

# ***LIST OF PUBLICATIONS*** ***(updated January 2009):***

*Veli-Matti Virolainen*  
*Professor, Doctor of Science (Technology)*

## **Articles and chapters in international refereed journals and books (21):**

**21. Ahtonen, Anni-Kaisa & Virolainen, Veli-Matti (in press)., 2009**

**”Supply strategy in food industryvalue net perspective.”**

International Journal of Logistics: Research & Applications.  
Forthcoming.

**20. Kivistö, T., Tella E., and Virolainen, V-M., 2006**

**”Consortia Purchasing and Logistics in Kuopio Area – Lessons Learned form 4-Year Project” in Public Procurement.** International Cases and Commentary (ed. McKen, K).  
Routledge. England.

**19. Hallikas, Jukka, Puumalainen, Kaisu, Vesterinen, Toni and Virolainen, Veli-Matti, 2005**

**”Risk-Based Classification of Supplier Relationships “**  
Journal Purchasing and Supply Management. 11 (2), p.72-82,

**18. Tella, Eija and Virolainen, Veli-Matti, 2005**

**”The Motives Behind Purchasing Consortia”**  
International Journal of Production Economics, 2005, 93-94, p. (161-168).

**17. Varis, Jari & Virolainen, Veli-Matti & Puumalainen, Kaisu Virolainen, 2004**

**“In Search for Complementarities – Partnering of Technology-Intensive Small Firms”**  
International Journal of Production Economics, 2004, 90, p. 117-125, ISSN: 0925-5273.

**16. Hallikas, Jukka & Karvonen, Iris & Pulkkinen, Urho & Virolainen, Veli-Matti & Tuominen, Markku, 2004**

**“Risk Management Processes in Supplier Networks”**  
International Journal of Production Economics, 2004, 90, 1, p. 47-58.

**15. Hallikas, Jukka & Virolainen, Veli-Matti, 2004**

**“Risk Management in Supplier Relationships and Networks, Supply Cain Risk”**  
Ashagate Publishing Limited, Hampshire England, 2004, p. 43-65, ISBN: 0754639029.

**14. Kyläheiko, Kalevi, Tuominen Markku, and Virolainen Veli-Matti, 2003**

**”Emergence of the Supply Network in Finnish Industry: Exercise in Theoretical Reconstruction”**

International Journal of Technology Management. 2003, Vol. 25, pp. 605-613

**13. Karvonen, Pulkkinen, Lehtinen, Virolainen, and Holmalahti, 2002**

**"Enterprise Networking - Risk Transfer or Risk Reduction?"**

Industrial Systems Review . VTT Industrial Systems Pp. 65-70.

**12. Hallikas, Virolainen, and Tuominen, 2002**

**"Understanding Risk and Uncertainty in Supplier Networks – A Transaction Cost Approach"**

International Journal of Production Research. Vol. 40, Num., 15 pp. 3519-3531

**11. Blomqvist, Kyläheiko and Virolainen, 2002**

**"Filling the Gap in Traditional Transaction Cost Economics: Towards Transaction Benefits based Analysis Using Finnish Telecommunications as an Illustration"**

International Journal of Production Economics. Vol. 79, pp 1-14.

**10. Hurmelinna, Peltola, Tuimala and Virolainen, 2002**

**"Attaining World-Class R&D by Benchmarking Buyer-Supplier Relationships"**

International Journal of Production Economics, 80 (1), p.39-47

**9. Stenberg and Virolainen, 2001**

**"A Framework for Classification of Services to Gain Strategic Purchasing Insights".**

In: Best Practice Procurement. Public and Private Sector Perspectives. (Eds. Erridge, A., Fee, R., and McIlroy J.) Gower Publishing Limited.

**8. Aaltio, Virolainen, 2001**

**"The Role of Leadership in Partnering Networks"**

World Markets Series. Business Briefing. European Purchasing & Supply Chain Strategies.

**7. Virolainen, Tuominen, Suominen, and Engblom, 2000**

**"Risks Related to Networking of Small and Medium-sized Enterprises: A Dyad Case Study"**

Working Paper Series of the Geneva Association, Etudes et Dossiers. No 232

**6. Hallikas, Virolainen, Tuominen, 2000**

**"Risks Analysis and Assessment in Network Environment - A Dyadic Case Study".**

International Journal of Production Economics. In print.

**5. Virolainen, 1999**

**"Development of purchasing partnership – A theoretical framework and a case study".**

Selected papers of the Third and Fourth IFPMM Summer School. IFPMM publications. Volume 2. Budapest.

**4. Virolainen, 1998**

**"A Survey of Procurement Strategy Development in Industrial Companies"**

International Journal of Production Economics. Volume 56-57.

**3. Moisio and Virolainen, 1993**

**"Inventory Control and Quality Systems Requirements "**

International Journal of Production Economics. Volume 30-31.

**2. Pirttilä and Virolainen, 1992**

**"An Overview of the State and Problems of Inventory Management in Finland".**

International Journal of Production Economics. Volume 26.

**1. Pirttilä and Virolainen, 1991**

**"Characteristics of Logistics Management in 23 Finnish Companies".**

International Journal of Production Economics. Volume 24. November.

**Papers published in international conference proceedings (mostly refereed) (54)**

**55. Ahtonen, Anni-Kaisa; Sissonen, Heli & Virolainen, Veli-Matti (2008).**

**"The sources of structural power in value net."**

Proceedings of the 17th International Annual IPSERA Conference, 9th -12th March 2008, Perth, Australia.

**54. Ahtonen, Anni-Kaisa; Kaurijoki, Mari; Kuusela, Hannu & Virolainen, Veli-Matti (2008).**

**"The influence of power on collaboration."**

Proceedings of the 17th International Annual IPSERA Conference, 9th -12th March 2008, Perth, Australia

**53. Lintukangas Katrina, Peltola Satu, Virolainen Veli-Matti (2008)**

**"Assessment of Success in Supply Management Integration",**

Proceedings of the 17th IPSERA conference, March 9-12, 2008, Perth, Australia.

**52. Ritvanen Virpi and Virolainen Veli-Matti (2008)**

**" Purchasing and Supply Strategy in Medium-Sized Enterprises"**

Proceedings of the 15th International Working Seminar on Production Economics, March 3-7, 2008, Innsbruck, Austria

**51. Lintukangas Katrina, Peltola Satu, Virolainen Veli-Matti (2008), "The Relationship of Organizational Capabilities of Supplier Management to the Firm's Supplier Orientation",**

Proceedings of the 15th International Working Seminar on Production Economics, March 3-7, 2008, Innsbruck, Austria.

**50. Ahtonen, A-K, and Virolainen, V-M, 2007**

**"Supply Strategy in Food Industry – Value Net Perspective"**

Proceedings of the 19th International Conference on Production Research, Valparaiso, Chile.

**49. Jumpponen, J., Kouchtch, S., Lintukangas, K., Panfili, V., Smirnova, M., Virolainen V-M., 2007**

**"The Levels of Strategic Purchasing and Supply Management in Finland and Russia"**

Proceedings of the 23rd IMP Conference in Manchester, UK.

**48. Jumpponen, J., Lintukangas, K., Smirnova, M., and Virolainen V-M, 2007**

**"Current State of Purchasing and Supply Management in Finland and in Russia - A Cross Country Survey".**

Proceedings of the 14<sup>th</sup> International Annual Euroma Conference, Ankara, Turkey.

**47. Lintukangas, K., Peltola, S., Vesterinen, T., and Virolainen V-M., 2007**

**"Current State of Supply Management - Survey study in Finland"**

Proceedings of 16<sup>th</sup> Annual Ipsera Conference. Bath, UK.

- 46. Hallikas, J., Sissonen, H., Varis, J., and Virolainen V-M., 2006**  
**“Emergence of the network structure in the ICT sector”**  
Proceedings of the 1st International Workshop on Institutional View of SCM. Tokyo, Japan.
- 45. Sissonen, H., Vahtera, H., Heikkilä, J., and Virolainen, V-M., 2006**  
**“Prerequisites for Coordinating Activities of the Supply Network with Product Data – the Supply Management Perspective”.**  
Proceedings of the 14<sup>th</sup> International Working Seminar on Production Economics. Innsbruck, Austria.
- 44. Jiang, L., Suojapelto, K., Hallikas, J., Virolainen, V-M., and Tang O, 2006**  
**“Value Network within ICT Industry from Supply Chain’s Perspective – A case study of the major Chinese ICT players”.**  
Proceedings of the 14<sup>th</sup> International Symposium on Inventories. Budapest, Hungary.
- 43. Hallikas, J. and Virolainen, V-M., 2006**  
**”Managing Risk in Supplier Networks: a Suppliers Perspectives”**  
Proceedings of 15<sup>th</sup> Annual Ipsera Conference. San Diego, Usa.
- 42. Niemi, Pirita and Virolainen Veli-Matti, 2005**  
**“The Challenge of Sourcing in Modern Day Russia”**  
Proceedings of 14<sup>th</sup> Annual IPSERA Conference in France
- 41. Kivistö, Timo, Puumalainen, Kaisu, Tervonen, Antero and Virolainen Veli-Matti 2005**  
**”The scope of purchasing – a framework for monetary analysis”**  
Proceedings of 14<sup>th</sup> Annual IPSERA Conference in France
- 40. Kivistö, T. & Virolainen, Veli-Matti, 2004**  
**“Benchmarking municipal public procurement activities in Finland”**  
International Public Procurement Conference. USA.
- 39. Juhantila, Virolainen, 2004**  
**“Intercompany Engagement Processes Revisited”**  
Proceedings of International POMS 2004 Conference, Can Cun, Mexico.
- 38. Hallikas, Jukka & Koistinen, Petri & Virolainen, Veli-Matti, 2004**  
**“The Possibilities of Organizational Learning in Effective Management of Supplier Networks”**  
p. 265-273, EUROMA Conference, June 2004, INSEAD, Fontainebleau, France.
- 37. Suominen, Virolainen, Haunia, Orpana, and Tuominen, 2003**  
**“Risk related to knowledge and control of critical supply assets”**  
Proceedings of 17<sup>th</sup> International Conference on Production Research, Blacksburg, USA.
- 36. Kivistö, Virolainen, and Tella, 2003**  
**”Consortia Purchasing and Logistics in Kuopio Area – Lessons Learned form 4-Year Project”**  
International Research Study of Public Procurement, Budapest.
- 35. Juhantila, Virolainen, 2003**  
**“Buyers’ Expectations from Their Suppliers”**  
Proceedings of 19<sup>th</sup> Annual IMP Conference, Lugano.

**34. Huhtinen and Virolainen 2003**

**“On Power Relations and Information Flows in the Supply Chain”**

Proceedings of the 8<sup>th</sup> International Symposium on Logistics, Sevilla, Spain

**33. Huhtinen, Lehtonen, and Virolainen 2003**

**”Determinants of Buyer-Supplier Product Data Integration”**

Proceedings of 12th International Annual IPSERA Conference, Budapest.

**32. Hallikas and Virolainen, 2003**

**”Managing Risk in Supplier Relationships”**

Proceedings of EUROMA/POMS Conference, Como Lake Italy.

**31. Tuimala, Torkkeli, Virolainen, and Tuominen 2002**

**”Overcoming the Decision Making Obstacles of Purchasing Benchmarking – A Case Study”**

Proceedings of 12<sup>th</sup> International Working Seminar on Production Economics. Igls/Innsbruck, Austria.

**30. Tella, Huhtinen, and Virolainen, 2002**

**”Coping with Strategic Purchasing”**

Proceedings of LRN Conference in Birmingham 2002.

**29. Huhtinen and Virolainen 2002**

**“ Communication Perspectives in Network Management – Review of Supply Chain Management Literature”**

Proceedings of 18<sup>th</sup> Annual IMP Conference in Dijon, France.

**28. Huhtinen, Tella, and Virolainen 2002**

**”Tackling the Purchasing Strategy: Organizing Communication Activities in a Network”**

Proceedings of LRN Conference in Birmingham 2002.

**27. Huhtinen, Ojala, Virolainen 2002**

**”Communication in intra-and inter-organizational relationships – Case from Finnish ICT-industry”**

Proceedings of Ipsera 2002 Conference at University of Twente. The Netherlands.

**26. Hallikas, Virolainen, Tuominen, Pulkkinen, 2002**

**”Managing Risk in Purchasing Strategy Selection” (Best paper award)**

Proceedings of Ipsera 2002 Conference at University of Twente. The Netherlands.

**25. Hallikas, Karvonen, Pulkkinen, Virolainen, and Tuominen 2002**

**”Risk Management Processes in the Network Environment”**

Proceedings of 12<sup>th</sup> International Working Seminar on Production Economics. Igls/Innsbruck, Austria.

**24. Suominen, Virolainen, Tuominen, Orpana, Haunia 2001**

**”Risk Management in a Technology Enterprise”**

In the CD-proceedings of the 16th International Conference on Production Research (ICPR), Prague, Czech Republic.

**23. Huttunen, Kyläheiko, and Virolainen 2001**

**“How to Recognize Dynamic Core Capabilities when Defining Boundaries of the Firm?”**

In the CD-proceedings of the 16th International Conference on Production Research (ICPR), Prague, Czech Republic.

**22. Huttunen, Kyläheiko, and Virolainen 2001**

**“Why to Identify Core Capabilities: Dynamic Capability View of the Firm”**

A paper presented at the 13th International Conference of NOFOMA 2001, Reykjavik, Iceland.

**21. Peltola, Tuimala and Virolainen, 2001**

**”Benchmarking Risk Classified Buyer-Supplier Relationship in the SME Context”**

Proceedings of the 10<sup>th</sup> International Annual Ipsera Conference. Jönköping, Sweden.

**20. Huhtinen, Ojala, Virolainen 2001**

**”A Conceptual Approach to the Value Net: Benefits, Opportunities, Key-enablers”**

Proceedings of Logistics Research Network. Edinburgh. UK.

**19. Varis and Virolainen, 2000**

**“Motivations for partnering relations in highly turbulent market – Internet-survey among telecommunication companies”.**

Proceedings of the Joint Conference of the 5<sup>th</sup> International Symposium on Logistics & 3<sup>rd</sup> Annual Conference of the Japan Society of Logistics Systems. July 2000, Japan.

**18. Tuimala, Torkkeli, Virolainen and Tuominen, 2000**

**“A Framework for Exploiting GDSS In Purchasing Benchmarking”.**

Proceedings of the Joint Conference of the 5<sup>th</sup> International Symposium on Logistics & 3<sup>rd</sup> Annual Conference of the Japan Society of Logistics Systems. July 2000, Japan.

**17. Tuimala, Torkkeli, Virolainen and Tuominen, 2000**

**”AHP Supported Purchasing Process Benchmarking”.**

Proceedings of the Conference 2000. London, Ontario, Canada.

**16. Niiranen, Virolainen, Torkkeli and Tuominen, 2000**

**“The Core Competence of a Small Information Technology Company and its Positioning in the Value Chain”.**

Proceedings of the Logistics Research Network 5<sup>th</sup> Annual Conference. September 2000. Cardiff, Great Britain.

**15. Kyläheiko, Puumalainen and Virolainen, 2000**

**“Is Knowledge Really Power? Towards Knowledge-Based View about Supplier’s Network Design”.**

Proceedings of the Special ICPR-2000 Conference. Thailand.

**14. Koistinen and Virolainen, 2000**

**”Organizational Memory and Its Role in Partnership”.**

Proceedings of the Conference 2000. London, Ontario, Canada.

**13. Koistinen, Tuimala and Virolainen 2000**

**“Organizational Memory in Purchasing Benchmarking”.**

Proceedings of the Logistics Research Network 5<sup>th</sup> Annual Conference. September 2000. Cardiff, Great Britain.

**12. Huttunen, Kyläheiko and Virolainen, 2000**

**"Identifying and Avoiding Risks in the Advanced Internet Technology Partnerships".**

Proceedings of the Joint Conference of the 5<sup>th</sup> International Symposium on Logistics & 3<sup>rd</sup> Annual Conference of the Japan Society of Logistics Systems. July 2000, Japan.

**11. Huttunen and Virolainen, 2000**

**"Alliance formation and management in Online Service Provider Business".**

Proceedings of the Conference 2000. London, Ontario, Canada.

**10. Virolainen and Lehtonen, 1999**

**"Buyer Development in Customer/Supplier Relationship – A Supplier Point of View."**

Proceedings of the "Logistics in the Information Age" Conference. Florence.

**9. Virolainen, Sandman and Tuominen, 1999**

**"Risk Related to Customer and Supplier Network: A Dyad Case Study".**

Proceedings of the 8<sup>th</sup> International Annual IPSERA Conference.

**8. Stenberg and Virolainen, 1999**

**"How Purchasing and External Resource Management can Create Value to the end Customer".**

Proceedings of the 15<sup>th</sup> Annual IMP Conference. Dublin.

**7. Kyläheiko, Tuominen and Virolainen, 1999**

**"Emergence of the Supply Chain Network in Finnish Industry: Attempt to Theoretical Reconstruction"**

Proceedings of the 12<sup>th</sup> International ISPIM Conference. Tokyo.

**6. Virolainen and Lehtonen, 1998**

**"Success factors of partnership in customer/supplier relationship – a dyad case study".**

Proceedings of 7<sup>th</sup> Annual IPSERA Conference. London.

**5. Virolainen, 1997**

**"Motives Success Factors and Pitfalls of Partnership in Buyer/Supplier Relationship".**

Proceedings of the 3<sup>rd</sup> International Symposium on Logistics. Padua.

**4. Pirttilä and Virolainen, 1994**

**"A Four-Step Approach to Inventory Imbalance Problem: A Case Study in a Food Industry Company".**

Lappeenranta University of Technology. Department of Industrial Engineering and Management. Research Report 69.

**3. Virolainen, 1993**

**"Improving Inventory Management by Performance Measurement - A Case Study"**

Presented at "The 12th International Conference on Production Research" in Finland 1993.

**2. Virolainen, Pirttilä and von Bagh, 1991**

**"On Inventory and Transportation Trends in Finland".**

Presented at "Cross-National Comparisons of Logistics Structures and Strategies" - workshop in Hungary 1989 and published in IIASA (International Institute for Applied Systems Analysis) Collaborative Paper-Series.

**1. Virolainen, 1991**

**"Control Systems for Logistics Performance".**

## **Scientific monographs and scientific papers (altogether 9, mostly in Finnish)**

### **6. Tella (eds.), Heikkilä, Huhtinen, Kivistö, Reijonen, Vahtera, and Virolainen, 2003**

#### **”ICT-Enabled Purchasing and Supply Management as a Competitive Edge”**

Unpublished report in the project “Information Technology in Business Relationship”, Telecom Business Research Center, Lappeenranta.

### **5. Peltola, Tuimala, and Virolainen, 2003**

#### **“Benchmarking Buyer-Supplier Relationships for Reduced Risks/Enhanced performance in Collaborative Innovation”**

Lappeenranta University of Technology. Department of Industrial Engineering and Management. Research report 148.

### **4. Huhtinen (eds.), Heikkilä, Kivistö, Reijonen, Tella, Vahtera, and Virolainen, 2003**

#### **”Integrating Supply Chain Management and Product Data Management”**

Unpublished report in the project “Information Technology in Business Relationship”, Telecom Business Research Center, Lappeenranta.

### **3. Hallikas, Karvonen, Kuusela, Ojala, Paavola, Puttonen, Rosqvist, Tuominen, and Virolainen, 2003**

#### **”Riskienhallinta digitaalisessa verkostoympäristössä”, 2003**

Lappeenranta university of technology. Department of Industrial Engineering and Management. Research report 149.

### **2. Torkkeli, Virolainen, Niiranen, and Tuominen, 1999**

#### **”Analyzing Core Competence and Value Add of Small Software Firms in Telecommunications”**

Telecom Business Research Center working paper num. 2. Lappeenranta. Finland.

### **1. Doctoral Thesis 1998**

#### **“Motives, Circumstances, and Success Factors in Partnership Sourcing”**

Lappeenranta University of Technology. Research Papers 71.

## **Books (altogether 3)**

### **1. Virolainen and Tuominen, 1998**

#### **”Hankintatoimeen liittyvät riskit teollisuusyrityksessä”**

In Kuusela and Ollikainen (eds.) ”Riskit ja riskienhallinta”.

Tampere University Press.

### **2. Hallikas, Karvonen, Lehtinen, Ojala, Pulkkinen, Tuominen, Uusi-Rauva, and Virolainen, 2001**

**”Riskienhallinta Yhteistyöverkostossa” (“Risk Management in Partner Network”)**

Finnish federation of metal industry. (Book has been translated in Dutch: **”Risicobeheersing in toeleveringsnetwerken”** NEVAT (Nederlandse Vereniging Algemene Toelevering))

**3. Virolainen and Hallikas, 2005**

**”Toimitusverkostoihin liittyvä riskienhallinta”**

**In Kuusela and Ollikainen (eds.) ”Riskit ja riskienhallinta”.**

Tampere University Press.