

**CURRICULUM VITAE &
LIST OF PUBLICATIONS**

NAME Jan Björnson Holmström

DATE OF BIRTH 7 June, 1964, Helsinki, Finland



EDUCATION

1995 Dr. Tech. in Industrial Management, Helsinki University of Technology, Finland

1986 M.Sc. (Eng.) in Computer Science, the Helsinki School of Economics, Finland

PROFESSIONAL EXPERIENCE

Since 2012

Full Professor of Operations Management (tenured), Aalto University School of Science, Finland. Principal investigator in cross-disciplinary research initiative on Building Information Modeling.

Since 2011

Visiting Professor of Supply Chain Information Management, Chalmers University of Technology, Gothenburg, Sweden

2008 to 2012

Professor (fixed term) in Industrial Services and Maintenance, Aalto University/ Helsinki University of Technology, Finland

2007 to 2008

Professor of Operations Management and Strategy (tenured) , Tampere University of Technology (on leave of absence due to Academy Research Fellowship)

2003 to 2008

Academy Research Fellow, Academy of Finland

1999 to 2005

Research manager of the Logistics Research Group at Helsinki University of Technology, Finland

1999 to 2000

External consultant to the European Supply Chain Practice, McKinsey & Company, Helsinki

1998 to 1999

Technology & Application Consultant, McKinsey & Company, Sweden

1995 to 1997

Systems Analyst, Lever Nordic, Sweden and Finland

Design and configuration of the SAP SD/MM modules and development of VMI system with key customers

CURRENT INDUSTRIAL COLLABORATION

Granlund, Kone, Konecranes, Senaatti, Skanska

TEACHING

Research supervision

Ph.D.: Advisor to 13, custos of 2, opponent of 5, and external examiner of 3 doctoral theses.

Lic.: External examiner of 2 licentiate's theses

M.Sc.: Examiner of over 30 theses (out of which 4 have won awards)

Courses taught

M. Sc.: Industrial Service Operations
Introduction to Industrial Management
Seminar on Service Management and Engineering

Doctoral: Supply Chain Management for Doctoral Students, a course organized in collaboration between Aalborg University (John Johansen), University of Southern Denmark (Jan Arlbjorn) and Aalto University (Jussi Heikkilä, Jan Holmström & Kari Tanskanen)

Executive: Nokia Integrator executive training program 2000-2001, a collaboration between IMD of Lausanne (Tom Vollman, Carlos Cordon & Jussi Heikkilä), Switzerland and Helsinki University of Technology (Eero Eloranta & Jan Holmström)

SERVICE AND PROFESSIONAL ACTIVITIES

Organizing Scientific Committee, European Operations Management (EurOMA) conference, Nordic Logistics Research Network (NOFOMA) conference, and numerous other international conferences.

Reviewing Editorial Advisory Board of Journal of Operations Management from 1999 to 2008; Editorial Review Board of Journal of Operations Management from 2008 to 2010.

Regular reviewer for Journal of Operations Management, International Journal of Production Economics, Computers in Industry, Supply Chain Management: An International Journal.

Occasional reviews for International Journal of Logistics,
International Journal of Physical Distribution and Logistics
Management, Omega.

Expert

Opinions Evaluation of professorship candidates Tampere University of Technology,
University of Southern Denmark, Linköping University.

Evaluation of research proposals for Academy of Finland, Technology Foundation
STW (the Netherlands), National Science Foundation (USA), Qatar National Re-
search Fund, Austrian Science Fund FWF.

Research Evaluation of center of excellence, interdisciplinary review of
research on Product-Service Systems at Cranfield University in 2010.

Committees Member of journal classification panel for economic and management
sciences of the Federation of Finnish Learned Societies in 2010-2011.

LANGUAGES

Swedish	Mother tongue
Finnish	Proficient
English	Proficient
German	Fluent
Spanish	Fluent
Hungarian	Basic knowledge

PUBLICATIONS

A. Refereed journal articles

Selection of high impact publications:

Jan Holmström, Mikko Ketokivi, and Ari-Pekka Hameri (2009), "Bridging Practice and Theory:
A Design Science Approach", Decision Sciences, Vol. 40, No. 1, pp. 65-87

Gerben Meyer, Kary Främling, and Jan Holmström (2009), "Intelligent Products: A survey",
Computers in Industry, Special Issue on Intelligent Products, Vol. 60, No. 3, pp. 137-148

Kary Främling, Timo Ala-Risku, Mikko Kärkkäinen, Jan Holmström (2007), "Design Patterns
for Managing Product Lifecycle Information", Communications of the ACM, June 2007/Vol. 50,
No. 6. pp. 75-79

Matthias Holweg, Steven Disney, Jan Holmström and Johanna Småros (2005), "Supply Chain
Collaboration : Making Sense of the Strategy Continuum", European Management Journal Vol.

23, No. 2, pp. 170-181, 2005 (Citation of Excellence Award by the Emerald Management Review Board)

Mikko Kärkkäinen, Jan Holmström (2002) "Wireless product identification: Enabler for handling efficiency, customisation, and information sharing", *Supply Chain Management: An International Journal*, Vol. 7, No. 4. pp. 242-252

Hoover, W., Eloranta, E. Holmström, J., and Huttunen, K. (2001) "Demand-Supply Chain Management - Value Innovations for Customer Satisfaction", published in *Operations Management series of Wiley&Sons, New York, N.Y, USA*, pp. 257

Holmström, J., Hoover, W., Vasara, A. and Louhiluoto, P. (2000), "The other end of the supply chain", *McKinsey Quarterly*, No. 1 2000

B. Work in Progress

"Logic for the Synthesis of Design Science Research", with Tuure Tuunanen and Jouni Kauremaa

"Emerging Patterns of Service Supply Chain Innovation: The Role of Digital Tracing", with Ola Henfridsson and Timo Ala-Risku

"Overcoming Barriers to Implementation of Supply Chain Innovations in Construction: The Case of On-site Shop", with Kari Tanskanen and Mikael Öhman.

"In-transit services and foliated control: The use of smart goods in transportation networks", with Joakim Kalantari and Per-Ola Arnäs.

C. Full list of peer reviewed journal publications

1. Främling, K, Holmström, J., Loukkola, J., Nyman, J., Kaustell, A. (2013), "Sustainable PLM through Intelligent Products", *Engineering Applications of Artificial Intelligence*, Forthcoming
 2. Finne, M., Brax, S. and Holmström, J. (2013), Reversed servitization paths: A case analysis of two manufacturers, forthcoming in *Service Business*
 3. Mirzabeiki, V., Jan Holmström, J. and Sjöholm, P. (2013), "Aligning Organisational Interests in Designing Rail-wagon Tracking", *Operations Management Research*, published on line December 4th 2012, <http://dx.doi.org/10.1007/s12063-012-0072-z>
 4. Finne, M. and Holmström, J. (2013), "A manufacturer moving upstream: Triadic collaboration for service delivery", *Supply Chain Management: An International Journal*, forthcoming
 5. Hinkka, V., Holmström, J., and Främling, K. (2012), "RFID tracking in the book supply chain: the transition from postponed to speculative tagging", *International Journal of Logistics Research and Applications*, Vol. 15, No. 3, pp. 199 - 214
 6. Lehtonen, O., Ala-Risku, T., and Holmström, J. (2012), "Enhancing field-service
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- delivery: the role of information", *Journal of Quality in Maintenance Engineering*, Vol. 18, No. 2, pp.125 - 140
7. Holmström, J. and Romme, AGL (2012), "Guest editorial: Five steps towards exploring the future of operations management", *Operations Management Research*, DOI 10.1007/s12063-011-0060-8
 8. Holmström, J., Tenhiälä, A. and Kärkkäinen, M. (2011), "Item dwell time in project inventories: A field experiment", *Computers in Industry*, Vol 62., No. 1, pp. 99-106, <http://dx.doi.org/10.1016/j.compind.2010.07.004>
 9. Holmström, J., Brax, S., and Ala-Risku, T. (2010), "Comparing provider-customer constellations of visibility-based service", *Journal of Service Management*, Vol. 21 No. 5, pp. 675-69, <http://dx.doi.org/10.1108/09564231011079093>
 10. Aaltonen, M. and Holmström, J. (2010) "Multi-ontology Topology of the Strategic Landscape in Three Practical Cases", *Technological Forecasting & Social Change*, Special Edition on Strategic Foresight, Vol. 77., No., pp. 1519-1526, <http://dx.doi.org/10.1016/j.techfore.2010.07.004>
 11. Holmström, J., Partanen, J., Tuomi, J. and Walter, M. (2010), "Rapid Manufacturing in the Spare Parts Supply Chain", *Journal of Manufacturing Technology Management*, Vol. 21, No. 6, pp. 687-697
 12. Holmström, J., Främling, K., and Ala-Risku, T. (2010), "The uses of tracking in operations management: Synthesis of a research program", *International Journal of Production Economics*, Vol. 126, No. 2, pp. 267-275 <http://dx.doi.org/10.1016/j.ijpe.2010.03.017>
 13. Ala-Risku, T., Collin, J., Holmström, J., and Vuorinen, J-P (2010), "Site inventory tracking in the project supply chain: Problem description and solution proposal in a very large telecom project", *Supply Chain Management: An International Journal*, Vol. 15, No. 3, pp. 252-260, <http://dx.doi.org/10.1108/13598541011040008>
 14. Holmström, J., Ala-Risku, T., Auramo, J., Collin, J., Eloranta, E., and Salminen, A. (2010), "Demand-Supply Chain Representation: A Tool for Economic Organizing of Industrial Services" , *Journal of Manufacturing Technology Management*, Special Issue on Transferring Best Practices between the Manufacturing and Service Sectors, Vol. 21, No. 3, pp. 376-387
 15. Kärkkäinen, M. , Ala-Risku, T., Främling, K., Collin, J., and Holmström, J. (2010), "Inventory transparency to temporary storage locations - A solution design experiment in project business" , *International Journal of Managing Projects in Business*, Vol. 3, No. 2, pp. 292-306
 16. Ville Hinkka, Jan Holmström, Kary Främling, Béla Pátkai (2009), Building Identity-Based Tracking and Web-Services for SMEs, *International Journal of e-Business Management*, Vol. 3, No. 1, pp. 49-53.
 17. Kauremaa, J., Småros, J., Holmström, J. (2009), "Patterns of Vendor-Managed Inventory: Findings from a Multiple-Case Study", *International Journal of Operations and Production Management*, Vol. 29, No. 11, pp.1109-1139
 18. Collin, J., Eloranta, E., and Holmström, J. (2009), "How to design the right supply chains for your customers", *Supply Chain Management: An International Journal*, Vol. 14 , No. 6 , pp. 411-417
 19. Kari Tanskanen, Jan Holmström, Jan Elfving, and Ulla Talvitie (2009), "Vendor-managed-inventory (VMI) in construction", *International Journal of Productivity and Performance Management*, Vol. 58 No. 1, 2009, pp. 29-40, Emerald Group Publishing Limited, DOI 10.1108/17410400910921065
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20. Jan Holmström, Mikko Ketokivi, and Ari-Pekka Hameri (2009), "Bridging Practice and Theory: A Design Science Approach", *Decision Sciences*, Vol. 40, No. 1, pp. 65-87
 21. Gerben Meyer, Kary Främling, and Jan Holmström (2009), "Intelligent Products: A survey", *Computers in Industry, Special Issue on Intelligent Products*, Vol. 60, No. 3, pp. 137-148
 22. Jan Holmström, Risto Kajosaari, Kary Främling, and Erik Langius, (2009), "Viewpoint: Roadmap to Tracking Based Business and Intelligent Products", *Computers in Industry, Special Issue on Intelligent Products*, Vol. 60, No. 3, pp. 229-233
 23. Riikka Kaipia, Jan Holmström and Mikael Hellström (2007), "Measuring the benefit of changing the value offering in grocery supply chains", *Production Planning and Control*, Vol. 18, No. 2, pp. 131-141
 24. Mikko Rönkkö, Mikko Kärkkäinen, and Jan Holmström (2007) Benefits of an item-centric enterprise-data model in logistics services: A case study, *Computers in Industry*, Vol. 58. No. 8-9, pp. 814-822
 25. Riikka Kaipia, Jan Holmström (2007), "Selecting the right planning approach for a product", *Supply Chain Management: An International Journal*, Vol. 12, No. 3, 2007, pp. 3-13
 26. Kary Främling, Timo Ala-Risku, Mikko Kärkkäinen, Jan Holmström (2007), "Design Patterns for Managing Product Lifecycle Information", *Communications of the ACM*, June 2007/Vol. 50, No. 6. pp. 75-79
 27. Jussi Heikkilä, Jan Holmström (2006), "The impact of RFID and agent technology innovation on cost efficiency and agility", *International Journal of Agile Manufacturing*, Vol. 9, No. 1, pp. 3-8
 28. Kary Främling, Timo Ala-Risku, Mikko Kärkkäinen, Jan Holmström (2006), "Agent-based Model for Managing Composite Product Information", *Computers in Industry*, Vol. 57, No. 1. pp. 72-81
 29. Jan Holmström, Hille Korhonen, Aki Laiho, Helena Lakervi (2006), "Managing product introduction across the supply chain: findings from a development project", *Supply Chain Management: An International Journal*, Vol. 11, No. 2
 30. Juha-Matti Lehtonen, Johanna Småros, Jan Holmström (2005), "The effect of demand visibility in product introductions", *International Journal of Physical Distribution and Logistics Management*, Vol. 35, No. 2, pp. 101-115
 31. E. Ilie Zudor; Jan Holmstrom (2005), "Solution framework proposal: taking effective control over the project delivery chain with automatic identification and agent-based solutions", *Assembly Automation*, Vol. 25, No. 1, pp. 59 - 65
 32. Matthias Holweg, Steven Disney, Jan Holmström and Johanna Småros (2005), "Supply Chain Collaboration : Making Sense of the Strategy Continuum", *European Management Journal* Vol. 23, No. 2, pp. 170-181, 2005 (Note: Article received the Citation of Excellence Award by the Emerald Management Review Board, <http://info.emeraldinsight.com/products/reviews/awards.htm?id=2006>)
 33. Laura Salmi, Jan Holmström (2004), "Monitoring new product introductions with sell-through data from channel partners", *Supply Chain Management: An International Journal*, Vol. 9, No. 3
 34. Sauli Karvonen, Juhani Rämö, Mauri Leijala, and Jan Holmström (2004), "Productivity improvement in heart surgery - a case study on care process development", *Production Planning & Control*, Vol. 15, No. 3, April 2004, 238-246
 35. Timo Ala-Risku, Mikko Kärkkäinen, Jan Holmström (2003): Evaluating the ap-
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- plicability of merge-in-transit, *International Journal of Logistics Management*, Vol. 14, No. 2. Pp. 67-80
36. Johanna Småros, Juha-Matti Lehtonen, Patrik Appelqvist, Jan Holmström (2003), The impact of increasing demand visibility on production and inventory control efficiency, *International Journal of Physical Distribution and Logistics Management*, Vol. 33, Iss. 4
 37. Mikko Kärkkäinen, Timo Ala-Risku, Jan Holmström (2003), "Increasing customer value and decreasing distribution costs with merge-in-transit", *International Journal of Physical Distribution and Logistics Management*, Vol. 33, No. 2, pp. 132 - 148
 38. Mikko Kärkkäinen, Jan Holmström, Kary Främling, Karlos Artto (2003), "Intelligent products - a step towards a more effective project delivery chain", *Computers in Industry*, Vol. 50, Iss. 2, pp. 141-151
 39. Jan Holmström, Kary Främling, Jukka Tuomi, Mikko Kärkkäinen, and Timo Ala-Risku (2002), "Intelligent product agents: The key to implementing collaboration process networks?", *International Journal of Logistics Management*, Vol. 13, No. 2, pp. 39-66
 40. Jan Holmström, Kary Främling, Riikka Kaipia, Juha Saranen (2002), "Collaborative planning forecasting and replenishment: new solutions needed for mass collaboration", *Supply Chain Management*, Vol. 7, No. 3
 41. Kari Tanskanen, Hannu Yrjölä, Jan Holmström (2002), "The way to profitable internet grocery retailing - 6 lessons learned", *International Journal of Retail & Distribution Management*, Vol.30, No.4
 42. Mikko Kärkkäinen, Jan Holmström (2002) "Wireless product identification: Enabler for handling efficiency, customisation, and information sharing", *Supply Chain Management: An International Journal*, Vol. 7, No. 4
 43. Riikka Kaipia, Jan Holmström, Kari Tanskanen (2002), "What are you losing if you let your customer place orders?", *Production Planning & Control*, Vol. 13, No. 1
 44. Mikko Punakivi, Hannu Yrjölä, Jan Holmström (2001) "Solving the Last Mile Issue: Reception box or Delivery box?", *International Journal of Physical Distribution and Logistics Management*, Vol.31, No.6
 45. Vesa Kämäräinen, Juha Saranen, Jan Holmström (2001), "The reception box impact on home delivery efficiency in the e-grocery business", *International Journal of Physical Distribution and Logistics Management*, Vol.31, No.6
 46. Keil, T., Eloranta, E., Holmström, J., Järvenpää, E., Takala, M., Autio, E., Hawk, D. (2001), "Information and communication technology driven business transformation: A call for research, *Computers in Industry*", Vol 44(3), pp 263-282
 47. Kämäräinen, V., Småros, J., Jaakola, T. and Holmström, J. (2001) "Cost-effectiveness in the e-grocery business", *International Journal of Retail & Distribution Management*, Vol. 29, No. 1
 48. Punakivi, M., Holmström, J. (2000), "Extending e-commerce to the grocery business - The need for reengineering fleet management in distribution", *Logistik Management*, Vol. 2, No. 1
 49. Småros, J., Holmström, J. and Kämäräinen, V. (2000), "New service opportunities in the e-grocery business", *International Journal of Logistics Management*, Vol. 11, No. 1
 50. Småros, J., Holmström, J. (2000), "Reaching the consumer through e-grocery
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- VMI", *International Journal of Retail & Distribution Management*, Vol. 28, No 2
51. Holmström, J., Hoover, W., Vasara, A. and Louhivuoto, P. (2000), "The other end of the supply chain", *McKinsey Quarterly*, No 1 2000
 52. Holmström, J., Hoover, W., Eloranta, E. and Vasara, A. (1999)"Discovering your value offering points: how to become a shaper of demand-supply chains", *International Journal of Logistics Management*, Vol 10, No 2, pp. 1-12
 53. Holmström, J, Hameri, A-P, (1999), "The Dynamics of Consumer Response - A Quest for the Strange Attractors of Supply Chain Demand", *International Journal of Operations & Production Management*, Vol. 19. No. 10. pp. 993-1009
 54. Lehtonen, J-M, Holmström, J. & Slotte, J. (1999), " Constraints to quick response systems in the implosive industries" , *Supply Chain Management: An International Journal*, Vol. 4, No , pp. 51-57
 55. Eloranta, E. & Holmström, J. (1998), "Productivity reconsidered: Critical assessment of investments", *International Journal of Production Economics*, Vol. 56-57, pp. 109-119
 56. Holmström, J. (1998), "Business Process Innovation in the Supply Chain - A Case Study of Implementing Vendor Managed Inventory", *European Journal of Purchasing & Supply Management*, Vol. 4, No. 2/3, pp. 127-131
 57. Holmström, J. (1998), "Implementing Vendor Managed Inventory the Efficient Way: A Case Study of Partnership in the Supply Chain ", *Production and Inventory Management Journal*, Third Quarter 1998, pp.1-5
 58. Holmström, J.(1998), " Handling Product Range Complexity - A Case Study On Re-engineering Demand Forecasting", *Business Process Management Journal*, Vol. 4, No3, pp. 241-258
 59. Lehtonen, J-M. & Holmström, J. (1998); " Is Just-in-Time applicable in paper industry logistics?", *Supply Chain Management: An International Journal*, Vol. 3, No 1, pp. 21-32
 60. Holmström, J. (1997), "Product Range Management - Linking Supply Chain Operations to Consumer Values", *Supply Chain Management: An International Journal*, Vol. 2, No. 3, pp. 107-115
 61. Hameri, A-P & Holmström, J. (1997), "Operational Speed - the Opportunity for Finnish Paper Industry", *Paper and Timber*, Vol. 79 No.4 pp.244-248
 62. Holmström, J. Hameri, A-P., Nielsen, N., Pankakoski, J. & Slotte, J.(1997);"Examples of Production Dynamics Control for Cost Efficiency", *International Journal of Production Economics* 48 pp 109-119
 63. Karvonen, S., & Holmström, J (1996)., "How to Use Tooling Analysis to Reduce Setup and Improve Throughput", *Production and Inventory Management Journal*, Vol. 37, No. 3, pp. 75-80
 64. Holmström, J. & Dreijer, A. (1996),"Reengineering in Sales and Distribution - Creating a Flexible and Integrated Operation", *Business Process Re-engineering & Management Journal*, Vol. 2, No. 2, pp. 23- 38
 65. Nielsen, N.H. & Holmström, J. (1995), "Design for Speed - a supply chain perspective on design for manufacturability" , *Computer Integrated Manufacturing Systems*, Vol. 8 No.3 pp.223-228
 66. Holmström, J. (1995), "Speed and Efficiency - A Statistical Enquiry of Manufacturing Industries"; *International Journal of Production Economics* 39, pp. 185-191
 67. Seppälä, U. & Holmström, J. (1995), Rough Modeling of Logistics Networks, *Journal of Integrated Manufacturing Systems*, Vol. 6, No. 5, pp. 13-20
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68. Holmström, J & Aavikko, P.(1994), "Achieving a Management Breakthrough in Inbound Logistics by Improving the Efficacy of Operational Decisions", *Production and Inventory Management Journal*, Vol. 35 No. 3, pp. 1-8
 69. Holmström, J & Aavikko, P. (1994), "Computer support for continuous improvements"; *Production Planning and Control*, vol. 5, nr.2, pp. 206-212
 70. Holmström, J. (1994), "The relationship between productivity and speed in industry networks: A study of industrial statistics" *International Journal of Production Economics* 34, pp. 91-97
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