model innovations’ edited by Seppo Leminen, Marko Kohtamäki and Vinit Parida in Technovation in 2023.
4. Co-Editor in a Special issue on ‘Moving toward Autonomous Solutions: The Role of Product-Service-Software Systems’, edited by Marko Kohtamäki, Vinit Parida, David Sjödin, Stephan Henneberg, and Rodrigo Rabetino. Special issue edited to Industrial Marketing Management 2022.
5. Co-Editor in a Special issue on ‘Servitization 2.0: Evaluating and progressing servitization-related research from novel conceptual and methodological methods’, edited by Rodrigo Rabetino, Marko Kohtamäki, Christian Kowalkowski, Tim S. Baines and Rui Sousa. Special issue edited to International Journal of Operations and Production Management in between 2021.
6. Co-edited a book called ‘The Palgrave Handbook of Servitization’. Edited by Kohtamäki, M., Baines, T., Rabetino, R., Bigdeli, A. Z., Kowalkowski, C., Oliva, R., & Parida, V. (2021). Palgrave Macmillan.
7. Co-Editor in a Special issue on ‘Servitization in ecosystems and inter-organizational networks’, edited by Vinit Parida, Marko Kohtamäki, Pejvak Oghazi, Tim Baines and Heiko Gebauer. Special issue edited to Journal of Business Research 2019.
8. Co-Edited book on Practices and tools for servitization: Managing service transition. Co-edited with Tim Baines, Rodrigo Rabetino and Ali Bigdeli 2018.
9. Edited Book on Real-Time Strategy and Business Intelligence, 2017.
10. Co-Editor in a Special section on ‘Theory and practice of value co-Creation in B2B systems’, co-edited 2016 with Risto Rajala in Industrial Marketing Management.
11. Co-Editor in special issue on ‘Special Issue: Benchmarking and best practices in industrial service business’, co-edited 2015 with Petri Helo in Benchmarking: An international Journal.
12. Co-Editor in special issue on ‘on the Interface of Strategy, Innovation and Growth’, co-edited 2010 with Andreas Kuckertz in International Journal of Technology Management.

Member of Editorial Board in

1. International Journal of Management Reviews (2023-) (IJMR, ISI >13.1, AJG3)
2. Industrial Marketing Management (2015-) (ISI >7.6, AJG3, Jufo 2),
3. Journal of Business Research (2017-2023) (ISI >7.6, AJG3, Jufo 2),
4. Nordic Journal of Business (Jufo 1) (2018-)

Conference organization:

1. Conference chair of the Vaasa Servitization workshop 2024 forward at University of Vaasa
2. Conference chair of the Spring Servitization Conference 2023 at University of Vaasa (Co-chair with Rodrigo Rabetino, Tim Baines, and Ali Bigdeli, conference organized in collaboration with University of Vaasa and Aston Business School)
3. Member of the scientific committee at the Servitization Spring Conference (SSC)
4. Member of strategic management board at the Servitization Spring Conference (SSC)
5. Member of the scientific committee at the International Conference on Business Servitization (ICBS)

Adhoc reviewer in various journals

Strategic Management Journal, International Journal of Management Reviews, Journal of Management Studies, Organization Studies, Journal of Service Research, International Journal of Operations and Production Management, International Journal of Production Economics, Journal of Product Innovation Management, Long Range Planning, Supply Chain Management: An international journal, Industrial Marketing Management, Journal of Business Research, Technovation, R&D Management, Journal of Service Management, International Marketing Review, Journal of Entrepreneurship and Regional Development, Service Science, Review for Managerial Science, Scandinavian Journal of Management, Journal of Entrepreneurship Behavior and Research, Management Decision, International Journal of Technology Management, International Journal of Entrepreneurship and Innovation, Journal of trust research, Creativity and Innovation Management Journal, Benchmarking: An International Journal.

Assessments for Academic Posts

Reviewer for Tenure track positions or Professor of practice positions: Lappeenranta University of Technology (2018), Aalto School of Business (2015), Tampere University of Technology (2014)

Pre-examiner/opponent/Phd committee member (Sweden) in PhDs including: Heidi Korin (Turku school of economics), Hugo Firmo (BI Norwegian Business School), Jukka-Pekka Kevätsalo (Aalto University), Michael Madsen (University of Aarhus), Johan Simonsson (KTH), Christian Lennerholt (University of Skövde), Branka Likon (University of Oulu), Shan Gao (Aalto School of Science), Julius Francis Gomes (University of Oulu), Pekka Töytäri (Aalto School of Science), Max Finne (Aalto School of Science), Mika Westerlund (Aalto School of Economics)

Supervision (1st supervisor) of 10 PhD theses to completion: 2025 D.Sc.(Econ) Khaled Abed Alghani; 2022 D.Sc.(Econ) Yassine Talaoui; 2021 D.Sc.(Econ) Lauri Korkeamäki; 2021 Valeria Boldosova; 2019 D.Sc.(Econ) Marko Matalamäki; 2018 D.Sc.(Econ) Jesse Heimonen; 2017 D.Sc.(Econ) Tuomas Huikkola; 2017 D.Sc.(Econ) Iivari Kunttu; 2014 D.Sc.(Econ) Ilkka Sillanpää; 2014 D.Sc.(Econ) Charlotta Sirén; Currently 13 active PhD students under supervision (1st supervisor). **Five of the supervised doctoral dissertations accepted with distinction (Abed Alghani, Talaoui, Boldosova, Huikkola, Sirén; in addition, Huikkola's thesis awarded as the best strategy PhD of the year by the Strategic Management Society of Finland. 80 M.Sc. theses and several B.Sc. theses supervised.**

Administrative Assignments (most significant)**Head of Strategic Business Development Performance Unit (2025 -) / Research Group (2019 -).**

SBD performance unit 8 Tenure track professors, a research director, a head of program, 3 Visiting professors, 5 post-doctoral researchers, and approximately 10 Ph.D./project researchers. SBD has been evaluated amongst the best 3 within the university.

Co-Director of Networked Value Systems Research Program (2012 - 2019). Research program involved 5 professors, 2 Visiting professors, 12 post-doctoral researchers and 15 Ph.D. researchers. During the last research evaluation at the university level, this research programme was evaluated amongst the best 3 within the university.

Head of Management Department (2014 - 2015): In my term, the Management department employed 8 professors, 2 visiting professors, 20 post-doctoral researchers, 15 Ph.D. researchers, and 13 research assistants. During 2014-2015, the department grew from 42 persons (Beginning of 2014) to approx. 67 (end of 2015). During my term, the department achieved all its performance targets, specifically in terms of external funding, graduate outcomes, and high-quality journal publications. Research targets were achieved on a yearly basis. The department and our research program made approx. 50% of the faculty's external funding during the time period.

Member of the board of advisors at the Group level (University of Vaasa and Vaasa University of Applied Sciences)

Member of the University board at University of Vaasa (2022-)

Member of the combined faculty council and management team (2020-2021)

Vice-member of the combined faculty council and management team (2019, 2022-)

Member of the University development team for PhD education (2019-2020)

Member of the Faculty council (2014-2017).

Member of the Faculty Management Team (2014 - 2015)

Member of the steering group for the Master's program in Strategic Business Development at University of Vaasa, School of management. This teaching program got EPAS accreditation on 2018. I have run the predecessor of this program 2007-2010, and taught in the program since it's infancy 2007, when the teaching program structure was generated at University of Vaasa.

Courses taught at University of Vaasa, School of Management: Strateginen johtaminen (2004-2010, 2012, 2017 - class size ~350), Strategy work (former industry analysis) (approx.. 2007- class size ~70), Business planning (2003-2004 class size ~250), Managing business networks (2011-2012 class size ~30), Knowledge management (2003-2004 class size 20-30 at open university). Doctoral course on "Academic writing" (2017 ~15). Lecturer in various open university courses, and a visiting lecturer in large number of other courses over the years.

Development and teaching of an online course Extensive use of interactive teaching methods and e-learning environments in most of the courses.

Module leader and lecturer at Strategic Management module (15ects) Levon eMBA program, Executive Education (Levón institute, University of Vaasa). Visiting lecturer in multiple eMBA-programs in Finland, such as in Tampere executive education and Jyväskylä Avance eMBA program

External Research Funding

AI2Business Artificial Intelligence To Business concentrates on the applications of AI to technology companies. The project builds understanding about various AI technologies, and the business opportunities created by them. 01.09.2023 - 31.12.2025.

MIDAS Mastering the Next Industrial Revolution: From product-service solutions to Autonomous Systems (MIDAS). Finnish Academy project analyses the digital servitization towards autonomous product-service systems by using the institutional theory and the practice theory as the primary theoretical lenses. 01.09.2021 - 31.08.2024.

Autonomous solutions PI in "Transition towards autonomous solutions: Framing the sociotechnical change"-LSR funded project to understand the change towards autonomous solutions, 2021 - 2022.

III PI in the project on Intelligent International Industry – ESR funded project together with VAMK and industrial companies, 2020-2022.

SHARE PI in the project on Sharing and Circular Economy – Tekes funded together with VTT and approx. 4 companies, 2017-2019.

DigiKasvu PI in the project on Digital services in Manufacturing companies. ESR-funded project with Muova and T-Drill, 2017-2019.

S4Fleet PI in the Service Solutions for Fleet Management project, Fimecc consortium of 5 universities and 30 firms, 2015-2017. Within the FIMECC S4Fleet research program, our research group develops a concept for utilizing business intelligence information in real-time decision-making. The aim is to conceptualize a centralized dashboard platform, that will support strategic and operational level decision-makers with real-time BI data.

FutIS PI in the Future Industrial Services project. 9 research institutions and 19 firms, 2010-2016. Organization or Industrial Service business research project focuses on co-creation in industrial service interactions. We have developed a services development method

(ServScope), which we apply to study the extent of industrial services. Moreover, we study the capabilities needed for value co-creation from industrial service offerings.

FoodIR PI in the research project focusing on the organization of value systems in Food Industry, 2013-2014.

Participative Strategy work PI in Participative strategy work and strategic decision making in municipalities and business units – Case city of Vaasa, 2013-2014.

R&D On PI in R&D ON company project for ABB on the Organization and management of international R&D networks, 2013-2014.

Lifecycle services PI in Life-Cycle services company project conducted for Algol Technics.

Customer Co-Creation PI in Customer Co-Creation company project conducted for Ekokem.

SystemI PI in the project on a project focusing on System Integrator's Product-Service Systems. 2 research institutions and 5 firms, 2008-2010.

Awards

- 2023- Listed by the Stanford list amongst the **2% of most impactful scholars** in the world in his field, business administration.
- 2025 **Best paper award.** Beheshte Momeni & Marko Kohtamäki (2025). Managing structural holes in digital service innovation networks. International Conference on Business Servitization, ICBS, Deusto.
- 2025 **Best paper award.** Khaled Abed Alghani, Rodrigo Rabetino & Marko Kohtamäki. Best Practical Relevance Award. The dynamics of organizational boundaries in creating a B2B industry platform.: Interplay and repositioning practices. Symplatform 2025.
- 2025 Research.com listed Marko Kohtamäki in the **10th position of top scientists ranking for Business and Management in Finland.**
- 2023 **Best paper award.** Nikolina Koporcic, David Sjödin, Marko Kohtamäki, and Vinit Parida (2023). Fail fast, learn fast: Understanding the process of learning from failure in SMEs. The Association of Marketing Theory and Practice (AMTP) conference 2023, Entrepreneurship & Small Business track.
- 2023 Research.com listed Marko Kohtamäki in the **13th position of top scientists ranking for Business and Management in Finland.**
- 2022 **Best paper award.** Korkeamäki, L., Kohtamäki, M. & Ranta, M. Do markets value advanced services. The Spring Servitization Conference 2022.
- 2022 Research.com listed Marko Kohtamäki in the **10th position of top scientists ranking for Business and Management in Finland.**
- 2022 **Honorary mention from the University of Vaasa** for “Strategy professor Marko Kohtamäki and his team of researchers: Rodrigo Rabetino, Tuomas Huikkola, Lauri Korkeamäki, Yassine Talaoui, Ausrine Silenskyte and Jukka Partanen received commendations for their long-term and successful research in the fields of servitization and business models. The research quality, output and scholarly impact of research by Professor Kohtamäki and his team have been at a very high international level for many years. This has resulted a number of highly ranked journal publications, collaborations with leading international researchers, high-quality dissertations and millions of euros in external funding for research projects. Thanks to Kohtamäki and his team, the University of Vaasa is among the best, not only in Finland but also in the world, in servitization in terms of the numbers of publications and citations received.” (Quote form the University announcement, 27.1.2022)
- 2020 **Best paper award.** Huikkola, T., Kohtamäki, M., Rabetino, R., Makkonen, H. & Holtkamp, P. (2020). Solution provider's microfoundations in the development of product-service innovations. The Spring Servitization Conference 2020.
- 2018 **“Pushing the Boundary Award”** in Strategizing Activities and Practices (SAP) interest group in Academy of Management Conference: Kohtamäki, M., Einola, S. & Talaoui, Y. (2018). Exposing the contested frames in strategy work: Using visuals to bridge the contested frames.

- 2018 **Paper selected as one of the best papers in Academy of Management Conference:** Kohtamäki, M., Einola, S. & Talaoui, Y. (2018). Exposing the contested frames in strategy work: Using visuals to bridge the contested frames. Paper included in the best papers proceedings of the Academy of Management Conference 2018.
- 2017 **Best paper award for Bridging theory and practice in servitization.** Paper: Einola, S., Kohtamäki, M. & Rabetino, R. (2017). Coping with the paradoxes in servitization. The Spring Servitization Conference, Lucerne, Switzerland.
- 2017 **Four supervised doctoral dissertations accepted with distinction (Talaoui, Boldosova, Huikkola, Sirén; in addition, Huikkola's thesis awarded as the best strategy PhD of the year** by the Strategic Management Society of Finland.
- 2017 **Certificate of outstanding contribution in reviewing awarded by Industrial Marketing Management**
- 2016 **"Outstanding reviewer award"**. Academy of Management conference 2016, Strategizing, Activities and Practices interest group (SAP)
- 2011 **"Research achievement of the year"** 2010 award: Designated by the University of Vaasa.
- 2004 **"The best entrepreneurship course in Finland"** (Business planning course): Designated by the Finnish national economy students' union.

Keynote presentations

- Kohtamäki, M. (2022). Keynote presentation in 46th ANPAD Annual Meeting EnANPAD 2022: "Making Connections: Harnessing the Diversity of Strategy-as-practice research".
- Kohtamäki, M. (2018). Keynote presentation in ICBS2018 conference in Lisboa, Portugal: "Exploring servitization through the Paradox lens."
- Kohtamäki, M. (2018) Keynote presentation in Servitization Spring conference 2018: "Development of the field and future research".
- Kohtamäki, M. (2016) Keynote presentation in ICBS2016 conference in Granada, Spain: "Practices in Servitization"
- Kohtamäki, M. (2016) PDW organization and presentation in Academy of Management Conference 2016: "Real-time strategic management"
- Kohtamäki, M. (2015) Keynote presentation in Reser2015 Doctoral consortium: "Approaching Industry-Academia collaboration in research"

Number of publications

Including all journal articles, book articles, conference publications, from Google Scholar: 220

Book articles: approx. 20

Journal articles (at Scopus): approx. 115

Journal articles (CABS 3 or above): approx. 45

Journal articles (CABS 4 or 4* OR ISI >10): 7 (SMJ, SEJ, JPIM, IJOPM, IJMR)

Citations 14.7.2025

Google Scholar [profile](#): 12 949 (h-index: 55, i10-index: 110)

SCOPUS AuthorID [14219258300](#): 7182 (h-index: 45)

Board memberships in companies and communities

- 2025 - Scientific Advisory committee member of Centre of Engineering and Learning in Complex Systems: SFI-CELECT, Norway. Centre awarded funding for a Centre of Excellence by the Norwegian Minister of Research and Higher Education.
- 2025 - Member of the board of advisors at the Group level (University of Vaasa and Vaasa University of Applied Sciences)
- 2023 - Member of the Board at Lapuaketjut
- 2022 - 2025 Member of the Board at University of Vaasa
- 2021 - 2024 Member of the Board at Boardman LJT
- 2021 - 2023 Member of the Board at Kind Company (previously C2 Advertising)

2020 - 2021 Member of the Board at C2 Advertising
 2019 - 2020 Member of the Board at Ravera (Part of Vaasan Sähkö)

Consulting and selected executive trainings (some reference examples over the years)

2026 Strategy work at PoP Lakeus
 2026 Strategy work at Tuohex capital
 2026 Strategy process for the city of Kurikka at multiple organizational levels
 2025 - HHJ trainer on strategy (Chamber of the commerce, 'Member of the Board-training') in 1) Vaasa, 2) Kokkola.
 2025 Lead consultant for the strategy work of Tuohex Capital.
 2025 Lead consultant for the strategy work of Mielle ry
 2025 Lead consultant for the strategy work of TT Botnia
 2024 - ABB Drives Leader programme "From strategy to results" 2 – day manager training on strategy
 2024 Lead consultant for the strategy work of Leinolot Group
 2024 Lead consultant for the strategy work of Seinäjoen seurakunta
 2024 Lead consultant for the strategy work of VEO
 2023 - Lead consultant for the strategy work of University of Vaasa
 2022 Executive MBA training days on strategy at University of Tampere Executive education
 2022 Lead consultant for the strategy work of city of Kurikka
 2012 - 2022 Lead consultant for the strategy work of city of Vaasa (Teaching case published in the world's best-selling strategy book Exploring Strategy)
 2021 Lead consultant for Pesmel, Strategy training part of superior training program
 2021 Lead consultant for the strategy work of Vaasan Suomalainen Seurakunta
 2020 - 2021 Lead consultant for the strategy work of Seurakuntayhtymä
 2019 Lead consultant for Strategy work / business development at Mäkelä Alu network
 2019 Lead consultant for the strategy work of TeeSe
 2019 Lead consultant for the strategy work of VEO
 2018 Lead consultant for the strategy work of the city of Lapua
 2017 Lead consultant for the strategy work of Settlementti
 2012 - 2017 Training >500 city superiors/managers/directors to strategy as part of supervisor training program (Esimiespassi) at city of Vaasa
 2015 - Various strategy trainings at various Finnish cities such as Pori, Hämeenlinna, Rovaniemi (Also Lapua and Vaasa).
 2012 - 2019 Visiting lectures at Tampere University Executive MBA
 2012 - 2021 Superior training at City of Vaasa: 500 superiors trained for strategy tools during 10 years of time. With emphasis on the first three years.
 2012 - 2015 Visiting lecturer at Jyväskylä University Executive MBA
 2012 - 2015 HHJ trainer on strategy (Chamber of the commerce, 'Member of the Board-training') in 1) Vaasa / Kokkola and 2) Seinäjoki.
 2012 - Academic director of Strategy Module (15ects) at Lévon Executive MBA
 2012 - 2014 Research & development collaboration with ABB in relation to management and development of R&D Networks.
 2012 - Research / development collaboration with Wärtsilä in relation to Industrial Services
 2004 - Executive MBA trainings on various strategy and business development topics at Lévon Executive MBA program
 2003 - 2005 Advisor at ABB Ltd – Delivery process development at ABB Electrical Motors

List of Publications

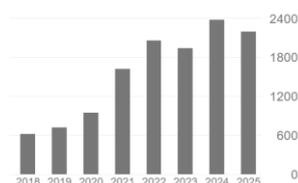
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	All	Since 2020
Citations	14039	11214
h-index	56	52
i10-index	112	99

**Refereed articles in international scientific journals and international book articles**

Abed Alghani & Kohtamäki, M. (2026). Toward an Integrative Framework of Industry Platform Management: A Systematic Literature Review and Agenda for Future Research. *International Journal of Management Reviews*, Accepted to be published.

Abed Alghani, K., Rabetino, R., & Kohtamäki, M. (2026). Incumbent-Born B2B Platforms: Organizational Boundary Dynamics in Platform Creation. *Journal of Product Innovation Management*, *jpim.70025*. <https://doi.org/10.1111/jpim.70025>

Warraich, T., Huikkola, T., Kohtamäki, M., Kraus, S. & Talaoui, Y. (2026). From Products to Smart Solutions: A Value-Creation Approach. *European Management Review*. Accepted to be published.

Kohtamäki, M., Rabetino, R., Parida, V., & Ritala, P. (2025). Strategy in the digitalization era. *International Journal of Management Reviews*, *n/a(n/a)*. <https://doi.org/10.1111/ijmr.12404>

Kohtamäki, M., Brekke, T., Naeem, R., Sjödin, D., & Parida, V. (2025). Managerial practices shaping the transformation towards artificial intelligence-enabled product-service systems. *International Journal of Production Economics*, *286*, 109658. <https://doi.org/10.1016/j.ijpe.2025.109658>

Rabetino, R., Kohtamäki, M., Foss, N. J., Rahman, N., & Huikkola, T. (2025). Microfoundations for business model innovation: Exploring the interplay between individuals, practices, and organizational design. *Journal of Product Innovation Management*. <https://doi.org/10.1111/jpim.12784>

Huikkola, T., Kohtamäki, M., & Rabetino, R. (2025). Becoming a circular ecosystem: Altering nested identities, positions, capabilities, and boundaries in waste-management organizations. *Organization & Environment*, 1–31. <https://doi.org/10.1177/10860266251324228>

Sjödin, D., Parida, V., & Kohtamäki, M. (2025). AI-Driven Solutions for Industrial Sustainability: The Capabilities You Need to Succeed. *Management of Innovation & Technology*, 10(1).

Koporčić, N., Sjödin, D., Kohtamäki, M. & Parida, V. (2025). Embracing the "fail fast and learn fast" mindset: Conceptualizing learning from failure in knowledge-intensive SMEs. *Small Business Economics*. <https://doi.org/10.1007/s11187-024-00897-0>

Kohtamäki, M., Rabetino, R. & Foss, N., (2025). Microfoundations and Strategy-As-Practice. *Encyclopedia of Strategy as Practice*. Ed. Grossmann-Hensel, B., Seidl, D., Jarzabkowski, P., Spee, P., & Kratochvil, R. & Whittington, R.. Edgar Elgar.

Talaoui, Y. & Kohtamäki, M. (2025). Affordances. *Encyclopedia of Strategy as Practice*. Ed. Grossmann-Hensel, B., Seidl, D., Jarzabkowski, P., Spee, P., & Kratochvil, R. & Whittington, R.. Edgar Elgar.

Naeem, R., Kohtamäki, M. & Parida, V. (2025). Artificial Intelligence Enabled Product-Service Innovation: Past Achievements and Future Directions. *Review of Managerial Science*, 19, 2149- 2192.

Zhou, Dan, Marko Kohtamäki, Xuerong Peng, and Xiaolei Kong (2025). “How Digital Orientation Impacts Service Innovation in Hotels: The Role of Digital Capabilities and Government Support.” *Tourism Economics*, 31(2), 221–244. DOI: 10.1177/13548166241255408

Šilenskytė, A., Carneiro, J., & Kohtamäki, M. (2025). *Chapter 7: Digital leadership when utilizing software-as-a-service for strategic planning and implementation*.

<https://www.elgaronline.com/edcollchap/book/9781035321247/book-part-9781035321247-13.xml>

Rabetino, R., Kohtamäki, M., Parida, V., & Vendrell-Herrero, F. (2024). Sustainable servitization for cleaner and resource-wise production and consumption: Past, present, and future. *Journal of Cleaner Production*, 143179. <https://doi.org/10.1016/j.jclepro.2024.143179>

Kohtamäki, M., Leminen, S. & Parida, V. (2024). Conceptualizing Digital Business Models (DBM) Framing the interplay between digitalization and business models. *Technovation*, 133.

Abed Alghani, K., Kohtamäki, M. & Kraus, S. (2024). Mapping the Landscape: Unveiling the Structural Dynamics of Industry Platforms. *European Journal of Innovation Management*, Accepted to be published.

Kohtamäki, M., Bhandari, K. R., Rabetino, R. & Ranta, M. (2024). Sustainable servitization in manufacturing companies: The relationship between firm’s sustainability emphasis and profitability and the moderating role of servitization. *Technovation*, 129(1).

Morgan, T., Friske, W., Kohtamäki, M. and Mills, P. (2024). Customer Participation in Manufacturing Firms’ New Service Development: The Moderating Role of CRM Technology. *Journal of Business & Industrial Marketing*, 39(4), 857-870 <https://doi.org/10.1108/JBIM-03-2022-0142>.

Sjödin, D., Parida, V. and Kohtamäki, M. (2023). Artificial Intelligence Enabling Circular Business Model Innovation in Digital Servitization: Conceptualizing Dynamic Capabilities, AI Capacities, Business Models and Effects. *Technological Forecasting and Social Change* 197 (December). <https://doi.org/10.1016/j.techfore.2023.122903>.

Rabetino, R., Kohtamäki, M. & Huikkola, T. (2023). Digital Service Innovation (DSI): A Multidisciplinary (Re)View of its Origins and Progress Using Bibliometric and Text Mining Methods. *Journal of Service Management*, Accepted to be published.

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