

## CURRICULUM VITAE

Harri Kristian Terho

D.Sc. (Econ. & Bus. Adm.)  
 Turku Institute for Advanced Studies / Turku School of Economics  
 Department of Marketing and International business  
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## EDUCATION AND DEGREES AWARDED

Adjunct professor at Lappeenranta University of Technology, School of Business and Management	2016-
D.Sc. (Econ. & Bus. Adm.), TSE, Marketing Degree of D.Sc. dissertation: Eximia cum laude (excellent)	2008
M.Sc. (Econ. & Bus. Adm.), TSE, Marketing Degree of M.Sc. dissertation: Eximia cum laude (excellent)	2002
Graduated, Luostarivuori high school	1996

## LINGUISTIC SKILLS

Finnish	Native
English	Fluent
Swedish	Fluent
German	Reading only

## CURRENT POSITION &amp; PREVIOUS WORK EXPERIENCE

Current position: University Researcher (Job requirement level 7) Department of marketing and International business (TSE)	2017-
Collegium Researcher (job requirement level 7) Turku Institute for Advanced Studies (UTU) (Highly competitive position: 10 senior positions / ~100 applicants)	2014-2016
Post-Doctoral researcher (job requirement level 6) Department of marketing and International business (TSE)	2008-2013
Visiting researcher, Autumn term University of Uppsala (funded by Foundation for Economic Education)	2004
Doctoral Candidate, various funded positions Department of marketing and International business (TSE)	2003-2007

## RESEACH FUNDING, LEADERSHIP AND SUPERVISION

### MAJOR RESEARCH FUNDING:

“Value Transformers – Transforming business logics towards value-based exchange” funded by the Finnish Funding Agency for Technology and Innovation (Tekes). The project will be conducted in collaboration with Lappeenranta University of Technology (main coordinator), University of Turku, and Aalto University. The partner companies of the project include industrial companies Kemppe, MacGregor, Outotec, and Simanalytics. I have had a central role in project application preparation and I’m currently a secondary member of the steering group for Turku School of Economics (Primary member is Antti Saurama from Centre for Collaborative Research). The realization of the project has provided one year’s funding for two doctoral candidates Otto Rosendahl and Mekhail Mustak. The received TSE funding is total 390000€ (Marketing and CCR).

Harri Terho + Prof. Andreas Eggert (Universität Paderborn), Prof. Alexander Haas (Justus-Liebig University) – Prof. Wolfgang Ulaga (Arizona State University) Value-based Selling: Conceptualization, Consequences, Antecedents, and Contingencies. 25 000€ funding from Foundation for Economic Education for 3+3 years for the Finnish part of the project 2014–2016 /2011-2013. Several published articles + manuscripts in writing process.

Harri Terho & Prof. Anne Jalkala (Lappeenranta University of Technology) Customer Reference Marketing - The construct and its relationship to company performance. 10 000€ funding from Foundation for Economic Education + 5000€ funding from Emil Aaltonen Foundation.

### MAJOR RESEARCH FUNDING - APPLICATIONS UNDER REVIEW:

Customer experience management as a value creation strategy: Establishing the theoretical foundation for an unexplored phenomenon. Academy of Finland project, funding has been applied together with prof. Jaakkola, Elina (Principal investigator). Research partners: Prof. Wolfgang Ulaga; Hugh Wilson; Emma McDonald; Lars Witell. My role is to lead one of the three planned work-packages. Total budget of the project: 666 229€.

### DOCTORAL THESIS SUPERVISION:

I have been involved in doctoral thesis co-supervisor since 2010. Four theses have been completed and I’m currently co-supervising three other dissertations in Finland as well as one international PhD. thesis.

#### Completed D.Sc. theses (Main supervisor):

Korpela, Pentti (2015) Title of the thesis: Towards a contextual understanding of B-to-B salespeople’s selling competencies – An exploratory study among purchasing decision makers of the internationally-oriented technology firms. (As a Custos; second supervisor Prof. Rami Oikkonen)

#### Completed D.Sc. theses (co-supervisor):

Jokiniemi, Sini (2014). Title of the thesis: “Once again I gained so much - Understanding the value of business-to-business sales interactions from an individual viewpoint”. (First supervisor Prof. Aino Halinen)

Suoniemi, Samppa (2013) Title of the thesis: “The Impact of CRM System Development on CRM Acceptance”. (First supervisor Prof. Rami Oikkonen)

Sanna-Mari Renfors (2013) Title of the thesis: “Myyjän toiminnan laatu kuluttajapalvelujen myyntikohtaamisessa-ostajan näkökulma myyjän suoritusarviointiin”. (First supervisor Prof. Aino Halinen)

#### D.Sc. theses under supervision (main supervisor):

Otto Rosendahl, Research topic: Value-driven buying in B-to-B markets. (Co-supervisor Prof. Aino Halinen)

Lotta Siutla, Research topic: Social selling in B-to-B markets. (Co-supervisor Prof. Aino Halinen)

D.Sc. theses under supervision (co-supervisor):

Irfan Ameer (To be finished 2016) Research topic: Coping with unethical business practices in developing markets. (Main supervisor Prof. Aino Halinen)

International D.Sc. thesis supervision

Chiara Ancillai (2016-) Research topic: Social media usage in the sales organization. (Co-supervisor Prof. Federica Pascucci; prof. Silvio Cardinali, Università Politecnica delle Marche, Italy). I have been invited to become the international supervisor for the D.Sc. dissertation of Chiara Ancillai based on my research expertise on B-to-B selling.

## PUBLICATIONS

### DISSERTATIONS:

Terho, Harri (2008) Customer portfolio management – The construct and performance. Publications of Turku School of Economics, Series A-4. 1–238.

### REFEREED JOURNAL ARTICLES:

Terho, Harri – Eggert, Andreas – Ulaga, Wolfgang – Haas, Alexander – Eva Böhm (2017) Selling Value in Business Markets: Individual and Organizational Factors for Turning the Idea into Action. *Industrial Marketing Management*, Vol. 66, 42–55. (SSCI, Jufo 3).

Terho, Harri, & Jalkala, Anne (2017). Customer reference marketing: Conceptualization, measurement and link to selling performance. *Industrial Marketing Management*, Vol. 64, 175–186. (SSCI, Jufo 3)

Balboni, Bernardo – Terho, Harri (2016) Outward-looking and future-oriented customer value potential management: The sales force value appropriation role. *Industrial Marketing Management*, Vol. 53, 181–193. (SSCI, Jufo 3)

Matikainen, Minna – Terho, Harri – Parvinen, Petri – Juppo, Anne (2016) The role and impact of firm's strategic orientations on launch performance: significance of relationship orientation *Journal of Business and Industrial Marketing*, Vol. 31 No. 5, 625–639. (SSCI, Jufo 1)

Terho, Harri – Eggert, Andreas – Haas, Alexander – Ulaga, Wolfgang (2015) How sales strategy translates into performance: The role of salesperson customer orientation and value-based selling. *Industrial Marketing Management* Vol. 45, 12-21. (SSCI, Jufo 3)

Matikainen, Minna – Terho, Harri - Matikainen, Esa – Parvinen, Petri – Juppo, Anne (2015) Effective implementation of relationship orientation in new product launches. *Industrial Marketing Management*. Vol. 45, 35-46 (SSCI, Jufo 3)

Terho, Harri – Kairisto-Mertanen, Liisa – Bellenger, Danny – Johnston Wesley (2013) Salesperson goal orientations and the selling performance relationship: The critical role of mediation and moderation. *Journal of Business Market Management*, Vol. 6, No. 2, 70-90.

Haas, Alexander – Eggert, Andreas – Terho, Harri – Ulaga, Wolfgang (2013) Erfolgsfaktor Value-Based Selling – Erfolgreich Verkaufen, wenn Kundenorientierung nicht zum Erfolg führt. *Marketing Review* St. Gallen. Vol. 30, No. 4, 60–68.

Terho, Harri – Haas, Alexander – Eggert, Andreas – Ulaga, Wolfgang (2012) 'It's almost like taking the sales out of selling'—Towards a conceptualization of value-based selling in business markets. *Industrial Marketing Management*. Vol. 41, No. 1, 174–185. (SSCI, Jufo 3)

Terho, Harri – Halinen Aino (2012) The nature of exchange in customer portfolios: Towards new contextual understanding of business markets. *Journal of Business-to-Business Marketing*.

Vol. 19, No. 4, 335–366. (SSCI, Jufo 1)

Terho, Harri (2009) A measure for companies' customer portfolio management. *Journal of Business-to-Business Marketing*, Vol. 16, No. 4, 374–411. (SSCI, Jufo 1)

Terho, Harri – Halinen Aino (2007) Customer Portfolio Analysis Practices in Different Exchange Contexts. *Journal of Business Research*, Vol. 60, No 7, 720–730. (SSCI, Jufo 2)

#### BOOKS AND BOOK CHAPTERS:

Eggert, Andreas – Haas, Alexander – Ulaga, Wolfgang – Terho, Harri (2015) Wertbasiertes Verkaufen auf Industriegütermärkten In: *Handbuch Industriegütermarketing*, 2. Auflage, Springer Gabler, ed. by Klaus Backhaus and Markus Voeth, 483–495.

Roune, Timo – Bristow, John – Terho, Harri (2011) *Selling Results Solutions*, Talentum: Helsinki, 1–223.

Halinen, Aino – Terho, Harri (2008) Kohti tuloksellista asiakassalkutusta yritysassiakassalkutoiminnassa. In: *Kauppalehden johtamisen käsikirjat: Asiakkuuksien johtaminen*, ed. by Virpi Europaeus – Jarmo Lehtinen – Olli-Pekka Pohjanmäki. Chapter 8.7, 126.

#### REFEREED CONFERENCE PAPERS:

Terho, Harri – Jaakkola, Elina – Rosendahl, Otto – Keränen, Joonas – Töytäri, Pekka – Asikainen, Sanna-Katriina – Saurama, Antti (2017) Understanding Value-Driven Buying in Business Markets. ANZMAC 2017 Conference

Jaakkola Elina – Terho Harri (2017) Customer Journey Excellence: Conceptualization, Measurement, and Link to Loyalty. 26th Annual Frontiers in Service Conference

Terho, Harri – Jaakkola, Elina – Rosendahl, Otto – Keränen, Joonas – Töytäri, Pekka – Asikainen, Sanna-Katriina – Saurama, Antti (2017) Conceptualizing Value Based Buying in Business-to-Business Markets. 26th Annual Frontiers in Service Conference

Böhm, Eva – Eggert, Andreas – Terho, Harri – Ulaga, Wolfgang – Haas, Alexander (2016) Mastering solution sales in business markets: The key role of salesperson's solution crafting competence. 2016 ISBM academic conference.

Böhm, Eva – Eggert, Andreas – Terho, Harri – Ulaga, Wolfgang – Haas, Alexander (2016) Crafting solutions in business markets: The important role of salesperson's human and social capital. 41<sup>st</sup> EMAC conference

Otto Rosendahl - Terho Harri (2015) When the lowest price is not sufficient: Conditions defining value-oriented buying. 31<sup>st</sup> IMP-conference, Kolding, Sept. 2015

Jaakkola Elina – Terho Harri (2015) What Constitutes Customer Experience Management? Towards a Systematic Conceptualization of CEM. 2015 EMAC Conference.

Muenkhoff, Eva – Eggert, Andreas – Terho, Harri – Haas, Alexander – Ulaga, Wolfgang (2015) Salesperson Value Opportunity Recognition in Business Markets. Winter AMA 2015.

Eggert, Andreas – Haas, Alexander – Terho, Harri – Ulaga, Wolfgang – Muenkhoff, Eva (2014) Selling Value in Business Markets: Why a Powerful Idea Often Fails. ISBM 2014 Academic Conference

Muenkhoff, Eva – Eggert, Andreas – Terho, Harri – Haas, Alexander – Ulaga, Wolfgang (2014) Salespersons' Solution Crafting Capability: A Knowledge-Based Perspective. ISBM 2014 Academic Conference

Eggert, Andreas – Haas, Alexander – Ulaga, Wolfgang – Terho, Harri (2014) Overcoming Roadblocks to Implementing Value-Based Selling: Aligning Organizational Support with Sales Force Activities. Winter AMA 2014. 1-20.

Jalkala, Anne – Terho, Harri (2014) Customer Reference Marketing: Conceptualization and Link to Performance. Winter AMA 2014. 1–23. (best paper award)

Suoniemi, Samppa – Terho, Harri – Olkkonen, Rami (2013) Cadogan & Lee's Suggestion for Measuring Endogenous Formative Variables: An Empirical Example. 40<sup>th</sup> EMAC conference.

Terho, Harri – Kairisto-Mertanen, Liisa – Bellenger, Danny – Johnston, Wesley (2013). Salesperson Goal Orientations and the Selling Performance Relationship: The Critical Role of Mediation and Moderation. 6<sup>th</sup> Business Market Management Conference. Bamberg.

Eggert, Andreas – Eckert, James – Ulaga, Wolfgang – Haas, Alexander – Terho, Harri (2012) Assessing the Performance Impact of Value Based Selling: Come Strong or Don't Come at All. 39<sup>th</sup> EMAC conference

Terho, Harri – Haas, Alexander – Eggert, Andreas – Ulaga, Wolfgang (2011) Conceptualizing Value-Based Selling in Business Markets. In: proceedings of American Marketing Association Summer Educators' Conference (competitive paper, extended abstracts series), San Francisco, 5–7 Aug. 293–298.

Jalkala, Anne – Terho, Harri (2011) Customer Reference Marketing – The Construct and Research Agenda 2011 Academy of Marketing Science Annual Conference, Florida, 24-27 May.

Hakala, Ulla – Terho, Harri – Kärkkäinen, Jenny (2010) The spillover effects of co-branding on partner brands' brand equity. 39<sup>th</sup> EMAC conference, Copenhagen.

Kairisto-Mertanen, Liisa – Terho, Harri (2010) Sales behavior and performance in reactive context cultural setting – Evidence from two empirical studies. 25th Annual National Conference In Sales Management, Milwaukee, 7-10 April.

Kairisto-Mertanen, Liisa – Terho, Harri (2009) Sales behavior and performance in reactive cultural settings. In: proceedings of 9<sup>th</sup> International Conference of Relationship Marketing, Berlin, 30 Sept. – 2 Oct., CD-ROM.

Terho, Harri – Halinen Aino (2009) An empirical inquiry into the nature of business markets: Implications for CRM. 4<sup>th</sup> International conference on Business Market Management, Copenhagen, 18-20 March.

Terho, Harri (2008) Companies customer portfolio management practices and performance in different exchange contexts. In: proceedings of 24<sup>th</sup> IMP-conference, Uppsala, Sept. 2008.

Terho, Harri (2007) A measure for companies' customer portfolio management. In: proceedings of 23<sup>rd</sup> IMP-conference, Manchester, 30 Aug. – 1 Sept. 2007.

Terho, Harri – Halinen, Aino (2006) The challenge of business context for customer relationship management. In: proceedings of 22<sup>nd</sup> IMP-conference, Milan 7 – 9 Sept. 2006.

Terho, Harri (2005) A comparison of firms' customer portfolio analysis use in different business contexts In: proceedings of 21<sup>st</sup> IMP-conference, Rotterdam 30 Aug. – 3 Sept. 2005, 1–19.

Terho, Harri (2005) Empirical investigation to firms' customer portfolio analysis use in different business contexts. In: proceedings of 34<sup>th</sup> EMAC conference, Milan, 24–27 May 2005, 1–7.

Halinen, Aino – Terho, Harri (2004) New perspectives on customer portfolio analysis. In: Proceeding of 33<sup>rd</sup> EMAC conference, Murcia, May 2004, CD-ROM, 1–7.

#### NON-PUBLIC EXECUTIVE SUMMARIES:

Terho, Harri + Anna Salonen – Risto Rajala – Eva Böhm (2015). Development of KONE PFI Sales Capabilities. Internal benchmark-report 1-18.

Terho, Harri + Haas, Alexander – Eggert, Andreas – Ulaga, Wolfgang (2013) Overcoming Roadblocks to Implementing Value-Based Selling: Aligning Organizational Support with Sales Force Activities. Executive summary 1-8.

Terho, Harri + Haas, Alexander – Eggert, Andreas – Ulaga, Wolfgang (2013) Value-Based Selling: The Implementation of the Firms' Strategic Value Creation Focus Into Practice. Benchmark report for the largest B-to-B companies in Finland. 1-28.

Terho, Harri (2008) Suurten suomalaisten yritysten asiakasportfoliojohtamisen käytännöt ja tuloksellisuus. Benchmark report for the 500 largest B-to-B companies in Finland. 1-33.

### SCIENTIFIC RECOGNITION AND AWARDS

Best Paper Award of the Business-to-Business Marketing Track at the 2014 Winter AMA conference (Leading conference in the marketing discipline) for the paper: Customer Reference Marketing: Conceptualization and Link to Performance written together with Anne Jalkala.

“Outstanding Contribution in Reviewing”: awarded by Industrial Marketing Management 2015 (JUFO 3)

### MERITS IN TEACHING AND PEDAGOGICAL COMPETENCE

#### PEDAGOGICAL TRAINING AND COMPETENCE:

Basic studies in Educational Science (25 ECTS credits)	1996
Evaluation of teaching skills (teaching demonstration at TSE)	2008 “excellent”
Evaluation of teaching skills (teaching demonstration at LUT)	2015 “excellent”

#### TEACHING ACHIEVEMENTS:

Supervisor of the TSE Master's thesis of the year (together with Dr. Elina Jaakkola)	2014
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Supervisor of the TSE Master's thesis of the year (together with Dr. Ulla Hakala)	2009
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#### MASTERS THESIS SUPERVISION:

Supervised total 34 M.Sc. theses: Marketing Discipline	2008-
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#### BARCHELORS THESIS SUPERVISION:

Supervised total 57 B.Sc. theses: Marketing Discipline	2008-
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#### EMBA THESIS SUPERVISION:

Executive education, thesis supervisor at TSE EXE	2008-
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- Supervised 10 EMBA theses
- Supervised 18 Management Development theses (JOKO)

#### DOCTORAL-LEVEL COURSES TAUGHT:

Doctoral course in scientific reading and research communication	Years / participants: 2011 ~ 10 participants
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#### EXCECUTIVE EDUCATION COURSES TAUGHT:

TSE EXE, eMBA-program (in English)	Years / participants: 2013 - 2017
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International Journal of Bank Marketing	Ad hoc reviewer
Journal of Business Market Management	Ad hoc reviewer
<b>SERVICE AS A CONFERENCE REVIEWER / CHAIR:</b>	
Regular reviewer / session chair in leading general and B-to-B marketing conferences such as AMA, EMAC, IMP, BMM, FS	2008
<b>ADMINISTRATIVE TASKS IN UNIVERSITY</b>	
TSE Marketing: responsibility for developing executive education	2016-
Coordinator of the TSE marketing courses (LTO-studies) for the University of Turku, TSE marketing	2008-2014
Responsible for assessing the internships and the studies abroad, TSE marketing	2008-2014
Teacher-tutor for 20 TSE marketing students	2008-
Responsible for doctoral student counselling in marketing, TSE marketing	2008-
<b>FOREIGN EXPERIENCE</b>	
Invited presentation on B2B sales research, Università Politecnica delle Marche	2016 (three day visit)
Invited presentation on value-based selling, ETH Zürich	2015 (three day visit)
Visiting researcher, Copenhagen Business School	2011 (1 week visit)
Visiting researcher, University of Paderborn	2010 (1 week visit)
Visiting researcher, University of Uppsala	2004 (6 months)