



ICPQR 2008 - Pre Conference Day TUE 24th June 2008

9.00	<i>Departure from the hotels</i>	
10.00 – 12.00	Industrial Visit at Polar Electro Oy <ul style="list-style-type: none">- guided by Juha Lindfors, Dr, University of Oulu• Raija Laukkanen, Dr, Director, Exercise Sciences<ul style="list-style-type: none">○ Improving health and fitness with Polar products• Matti Verkasalo, Dr, Director, Quality and Engineering<ul style="list-style-type: none">○ Key elements to ensure customer satisfaction	
12.00	<i>Departure to the hotels</i>	
17.00 – 19.00	ISPQR Board Meeting 1 (Room Kaleva, Radisson SAS)	
19.30 – 22.00	ISPQR Party (Restaurant Vänmanni, Oulu City Theatre) <ul style="list-style-type: none">- Cocktails and snacks- Music by Antti Piila & CO	
22.00 – 23.30	Oulu City sightseeing by the train Potnapekka (50 people) <ul style="list-style-type: none">- via hotel Kortteeri and hotel Eden - back to hotel Radisson SAS	

ICPQR 2008 - Conference Day 1, WED 25th June 2008

- 8.00 – 9.00 **Morning Jogging along the Seaside**
 - Starts in front of the hotel Radisson SAS, guided by **Janne Puikko**, *Lic.Tech, University of Oulu*
- 9.00 – 10.00 **Morning walk at the Market place**
 - Starts in front of the hotel Radisson SAS, guided by **Minna Kynsilehto**, *M.Sc, University of Oulu*

- 9.00 – 10.00 **Press Conference** (Radisson SAS, Room Kaleva)
- 10.00 – 12.00 **Registration**
- 10.30 *Departure from the hotels*
- 12.00 – 14.30 **OPENING** (University of Oulu, Saalastinsali HR 145)
 Chair: **Jaakko Kujala**, *Professor, University of Oulu, Conference Chair*

- **Rauli Svento**, *Vice Rector, Professor, University of Oulu*

KEYNOTE SPEECHES

- **David J Sumanth**, *Professor, President of ISPQR, University of Miami, USA*
 - Total Productive Societies for the 21st Century
- **Paul Lillrank**, *Professor, Helsinki University of Technology, HUT, Finland*
 - Event-Based Approach to Service Production
- **Kari Nenonen**, *CEO, Hospital District of Helsinki and Uusimaa, HUS, Finland*
 - Effective Healthcare Organization

- 14.30 – 15.00 Sandwiches table - Restaurant Kastari

PARALLEL SESSIONS [15.00 – 17.00]

TS 101
INDUSTRIAL CASES
 Chair: **Prof J-M Lehtonen**

TS 107
TQM 1
 Chair: **Dr T Jokinen**

TS 128
HIGHER EDUCATION
 Chair: **Prof K Phusavat**
 Keynote:
Dr Keith Williams
The Open University, UK

Theme panel: **HR 145**
Finnish Healthcare Services
for 21st Century

Moderator:
Prof W Werther, *University fo Miami*

Panelists:

- **Aino-Liisa Oukka**, *CEO, NOHD*
- **Pertti Karjalainen**, *CEO, MedOne*
- **Martti Kiuru**, *CEO, Suomen Terveystalo*
- **Paul Lillrank**, *Prof., HUT*
- **Kari Nenonen**, *CEO, HUS*
- **Matti Koivu**, *CEO, Coronaria*

- 17.15 *Departure to the hotels*

- 19.30 – 21.00 **RECEPTION in the Oulu City Hall**
 • Host: **Matti Pennanen**, *Mayor, City of Oulu*

- 21.30 – 23.00 **Oulu City Sightseeing** by the train Potnapekka (50 people)
 - via hotel Kortteeri and hotel Eden - back to hotel Radisson SAS

PARALLEL SESSIONS: Conference Day 1, WED 25th June (15.00 – 17.00)

TS 101 - SESSION 1: INDUSTRIAL CASES – PRODUCTIVITY

Chair: **Prof Juha-Matti Lehtonen**, *Tampere University of Technology, Finland*

- 15.00 – 15.20 **Pekka Belt:** Requirements management in ICT companies – benchmarking with car industry
15.20 – 15.40 **Josu Takala:** Global operative competitiveness by analytical models from competitive priorities in KIPSSs
15.40 – 16.00 **Matti Muhos:** The early stages of technology intensive SME – A productivity point of view
16.00 – 16.20 **Josu Takala:** Trends in implementing dynamic operation strategies
16.20 – 16.40 **Teemu Mäenpää:** A construction model for infrastructure networks
16.40 – 17.00 **Cheng-Ping Cheng:** The impact of international joint venture on the technical efficiency

TS 107 - SESSION 2: TOTAL QUALITY MANAGEMENT – TQM 1

Chair: **Dr Tauno Jokinen**, *University of Oulu, Finland*

- 15.00 – 15.20 **Juhani Anttila:** Qua vadis quality profession? Challenges of the IS to quality management
15.20 – 15.40 **Marko Manu:** Different quality perspectives within organization as critical factors for organization's TQM
15.40 – 16.00 **Maneesh Kumar:** Comparing the quality management practices between Six Sigma and ISO certified SMEs
16.00 – 16.20 **Sanna Pekkola:** Productising expert services of performance management
16.20 – 16.40 **Rayko Toshev:** Transition from product centered strategy to KIBS concept. Case studies
16.40 – 17.00 **Petri Nieminen:** The effects of quality awards on financial performance

TS 128 - SESSION 3: PRODUCTIVITY AND QUALITY IN HIGHER EDUCATION

Chair: **Prof Kongkiti Phusavat**, *Kasetsart University, Thailand*

- 15.00 – 15.40 Session keynote: **Dr Keith Williams**, *The Open University, UK*
 o Open university concept
15.40 – 16.00 **Maarit Lahtonen:** Introduction to and experiences of the learning networks
16.00 – 16.20 **Pekka Kess:** Quality criteria for university eLearning
16.20 – 16.40 **Kongkiti Phusavat:** University classification framework in Thailand
16.40 – 17.00 **Alberto Ciudad Araújo:** Quality challenges in converting traditional universities into virtual universities

HR 145 – THEME PANEL 1: FINNISH HEALTHCARE SERVICES FOR 21st CENTURY

Moderator: **Prof William B Werther**, *University of Miami, USA*

Panelists: **Aino-Liisa Oukka**, *CEO, Northern Ostrobothnia Hospital District (NOHD)*; **Kari Nenonen**, *CEO, Hospital District of Helsinki and Uusimaa (HUS)*; **Paul Lillrank**, *Professor, Helsinki University of Technology (HUT)*; **Pertti Karjalainen**, *CEO, MedOne Oy*; **Martti Kiuru**, *CEO, Suomen Terveystalo Oy*; **Matti Koivu**, *CEO, Coronaria Oy*

ICPQR 2008 - Conference Day 2, THU 26th June 2008

8.00 - 10.30	Registration		
8.00	<i>Departure from the hotels</i>		
9.00 - 10.00	KEYNOTE SPEECH (Saalastinsali HR 145) Chair: Peter Rehnström, Dr (hc), CEO, The Finnish Work Environment Fund <ul style="list-style-type: none"> • Mitsuo Nagamachi, <i>Professor, Kyushu University, Japan</i> <ul style="list-style-type: none"> ○ Shiromiso and Akamiso 		
10.00 - 10.30	Networking Coffee Break - (Restaurant Kastari)		
PARALLEL SESSIONS: [10.30 – 12.00] [13.30 – 15.00] [15.30 – 17.00]			
TS 101 WORKING LIFE 1 Chair: Dr(hc) P Rehnström Keynote: Marko Kesti <i>CEO, MCompetence Oy</i>	TS 107 TQM 2 Chair: Dr T Jokinen	TS 128 ORGANIZATION 1 Chair: Prof P Kess	HR 145 HEALTHCARE 1 Chair: Prof V Kämäräinen Keynotes: Dr Franklin Dexter <i>University of Iowa, USA</i> MD Janne Aaltonen, HUS MSc Antti Peltokorpi, HUT
12.00 – 13.30	Lunch - Restaurant Aula		
TS 101 WORKING LIFE 2 Chair: Prof M Forsman	TS 107 SCM 1 Chair: Prof J Juga Keynote: Arto Tolonen <i>Manager, Nokia Siemens Networks</i>	TS 128 ORGANIZATION 2 Chair: Prof H Haapasalo	HR 145 HEALTHCARE 2 Chair: Prof F Dexter
15.00 – 15.30	Networking Coffee Break - Restaurant Datania and Restaurant Kastari		
TS 101 WORKING LIFE 3 Chair: Prof H Virokannas	TS 107 SCM 2 Chair: Prof J Juga	TS 128 EDITORIAL PANEL Chair: Prof B Lin Alex Douglas, Dr, Liverpool Pekka Kess, Prof, Oulu Kongkiti Phusavat, Prof, Kasetsart Josu Takala, Prof, Vaasa	HR 145 HEALTHCARE 3 Chair: Prof V Kämäräinen
17.15	<i>Departure to the hotels</i>		
17.30 – 19.00	ISPQR Board Meeting 2 (Room Kaleva, Radisson SAS)		
19.30 – 23.30	ICPQR 2008 Dinner (Restaurant Toivo, Radisson SAS) - The Shouters – Huutajat		

PARALLEL SESSIONS: Conference Day 2, THU 26th June (10.30 – 12.00)

TS 101 – SESSION 4: PRODUCTIVITY AND QUALITY IN WORKING LIFE – WORKING LIFE 1

Chair: **Dr (hc) Peter Rehnström**, *CEO, The Finnish Work Environment Fund, Finland*

- 10.30 – 10.50 Keynote speech: **Marko Kesti**, *CEO; MCompetence Oy*
○ The tacit signal HRIS in competence recognition and management
- 10.50 – 11.10 **Arto Reiman**: Improving quality of working life and productivity simultaneously
- 11.10 – 11.30 **Timo Vuori**: System-wide perspective on regenerative knowledge work
- 11.30 – 11.50 **Antti Simola**: Success with safety campaigns – why some companies get better results than the others
- 11.50 – 12.10 **Pauliina Marjala**: Productivity through well-being at work or well-being at work through productivity

TS 107 – SESSION 5: TOTAL QUALITY MANAGEMENT - TQM 2

Chair: **Dr Tauno Jokinen**, *University of Oulu, Finland*

- 10.30 – 10.50 **Maneesh Kumar**: Six sigma in a hotel industry. Some preliminary observations and agenda for future research
- 10.50 – 11.10 **Josu Takala**: Models of customer satisfaction – Evaluation of the models
- 11.10 – 11.30 **Alnosy Balbaa**: Extending the scope of EFQM and PERS to achieve environmental sustainability
- 11.30 – 11.50 **Krystina Bakhrankova**: Planning, productivity and quality in continuous non-discrete production
- 11.50 – 12.10 **Hooshang Maktabi**: Identifying research dimensions from the outlook of faculty members of DIAM

TS 128 – SESSION 6: ORGANIZATIONAL PRODUCTIVITY - ORGANIZATION 1

Chair: **Prof Pekka Kess**, *University of Oulu, Finland*

- 10.30 – 10.50 **Paula Linna**: Defining and measuring productivity in the public sector: Päijät-Häme region, Finland
- 10.50 – 11.10 **Dilek Özdemir**: Promoting productivity and the quality concept in organizations
- 11.10 – 11.30 **Esa Viitamo**: Productivity in universal banking – Two strategic regimes
- 11.30 – 11.50 **Henri Karppinen**: Analyzing productivity constraints and potentials in a Finnish Court of Appeal
- 11.50 – 12.00 DISCUSSION

HR 145 – SESSION 7: PRODUCTIVITY AND QUALITY OF HEALTHCARE SERVICES – HEALTHCARE 1

Chair: **Prof Vesa Kämäräinen**, *Helsinki University of Technology, HEMA, BIT Research Centre, Finland*

- 10.30 - 11.15 Keynote speech: **Franklin Dexter**, *Prof, University of Iowa, USA*
○ Managing operating room productivity. Lessons from operating room management about when and how reducing setup and cleanup times can increase productivity
- 11.15 – 11.45 **Janne Aaltonen**, *MD, Hospital District of Helsinki and Uusimaa, Finland*
○ Operating room productivity as an element of hospital productivity
- 11.45 – 12.10 **Antti Peltokorpi**, *MSc, Helsinki University of Technology*
○ Managing performance of operating units: International benchmarking study

PARALLEL SESSIONS: Conference Day 2, THU 26th June (13.30 – 15.00)

TS 101 – SESSION 8: PRODUCTIVITY AND QUALITY IN WORKING LIFE – WORKING LIFE 2

Chair: **Prof Mikael Forsman**, *Karolinska Institutet, Sweden*

- 13.30 – 13.50 **Gerard Zwetsloot**: Investing in health equals managing business benefits
13.50 – 14.10 **Pertti Palukka**: Productivity and safety as competing goals
14.10 – 14.30 **Alex and Jacqueline Douglas**: The effect of performance measurement on people
14.30 – 14.50 **Minna Kynsilehto**: Managing teams and well-being at work in a telework setting
14.50 – 15.10 **Prasanna Illankoon**: Identifying psychological effects of short, repetitive and easy tasks on production lines

TS 107 – SESSION 9: SUPPLY CHAIN PERFORMANCE MANAGEMENT – SCM 1

Chair: **Prof Jari Juga**, *University of Oulu, Finland*

- 13.30 – 14.10 Keynote speech: **Arto Tolonen**, *Head of Product Data Management Operations, Delivery Capability Management, Nokia Siemens Networks*
 o Global product and delivery data management as a part of high-performance supply chain
14.10 – 14.30 **Michael J Pedersen**: Model-based and data-driven supply chain performance measurement
14.30 – 14.50 **Janne Puikko**: Operations productivity and performance measurement in a supply chain context
14.50 – 15.10 **Yohannes Kristianto**: Price and quantity postponement by Bertrand and Cournot Stackelberg Game

TS 128 – SESSION 10: PROJECT-BASED ORGANIZATIONS - ORGANIZATION 2

Chair: **Prof Harri Haapasalo**, *University of Oulu, Finland*

- 13.30 – 13.50 **Laura Piila**: Quality and productivity in project business research
13.50 – 14.10 **Teuvo Uusitalo**: Managing risks in global project business – a case study
14.10 – 14.30 **Taina Savolainen**: Sharing tacit knowledge in a project-based organization - Perspective of trust
14.30 – 14.50 **Heli Aramo-Immonen**: Positive trigger for proactive management improvement
14.50 – 15.00 DISCUSSION

HR 145 – SESSION 11: PRODUCTIVITY AND QUALITY OF HEALTHCARE SERVICES – HEALTHCARE 2

Chair: **Prof Franklin Dexter**, *University of Iowa, USA*

- 13.30 – 13.50 **Eeva Liikanen**: Governing the point-of-care testing process at a university hospital: sharing the quality
13.50 – 14.10 **Ville Tuomi**: How to measure a process in the cardiac invasive procedures?
14.10 – 14.30 **Virpi Kronström**: Costs of poor quality and time-based management of patient processes
14.30 – 14.50 **Ingegerd Skoglund-Öhman**: Patient transfer technique training among home service personnel
14.50 – 15.10 **Antti Peltokorpi**: Improving efficiency of operation unit: production planning approach

PARALLEL SESSIONS: Conference Day 2, THU 26th June (15.30 – 17.00)

TS 101 – SESSION 12: PRODUCTIVITY AND QUALITY IN WORKING LIFE – WORKING LIFE 3

Chair: **Prof Hannu Virokannas**, *University of Oulu, Finland*

- 15.30 – 15.50 **John Abeysekera**: Trends and demands of ergonomic education in Sri Lanka
15.50 – 16.10 **Heikki Laitinen**: Competition as catalyser of occupational safety improvement
16.10 – 16.30 **Greg Soukiassian**: An attempt for increasing the quality and productivity in working environment
16.30 – 16.50 **Hannele Palukka**: Multilayered organization of aviation safety
16.50 – 17.00 DISCUSSION

TS 107 – SESSION 13: SUPPLY CHAIN PERFORMANCE MANAGEMENT – SCM 2

Chair: **Prof Jari Juga**, *University of Oulu, Finland*

- 15.30 – 15.50 **Mikko Pynnönen**: Toolset for connecting customer requirements with ICT service value network
15.50 – 16.10 **Guido Siestrup**: Integrated supply chain planning: An approach based on flexible communication platform
16.10 – 16.30 **Sari Uusipaavalniemi**: Developing supply chain information sharing through semantic interoperability
16.30 – 16.50 **Jouni Juntunen**: Controlling the bullwhip with transport capacity constraints: A simulation study
16.50 – 17.00 DISCUSSION

TS 128 – Editorial Panel

Chair: **Prof Binshan Lin**, *Louisiana State University, USA*

Panelists: **Dr Alex Douglas**, *Liverpool Business School, Liverpool John Moores University*, **Prof Pekka Kess**, *University of Oulu, Finland*; **Prof Kongkiti Phusavat**, *Kasetsart University, Thailand*; **Prof Josu Takala**, *University of Vaasa, Finland*

HR 145 – SESSION 14: PRODUCTIVITY AND QUALITY OF HEALTHCARE SERVICES – HEALTHCARE 3

Chair: **Prof Vesa Kämäräinen**, *Helsinki University of Technology, HEMA, BIT Research Centre, Finland*

- 15.30 – 15.50 **Ari-Matti Auvinen**: Quality and user-created content in healthcare
15.50 – 16.10 **Juha-Matti Lehtonen**: Operation time in Coronary Artery Bypass Graft (CABG)
16.10 – 16.30 **Vera Tilson**: Operational performance of a US emergency department
16.30 – 16.50 **Paulus Torkki**: Factors leading to a short hospital stay after hysterectomy
16.50 – 17.00 DISCUSSION

ICPQR 2008 - Conference Day 3, FRI 27th June 2008

8.00 - 10.30	Registration			
8.00	<i>Departure from hotels</i>			
9.00 - 10.30	KEYNOTE SPEECH (Saalastinsali HR 145)			
	Chair: Tuomo Alasoini , <i>Dr, Docent, TYKES Programme, TEKES</i>			
	<ul style="list-style-type: none"> • Wim Vanhaverbeke <i>Professor, Hasselt University, Belgium</i> <ul style="list-style-type: none"> ○ Open innovation • Waldemar Karwowski, <i>Professor, University of Central Florida, USA</i> <ul style="list-style-type: none"> ○ Axiomatic Design for Ergonomics Quality 			
10.30 - 11.00	Networking Coffee Break - Restaurant Kastari			
	PARALLEL SESSIONS [11.00 – 12.30] [14.00 – 15.30]			
TS 101	TS 107	TS 128	<div style="background-color: yellow; border: 1px solid black; border-radius: 15px; padding: 5px;"> <p>FREE SEMINAR HR 145</p> <p>11.00 – 12.30</p> <p>Kansei Engineering</p> <p>Chair: Prof J Abeysekera</p> <p>Keynote:</p> <p>Prof Mitsuo Nagamachi</p> <p><i>Kyushu University, Japan</i></p> </div>	
PRODUCT DESIGN	TQM 3	HEALTHCARE 4		
Chair: Prof H Haapasalo	Chair: Dr T Jokinen	Chair: Prof J Kujala		
12.40 – 14.00	Lunch - Restaurant Aula			
TS 101	TS 107	TS 128	<div style="background-color: yellow; border: 1px solid black; border-radius: 15px; padding: 5px;"> <p>Industrial workshop TS 127</p> <p>13.30 – 15.20</p> <p>Operation room productivity</p> <p>Moderator:</p> <p>Prof Franklin Dexter</p> <p><i>University of Iowa, USA</i></p> </div>	
PARTICIPATIVE DESIGN	SCM 3	ORGANIZATION 3		
Chair: Dr T Alasoini	Chair: Prof. J Juga	Chair: Prof. Numprasertchai		
15.45 - 16.30	CLOSING (University of Oulu, Saalastinsali HR 145)			
	Chair: Pekka Kess , <i>Head of the Department, Professor, University of Oulu</i>			
	SUMMARY - ICPQR 2009			
	<ul style="list-style-type: none"> • Jaakko Kujala, <i>Professor, Conference coordinator, University of Oulu</i> • David J Sumanth, <i>Professor, President of ISPQR, University of Miami, USA</i> 			
16.30	<i>Departure to hotels</i>			

PARALLEL SESSIONS: Conference Day 3, FRI 27th June (11.00 – 12.30)

TS 101 – SESSION 15: PRODUCTIVITY AND QUALITY IN PRODUCT DEVELOPMENT – PRODUCT DEVELOPMENT

Chair: **Prof Harri Haapasalo**, *University of Oulu, Finland*

- 11.00 – 11.20 **Hanna Kropsu-Vehkaperä**: How product structure evolves during product development process?
11.20 – 11.40 **AHM Shamsuzzoha**: Minimizing product development lead time based on restructuring the design process
11.40 – 12.00 **Pekka Belt**: Parallel product alternatives and verification & validation activities
12.00 – 12.20 **Lasse Pesonen**: Improving product development performance with dynamic simulation
12.20 – 12.40 **Kalle Nuortimo**: Exploring R&D strategy alternatives in CO2-neutral power plant development

TS 107 – SESSION 16: TOTAL QUALITY MANAGEMENT - TQM 3

Chair: **Dr Tauno Jokinen**, *University of Oulu, Finland*

- 11.00 – 11.20 **Oskars Rasnachs**: Quality assessment of scientific publications from informatics and statistics viewpoint
11.20 – 11.40 **Harish Sathyan**: Rule count model to estimate productivity in ETL space
11.40 – 12.00 **Ivan M Vincentiu**: Factors related to the foreign direct investments contribution at productivity growth
12.00 – 12.20 DISCUSSION

TS 128 – SESSION 17: PRODUCTIVITY AND QUALITY OF HEALTHCARE SERVICES – HEALTHCARE 4

Chair: **Prof Jaakko Kujala**, *University of Oulu, Finland*

- 11.00 – 11.20 **Heikki Korvenranta**: Identifying the challenges of healthcare IS implementation and development
11.20 – 11.40 **Hongying Fei**: Selection of technologies for healthcare process modeling
11.40 – 12.00 **Kaisu Juntunen**: Quality savings from adaptable mobile computing in healthcare
12.00 – 12.20 **Eric Franck**: A software tool to evaluate productivity improvements in the care sector
12.20 – 12.30 DISCUSSION

HR 145 – KANSEI ENGINEERING – Free seminar

Chair: **Prof John Abeysekera**, *Work Science Academy, Sweden*

- 11.00 – 12.30 Keynote speech: **Mitsuo Nagamachi**, *Professor, Kyushu University, Japan*
○ Kansei Engineering

PARALLEL SESSIONS: Conference Day 3, FRI 27th June, 14.00 – 15.20

TS 101 – THEME PANEL 2: OPERATION ROOM PRODUCTIVITY 13.30 – 15.30

Moderator: **Franklin Dexter**, *Prof, University of Iowa, USA*

- The panel is targeted for operation room professionals

TS 107 – SESSION 18: SUPPLY CHAIN PERFORMANCE MANAGEMENT – SCM 3

Chair: **Prof Jari Juga**, *University of Oulu, Finland*

14.00 – 14.20 **Rauno Rusko**: Unintentional coepetition and supply chain management

14.20 – 14.40 **Dayou Yang**: Total synchronization in global manufacturing – achieving higher productive quality

14.40 – 15.00 **Veli-Matti Pietilä**: Material logistics performance metrics for hospitals: Case hospital district

15.00 – 15.20 **Ulla Lehtinen**: Developing networks through quality management systems – case study on agri-food SC

TS 128 – SESSION 19: PRODUCTIVITY THROUGH NETWORKS – ORGANIZATION 3

Chair: Chair: **Prof Haruthai Numprasertthai**, *Kasetsart University, Thailand*

14.00 – 14.20 **Sinikka Sauna-aho**: Service strategies of the subcontracting network in globally operating network

14.20 – 14.40 **Vesa Pikka**: Productivity through networks – a case study of bio-energy company

14.40 – 15.00 **Pornthep Anussornnitisarn**: Applying the network concept for productivity measurements and analysis

15.00 – 15.20 **Teppo Fors**: Developing a decision making process for attractive real estates by public private partnerships

HR 145 – SESSION 20 PARTICIPATE DESIGN OF PRODUCT AND PRODUCTION INNOVATIONS – PD

Chair: **Dr Tuomo Alasoini**, *Docent, TYKES Programme, TEKES*

14.00 – 14.20 **Mikael Forsman**: Participatory ergonomics – supporting tools

14.20 – 14.40 **Hanna-Kaisa Rajala**: Approach for evaluating work environment elements in Northern Finland

14.40 – 15.00 **Ari Putkonen**: Predictive simulation of the productivity, quality and innovativeness of design work

15.00 – 15.20 **Hannu Virokannas**: Development of the internet-based occupational services for small-scale enterprises

HR 145 CLOSING

15.30 – 16.30

Chair: **Prof Pekka Kess**, *University of Oulu, Finland*

- **Jaakko Kujala**, Prof, University of Oulu, Finland
- **David J Sumanth**, Prof. University of Miami, USA