

# Marko Kohtamäki

## List of Publications by Year in Descending Order

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The third column is the impact factor (IF) of the journal, and the fourth column is the number of citations of the article.

100  
papers

2,939  
citations

29  
h-index

53  
g-index

111  
ext. papers

3,827  
ext. citations

4.1  
avg. IF

6.29  
L-index

#	Paper	IF	Citations
100	Becoming a smart solution provider: Reconfiguring a product manufacturer's strategic capabilities and processes to facilitate business model innovation. <i>Technovation</i> , <b>2022</b> , 102498	7.9	3
99	Unfolding the simple heuristics of smart solution development. <i>Journal of Service Management</i> , <b>2022</b> , 33, 121-142	7.4	1
98	Coping with the relational paradoxes of outcome-based services. <i>Industrial Marketing Management</i> , <b>2022</b> , 104, 14-27	6.9	1
97	The tribes in the field of servitization: Discovering latent streams across 30 years of research. <i>Industrial Marketing Management</i> , <b>2021</b> , 95, 70-84	6.9	13
96	Servitization research: A review and bibliometric analysis of past achievements and future promises. <i>Journal of Business Research</i> , <b>2021</b> , 131, 151-166	8.7	26
95	Worth the risk? The profit impact of outcome-based service offerings for manufacturing firms. <i>Journal of Business Research</i> , <b>2021</b> , 131, 92-102	8.7	8
94	A (Re)view of the Philosophical Foundations of Strategic Management. <i>International Journal of Management Reviews</i> , <b>2021</b> , 23, 151-190	6.4	9
93	35 years of research on business intelligence process: a synthesis of a fragmented literature. <i>Management Research Review</i> , <b>2021</b> , 44, 677-717	2.8	2
92	Theoretical Landscape in Servitization <b>2021</b> , 1-23		
91	Narrative Network as a Method to Understand the Evolution of Smart Solutions <b>2021</b> , 293-307		
90	Managerial Heuristics in Servitization Journey <b>2021</b> , 281-292		1
89	Taking no risk is the greatest risk: Coping with the paradoxes of Outcome-based services. <i>Proceedings - Academy of Management</i> , <b>2021</b> , 2021, 11819	0.1	
88	Untangling service design routines for digital servitization: empirical insights of smart PSS in maritime industry. <i>Journal of Manufacturing Technology Management</i> , <b>2021</b> , ahead-of-print,	7.1	3
87	A deconstructive re-reading of the Big data analytics/strategizing relationship. <i>Proceedings - Academy of Management</i> , <b>2021</b> , 2021, 10746	0.1	
86	Overcoming the challenges of smart solution development: Co-alignment of processes, routines, and practices to manage product, service, and software integration. <i>Technovation</i> , <b>2021</b> , 102382	7.9	4
85	Unfolding the digital servitization path from products to product-service-software systems: Practicing change through intentional narratives. <i>Journal of Business Research</i> , <b>2021</b> , 137, 379-392	8.7	8
84	Typologies of Manufacturer Identities in the Age of Smart Solutions <b>2021</b> , 41-56		

83 Viewing Servitization Through a Practice-Theoretical Lens **2021**, 231-246

82 To outcomes and beyond: Discursively managing legitimacy struggles in outcome business models. *Industrial Marketing Management*, **2020**, 91, 196-208 6.9 14

81 An agile co-creation process for digital servitization: A micro-service innovation approach. *Journal of Business Research*, **2020**, 112, 478-491 8.7 108

80 Strategic agility in innovation: Unpacking the interaction between entrepreneurial orientation and absorptive capacity by using practice theory. *Journal of Business Research*, **2020**, 118, 12-25 8.7 14

79 Exploring servitization through the paradox lens: Coping practices in servitization. *International Journal of Production Economics*, **2020**, 226, 107619 9.3 43

78 Agile New Solution Development in Manufacturing Companies. *Technology Innovation Management Review*, **2020**, 10, 16-23 2.8 4

77 Unraveling the Theoretical Traditions in the Field of Strategy-as- Practice. *Proceedings - Academy of Management*, **2020**, 2020, 14039 0.1

76 To Outcomes and Beyond: Discursively Legitimizing Outcome-Based Business Model Development. *Proceedings - Academy of Management*, **2020**, 2020, 13335 0.1

75 A Theory of Practice Beyond the Human: From Doings with Things to Doings as a Tendency of Things. *Proceedings - Academy of Management*, **2020**, 2020, 18843 0.1

74 The relationship between digitalization and servitization: The role of servitization in capturing the financial potential of digitalization. *Technological Forecasting and Social Change*, **2020**, 151, 119804 9.5 116

73 Enabling roles of relationship governance mechanisms in the choice of inter-firm conflict resolution strategies. *Journal of Business and Industrial Marketing*, **2020**, 35, 957-969 3 10

72 Firm boundaries in servitization: Interplay and repositioning practices. *Industrial Marketing Management*, **2020**, 90, 90-105 6.9 30

71 Of BI research: a tale of two communities. *Management Research Review*, **2020**, 43, 1371-1394 2.8 3

70 How to convert digital offerings into revenue enhancement [Conceptualizing business model dynamics through explorative case studies. *Industrial Marketing Management*, **2020**, 91, 429-441 6.9 30

69 Supply chain ambidexterity and manufacturing SME performance: The moderating roles of network capability and strategic information flow. *International Journal of Production Economics*, **2020**, 221, 107470 9.3 27

68 Ecosystem of outcome-based contracts: A complex of economic outcomes, availability and performance. *Procedia CIRP*, **2019**, 83, 170-175 1.8 1

67 Interplay of strategic orientations in the development of smart solutions. *Procedia CIRP*, **2019**, 83, 89-94 1.8 2

66 A Configurational Approach to Servitization: Review and Research Directions. *Service Science*, **2019**, 11, 213-240 2.2 20

65	Digital servitization business models in ecosystems: A theory of the firm. <i>Journal of Business Research</i> , <b>2019</b> , 104, 380-392	8.7	224
64	Relational governance strategies for advanced service provision: Multiple paths to superior financial performance in servitization. <i>Journal of Business Research</i> , <b>2019</b> , 101, 906-915	8.7	53
63	The nonlinear relationship between entrepreneurial orientation and sales growth: The moderating effects of slack resources and absorptive capacity. <i>Journal of Business Research</i> , <b>2019</b> , 100, 100-110	8.7	21
62	Open Strategy in a Smart City. <i>Technology Innovation Management Review</i> , <b>2019</b> , 9, 35-43	2.8	2
61	Organizational paradoxes as trialities: Evolving dynamics in paradox theory. <i>Proceedings - Academy of Management</i> , <b>2019</b> , 2019, 17347	0.1	
60	Measuring new product and service portfolio advantage. <i>International Entrepreneurship and Management Journal</i> , <b>2019</b> , 15, 163-174	4.9	4
59	Structuring servitization-related research. <i>International Journal of Operations and Production Management</i> , <b>2018</b> , 38, 350-371	6.8	126
58	Mapping the landscape of strategy tools: A review on strategy tools published in leading journals within the past 25 years. <i>Long Range Planning</i> , <b>2018</b> , 51, 586-605	5.7	23
57	Alliance capabilities: A systematic review and future research directions. <i>Industrial Marketing Management</i> , <b>2018</b> , 68, 188-201	6.9	77
56	Solution sales process blueprinting. <i>International Journal of Business Environment</i> , <b>2018</b> , 10, 132	1.1	1
55	Modeling manufacturer's capabilities for the Internet of Things. <i>Journal of Business and Industrial Marketing</i> , <b>2018</b> , 33, 822-836	3	53
54	Practices in Servitization <b>2018</b> , 1-21		3
53	Paradoxes in Servitization <b>2018</b> , 185-199		5
52	To Servitize Is to (Re)position: Utilizing a Porterian View to Understand Servitization and Value Systems <b>2018</b> , 325-341		3
51	Business Models in Servitization <b>2018</b> , 61-81		5
50	Critical meta-analysis of servitization research: Constructing a model-narrative to reveal paradigmatic assumptions. <i>Industrial Marketing Management</i> , <b>2017</b> , 60, 89-100	6.9	68
49	Developing and validating a multi-dimensional scale for operationalizing industrial service offering. <i>Journal of Business and Industrial Marketing</i> , <b>2017</b> , 32, 295-309	3	21
48	Solution providers' strategic capabilities. <i>Journal of Business and Industrial Marketing</i> , <b>2017</b> , 32, 752-770	3	35

47	Online brand community practices and the construction of brand legitimacy. <i>Marketing Theory</i> , <b>2017</b> , 17, 537-558	2.5	34
46	Introduction: Real-Time Strategy and Business Intelligence <b>2017</b> , 1-10		0
45	Strategic Agility Integrating Business Intelligence with Strategy <b>2017</b> , 11-36		1
44	Strategy map of servitization. <i>International Journal of Production Economics</i> , <b>2017</b> , 192, 144-156	9.3	128
43	Retrospective relational sensemaking in R&D offshoring. <i>Industrial Marketing Management</i> , <b>2017</b> , 63, 205-216	6.9	9
42	Stretching strategic learning to the limit: The interaction between strategic planning and learning. <i>Journal of Business Research</i> , <b>2016</b> , 69, 653-663	8.7	24
41	Resource Realignment in Servitization. <i>Research Technology Management</i> , <b>2016</b> , 59, 30-39	1.6	42
40	Capability configurations for advanced service offerings in manufacturing firms: Using fuzzy set qualitative comparative analysis. <i>Journal of Business Research</i> , <b>2016</b> , 69, 5330-5335	8.7	60
39	Joint Learning in Innovative R&D Collaboration. <i>Industry and Innovation</i> , <b>2016</b> , 23, 62-86	2.3	9
38	Organizational identity and behaviors in strategic networks. <i>Journal of Business and Industrial Marketing</i> , <b>2016</b> , 31, 36-46	3	8
37	Network partner diversity, network capability, and sales growth in small firms. <i>Journal of Business Research</i> , <b>2016</b> , 69, 2113-2117	8.7	30
36	Understanding the antenarratives of strategic renewal in a municipality context. <i>Proceedings - Academy of Management</i> , <b>2016</b> , 2016, 16220	0.1	
35	Co-creating value from knowledge-intensive business services in manufacturing firms: The moderating role of relationship learning in supplier-customer interactions. <i>Journal of Business Research</i> , <b>2016</b> , 69, 2498-2506	8.7	102
34	Boundaries of R&D collaboration. <i>Technovation</i> , <b>2015</b> , 45-46, 15-28	7.9	28
33	Toward a typological view of buyer-supplier relationships: Challenging the unidimensional relationship continuum. <i>Industrial Marketing Management</i> , <b>2015</b> , 49, 105-115	6.9	29
32	Entrepreneurial orientation-as-experimentation and firm performance: The enabling role of absorptive capacity. <i>Strategic Management Journal</i> , <b>2015</b> , 36, 1739-1749	5.2	83
31	Developing the concept of life-cycle service offering. <i>Industrial Marketing Management</i> , <b>2015</b> , 49, 53-66	6.9	91
30	The performance impact of industrial services and service orientation on manufacturing companies. <i>Journal of Service Theory and Practice</i> , <b>2015</b> , 25, 463-485	3.1	45

29	Industrial services [the solution provider] stairway to heaven or highway to hell?. <i>Benchmarking</i> , <b>2015</b> , 22, 170-185	4	18
28	Non-linear Relationship: Entrepreneurial Orientation - Growth: Effects of ACAP and Slack. <i>Proceedings - Academy of Management</i> , <b>2015</b> , 2015, 17690	0.1	
27	The Paradoxes of Strategy Work in a Public Organization. <i>Proceedings - Academy of Management</i> , <b>2015</b> , 2015, 13026	0.1	
26	A Survey Study of the Transitioning towards High-value Industrial Product-services. <i>Procedia CIRP</i> , <b>2014</b> , 16, 176-180	1.8	19
25	Strategic Learning for Agile Maneuvering in High Technology SMEs. <i>Advances in Logistics, Operations, and Management Science Book Series</i> , <b>2014</b> , 55-76	0.3	
24	Making a profit with R&D services [The critical role of relational capital. <i>Industrial Marketing Management</i> , <b>2013</b> , 42, 71-81	6.9	110
23	Offshoring and Improvisational Learning: Empirical Insights into Developing Global R&D Capabilities. <i>Industry and Innovation</i> , <b>2013</b> , 20, 544-562	2.3	7
22	Non-linear relationship between industrial service offering and sales growth: The moderating role of network capabilities. <i>Industrial Marketing Management</i> , <b>2013</b> , 42, 1374-1385	6.9	201
21	Joint learning in R&D collaborations and the facilitating relational practices. <i>Industrial Marketing Management</i> , <b>2013</b> , 42, 1167-1180	6.9	65
20	The Interactions between Strategic Planning and Strategic Learning. <i>Proceedings - Academy of Management</i> , <b>2013</b> , 2013, 13484	0.1	
19	Enabling relationship structures and relationship performance improvement: The moderating role of relational capital. <i>Industrial Marketing Management</i> , <b>2012</b> , 41, 1298-1309	6.9	59
18	The role of personnel commitment to strategy implementation and organisational learning within the relationship between strategic planning and company performance. <i>International Journal of Entrepreneurial Behaviour and Research</i> , <b>2012</b> , 18, 159-178	4.3	28
17	Exploration and exploitation strategies, profit performance, and the mediating role of strategic learning: Escaping the exploitation trap. <i>Strategic Entrepreneurship Journal</i> , <b>2012</b> , 6, 18-41	3.7	164
16	Antecedents of relationship learning in supplier partnerships from the perspective of an industrial customer: the direct effects model. <i>Journal of Business and Industrial Marketing</i> , <b>2012</b> , 27, 299-310	3	23
15	Configurations of entrepreneurial- customer- and technology orientation. <i>International Journal of Entrepreneurial Behaviour and Research</i> , <b>2011</b> , 17, 64-81	4.3	48
14	THE INTERPLAY BETWEEN ORIENTATIONS: ENTREPRENEURIAL, TECHNOLOGY AND CUSTOMER ORIENTATIONS IN SOFTWARE COMPANIES. <i>Journal of Enterprising Culture</i> , <b>2010</b> , 18, 265-290	0.5	23
13	The fast eat the slow – the impact of strategy and innovation timing on the success of technology-oriented ventures. <i>International Journal of Technology Management</i> , <b>2010</b> , 52, 175	1.2	32
12	Strategic Planning and Small Business Performance: An Examination of the Mediating Role of Exploration and Exploitation Behaviours. <i>International Journal of Entrepreneurship and Innovation</i> , <b>2010</b> , 11, 221-229	1.5	17

11	Relationship governance and learning in partnerships. <i>Learning Organization</i> , <b>2010</b> , 17, 41-57	1.8	14
10	The strategic management competence of small and medium-sized growth firms. <i>International Journal of Entrepreneurship and Small Business</i> , <b>2009</b> , 7, 139	0.6	1
9	Analysing partnerships and strategic network governance. <i>International Journal of Networking and Virtual Organisations</i> , <b>2008</b> , 5, 135	0.4	5
8	Conceptualising the dimensions of sourcing strategy: a governance-based approach. <i>International Journal of Value Chain Management</i> , <b>2008</b> , 2, 206	0.3	4
7	Strategy in Small Growth-Oriented Firms in Finland: A Discourse Analysis Approach. <i>International Journal of Entrepreneurship and Innovation</i> , <b>2008</b> , 9, 167-175	1.5	7
6	A framework for a network-level performance measurement system in SME networks. <i>International Journal of Networking and Virtual Organisations</i> , <b>2008</b> , 5, 415	0.4	10
5	The governance of partnerships and a strategic network. <i>Management Decision</i> , <b>2006</b> , 44, 1031-1051	4.4	18
4	OPERATIONALIZING SME NETWORK RESOURCES. <i>Journal of Enterprising Culture</i> , <b>2006</b> , 14, 199-218	0.5	5
3	Trust and Innovation: from Spin-Off Idea to Stock Exchange. <i>Creativity and Innovation Management</i> , <b>2004</b> , 13, 75-88	2.7	16
2	Strategic Learning for Agile Maneuvering in High Technology SMEs709-731		
1	Making connections: Harnessing the diversity of strategy-as-practice research. <i>International Journal of Management Reviews</i> ,	6.4	4