

**PROFESSOR EMERITUS ANTTI PAASIO:  
10 YEARS AHEAD OF HIS TIME, YET USUALLY LATE**

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## PREFACE

This book is dedicated to professor emeritus Antti Paasio with whom all the authors have made a long journey. Antti is an internationally recognised researcher, scholar, intellectual, and sailor. In this book, the authors give their insight into the world according to Antti. As the title of the book says Antti has been a forerunner. And as you can find in the articles Antti has been usually late for day-to-day meetings. The big picture is Antti's world. Us lesser mortals try to take care of the minor details.

The book is divided in two parts. First part consists of Antti's academic colleagues and their anecdotes or articles. The second part, which is mostly in Finnish gives the reader yet another glimpse into Antti's world through the eyes of his long-time friends. The articles are in alphabetical order in both parts.

There is life after retirement as we can see from four articles, which have been written by professors emeritus. And we have already witnessed Antti sitting in his office on a weekly basis. We hope to continue collaboration and friendship in the future as well.

We salute you Antti!

Pasi Malinen & authors



## Table of contents

PREFACE.....	3
1 THE ANTTI – DEN ANDERS.....	7
2 ECSB, ANTTI PAASIO AND ME! .....	9
3 SHOULD ANTTI PAASIO RETIRE? .....	13
4 ANTTI – THE IDEAS, THE CONCEPTS, THE (AD)VENTURES, THE FLAIR AND THE FUN.....	15
5 ANTTI AS I LEARNED TO KNOW HIM: A PROFESSOR, A VISIONARY, AND A SAILOR.....	17
6 ANGRY YOUNG MAN.....	19
7 ANTTI, 10 YEARS AHEAD OF HIS TIME, ALWAYS .....	23
7.1 From Business Research Centre to Business Research and Development Centre.....	23
7.2 Entrepreneurship and SME focus.....	24
7.3 Networking.....	24
7.4 Internationalisation.....	25
7.5 Turku Innovation Platform.....	25
7.6 Developing universities.....	26
7.7 Conclusions .....	26
8 THREE DECADES OF ACADEMIC RESEARCH WITH AND ON ANTTI.....	29
8.1 Getting introduced to and working with Antti .....	29
8.2 Antti as a research object .....	30
8.2.1 The study method: participant observation.....	31
8.2.2 The professor that refused to “grow up”.....	32
8.3 Shaping the academic traditions.....	33
8.4 Farewell and hope to see you soon! .....	33
References .....	34
9 THE “A” CLASS – ENTREPRENEURSHIP AND INNOVATION PERFORMANCE .....	35
10 A LOOK AT THE REARVIEW MIRROR – REFLECTIONS FROM THE PAST.....	37
11 INTERNAL ENTREPRENEURSHIP IN A UNIVERSITY.....	39
References .....	43
12 DINING WITH ANTTI.....	45
13 ANTTI PAASIO IN FOCUS – ADVENTURES IN THE ACADEMIC WORLD IN COMPANIONSHIP WITH ANTTI .....	47

13.1	Professor of Entrepreneurship .....	47
13.2	Encounters with Antti around academic circles .....	48
13.3	In International Arenas as well as Home Waters.....	50
13.4	The Director of CBRE and BID .....	51
13.5	Ending: The arrogant lunchers.....	52
14	MY STORY ABOUT ANTTI, CITIZEN OF OSIJEK.....	55
14.1	Contextualization .....	56
14.2	Trust .....	56
14.3	System dynamics – from simplification to complication .....	57
14.4	To make things happen – developing a team, taking an action based on imperfect information .....	58
14.5	To be a friend.....	58
15	PASSIONATE ABOUT PHOTOGRAPHY, HISTORY AND ENTREPRENEURSHIP ... THAT’S ANTTI!.....	61
16	AJATUKSIANI PROFESSORI-YSTÄVÄSTÄNI ANTISTA.....	63
16.1	Antin profiili .....	63
16.2	Antti the photo taking babysitter .....	63
16.3	Antti se kyberneetikko .....	64
16.4	Ei ihan Montun vakio-asiakas.....	64
16.5	Antti se tuumaaja .....	65
16.6	Professori-ystäväni.....	65
17	KUNNALLISPOLIITIKKO ANTTI PAASIO .....	67
18	ANTTI PAASIO – THE FORMATIVE YEARS .....	71

# 1 THE ANTTI – DEN ANDERS

## Malin Brännback

*Antti's and Malin Brännback's roads met when Innomarket moved into the premises of YTKK (BRDC) fifteen years ago. It has always been fun to work with Antti in a constant state of dynamic stability and creative chaos. Academic conferences are numerous. Now that Antti has retired we continue to regularly meet on non-academic pop-up conferences on the parking lot of K-Supermarket Reimari in Pargas both piling up food and drink for soul and body - our latest rendez vous being just before Vappu :).*

Always on the move.  
 A little late  
 Never behind  
 YTKK and Innomarket  
 It was about fall 2001.  
 Entered a large room  
 The coldest room in DataCity  
 The builders forgot isolation  
 A man behind  
 A desk in total chaos  
 Newspapers and papers.  
 How many rooms do you need?  
 Yes, we can!  
 Welcome.

Anders the annoyed  
 Little patience for the stupid  
 And bad organizing  
 Airlines in particular  
 And university administrators  
 Politicians too.

Conferences and travel  
 ICSB and ECSB  
 Long hauls and short  
 Belfast, Copenhagen, Brussels

Naples, Washington DC, Maastricht  
Bodø, Dublin  
Always laughs  
With the camera  
Missed flights  
Sometimes the wrong day  
And not the lucky guy with hotel rooms  
ICSB Dublin must have been the worst  
ICSB Belfast was bad, too

The observer and reader  
Books, Books and Books  
A love of the Irish  
The sailor  
Mediterranean and all over  
Saga  
Always on the go  
Doing things  
The Antti way.

## 2 ECSB, ANTTI PAASIO AND ME!

**Thomas M. Cooney**

*Of all the gin joints in all of the world, Antti happened to walk into the one in which I was sitting. When I say 'happened' we had actually pre-arranged it, and when I say 'in all of the world', well the truth is we drank together in so many bars in so many countries that some years ago I gave up counting! I am delighted to publically acknowledge that Antti has been a hugely positive influence on my career as he invited me to become a member of the ECSB Board, he invited me to become Visiting Professor at the University of Turku and for the past 15 years he has been a wonderful Mentor. Above all, despite many ups and downs, we have a wonderful friendship that continues to flourish.*

Tuesday July 1st 2003 does not stand out as a particularly important day in the history of the world. There were no significant events that will stand the test of memory or deaths of notable individuals that will be recalled years hence. It was the day however that Antti Paasio woke up as the new President of the European Council for Small Business. The tradition of the organisation at that time was that a new President took responsibility from July 1st without any formal handover ceremony. The President-Elect simply went to bed on June 30th and upon rising the following morning they had become President overnight (the process was changed in 2011 so that the handover now takes place at the Annual General Meeting in November). Nevertheless, in the history of ECSB, July 1st 2003 was hugely significant as Antti Paasio's Presidency was to dramatically change the way in which the organisation operated.

I cannot recall the first occasion that I met with Antti but I am confident that it was over a beer and that he was taking photographs. My suspicion is that we met originally when I attended the RENT Conference in Turku in 2001. Antti was already good friends with Dylan Jones-Evans with whom I was also friendly, and it was decided that the three of us should go to The Toilet for a beer. I am quite certain that the last sentence has caused bemusement so I had better offer some explanation regarding why we choose to go to The Toilet for a beer. In Turku there are a number of wonderful bars that have been named after the purpose for which they were originally used and so one can go to The Schoolhouse, The Bank or The Pharmacy for a drink. But the most unusual is a former public toilet that has been converted into a bar which can seat about a

dozen people. It was here that Antti, Dylan and I got acquainted socially and my future career was to take a fantastic change of direction!

Anyone that has known Antti for many years will recognise that he is a man of vision. He sees ideas and opportunities where others only see barriers and he wants to share the development of his visions with trusted colleagues and young people with potential. What he dislikes is any organisation that is run by “old farts” (to use his expression) and he believes that for any network to flourish then it must have energy, commitment and a balance of backgrounds and ages. Upon becoming President of ECSB, he had two nominations whom he could co-opt onto the Board and he selected Friederike Welter and myself as his nominees. Friederike was one of the first women to become a Board Member of ECSB, she was later to become the organisation’s female President, while the Board of ECSB now consists of 7 women and 3 men which reflects positively on how Antti’s nomination shaped the future development of the Board in terms of gender balance. In 2009, I would succeed Friederike as President of ECSB and later still I became President of ICSB (the world body) so Antti was very proud of his selections and the role that both played in the development of ECSB.

Antti would often recall my first ECSB Board meeting which took place in Berlin. With the exception of myself, all of the other Board Members were already in the room preparing themselves for the meeting and they must have been wondering about the new Board Member from Ireland who was late for his first meeting. It was not the kind of impression that a new Board Member was expected to make but it was about to get a whole lot worse! When I entered the room and began to make my introductions, people were not looking me in the face but instead were focusing on my left hand. I had recently suffered a horse-riding accident and broken my hand so it was in a cast, which had to be supported by a sling over my shoulder. As entrances go it was pretty dramatic and Antti would frequently tell people the story of how I arrived into the room with my left arm wrapped across my chest, a rucksack over my shoulder, a red face from the breathlessness of running late, and attempting the shake hands quickly with 10 people around a small, cramped room. It is an image that still brings out a hearty laugh in him.

It was clear from the beginning of his Presidency that Antti wanted to organise ECSB into a professional network. Because ECSB was a voluntary network of people who shared a common interest in entrepreneurship research and education, it was traditionally managed on an ad hoc basis. The Secretariat, the accounts and monies, and any administration records that had been maintained would move with the new President and so there was little consistency in terms of managing the affairs of the organisation. Each President worked to the best of their ability (and time and financial resources) to ensure that the records were properly maintained but this became increasingly challenging, as the network grew ever bigger. It was Antti’s vision that ECSB should have a permanent Secretariat and that it would also have a permanent bank account, which would be independently audited on an annual basis. He used the offices and resources of the Turku School of Economics to establish the first permanent ECSB Secretariat, with Paula Kuopusjarvi as the first Executive Secretary who was later followed by Kaisu Paasio. He opened a bank account for

ECSB in Turku, created a modern accounting system for every element of its finances and ensured that the organisation was professionally managed.

Somewhere along the line Antti Paasio was to become my first international mentor, someone who took time to offer encouragement and advice on how my career could develop in a positive fashion. He initiated and strongly supported his proposal to the Turku School of Economics that I should become a Visiting Professor there, a position that I still hold and where each year I teach an entrepreneurship program to a mix of Finnish and international students. He put my name forward for a variety of positions and would be available by telephone for a conversation whenever I needed his sage advice. We would meet at conferences across the world and together with our good friend Pasi Malinen we would find some suitable hostelry in which to discuss the issues of the day. Some years ago, I lost count of the number of cities in which we have enjoyed beers, food and many laughs together, but I do know that we have done this on four continents.

Many of the initiatives that now happen within ECSB were originally the ideas of Antti Paasio. One of the structures that he prioritised and energised was the Country Vice-President system as he felt that the Board was too removed from the members across the countries and he wanted to find a way of staying closely connected within a local context. He expanded the number of countries involved, ensured that every Country VP was willing to contribute to ECSB and developed guidelines on how the system should be operated. He also saw the Country VP system as being an excellent way to identify young professionals who could become proactively involved in the development of ECSB and potentially could become future Board Members. In the intervening years, the majority of ECSB Board Members have been Country VPs at one time and the system that he envisioned was to become a successful cornerstone of ECSB operations. He also wanted to give young researchers the opportunity to develop their journal writing skills and so he developed the concept of Inter-RENT whereby young researchers who presented a paper at a RENT Conference could be mentored in developing their paper and eventually have it published online via the ECSB website. It was highly innovative and for many years it enabled many young entrepreneurship researchers to develop their writing skills and their careers within academia. He also created a website for the organisation, an idea which seems a simple step now but in 2003 it was a more time-consuming and costly business. Antti recognised that ECSB needed to be able to communicate effectively with its members and that the organisation also needed to give people a place where they could go quickly to get information about events and other member benefits that were being organised by the Secretariat. Each of the initiatives highlighted above enabled ECSB to become a stronger and more proactive organisation, plus gave greater visibility to its activities. For those who followed later in leadership positions, life had become a whole lot easier as a result of all of these collective actions.

Possibly Antti's pet hate was very long Board meetings, which is why he kept ECSB Board meetings to a maximum of 3 hours. However, he very much struggled with the Board Meetings of ICSB (which he attended as President of ECSB) as they frequently lasted for 1.5 days. For a man of action, being rooted

to a chair for such a long period of time was like being incarcerated and we would text him from local pub to tell him how much fun we were having just to increase his displeasure at being stuck in a room for a period of time that he thought was long passed reasonable. However, in 2007, Antti was to Chair one of the largest ICSB Conferences ever held when over 750 delegates attended the conference in Turku. It was an incredible achievement given that Turku is not a location that is instantly recognisable amongst the great cities of the world and requires multiple flights from any country beyond Sweden and Denmark. For 4 days, large numbers of people debated and discussed issues relating to entrepreneurship and then at nighttime were entertained in a variety of wonderful locations around the city. It was a fantastic team effort and Antti's leadership characteristics were evident throughout the conference.

In any balanced review of Antti's contribution to ECSB, his loyalty and occasional stubbornness must also get a mention. On one position, Antti and I had widely divergent views of the future organisation of ECSB. We both held very strong views on the matter and both of us were unwilling to step back from our positions. No one was right, no one was wrong – it was a case of two people holding firm to their positions on a matter that was important to each of them. The issue eventually caused a serious problem for our friendship, which took a number of years to heal. However, it was a real mark of the man that when I contacted him for his support in organising the ICSB Conference in 2014, he immediately said “Yes” and proceeded to become one of its strongest supporters. At the end of the conference he located me, shook my hand and congratulated me on the success of the conference. He was also one of the very select group of people who was invited to join me in a city centre pub for a celebratory drink afterwards! His friendship, support, mentoring and guidance are something that I will treasure always and he has been instrumental in the development of my career and I am delighted to have this opportunity to place on record the enormous contribution that he has made to ECSB. Future generations of ECSB Members will simply see his name listed amongst the many Presidents of ECSB but I hope that some older members will tell them of his daring deeds and vision, and that the organisation was forever changed when he became President on July 1st 2003. In 2011, he was recognised as a Fellow of ECSB, it was the very least the organisation could offer him!

### 3 SHOULD ANTTI PAASIO RETIRE?

#### Ayman El Tarabishy

*Who is Antti? I kept hearing about Antti doing this and doing that and disrupting this and contorting that. Was Antti real or a Finnish folk tale? So, off I went to discover the Myth of Antti. Through the airports to the trains and onto the buses. Sun and more Sun and no night I finally arrived to Turku. I asked about Antti that went with no last name and finally I meet the legend. He looked at me and smiled and said Hi. He shared a Story and with time it was HiStory. Antti ooo Antti you are truly a class act!*

The common ritual of retirement needs to be challenged with him!

Antti has a wealth of experience and knowledge that can be used in “encore careers” So, what may it be?

I want to offer one for his consideration and that is the role and title of: Chief Questioner. His new career and job is to go around and question all the assumptions, rules, regulations, and solutions being provided.

The philosopher Bertrand Russel once said, “In all affairs, it's a healthy thing now and then to hang a question mark on the things you take for granted.”

Antti, your role and impact on peoples’ lives is extraordinary. I remember your lessons for me and till today they resonate exceptionally well.

I urge you to take the new role and continue to disrupt for the better of humanity and the world!

Your Student and Friend for Life,  
Ayman



## 4 ANTTI – THE IDEAS, THE CONCEPTS, THE (AD)VENTURES, THE FLAIR AND THE FUN

### Allan Gibb

*So many great experiences with Antti and many new introductions. I will never forget meeting the giant mosquitos that inhabit Turku in June on my first visit to whom I dedicated an almost total body blood transfusion! I began to understand why Antti always preferred to be out at sea! The first of many wonderful experiences and so much fun!*

Academics with real ideas to make things happen are rare. Academics with one eye always on exploring the relevance of their work to society and with a concern to turn thoughts into action are even rarer. Academics unafraid to take up partnerships and facilitate the development of other institutions world-wide without too narrow a view of ‘what’s in it for me and my institution’ rarer still. Those prepared to start with practice and seek to make better sense of it, move beyond the bounds of rarity

Those who can stimulate ideas in others, find opportunities for them and do it in a manner which is FUN, in all walks of life, is what for me makes the world go round. Those who like adventures and want to share them with others are always challenging.

All of the above things I have found in, learned from and enjoyed with Antti which has meant that I will always direct others to Turku for partnership, ideas, opportunities and academic challenge.

Of course enjoying the company of someone with such entrepreneurial flair is not without its dangers – so be brave! My first visit to Turku was in the month of June endowed with glorious weather (I was assured that it was always like this in June in Turku– I guess that this is parallel to ‘it never rains in England in summer’). I was welcomed warmly by Antti and naturally soon found myself on a visit to what I took to be the Yacht club so that I could be introduced to Antti’s great twin loves, the sea and the boat. What I did not bargain for was that I was also being introduced to several thousand mosquitoes with whom I soon became intimately acquainted. I was able to reflect on my visit for some time afterwards by counting the lumps on various parts of my anatomy!

This experience helped me to understand the roots of Antti’s love of the water – it was to escape from the incessant ‘MMMMMMM ‘of his flying little friends. As with much of what I learned from Antti I was able to put this to good

use. When, later, I hired a car and drove up the middle of Finland and rented a lakeside cabin I made sure that a boat was part of the rental. So that each day I could take my book into the boat and row out to the middle of the lake – the only place where I found my flying friends would not venture! Thanks Antti!

When Antti and his team came to Durham- in the 1980s – It was the beginning of a personal and institutional partnership from which we at Durham and I personally benefitted greatly. It was a ‘sharing’ experience that led to co-operation on many things leading up to the development of the European Doctoral programme in support of Strossmayer University in Croatia. Without Turku, that programme would not have happened – the ideas and the staff support were remarkable as were many of people who formed part of the Turku team. I guess that entrepreneurs attract those of entrepreneurial disposition! I was provoked to think about many of the ideas that led to the UK Entrepreneurial University Leaders Programme, which Antti helped to launch. Thanks again!

I know that Antti went on to play a major role in the development of the research and practice network in the entrepreneurship field in Europe and beyond. This also provided me with opportunities to visit yet again Turku and participate in the RENT conference there another opportunity to cement relationships, develop ideas and make new friends.

On a personal level I think of the honour of a university doctorate awarded to me through Antti – a truly remarkable experience but not without its humorous aspect. As those who are acquainted with Finnish custom the occasion is one that demands appropriate dress. First the sword, which I still speculate about – is it symbolic of the ‘sword of truth’, or is designed to fend off those who may plagiarise one’s doctoral ideas, or to exact revenge on one’s supervisor? Anyway I felt like an cross between an ageing d’Artagnan and El Zorro. I was however prevented from ‘strutting my stuff’ by the fact that my secretary had measured my head for the top hat which was too small so that in walking onto the podium I was 100% focused upon balancing the hat on the top of my head. I succeeded – a remarkable academic achievement! Or did Antti with his wicked sense of humour interfere with the hat measurements for fun? I guess I’ll never know. But a great experience Antti and a great honour – a memory forever with me.

It has been a great privilege to know you and count you among my friends. I have learned much in the ‘adventure’, which I will always carry with me. I guess that being ‘Emeritus’ will not stand in the way of further ventures for you (that is after you have sailed around the world). I am sure we will meet again. In the meantime, good luck and good sailing.

## 5 ANTTI AS I LEARNED TO KNOW HIM: A PROFESSOR, A VISIONARY, AND A SAILOR

### Markus Granlund

*Markus learned to know Antti already during his undergraduate studies as an inspiring teacher and is always thinking back to Antti's teaching and supervision with great pleasure and respect. Despite the lessons learned from Antti, Markus ended up being the "Master bureaucrat" (read: Dean) of Turku School of Economics, the institution where Antti made a long and remarkable career.*

I first learned to know Antti when he was supervising my Master's Thesis at the beginning of the 1990s, together with honorable Lecturer Tuula Vilja. He was a Professor whose overspilling energy and enthusiasm touched us students in an immemorial manner and gave boost to our studies. I remember Antti being amazingly skilful in analyzing and synthesizing issues with matrices: not before he drew a matrix based on my research proposal did I even understand what I was doing. And that matrix I applied later on throughout my Thesis.

Also later on, I was frequently amazed of Antti's capability in seeing the big picture; how he was quickly able to put together bits and pieces to form a view or vision. He was even able to generate new things out of pieces of information that might have been collected by other people. I once heard a story from a colleague how he was listening to Antti's presentation in a workshop based on material collected by him. At some point he realized that he had to start making notes as the presentation tended to extend to new and innovative paths. And this was happening on-line as Antti had not had time to prepare much.

At the time of my graduation I was sitting in Antti's office to discuss my Thesis and a possible future in his newly established research and education unit. What I remember particularly well is how Antti treated me as an equal partner or

colleague. Namely, as a Professor from another university came in to his office, Antti immediately showed his spirit and attitude and introduced me to the Professor; me, a student. This tells about Antti's perception of hierarchies and titles: what counts is what kind of person you are and what you are capable of doing.

In the European Accounting Association Congresses in the early 1990s I remember frequently encountering questions: "Oh, you are from Turku. So where is Antti?" (original pronunciation). Antti's capabilities in networking are admirable: even if he did not know everybody, everybody seemed to know Antti. In 1992, my first conference, the EAA Congress took place in Madrid. One day, while searching for a place to have lunch with Professor Kari Lukka, we happened to encounter Antti in a small restaurant. During the lunch Antti was reading a research paper the presentation of which he was supposed to chair in half an hour. He said he did not understand a word and asked for some advice. Later on we heard that Antti had hosted a great "show" by asking the authors insightful and enlightening questions, which they were eager to thank for. This excerpt is just one more piece of evidence of Antti's sharp mind and ability to learn quickly; talent in forming a comprehensive pattern and communicating it skilfully.

For reasons beyond our powers we have not been much in contact during recent years, which is a great pity. I know I would have learned a lot from Antti's visionary approach to all kinds of things, ranging from issues related to entrepreneurship and innovation to optimal riggings under uncertain weather conditions. As we know, Antti is first and foremost an enthusiastic sailor. Maybe this hobby or way of life has given him the capability of seeing beyond the nearby rocks and other obstacles; the far horizon, the big picture.

## 6 ANGRY YOUNG MAN

### Dylan Jones-Evans

*Since they first met in 1993, Professor Dylan Jones-Evans has always counted Antti as a wise old uncle ready to give the right advice at the right time. The fact that they are both from small nations with old and unique languages, a penchant for drinking copious amounts of beer, and a larger neighbour on their Eastern border has cemented their close friendship.*

I first met Antti Paasio at Durham University two decades ago.

At the time, I was working in my first job as a researcher for the Centre for Entrepreneurship in the Service Sector under the leadership of Professor David Kirby and he was visiting with his enterprise team from the Turku School of Economics.

Our meeting lasted only an hour but started, what Humphrey Bogart would call “a beautiful friendship” that is still going strong today. Clearly we had an interest in entrepreneurship and small firms but it was more than that. Perhaps it is because we are both citizens of small nations that have lived under the shadow of a larger neighbour. It may also have been because of our shared love of red wine, which we have often drunk not only in Turku but in conferences around the World!

Since that first encounter, we have become firm friends and have shared many good times together. I am also lucky that his family and colleagues have also become an important part of my life as a result. Indeed, Antti is more like the bigger and wiser brother that I never had and he has always been there with the right advice and support when I needed it both professionally and personally.

I have some of my most memorable times with this quiet and unassuming Finn. The two days I spent sailing with Antti in the Turku archipelago will always count as one of the most enjoyable vacations of my life. Fillet steak, good conversation and plenty of red wine after a sauna on an island in the middle of nowhere is possibly one of the best combinations ever. Certainly, I promise to take him up on the invitation to go back with my two sons next year so they can also experience one of the most magical places in the World.

I will also never forget the incidence in the lift in the Hotel Ilves in Tampere during the 1995 RENT conference. I had bought Antti a bottle of Glenfiddich but was unaware of Finnish drinking laws, which meant all alcohol had to be purchased from the bar and the bottle had to remain closed. However, as two entrepreneurial individuals, we quickly put a plan together which resulted

in us going several times into the lift with the bottle and two glasses, going up twenty floors and coming back down again slightly more inebriated every time. Needless to say, the level of the whisky in the bottle went down quickly with every visit!

He has always been someone who stands up for his friends and I remember when, after giving one of my first conference papers in Halmstad, I was roundly criticised by a prominent Swedish Professor for my views only for Antti and the Turku posse to come to my defence. It was at that moment that I believe that I became an honorary Finn and I am proud to have spent most of my time outside of UK academia in this wonderful country and I hope to do so again in the future.

Antti Paasio is one of the nicest and most genuine people I have ever met. There is no side to him at all, just a warm personality and keen intelligence that endears him to everyone who meets him.

Twenty years after we first spoke to each other, Antti still likes to call me an angry young man, which is why the lyrics below for the song by Billy Joel are so apt. I believe part of this is because, like me, there is still the rebel that exists in his soul that makes him do what he think is right and not what others want him to do. However, as he has become older perhaps he is realising that “just surviving” did become the “noble fight” during his years in university life!

Antti Passio is retiring from mainstream academia but we should not dwell too much on this as I believe his best years are not behind him but ahead of him. He will now have the freedom to do what he wants to do, to write what he wants to write and to say what he wants to say. And I am sure he will!

I, and many others around the World whose lives he has enriched, am proud to be able to call him a friend and a colleague. Certainly, I hope to be able to share many more bottles of red wine with this great man who has had an impact on so many of us.

### Angry Young Man (Billy Joel)

There's a place in the world for the angry young man  
 With his working class ties and his radical plans  
 He refuses to bend he refuses to crawl  
 And he's always at home with his back to the wall  
 And he's proud of his scars and the battles he's lost  
 And struggles and bleeds as he hangs on his cross  
 And likes to be known as the angry young man

Give a moment or two to the angry young man  
 With his foot in his mouth and his heart in his hand  
 He's been stabbed in the back he's been misunderstood  
 It's a comfort to know his intentions are good  
 And he sits in his room with a lock on the door  
 With his maps and his medals laid out on the floor  
 And he likes to be known as the angry young man

I believe I've passed the age of consciousness and righteous rage  
I found that just surviving was a noble fight  
I once believed in causes too  
I had my pointless point of view  
And life went on no matter who was wrong or right

And there's always a place for the angry young man  
With his fist in the air and his head in the sand  
And he's never been able to learn from mistakes  
So he can't understand why his heart always breaks  
And his honor is pure and his courage is well  
And he's fair and he's true and he's boring as hell  
And he'll go to the grave as an angry old man

Yes there's always a place for the angry young man  
With his working class ties and his radical plans  
He refuses to bend he refuses to crawl  
And he's always at home with his back to the wall  
And he's proud of his scars and the battles he's lost  
And struggles and bleeds as he hangs on his cross  
And likes to be known as the angry young man.



## **7 ANTTLI, 10 YEARS AHEAD OF HIS TIME, ALWAYS**

### **Pasi Malinen**

*Pasi Malinen was the first assistant in entrepreneurship and the first PhD from the department that Antti created. They have travelled together in weird places and developed weird projects and programmes. Always with positive attitude and self-irony. Thank you for the ride, Antti. Enjoy your time as a free man!*

This short article is to celebrate professor emeritus Antti Paasio's career as I have witnessed it during the past 20 years or so. The title says it all. Antti has been a forerunner and thinker ahead of his time. All major development ideas or programmes have taken place. Unfortunately, usually 10 years after the initial idea was developed in Antti's head. And they are plenty. I will discuss but a few in this article to argument my claim. So, here we go.

### **7.1 From Business Research Centre to Business Research and Development Centre**

Antti is a true academic in a sense that he believes in research. He was given the task to kick off Business Research Centre at the Turku School of Economics as part of his duties as a newly appointed chair of entrepreneurship. Alone. And he did. Against all odds. The Business Research Centre was selling small research projects for small money and larger ones with larger sums. Having been successful in an impossible task he was given another challenge (I guess the management of the Business School thought that this time he will fail for sure). As said Antti believes in research and transformed previous Centre for Continuing Education into Business Research and Development Centre (BRDC) where all training and development activities were based on research conducted by the trainers and developers themselves. Actually, Business Research and Development Centre was a merger or almost a hostile takeover but, again, a successful venture. It became the biggest of its kind in Finland and Europe.

Antti has been a developer of a massive amount of new initiatives and programmes in his university career. Some of them have been stolen from him and presented as someone else's own idea without given Antti the credit. This phenomenon is not only common in the academia but in the business world as

well. Antti has raised a lot of young researchers into top positions. Another hostile takeover was made when the ones who Antti had raised to their respective positions disintegrated BRDC. This is something Antti has never forgiven. Nor have I.

## 7.2 Entrepreneurship and SME focus

Having been a professor of accounting and finance Antti became more interested in entrepreneurship and SME issues. Business Research (and Development) Centre was dominant in entrepreneurship and SME research for at least a decade. Antti was the leading figure in Finnish entrepreneurship research field. Antti started entrepreneurship as a study field at the Turku School of Economics and a number of PhDs were produced during his time. Nowadays entrepreneurship is regarded as an important topic for all students in the business school

Antti believes in open innovation. Therefore, he wanted to open the lecture doors to all university students in Turku. Antti was not willing to negotiate and plan the openness with the administrators of the business school but decided that all entrepreneurship courses are open to everybody. It started a collaboration with ICT and life-science students and faculty, which is still ongoing and growing. Now, after many years, multi-disciplinary education and research have been recognised as important, relevant, and fruitful.

## 7.3 Networking

In the academic world, especially today, academics are evaluated mainly based on their publications. There are pros and cons in this. Antti could have published a lot in various fields of his interest but he concentrated on joint efforts, namely networking people within his department, business school and with external parties. In the past, at least in the field of business economics, research was conducted as a solo effort, alone, and without much emphasis put into collaboration. Antti followed the tradition from other sciences, medicine as an example, where most of the publications are based on teamwork. This approach has gained more popularity in recent times.

Antti decided very early in his career that even if Turku is the centre of the (Antti's) universe his department needs to join forces with external research groups. It meant that young researchers were forced to network with international colleagues early on in their careers. It was very valuable for younger researchers for they had to learn how to cope in an international environment. And it also meant that younger researchers needed to be able to communicate in English, Swedish and other languages on a snapshot. All this was planned and managed. And it helped a number of academics early in their respective careers to become international very early.

## 7.4 Internationalisation

As was said with networking Antti purposely forced people in his department to network internationally. Even if Antti has not lived anywhere else than in Turku he is a very international man. And he wants his colleagues to follow suit.

During Antti's record breaking 27 years as a department head in University of Turku his department organised almost all major international conferences in the field of entrepreneurship and SME research. For example, the ICSB 2007 in Turku is the biggest conference organised in the Turku School of Economics to date. Unfortunately, the Business School did not pay much attention to that fact in recognising Antti for this particular effort. International recognition through organising major academic events was one way of internationalising Antti's department and the whole Business School. We younger colleagues are immediately approved and recognised as international and interesting group of people when we say that we come from Turku. Everybody in our research field knows Turku. And Antti played a major role to make that happen.

In order to get to organise an international conference you need to network with conference organisers and key people. Antti has been a Board member of the most of the academic entrepreneurship and SME organisations. And he opened doors for others to follow. Again, an example of networking put in practise.

Antti was usually found as number 1 on top of the list of travel expenses in the Turku School of Economics. I was usually number 2. In some years the ranking was in different order. All of this made our former rector upset but did Antti care? Not. Me neither. Antti often said that you cannot become international by sitting behind your office desk. You have to be there where everybody in your field is. And hey, we only travelled around the world once.

## 7.5 Turku Innovation Platform

Antti has read his entrepreneurship books. He foresaw the rise on innovation long time ago. Combining innovation and entrepreneurship was a "coming home" phenomenon. Early entrepreneurship authors stressed the importance of entrepreneurs as innovators. People that change the rules of the game. Antti has been that creative destructor himself in the Business School as well as in his international circles. Turku Innovation Platform was a concept developed together with professor Hannu Tenhunen of University of Turku, Royal Institute of Technology, University of Grenoble etc. I was a humble apprentice to follow the masters at work while the masters crafted and draw the roadmap.

Turku Innovation Platform, TIP, was a concept where research, education, and business development were combined in a masterly manner. Relevance for university and the outside world was the key. TIP was also a foundation on which innovation and entrepreneurship education was developed in major European technical universities. TIP concept included a tight local collaboration

of various stakeholders. I guess by the end of 2015 most of the TIP ideas are put into practice. It just took another 10 years from start to finish.

## 7.6 Developing universities

Antti has been a leading figure in developing universities in cities, whose names are difficult to pronounce in Finnish. First Antti was developing a joint doctoral program together with some of the authors of this book (professors Allan Gibb & Slavica Singer) in Osijek, Croatia. While developing a doctoral programme other activities and changes were also made. There are two things that Antti likes the most are change and development. Antti appreciates a lot of university traditions and history. But he also keeps his eyes open to changes in the world and, accordingly, wants to change the current state of affairs. It has worked beautifully outside the city limits of Turku. Within the university sector in Turku the changes that Antti tried to make were slower. But I am sure things will move into the direction Antti foresaw.

Antti saved the faces of the rectors of University of Turku and Turku School of Economics by volunteering to manage a catastrophe project in Pskov, Russia. Antti likes challenges and by God Pskov was one. There were university mergers, closed-down units, reluctant academic staff, and terrible roads in Pskov project but Antti pressed on. To change a university in Russia by outsiders is next to impossible. Antti used a Trojan horse in the final parts of the project to make the change happen. He wanted the students to ask for and lead the change. Student entrepreneurship movement, BoostTurku, was involved in encouraging Pskov students to crave the change in education towards a Bologna type system in their university. Additionally, partner universities from Tartu and Riga were used in this process. All in all, some progress was achieved and we did not lose much credibility when operating in Russia.

TIP was used as a basis when European Institute of Technology in ICT field changed its curricula on Master and Doctoral level. Antti was the mastermind in developing the doctoral programmes in the biggest technical universities in Europe. Antti also lectured in most of the EIT participant universities. I can easily assume that the innovation and entrepreneurship education plays an important role in ICT field's future development in Europe.

## 7.7 Conclusions

In this short essay, I have tried to draw you a picture of a researcher, educator, and developer Antti Paasio as having always been ahead of his time. While the man himself is usually late for everything the impact of Antti's career has been massive. When Antti brought research into continuing education he set a benchmark. Now most of the successful organisations in continuing education sector also conduct research on which they base their education. Entrepreneurship is not an isolated subject or topic in a university but usually

cross-disciplinary and a combining force between various sciences. Antti started that movement in Turku and finally in 2015, cross- and multi-disciplinary activities are emerging in the University of Turku. The same applies to networking. Science is international from the beginning of time and, therefore, scientist have to be international themselves. In Antti's department, people were asked to travel. To learn new things. The eagerness of learning new things is another Antti's feature. He wanted to buy all the newest gadgets and taught us how to use them. Not a typical feature of an academic coming from accounting and finance! Combining existing knowledge with new ideas creates innovations. Antti taught us to read, experiment, and learn new things all the time. By the way, you should see his current office at work. There is barely room for him to sit in the office. The rest of the room is full of books and documents. While his office looks like a mess the head is still full of bright ideas. Antti foresaw the need for change in universities a long time ago. Now we can see it happen. Antti stressed the relevance of all our activities. Now relevance is being called for in all our activities in the university sector.

Antti, 10 years ahead of his time, opened us doors and landscapes so that it is easier for us less bright to continue his work. I hope that we can continue it with style. Thank you Antti! I salute you!



## 8 THREE DECADES OF ACADEMIC RESEARCH WITH AND ON ANTTI

### Heli Marjanen

*Heli Marjanen learned to know Antti when she started her academic career as a research assistant at the legendary Hämeenkatu 6 where the research community was renowned for its passionate endeavours both in academic and more leisure oriented fields. Soon after Antti recruited Heli to her first research project which was a beginning for a life-long friendship and co-operation, a relationship by no means affected by Antti's changing employment status.*

#### 8.1 Getting introduced to and working with Antti

Throughout my academic career Antti has been my friend and mentor – and you never have too many in the academic world, especially if you happen to be an economic geographer in a Scandinavian business school. Nevertheless, I'll never forgive him that his Tiitus unexpectedly bet my Noora when the two dogs met at the department in early 80's.

Admitting that our common academic history dates back to over three decades unavoidably implies that neither of us is in our teens anymore. However, as this book is to commemorate Antti at the time of his *official* retirement, I suppose his age is no taboo.

When I first met Antti – or Anders, as he preferred to be called by his friends at that time - he was a young, handsome man with great ambitions and a black beard. The beard is now gone (except some pictures in the social media) but there seems to be no connection or causality with ambitiousness.

That man with the black beard and “Jaffu” Saviranta, now professor emeritus in economic geography, are those to praise or to blame for me ending up as a professor in economic geography at the Turku School of Economics; both left-handed sailors with great appetite for everything that was novel, unconventional and innovative. I was working as a part-time research assistant for Jaffu when Antti needed someone to take over a commissioned study on differences in the maritime sector's wages and labor costs in the Nordic countries. The project took

over a year to be completed and required frequent trips to Helsinki in mid 80's, rather unconventional choices in several phases of data collection, and a lot of patience and hard-work. Not to mention that the subject was rather delicate and the members of the executive team all had different expectations and preferences considering the results of the study. By now almost everyone involved in the project is retired but a heated debate over the subject still prevails (and you can still buy the report through several websites all over the world!). That project taught me many lessons that have been essential for my further career, the most important being that practical oriented academic work with committed colleagues can be great fun.

All this happened in the era when research reports were still mainly produced using typewriters instead of computers. However, as we all know, Antti is by nature an innovator with passion to all kind of technical devices and thus, already in mid-80's, he possessed a personal computer with *a touch screen* (!). I was privileged to use this device while working in the project – a privilege loaded with pros and cons. When functioning as it should, the HP150 was very useful and effective (sounds familiar after 30 years-, doesn't it?). As it happened, already at that time Antti was mainly out-of-office and while his expensive personal computer very soon turned out to be a female who preferred to be touched only by men, I often got stuck with it and had to wait for Antti or some other male to entice it to be co-operative again. However, I was not short of help because most males at the department were anxious to fiddle that alien device.

Shortly after we had finished our maritime study, Antti founded the Business Research and Development Centre, which in only five years became an internationally recognized research unit with 50+ employees. In addition to high-quality research and excellent international relations, the Centre shortly become renowned for throwing great parties we jealous “outsiders” at other departments mostly heard wild rumors of. However, the Centre also provided us with many forms of co-operation, the most notably being perhaps CeReb, the Centre for Responsible Business. Not to mention that the center over the years has “stolen” some of my most prominent researchers. Good for them!

## **8.2 Antti as a research object**

Although I started my academic career within maritime studies guided by a professor in accounting, I have always had a passion for solving the mysteries of consumer behavior. In that pursuit, Antti has turned out as an invaluable research object.

### 8.2.1 *The study method: participant observation*

Concerning Antti, my study methods have always been participant observation and case study. Participant observation is the process enabling researchers to learn about the activities of the people under study in the natural setting through observing and participating in those activities, usually over an extended period of time (DeWalt & DeWalt, 2002). It can also be defined as "the process of learning through exposure to or involvement in the day-to-day or routine activities of participants in the researcher setting" (Schensul, Schensul, and LeCompte, 1999). The method originated in the field research of social anthropologists (e.g. Malinowski 1929), and in the later urban research of the Chicago School of Sociology. Merriam (1998) suggests that the most important factor in determining what a researcher should observe is the researcher's purpose for conducting the study in the first place. In this particular case, the length of the study period has allowed the focus of the study to be slightly varied over the years. Throughout the process the observation task has been highly enjoyable.

The past three decades have offered me an excellent opportunity to observe Antti's consuming behavior – especially in the context of organizational buying – in his natural environment. Although there is a broad agreement within the consumer researchers that women are more likely to be *recreational shoppers* (that is, to love the pure act of shopping and spend time at commercial settings) than men, I would assume that there is an equally broad agreement within the administrative staff of our school that Antti has been very keen on and persistent in acquiring all kind of fancy and (most often) expensive stuff that is hard to get and no one else has. Based on that, he is definitely an innovator in the terms of the Theory of Innovation Diffusion by Rogers (1962). In Antti's private life, these tendencies have most obviously been manifested in the fields of sailing equipment and devices connected to photography. In addition to watches, I would say. To be honest, he has also *needed* new things, like coats and gloves, rather often as he has tended to loose (read = forget) them while being busy with conferences, meetings etc.

The life of people like Antti was made a lot easier by the emergence of the Internet and e-retailing in early 90's. Before that he used to carry along the heavy catalogues featuring the newest gadgets and other interesting stuff if it happened that he wanted to have a look at them - let's say, for example in the pub. And he often did. Although not fulfilling the description of a shopaholic (Myers and Lumbers (2008), Antti definitely has a kind of addiction to heavy, shiny, tiny and expensive things. A bit like the *Sniff* in the Tove Jansson's Moomin books, I ques. Taking into account the whole personality of the adorable Moomin characters, which Antti knows so well because of Iris and Otto, instead of the greedy *Sniff* (who appreciates all valuables and makes many plans to get rich, but

never succeeds) Antti rather resembles the *Moominpappa* (the boyish and adventurous Philosopher, who likes writing his memoirs) or the *Snufkin* (the Lonesome Philosophical Traveller, who always comes and goes as he pleases, is carefree and has lots of admirers in Moominvalley). Yet, if you have read *Moominpappa at the Sea*, you most probably agree that Moominpappa and Antti are real soul mates. Like Moominpappa, Antti feels a great responsibility for his family – including his academic family – and he has always been there for them, ready to protect and safeguard them whenever needed and against whatever. Fearlessly and with enthusiasm.

For those not familiar with the Moomins, the next quote by Moominpappa (on his way to start a new life with his family, on a deserted island) may serve as a faint clue:

*“A boat by night is a wonderful sight. This is the way to start a new life, with a hurricane lamp shining at the top of the mast, and the coastline disappearing behind one as the whole world lies sleeping. Making a journey by night is more wonderful than anything in the world.”*

— Tove Jansson, *Moominpappa at Sea* (1965)

### **8.2.2 *The professor that refused to “grow up”***

Recently, I have explored the differences in wellness orientations across consumer groups at different ages as they are manifested in everyday practices, especially in the context of consumption. In that pursuit I have utilized a method called generational segmentation which departs from age-based demographics by dividing the population into specific generations (e.g. Baby Boomers and Generation X) based roughly on the years in which people were born. Instead of chronological age, generational segmentation relates the traits of birth-cohorts to the events prevailing at certain points in their lifespan, especially when coming of age. Several studies have found that values formed in late adolescence/early adulthood remain relatively stable throughout the life. (Mannheim, 1928; Parment, 2013.) Although Antti is by no means to be described as “ordinary” or “typical”, he serves as a model example of the representative of the Baby Boomer generation; that rebellious, unconventional, unpredictable, large in number, hardworking, and most affluent age cohort ever. Many of them are also tech savvy.

According to the definitions commonly used in Finland, the Baby Boomers were born 1945–1950. They are considered as a rather homogeneous group of people with similar experiences as they were young in the 1960s when profound changes in the Finnish society, culture, and political climate occurred (Erola et al., 2004). It has also been stated that Baby Boomers are the generation that

refused to “grow up”, i.e., declined to express “mature” behaviour and consumption patterns in their midlife (Wilska, 2004; Higham, 2010). Now, when reaching retirement age, they are actively refusing to get “old” and, consequently, fighting against both physical and mental signs of old age (e.g. Sarpila, 2013, 30). Well, that’s definitely Antti, isn’t it? To my disappointment, I was not able to locate Antti into any of my segments but that was not really a surprise.

### **8.3 Shaping the academic traditions**

An important part of the academic service is to keep the academic traditions alive. Antti and TSE are about the same age and Antti has had an important part both in shaping and in preserving our academic traditions, first as a student and an active member of the student union and later as a staff member.

Antti took his doctoral degree in 1981 and was given the regalia of his degree in the first conferment ceremony of TSE in May 1989. All together 16 young doctors were confirmed in that solemn ceremony. It had taken 39 years to produce them. The number of doctors has grown so much since that that the subsequent promotion ceremonies have been held approximately with five years interval.

I remember myself sitting in the Concert Hall among the audience in 1989, wondering all the fuss around this three-day-long celebration. Eleven years later, in 2000, I was standing at the same stage as Primus Doctor, answering the doctoral question presented by Antti who was wearing a deeply red ribbon as a symbol of his status as the Master of the Ceremonies. After a decade, in 2010, I was wearing that same ribbon in the conferment ceremony where Antti acted as the Conferrer.

In the conferment ceremony in 1995 Antti served as Chief Marshal so he has done the Full Monty also on that field of academic service. In the very first ceremony Antti’s duty (in addition to bookkeeping) was to give the address to the rising sun which at that time took place literally at the time the name suggests it to happen, approximately at 4.38 AM. As a Conferrer in the latest ceremony he was allowed and even due to leave the dinner festivities much earlier.

### **8.4 Farewell and hope to see you soon!**

I have learned that retired people are extremely busy and close to impossible to get appointed with. In that respect I suppose Antti will be no exception. However, as Antti said in his Speech of the Conferrer in 2010, “A *professor*

*never really retires*” (although the younger colleagues may be eagerly waiting the permanent chair to be declared open...) and many of those who have reached the status of the Professor Emeritus still come to school at daily basis. I sincerely hope that will apply to Antti as well and that he will find time to meet me over a lunch every now and then – otherwise I can’t continue my observation task I’m so committed to.

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## 9 THE “A” CLASS – ENTREPRENEURSHIP AND INNOVATION PERFORMANCE

### Rickie Moore

*Talk about the Europeanization of Entrepreneurship and Innovation. It was destined to happen! Year: 200X. Place: Brussels, Capital of Belgium. Characters: Antti and Rickie met because we had a common goal to spread our love for Entrepreneurship and Innovation with those who were willing to listen to us! Situation: One project led to another and ultimately to several others. Conferences were always fun as we crisscrossed the globe. We pitched our story throughout the breadth and depth of Europe. Today, as Antti starts a new chapter in his life, it is a great pleasure to pay a personal tribute to a dear friend, colleague, buddy, and inspiration!*

It is not often to write a tribute to a colleague who has been **A Naturally True** and **Tremendous Inspiration** to his peers.

Even though I had heard and read about his work, our first opportunity to collaborate was provided by the EFMD when we were invited to be guest speakers / co-presenters at one of their seminars.

Despite an anxious start, we shared our mutual passion for Entrepreneurship and Innovation at breakfast, lunch, and over a few glasses of wine at dinner, something was happening... we were sowing the seeds of what would become a very fruitful collaboration partnership. As we joked about our past experiences, interests and hobbies, we realized that even though we lived in two very different countries, in two not so distant parts of the world, we had much in common and that our vision and perspectives on a range of books, subjects or conferences were very concordant.

As we continued our conversations about collaborating, Antti invited me to come up to Turku to meet his gang and see his center. What a fun encounter that was....and the crew were great – Pasi, Kirsi, Kaisu, Jussi I and Jussi II, ..... Then you came to Lyon and discovered my world.....but by then, our collaboration plans were already on the drawing board and we started shaping the opportunities.

Our time in Lyon was also marked by a delightful gastronomic experience. While it was a very cool 15° in Lyon that December, for Pasi, the marathoner, it was like spring, so he had to go jogging.

So our collaboration took off, RENT, Workshops, ECSB, Babson, RENT, EU Cases, MBA4PHD.... and Kirsi demonstrated her talent as our Project Manager. Whether it was in Brussels, Covilha, Lyon, Wales, DC, Maastricht, Stockholm, Gothenburg, etc, we enjoyed collaborating on all our projects.

At one my next visits to Turku, I learnt about the name change to BID! Though it was easy to be creative about the abbreviation, its importance was its distinguishing focus that set it apart from traditional university departments.

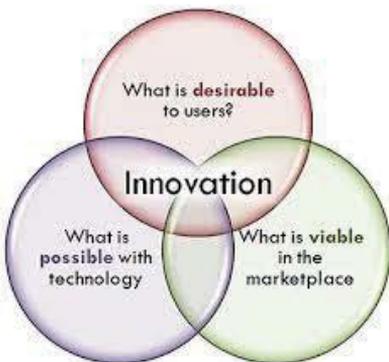
My dear Antti, you've always been a fun, inspiring and affable colleague. Throughout our collaboration, you have been a beacon of light and guidance for those of us around you, and beyond. So as you embark on this new phase, enjoy the modified office hours ☺!!

# Retired

Not Expired

Bien à toi

Rickie



## 10 A LOOK AT THE REARVIEW MIRROR – REFLECTIONS FROM THE PAST

### Niina Nummela

*Antti recruited Niina Nummela to Business Research and Development Centre in early 1990s and taught her two important lessons: one should always enjoy work and never be scared of recruiting people who are smarter than you. Both of them have been in good use in later life and the legacy will be passed on even if Antti has left the building.*

*Knowing is not enough, we must apply. Willing is not enough, we must do.*  
Johann Wolfgang von Goethe

Vienna, June 1991

Dear Diary,

I just arrived at Vienna to my first ever international academic conference – you can imagine how excited I am! From up above the city seems very interesting and I am so glad that my new boss, Professor Antti Paasio, decided that we will stay here for a full week instead of just the conference days. Antti – as well as my colleagues Leena and Ritva – seem to be really relaxed and outgoing people, so I have high hopes that this will be a very nice trip.

I have to say that I do not really know Antti yet, which is not a surprise because I have not officially even started to work for the Business Research Centre (YTK as we call it). First talks with him have been very promising, though. He seems to be very optimistic considering my future, suggesting that I would get my PhD done just in a couple of years and then after a few extra years I could become a full professor. Well, I have not thought much about an academic career, so we'll have to see ...

Antti is clearly internationally oriented and he recommended that I should attend international conferences as they are good learning and networking opportunities, but I did not realise that he was such a prominent figure among the

academic community. Just today he introduced me to Professor Bengt Johannisson, who is a big name in the field of entrepreneurship! True gurus seem to be very casual, BJ was wearing a light blue college shirt of University of Michigan at the conference ☺ Think how worried I was of the dress code before the trip, obviously for no reason ...

Another thing I have already noticed about Antti is that he seems to be a true gadget freak, always into newest technology, if possible. He was so glad when he found a new kind of alarm clock at the airport, one which shuts down when you talk to it. I cannot understand how one can get kicks of such a thing ... He also seems to be taking photos of everything that moves with his Leica, hope to see some of the pictures when we return home.

The conference programme seems very extensive and the conference proceedings are really massive – hundreds of pages in four volumes! Luckily Antti told us that we could do some cherry picking and choose the sessions which we found really interesting and skip the others. He also said that I should be networking with interesting people. I think that was really sensible suggestion from him; maybe I will start with that ...

\*\*\*\*\* some 20+ years later \*\*\*\*\*

Well, years have passed and many things have happened. Now I have a PhD and a professorship, although it took a few years longer than Antti anticipated ☺ The first years at the Business Research Centre and particularly its good atmosphere were decisive for me in staying in the academic world. Looking back, Antti's advice has shaped my academic career in many ways and I am very thankful for it. Being exposed to new ideas, searching for relevance, working with an entrepreneurial attitude, disseminating your knowledge to versatile audiences in an interesting manner and having a global mindset are all characteristics which Antti has gladly passed on to junior scholars and I will try my best to keep up the legacy. It is also worthwhile to remember that at its best academic life is fun, something I learned from Antti already years ago. And yes, I have also become a keen photographer, although I will never reach the level of professionalism than Antti has ...

Dear Antti, I hope the forthcoming retirement will give you a chance to devote time to the things you love, a lot of sun and tailwind to you in the future!

## 11 INTERNAL ENTREPRENEURSHIP IN A UNIVERSITY

### Paavo Okko

*Professor emeritus Paavo Okko learned to know Antti as an active student participating to Student Union activities. Later on they had much cooperation during their doctoral studies at the Turku School of Economics. They have been friends for many decades and colleagues during the years when Paavo came back to Turku. Paavo remembers Antti as good photographer and a man having a nice sailing boat – something to do during happy emeritus years, too.*

Professor Antti Paasio has a remarkable career in research and teaching of entrepreneurship. His own role as the first professor of entrepreneurship and the leader of the Business Research and Development Center at the Turku School of Economics has required special personal alertness to entrepreneurship, too. Actually, professor Paasio shows that internal entrepreneurship is a potential resource also in a university and it can enhance university activities especially in the modern university environment. I congratulate professor Paasio when he is starting his new role as an emeritus professor without administrative responsibilities. Now he has even better possibilities to behave like an entrepreneur: to choose his own challenges and to take risks if he likes and enjoy the outcomes without heavy burden of safeguarding jobs for employees.

Business Research and Development Center at the Turku School of Economics was established in 1986. Quite soon after his doctoral studies in Accounting Antti Paasio was appointed to the professorship of entrepreneurship, which had also a responsibility for leading and developing the Center. The original idea of the Center was to enhance research and teaching of entrepreneurship at the School and develop via this way business development in the region, too. During the first years of the professorship it was funded by a private donation, and it was the first professor of entrepreneurship in the country. From its very nature this undertaking was very entrepreneurial. Looking now ex post at the development of the Center it is easy to conclude that Antti Paasio has been a very capable person to this demanding responsibility. He has been following his own lessons on what entrepreneurship is all about. He has been an excellent example of internal entrepreneurship within a university.

There is a large literature on the concept of internal entrepreneurship, sometimes called intrapreneurship. The basic idea is that also in a large corporation – or especially in large organizations – it is good that employees can

behave like entrepreneurs. Via increasing size of organizations increases also danger that employees cannot utilize their full creativeness and initiative. Already in the 1970's started discussion on intra-corporate entrepreneurship as a remedy for these problems of large organizations (see, e.g. Pinchot and Pinchot 1978).

The issue of internal entrepreneurship has been under research work of the Center, too (e.g., Heinonen 1999 concerning local public organizations). Without any deeper analysis of the literature on the topic I consider that the dynamics of an academic community requires something that can be called internal entrepreneurship. Scientific activities as such require innovations and risk taking, but they can happen within limits of a discipline, in a style of "normal science". The most valuable results may require going over borderlines of disciplines and borders of departments and faculties. University dynamics requires sometimes establishing of entire new disciplines. Turku School of Economics and Antti Paasio's role in it is a good example of that.

Universities are very old institutions maintaining their core characteristics, but their role in the society has been changing in the history. One aspect in this change is how directly governments and societies at large are requiring practical results from universities in order to enhance economic and social development. Also during these decades when we have been working in the Finnish university system we have seen quite different university policy styles.

When Antti Paasio started his studies (1968) at the Turku School of Economics and Business Administration and we met in the Student Union activities of the School the Finnish university policy was quite different compared with current policies. The School was a private university under the control of the Ministry of Trade and Industry. In the 1970's university reforms were much about university democracy and transforming all the universities to public institutions under control of the Ministry of Education. From the point of view of business schools very important reform of the 1970's was certainly study reform upgrading the first-degree level of the School from a three-year bachelor to a four-year master degree. Later study reforms (major ones in 1995 and 2005) have developed the degree structure to a more European style and they have strengthened possibilities for serving new requirements of studies. At the end of the 1960's the number of separate business disciplines of the School was two. Currently there are six major subjects of business studies, entrepreneurship being one of them.

The Finnish university legislation was reformed in 2004 in a way that the mission of universities included also so called the third task/mission. According the current law (2009) universities are supposed to carry out their mission in a certain way. The law states: "In carrying out their mission, the universities must promote lifelong learning, interact with the surrounding society and promote the impact of research findings and artistic activities on society." This aspect of the current university mission is an important element behind the Finnish university reform started in 2010. For a business university like our School this kind of mission is not a new one, but it has changed activities of the School in many ways, too. The third task is now an explicit target, on which also a part of funding is based. After the merger with the University of Turku (2010) we may

even see that the School is now strongly helping the University to contribute in the area of the so called third mission. Universities are nowadays supposed to be at least to some extent entrepreneurial by their nature, too. We have come a long way from the origin of the University of Turku, established in 1920, and the Turku School of Economics, established in 1950. There was a proposal already in early days of the University that a faculty of economics and business studies should be established within the University, but the conclusion was that it is better to keep business studies and a proper science/civilization university separated. So it happened, but the Finnish university reform of this time took an opposite view, and now the Turku School of Economics is a faculty of the University.

When the Business Research and Development Center was established the School was in the first front of the Finnish business schools in developing research and teaching of entrepreneurship. Even if the business of a business school is naturally business it was something special that entrepreneurship was considered as a separate field of study and even a separate discipline. This required new type of thinking also in our School. Internal entrepreneurship was needed for getting the message clear, and Antti Paasio was a very good advocate for this endeavour. Still it took about 20 years when officially a new discipline was formed.

Debate on the role of entrepreneurship in teaching of a business school may sound paradoxical: it seems to be an obligatory element of business studies. The debate was about the issue, is it possible to teach students how to become an entrepreneur or only skills, which are useful for an entrepreneur. However, the idea of having entrepreneurship as a separate subject in degree studies starts from a broader approach. Entrepreneurship is considered important both for organisations and individuals. It is about creating new opportunities and innovations under uncertainty. The entrepreneurship studies focus on opportunity recognition and creation, and exploitation of them. These targets are relevant for graduates working in small or large companies and also in public sector organisations, why not also in a university.

When thinking internal entrepreneurship in a university it is good first think about the role of an entrepreneur in general. There are many ways of describing that, but roles can be listed like: establishing and managing firms, innovating and maintaining economic development, taking risks, eliminating inefficiency, creating new opportunities and benefiting from them, and coordinating economic resources and promoting development (see, e.g., Casson 1982, and Okko 1998, 2008). A very good summary of the role on an entrepreneur is: an entrepreneur is specialising to make judgemental decisions on coordination of scarce resources (Casson 1982).

One special aspect is also good to remember, that in some cases entrepreneurial activity is not productive, it may be even unproductive (Baumol 1993) in the sense that it is not creating new economic value-added. Especially government subsidies may offer possibilities for rent seeking or predation of offered subsidies without a proper idea to increase economic value. When we add that quite often an entrepreneur follows a strategy of imitation we can see that there are many similar features in behaviour of researchers and entrepreneurs.

Even if these activities have similarities we must remember fundamental differences between entrepreneurial and academic work. That is why internal entrepreneurship within a university is even more complicated concept than internal entrepreneurship in a firm. First we can see that starting new businesses or firms – in its basic meaning – is not a relevant role for internal entrepreneurship. But in this respect universities offer even more space for entrepreneurial behaviour than companies or public organisations. The history of universities offers many examples of emerging new research units, departments and even disciplines, which have been an outcome of work done by a capable researcher. That is why there is an international style that those units are even named in honour of those persons.

Scientific work requires certainly capabilities to create new ideas and see the world from some new angle, but is not enough to say that a researcher is like an entrepreneur. Actually, all capable human beings need something like this in order to succeed in their activities. Like an entrepreneur a researcher faces the problem of scarce resources. The problem is not only money, time is the ultimate limit. When using time for a certain work a researcher must ask, how productive would have been an alternative research project. If the outcome from the current project is bad, the risk involved will realize. In a case of negative risk an entrepreneur is losing own capital, and a researcher scientific reputation and knowledge capital. On the individual level capabilities of a researcher and an entrepreneur looks to be similar. Thinking of this kind might have been behind the idea, that also universities can be seen at least to some extent like firms, and the incentive systems constructed for universities may learn from economic mechanisms.

University reforms in many countries have targeted at a new kind university, which may be even called entrepreneurial university or at least a university should have characteristics of a dynamic firm. They are supposed to be innovative and they are supposed to earn a great share of their money in the market of research services. In Finland this has been a big change because all our universities have been public institutions. Finnish universities are now either corporations under public law or foundations under private law, not any more direct units of the public sector.

Motivating scientific work by means of economic incentives will create also side effects. Just like ordinary entrepreneurial behaviour may end up to rent-seeking, university activities may also concentrate to produce those outputs, which give best monetary pay-offs even if researchers think that their efforts elsewhere might contribute better to science. Constructing an effective incentive system is everywhere difficult, and that holds also for universities. Competition as a basis for compensation is a natural starting point, but it is good to remember that also in economic competition policy a crucial target is to keep markets open and competition process alive. It means that if the same research teams are winning constantly and getting most of the money, there is also a danger that the system is supporting monopoly creation.

Universities are corner stones of the national innovation systems and analogies from economic behaviour are useful, but fundamental difference between business and science still remains. The ultimate output of science cannot

be measures by money even if scientific work requires money. Students of a university are not its proper customers even if they are paying fees. The final output of a university cannot be measured in numbers of publications or patents, or by any other technical index. At the moment when articles are published we do not even know what will be the final outcome.

Remembering the time period we have been following the development of the Turku School of Economics we have seen a very fundamental development from a small teaching-driven institution to a full-scale business university. Its research activities have much stronger role and its education role is stronger, too. It is also much more international in its activities. The School has entrepreneurship in a central role in its strategy. The Business Research and Development Center has developed and changed in many ways and its activities are now under new titles a part of the large research and development service organisation of the University. All this development demonstrates much internal entrepreneurship within the School. Professor Antti Paasio has been a key figure in this development. Now he can be proud of results of his entrepreneurial efforts.

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## 12 DINING WITH ANTTI

### Robert Picard

*Prof. Robert G. Picard was always a traveler but Antti sent him across the globe in the pursuit of money and knowledge so often that he now holds an SAS Gold Card for life.*

Antti and I have shared many fine meals – escargot and flounder in Nauvo, Tuscan T-bone steaks in Florence, veal in Zurich, and herbed lamb shanks in Athens. They were always accompanied by fine wines and often ended with a whisky. We lingered at the tables, discussing work, ideas, life, and sailing.

During those meals he helped me become a professor in attitude and behaviour, not just in title. I learned the life of the mind requires fuel and time. Fuel in the forms of food and ideas; time to digest and debate both the cuisine and thoughts.

Our friendship started with an introduction at a conference in Reykjavik in 1992. After a nice meal (it must have been cod), I soon came to Turku as a visiting professor and later came back as the VTTS professor in the Media Group. Both I and my family were blessed by the opportunities Antti created for us.

Antti and I did some of our best work together over food and wine. We created a scheme for comparing and interpreting company performance on a cocktail napkin. We wrestled with the best ways to measure productivity of journalists, strategies for media firms moving to cross-platform operations, and how to assess performance of public service broadcasters.

We discussed navigational challenges and where to find sheltered harbours during storms in the archipelago. We debated the merits of Lagavulin and Macallan. We discussed hopes, dreams, and sorrows. And we complained about administrative bureaucracies that got in our way.

We produced ideas for research and bringing interesting colleagues together to further knowledge. We thought up ways to overwork our researchers, while making them think they were having fun. We figured out which of our projects should pay for the dinners.

I treasure the ease we felt with each other, the bonds that held us together, and the friendship shared.

Antti is now giving up regular employment. He will celebrate the end of meetings, budget reviews and time constraints; he will mourn the loss the challenge of developing new projects and daily contact with the researchers he so

much admired. He will devote time to a few chosen projects, photography, grandchildren, and the sea.

And he will have more time to devote to long dinners and conversations.  
I'll dine with you anytime, Antti.

## 13 ANTTI PAASIO IN FOCUS – ADVENTURES IN THE ACADEMIC WORLD IN COMPANIONSHIP WITH ANTTI

### Pekka Pihlanto

*Professor Emeritus Pekka Pihlanto met Antti as the latter started his studies at the TSE in the beginning of the 1970's. In those days, Pihlanto acted as a research assistant in accounting. Later they both worked at the Department of Accounting and learned to know each other among other things during more or less adventurous congress trips in Europe – and became good friends. Both of them are retired now – more or less – but the friendship is still going strong.*

#### 13.1 Professor of Entrepreneurship

I learnt to know Antti Paasio as he started his studies at the Turku School of Economics in the beginning of the 1970's. In those days, I acted as a research assistant in accounting. It was told that the son of Prime Minister Rafael Paasio had started at our school. A friend of mine mentioned that he had heard Antti's own story about his first days at the School. Always when Antti's name was mentioned by the teacher, everybody curiously turned their heads to see the fellow. Publicity and the role of a celebrity seemed to be Antti's destiny. It was probably only after the triumph of the Social Democrats ended in Finnish politics – and most of politicians named Paasio retired from its front lines – that Antti got some peace.

Without a doubt Antti's political relations were useful for him, especially at the time that the Social Democrats were a regent party in Finland, but they were also harmful. Antti has revealed later that it bothered him when he was told – time after time – why some less competent applicant was selected for a position instead of him. Of course, the explanations didn't touch the real reasons for his rejection.

The management of the School utilized Antti's political relationships later: for instance, some decades ago when the School was struggling for its independence. Many of these battles ended successfully (till 2010 when the TSE was merged with the University of Turku).

At last Antti's star began to rise. He received the position of a research assistant in 1973. He finished his Ph.D. in accounting in 1981 – on Business Cybernetics and Accounting. Professor Jouko Lehtovuori acted both as his

commodious instructor and his official opponent. Professor Lehtovuori had a chair at the Helsinki School of Economics whilst serving simultaneously as a visiting professor at the TSE.

At the time, cybernetics was a new and lively discussed innovation in the social sciences. Its relevance was also heavily argued, but Professor Lehtovuori was an open-minded scholar and gave his full support to Antti's research project, even if his instruction work might have been faltering a little. However, the most important thing was professorial support and acceptance – as I myself realized when preparing my dissertation under Professor Lehtovuori's guidance.

Antti was appointed as a professor of entrepreneurship at a very early stage of his career. Professor Lehtovuori gave his helping hand to this process as well, but regardless, Antti was certainly the most competent and most suitable among the applicants.

A locally well-known entrepreneur, Matti Koivurinta, donated this professorship to the TSE. It was said that Mr. Koivurinta had accepted Antti's appointment even if the donator officially had no role in the appointment. Some wondered how a well-known Social Democrat could be appointed as a professor of entrepreneurship. So narrow-minded the opinions of some folks could be in those days.

By succeeding so well in his position, Antti brought shame on these skeptics. Antti created the illustrious Center for Business Research and Education (CBRE), which also became well-known internationally. The Center concentrated on research projects in firms and public organizations, but also on scientific research. Its work contributed strongly to the success of many business enterprises and public organizations both in Finland and abroad.

The well-known saying is also true in Antti's case: "No man is a prophet in his own land". This is because the support that the Center needed and should have received from the TSE was never totally realized. The Center was later divided in two, and Antti stayed on as head of the other part, called Business Innovations and Development (BID).

After the TSE was merged with the University of Turku, BID was removed from the TSE to the direct supervision of the university's management. Many people interpreted this move as a positive sign: the university management had realized the importance of innovations and business development and wanted to considerably invest in it. The reality, however, was something else: from the outset of 2014, BID was merged with two other institutions within the University organization. As I see it, the originality of BID was drowned in the large Brahea Institute – the other two parts of which hardly represent neither innovativeness nor internationality, which are the strengths of BID.

With the above brief review completed, I would like to concentrate on an anecdotal level on the encounters I've had with Antti during the past decennia.

## **13.2 Encounters with Antti around academic circles**

As far as I can gather, I met Antti the first time when I was acting in the role of temporary teacher and Antti was still a student. The head of the Department of

Accounting, Reino Majala, delegated me with his cash flow exercises during his official tour. Some of the students were talking with each other, disrupting the lecture atmosphere. However, Antti intervened in the ballyhoo and efficiently calmed them down. Antti also answered my questions actively and with knowledge – usually students were reluctant to say anything publicly during lectures. No wonder I immediately got a favorable impression of him.

As mentioned above, Antti started working as a research assistant of accounting. Practically the whole group of personnel in the department participated as a habit in the conferences and other academic meetings – both domestic and international. At first, the international trips were directed to the Nordic Business Studies Conferences (Nordiska Företagsekonomiska Ämneskonferensen), which were held in the Nordic countries – in Stockholm, Aarhus, Helsinki, Gothenburg, Copenhagen, Bergen, and even Turku.

Antti was immediately noted as a fluent speaker of Swedish. Danish participants claimed that they speak "Nordic" (nordiska), but it was as obscure as their native language. Antti was totally open for discussions – in both the "Nordic" dialect and in Swedish. The nuisances of travel integrated our group, and everybody got to know his/her colleague very well. Once we were rushing in Helsingör to the Copenhagen train with our luggage. Antti sprang ahead, and cheerfully shouted hurry-up remarks to us "weak-legged" companions. And good that he did: everyone catch the train at the last minute.

There were also domestic conferences. We participated in the NordData conference in Helsinki. Everybody was nervous about their own presentation. It had to be given in English – in spite of the fact that sometimes there might only be Finnish speakers in the audience. I think it was at this very conference that I defined – in "vino veritas" mood at a get-together party – Antti's character by saying him that there was a hard chitin shell around him which, however, starts to crack under favorable circumstances. This definition describes – or at least described at the time – the basic impression I got from Antti. After becoming friends with him, the shell started to break little by little, but not totally. As far as I know, Antti never told his sorrows to friends. Instead, a cheerful and an apparently light attitude towards life, as well as a certain reserve, were typical of him.

Throughout the period we were also preparing our licentiate thesis, and after that our dissertations. As mentioned, we both enjoyed the unorthodox but stimulating supervision by the now legendary Professor Lehtovuori. Sometimes it took place in Helsinki, in the culturally rich atmosphere of the *Elite* Restaurant, which was favored by artists – and very often at *Hämeenportti*, a famous student restaurant in Turku near the TSE. Professor Lehtovuori was excellent in fostering the optimism and self-confidence of the doctoral students. This was indeed needed, but the important decisions concerning the dissertation had to be made independently by the doctoral students. Antti later described the feeling before the huge work of dissertation preparation by saying that he felt as if he were standing by an enormous pile of timber, a small axe in his hand.

Sometimes Professor Lehtovuori might get stuck at *Hämeenportti* even if the students were already waiting for him in the lecture room. Occasionally, we had to persuade him to come to the cathedra as he moaned over his hangover in

his room. Antti was the only person at the department who had the guts to go before the waiting students in order to announce the delay of the lecturer. Once Antti had to go a couple of times to the lecture room in order to calm down the students, who were clearly becoming overly impatient.

As a result of Antti's diligence – and perhaps to some degree the supervision – Antti finished, as mentioned his Ph.D. He arranged the traditional after-dissertation dinner on board the sailing ship *Finland's Swan* (Suomen Joutsen) which was (and still is) docked by the River Aura. The Skipper's Saloon was an apt venue for celebrating for a sailor like Antti. He had placed the guests to the table according to their academic rank without consideration for their administrative positions. This was unusual, and perhaps predictably, it seemed to distress at least one highly positioned administrative officer who didn't have an academic merit of mention. Antti never flattered authorities.

It was exactly this situation where I started a little tradition at the Department of Accounting. As a present, I gave Antti tenor saxophonist John Coltrane's album called *Giant Steps*. In my opinion, the title symbolized Antti's dissertation work, and later it was noticed to anticipate Antti's achievements rather nicely – his many giant steps. Every time I play this album, I remember Antti and his Ph.D. jubilation night. In my opinion, Coltrane's innovative music symbolizes a person's individuality, creativity and determination. All these are human qualities, which an academician as well as an artist needs in his or her work.

### 13.3 In International Arenas as well as Home Waters

The European Accounting Association (EAA) was founded in 1977. Its aim was to provide an international venue for accounting researchers to meet colleagues and present their scientific contributions. The Nordic orientation also changed to an international one at our department. In EAA congresses, Antti communicated and established useful networks with colleagues from various countries – utilizing his fluent English. He mastered finely personal PR work. In small talk, he didn't hide his background as a son of the Prime Minister of Finland.

In 1978, personnel from our department visited the *European Institute for Advanced Studies in Management* in Brussels. Every participant prepared papers which were collectively published as a book. Presentations were given in the Institute and also in some local firms. During this excursion, I learned to know Antti still better, because we shared a room. After a hilarious evening, the celebration sometimes continued at the hotel. Once, a very expensive bottle of champagne was taken from our room's mini-bar and promptly consumed. The very next morning the cost of the bottle was collected under a reticent atmosphere from those who had shared the nectar.

On a couple of evenings, a group of us visited a jazz club by the *Grand-Place*. It might have been my idea, but Antti also liked jazz. Once we visited Montmartre Jazz Club in Copenhagen. The music was fine – so fine that it lulled Antti to sleep – obviously, in order to be able after a while to continue listening with new vigor.

In 1994, the EAA congress was held in Venice. After the official program, we explored the nightlife of the town. We decided to have a snack in a typical Italian restaurant near *San Marco*. An arrogant male waiter imagined that he knew better than us – the customers – what we should eat. Antti returned the man's comments by remarking: "We are persons who know what we want!" The waiter's style changed immediately.

At the EAA congress in Bergen in 1996, there was, among other things, a cruise on board a ship which usually sails a route called *Hurtigruten*. The rest of the evening was spent in harbor, in an Irish pub. The mood was uproarious, and we were planning to elect Antti the next rector of the TSE – the election was in the near future. As usual, however, ideas invented by a pint or two were not realized.

Whenever the subject is Antti, it's impossible to neglect the sea and sailboat. Once, we were returning from a visit to Administrative Manager Arno Leino's summer cottage on Antti's sailboat. I was allowed to stand at the helm, and I was too eagerly – and loudly – concentrated on recalling the adventures on the seas of the world of my ancestors, the "Old Pihlmans", who were sea captains and ship-owners. So of course it had to happen that the towrope of the dinghy behind the boat became entangled with the propeller. Antti's mood was not the best possible as he tried to cut the rope with a knife, his head occasionally under water. The helmsman was subsequently changed for the rest of the trip.

Another time, we research assistants made a trip to Velkua by car. We took a bath in my old smoke sauna, which my aunt had heated up for us – the process takes at least five or six hours. Antti told me later that when we were having an after-sauna coffee in my aunt's house he noticed an old photograph on the wall. It presented a troop of Velkua Defence Forces men with their uniforms and rifles – taken perhaps at the outset of the 1920s (my grandfather and father were also in the picture). Antti's feelings were understandably mixed. But time cures all wounds: the descendant of a Red Guardian and the son of a White Defence Forces officer can be friends – over seventy years after the Civil War had ended.

### **13.4 The Director of CBRE and BID**

I also came to contact with Antti in the Center for Business Research and Education (CBRE) and BID, which were founded and managed by Antti. I served some time as a Chairman of the Board of the CBRE. I considered my position a sign of a great confidence by Antti.

Board meetings were due to Antti easygoing. He was able to lighten in a right way the meeting also when there were difficult problems on agenda. He told that one of his principles in management was that at the workplace there must be fun – "every day people should laugh at least a little bit", he said. The mood at the Institution and in its coffee room was always relaxed.

As I understand it, Antti's management style was soft and human oriented. One of his employees expressed by saying that Antti doesn't command, but instead, he suggests. In spite of his military rank, captain, he isn't neither army-

style commander nor manager, who makes a big deal of his position as a superior. Nothing of the kind. I think that in crisis situations he tended to withdraw rather than run amok in order to further his case.

Antti's management style seems to give considerable freedom to employees. People do not need to be guided by the hand. Instead, the results show how an individual or project is doing. For a person lacking self-confidence, this style may be a problem, but an independent personality flourishes in a permissive working environment.

Antti seemed to keep a certain distance from his own superiors. He gave his personnel the freedom to act, but he also expected freedom himself and, therefore, didn't like if his superiors were overly controlling. Control mentality has constantly increased in universities during the past few decades. Most likely, Antti felt it as a repressive bureaucracy – like many others working in the academic world.

I got the impression that Antti was a quick decision-maker. When somebody came to Antti with a problem, the answer was usually given like lightning, without a great deal of consideration. However, Antti wasn't often available at the office to give advice, because he travelled all over the Europe and sometimes also outside the Old World, dealing with his surprisingly large contact net. The management of the School didn't always understand that this important internationality couldn't be created by staying home behind a desk – as well as the fact that internationality occasionally requires considerable travel expenses.

### **13.5 Ending: The arrogant lunchers**

During my stay at the institutions managed by Antti, I wasn't subjected to any accountability over my doings. I had a desk and chair at the CBRE/BID for over ten years since my retirement in September 2003. In the spring of that year, we were returning by car from the rector's reception, and I was reflecting on what to do and where during my Emeritus period. Antti said immediately: "Welcome to the CBRE, there'll be a place for you". My problem was settled.

I worked there for the most part day-in day-out, writing articles, papers and a couple of books. Antti gave me free hands to do whatever I liked. Sometimes I asked him if a critical Letter to the Editor was suitable for sending to a newspaper, or if it might be harmful to the institution. Antti replied without hesitation that in a university there should always be tolerance for critique.

I attended the institution's strategy meetings and cruises, Christmas lunches, and so on. Antti was always a cheerful host, who was easy to approach for conversation and joking by everybody. This created an atmosphere of freedom, typical in the institution: I must stress that I have met various types of managers in my life, and Antti was a clearly positive exception among them.

During my ten years' stay at the institution, Antti and I had the habit to have lunch together – usually a rather long one – once a month at the *Svenska Klubben* restaurant (the Swedish Club). We started to place ourselves at the Tower table, which is indeed situated in a round tower of this old building. The personnel of the Club soon got used to these always happy fellows, who liked to

have the restaurant's specialty, *Arrogant* wine. As Antti joked, it suits us, because its name describes us so well.

Very rarely – and only briefly – we concentrate on the dark sides of life. The strongest memory of these sessions – which still continue in a new location with the end of the Swedish Club – remains an optimistic attitude to life. We had lived for decades in the same work community at the TSE, and therefore we have lots of material for memorizing our legendary supervisors, teachers and other persons. Of course, also current political and university political problems are dealt with. Antti has remarked several times that our lunch is one of the highlights of the week. I feel exactly likewise.



## 14 MY STORY ABOUT ANTTI, CITIZEN OF OSIJEK

### Slavica Singer

*Professor Slavica Singer, Doctoris Honoris Causa in Economics from Turku School of Economics is grateful for Antti's contribution to designing and running the doctoral program **ENTREPRENEURSHIP AND INNOVATIVENESS**, based on joint agreement among J.J. Strossmayer University in Osijek, Turku School of Economics, University of Maribor, University of Klagenfurt and Durham University. She expects to pursue joint interest for connecting unconnected dots, like twinning two cities Osijek and Turku. And, Antti has some unfinished work – exhibition of his photos of Osijek, here in Osijek, Croatia.*

**Antti Paasio – a human being able to contextualize, to trust, to understand dynamics of a system, to connect unconnected, to make things happen, to be a friend, a person who left his footprints in Osijek, Croatia**

*“My name is Slavica Singer, I am calling from Croatia – Allan Gibb gave me your phone number. Can we talk?”*

*“Yees, about what? I hardly can hear you.”*

*“Would you be interested in working with us on a TEMPUS project?” (almost shouting)*

*“Maaaybe, but I am in the car and driving to Helsinki. What did you say who are you? How did you come to me?”*

*“Allan Gibb, from Durham Business School, UK said that he used to work with you and that you could be interested in such project.”*

*“Ok, send me a short description of the project idea and let us talk later.”*

It was my first contact with Antti Paasio sometime in 2004, and now ten years after, I am happy to say that nothing what I felt after that conversation did not happen. I was sure that he did not have a clue about what Allan Gibb had with this phone call, how Croatia came into the picture, and what was expected from his side. I was pretty down with his response and doubted if I should even write

to him. His last sentence sounded to me as – oh, I don't know what you want and I do not have time for such projects out of blue.

And the project idea was about developing doctoral program in entrepreneurship at the J.J. Strossmayer University in Osijek, Croatia. Why doctoral program, why in entrepreneurship, why at this specific university? In 2010, the first cohort of students enrolled doctoral program ENTREPRENEURSHIP AND INNOVATIVENESS, which is a major outcome of our cooperation, which followed this conversation, but that afternoon in 2004 I was puzzled how to make “a short description of the project idea“ only by answering on those questions?

## 14.1 Contextualization

At this point, a contextualization entered the story. When I think about Antti, the ability to contextualize is the first thing which I connect with him. And, I have a strong evidence for this.

So, to continue with my story – I decided to write this „short description“ and to test both of us, me and Antti in the field of contextualisation. For me, it was a test if I would be able to communicate Antti the context in which this project idea emerged, and for Antti if he would be able to make „his context“ to be interested in collaborating with us.

Our context was deeply characterised with the mega changes in building a new economic and political system, after splitting a former Yugoslavia and emerging Croatia, as a new country. Those mega changes were accompanied with physical and social devastation caused by the 1991-1995 war and we needed desperately a new cohort of young people understanding the principle of subsidiarity and being able to act accordingly. And that's how we came to entrepreneurship and enterprising, defined as being proactive, innovative and responsible for own choices. Besides being deeply embedded in our context, having some knowledge about entrepreneurship education and huge enthusiasm, in order to pursue the principle of subsidiarity in the environment of limited resources, we needed an additional component for defining entrepreneurship. Howard Stevenson's definition that entrepreneurship is the pursuit of opportunity beyond the resources you currently control was what we needed. That was our context, and Antti said: “YES, we are in“.

## 14.2 Trust

I was not so sure that he really understood the context (some years later I learned how Antti is passionate about history, what helps to understand different contexts), but I was grateful that he trusted us (maybe our enthusiasm helped). But now, other problem emerged – we were faced with a huge time constraint, which was connected to another piece of context.

At that time, universities from Croatia were eligible for participating in EU funded TEMPUS projects only as beneficiary institutions not as project's coordinators. Project's coordinators could be only universities from EU countries. It was difficult to find such institution because it was an administrative burden for it, with a very thin financial compensation in the project's budget for coordinating and administrative activities. We lost a lot of time in looking for a partner university from the EU willing to take this administrative role. And that's how we came to Antti, since Allan Gibb's university (Durham) was interested to be a partner in the project, but not interested in taking a coordinating role – they were overburdened with such requests from universities from Eastern Europe.

It was not enough time to exchange and discuss project's design in details, so the project proposal was a kind of Frankenstein's approach – we just put together what we had, using not connected ideas from both sides. We took our chance in submitting the project proposal.

### **14.3 System dynamics – from simplification to complication**

Our first application failed – huge disappointment on our side, cold but friendly system analysis on Antti's side. And, a decision – not to give up, but to bring new ideas, new concepts in, to make better project proposal – nobody's perfect, but improvement is necessary (one of Antti's sentences from our e-mail communication, not related to this first project, but to himself – when he asked me about comments on his lecturing to our doctoral students).

In this second attempt, Antti engaged system's approach - he came to Osijek; we talked about project's ideas, identifying synergies of potential cooperation of five universities (Turku, Durham, Osijek, Maribor and Klagenfurt). Antti saw that our weak point was knowledge of how to lead the process of designing the project and Kirsi Peura came into the team.

It worked, second proposal was submitted, and in 2009 we got it – a two years project for establishing the International Centre for Entrepreneurial Studies at the J.J. Strossmayer University in Osijek, with the doctoral program in entrepreneurship as its core outcome. The project was built on our original vision of building entrepreneurial competences among individuals in order to implement principle of subsidiarity, i.e. not waiting for Godot, but to be responsible in every moment for identifying and solving problems).

Besides us (as a beneficiary institution) and Turku School of Economics (as the project coordinator) three other universities participated in the project (Durham University, University of Maribor and University of Klagenfurt). Antti facilitated the process of developing and broadening team by using a system dynamics approach – connecting pieces of knowledge owned by all of us and producing a synergy - to me, whose first love was with system's theory it was a pure joy.

It was nothing forcing, but gentle intervening from time to time. My earliest memories on our first project's team meeting (Allan Gibb, Miroslav Rebernik, Erich Schwarz, Antti and me) are connected with frozen faces of my younger colleagues who could not understand the role of Antti – was he an

official photographer for the project, or project coordinator? Antti was circling around our meeting table, made photos, checked his smart phone...and from time to time gave comments related to the project, which always either contributed to simplification or opened a new insights on how to connect unconnected (i.e. how to make things more complicated!).

#### **14.4 To make things happen – developing a team, taking an action based on imperfect information**

The word ‘professor’ is usually connected with the image of a person who reads, thinks, debates and writes. In this typical academic description, Antti does not fit completely, not because he does not read, think, debate or writes. On the contrary – I remember when our doctoral students asked Antti for some reading suggestions, he provided a long, long list of suggested readings, but warned them that it is only “a selection“. I remember how he used to come to the classroom with a big bag of books, which he thought as **MUST**, so students could browse through the contents and even make copies (remember, our context – we have (still) very limited sources for buying books or paying subscriptions for journals). Or, providing me information which sometimes just make me unhappy – not seriously, like...“I have on my desk a few new Edward Elgar books: Handbook of Regional Innovation and Growth (ed. by Philip Cooke et.al) and Creating Wealth from Knowledge (ed. John Bessant and Tim Venables). They might prove useful to you.”

But, the difference between such traditional academic profile of a professor and Antti is that he is a doer, not only thinker, he makes things to happen. For me, it is much more valuable than only writing, or what is worse, recycling an idea.

In order to make things to happen, a team is needed as well as a broad network of collaborators. Antti managed to make a kind of infussion with our team in Osijek – he brought Pasi Malinen, Pia Arenius, Ulla Hytti, and they became a part of our doctoral faculty.

#### **14.5 To be a friend**

There are probably different definitions of being a friend – for me, it means first of all to be able to contextualize and understand systems dynamics of an individual. And Antti is like that, he always was able to contextualise and understand why something was happening or why not – I remember his interest in what happened in former Yugoslavia, on Balkans, in Europe, in the world... what effected us, in Osijek (he used to bring me books, or send me links on some interesting pieces of analysis related to my part of the world).

If you are a friend to someone, then you do not want to burden that person with your problems, you want to please him/her or at least to keep a kind of balance in sharing problems. It was a reason why I was so reluctant to share with

Antti my memories from our 1991-1995 war, because I could not compensate his interest and empathy with mine toward something like that from Finnish recent history (fortunately for Finland). But, he asked me questions related to the war, especially about Vukovar, the small town on Danube, which was three months under the siege, in late 1991. After some years of cooperation, we went together (Antti, Pasi and Kirsi) to the Vukovar hospital which basement was during the war only place where hospital activities were performed. The rest of the quite big building was destroyed through everyday shelling. After the war, the hospital has been rebuilt, but the basement was saved as it was and turned into a small museum, presenting how it was during the siege and everyday shellings (surgery room, with crowded patients around, even the room where children, new borns and older ones – 25 of them in the room 20 m<sup>2</sup> – Vukovar photo, 2011). All of us were silenced, and I just felt that this silence connected us as friends.



It was the story how we started to collaborate, around the doctoral program ENTREPRENEURSHIP AND INNOVATIVENESS, which enrolled the third cohort in 2014 and this story is to be continued. But it is not all - through this ten years of collaboration, new ideas emerged, new projects were implemented, like European Entrepreneurship Educators program, new projects are still in the discussion. A group of our professors and students visited Turku, several of our students spent a semester at Turku School of Economics, Kirsi Peura writes her doctoral thesis on Croatia transitional economy...

There is the generational change on both sides – but the collaboration is continuing, not only on doctoral program, but also on some new projects. On

both sides there are younger colleagues who are participating in building this collaboration and friendship for years, who understand contexts on both sides, who understand system's approach and who are able to make things happen.

And this is Antti's legacy and footprints here in Osijek, Croatia.

PS. Still, there is an unfulfilled promise on Antti's side – to prepare the exhibition of his photos of Osijek in Osijek. We expect it soon!

## 15 PASSIONATE ABOUT PHOTOGRAPHY, HISTORY AND ENTREPRENEURSHIP ...THAT'S ANTTI!

**Friederike Welter**

*When Antti was big boss of ECSB, we first met - a decisive step in my career as researcher in an economic policy institute. Now, that I am heading such an institute myself, I have come to value Antti's implicit advice of "There's a life besides work, even if the research is fun".*

Dear Antti,

When Pasi's email came asking for a contribution to honour your career I was quick to confirm...and now, as usual in academia, the deadline has come and gone, as I finally sit down to think back on when and where we met for the first time. It must have been at a RENT conference, but definitely at the board meeting of ECSB in Copenhagen, November 2004, which was my first ever ECSB board meeting – and you the ECSB president at that time, who had brought both Tom Cooney and me to the board as “his” nominees. What an honour! To work with you on developing the organisation. I looked up the minutes from that meeting, discovering that it was you initiating the discussion around board rotation...Also, when I dug into ECSB history, I noticed that you have been one of its earliest members, since 1988 – it's all there, in the first ever membership directory of ECSB, although I could not find any photographs including you from that time. Was that why you took up as “RENT photographer”? Antti with his cameras at the RENT receptions over the years...did you ever snap pictures at board meetings also?? You must have quite an archive of RENT receptions by now - why not write a history about RENT?

What else do I remember from working with you on the board (and, since both of us are now “past”, as Fellows)? A lot! I have come to appreciate the laid-back Finnish approach to managing the ECSB board and getting things done – something a more straightforward German person, focused on deadlines, could learn a lot from. You are a tough negotiator, when required – my first lesson when I took over as ECSB president. And, at the same time, again a lesson for me, able to combine work and pleasure. I have very fond memories of my visit to Turku to discuss ECSB stuff (boring management things) and a working lunch where we ended up discussing history, another of your passions (and mine as well). Maybe with retirement you'll have loads of time to read many more

history books...my personal recommendations would be a few books which have been published this year on the history of the First World War, including a wonderful novel on 1913 (I left out the references here as I have been told not to write an academic contribution...).

Although, let me guess: someone as passionate as you about entrepreneurship probably won't retire fully, probably simply won't be able to retire ☺. So I do hope that I'll see you at many further RENT conferences, with your camera, taking pictures, talking to old and new friends and simply enjoying life.

BR,  
Friederike

## 16 AJATUKSIANI PROFESSORI-YSTÄVÄSTÄNI ANTISTA

### Hannu Bergholm

Polkumme Antin kanssa kohtasivat syksyllä 1968 aloittaessamme yhtäjalkaa opiskelun Turun Kauppakorkeakoulussa.

Aika oli mielenkiintoinen – liberaalia ajattelua, rajojen etsimistä, aktiivista ylioppilasliikehdintää. Tämä oli yleinen kuva – ja vaikka meillä Turussa ei valtauksia tai ylilyöntejä tapahtunut Helsingin Vanhan Valtauksen malliin, kyllä ilmapiiri heijastui meidänkin nuoruuteemme.

#### 16.1 Antin profiili

Antin sukutausta ja isä-Rafun profiili olivat tietysti ensimmäinen asia joka Antin sukunimen kuulemiseen liittyi mutta hyvin nopeasti Antti loi ihan oman profiilinsa tässä “kapitalistien linnakkeessa”. En kuullut koskaan mitään viittausta demareihin tai muuhunkaan. Antti oli Antti ja pian hänen ympärilleen muodostui tai hän tuli osaksi yhtä monista nuorten opiskelijoiden ryhmistä. Lammisen Olli, Wikmanin Naskali, Pärssisen Kyösti, Hackmanin Jussi olivat hänen lähimpiä ystäviään – minä varmaan seuraavassa renkaassa.

Antin profiilin parametreja olivat valokuvaus, aika vakava suhtautuminen opiskeluun, kybernetiikka – ja asia joka ehkä meitä yhdisti ja rauhoitti ylioppilaselämän suhteen – vakiintunut seurustelu ja opiskelun loppuvaiheessa isäksi tuleminen.

#### 16.2 Antti the photo taking babysitter

Antti ja Tuula liittyivät minun ja vaimoni Railan elämään noiden jälkimmäisten asioiden kautta. He toimivat poikani Markon baby sattereina heti 1970/71 talvella kun joskus me lähdimme ulos. Muistan ensi kerran kun palasimme kotiin keskellä yötä ja Antti kanteli Markoa lakaniin käärittynä. Olimme unohtaneet kertoa missä (ja mitä) vaipat ovat ja myös pojan nimi oli jäänyt kertomatta. Kun poika itki he olivat kokeilleet kaikki tuntemansa nimet hänen rauhoittamiseksi.

Antti otti myös antaumuksella kuvia Markosta – kuvia jotka edelleen ovat seinällämme. Kuvakulmaa hakiessaan Antti ryömi pitkin lattiaa ja sohvien takana

tai päällä ja nuo kuvat muistuttavat edelleen hauskasti tuosta paneutumisesta työhön.

Muistan myös vierailleeni Antin kodissa ja tutustuneeni dalmatialaiseen nimeltä Pontus. Olen aina ollut koiraihminen joten siitä kai tuo nimikin on painunut mieleeni.

Markon kanssa Antti ja Tuula saivat harjoitella lastenhoitoa – ja sitten syntyi Jussi. Nyt en osaa ihan hahmottaa vuotta mutta tämä varmaan tapahtui ekonomiopiskelumme loppuvaiheessa – ehkä kandidivaiheen alkuvaiheessa.

Joka tapauksessa mielessäni liitän Antin kanssani samaan joukkoon, jonka lapsi aloitti opiskelun Turun Kauppakorkeakoulun luentosaleissa lastenvaunusta luentoa seuraten.

### 16.3 Antti se kyberneetikko

MIS, OR, Kvantitatiiviset metodit, atk, tilastotiede, Rooman klubi – Pentti Malaskan seuraajat.

Tämä oli toinen yhdistävä tekijämme – nuo maagiset tieteen sektorit jotka tulisivat muuttamaan maailman. Pentin ympärille rakentui tiivis piiri joiden suhde professoriinsa oli moderni ja mutkaton. Alakerran tietokonekeskuksessa oli keinutuoli ja sen hyvin kuvaama kepeä tunnelma. Töitä toki tehtiin ja innolla mutta ote oli todella innostava.

Kybernetiikka kourutti Antin ja hän suhtautui siihen alusta asti aika vakavasti – jaksoi puhua siitä melkeimpä ajattelutapana ja tieteenharjoittajan kulmasta jo perus-opiskeluaikana.

Itse päädyin Pentin kontaktien kautta Koneelle – suoritettuani muistaakseni ensimmäisenä tilaston cumun koulussamme. Tämä oli kova sana Koneen sen ajan arvomaailmassa ja muistan kuinka ensimmäisenä työpäivänäni atk-päällikkö Heikkilä sanoi minulle: “Muista että tulet vuode kuluttua juttelemaan. Jos että ole siihen mennessä päässyt hyödyntämään tilaston taitojasi niin syy on kyllä meissä.” 15 vuotta myöhemmin Heikkilän Pena oli lähtöjuhliksani kun olin siirtymässä Nokialle. Otin Penan syrjään ja sanoin: “Muistat ehkä ensimmäisen keskustelumme. Unohdin tulla vuoden päästä – mutta nyt kun muistan: Enpä päässyt tilaston taitoja hyödyntämään”.

Toki kvantitatiivisista taidoista oli välillisesti ratkaisevasti etua urallani, mutta eipä niitä päässyt suoraan hyödyntämään. Monesti tätä tarinaa kertoessani olen ajatellut että tämä oli eräällä tavalla karu pudotus tieteestä bisnekseen – ja ehkä Antin valitsemalla tiellä tämäkin oli toisin.

### 16.4 Ei ihan Montun vakio-asiakas

Kuten edelläkerroin, olimme molemmat “going steady” jo opiskeluvaiheessa ja kumpikaan ei vetänyt cumua Montusta. Toki kävimme siellä – muistan protestihenkiset Päivi Paunun ja Hectorin vierailut ja jotenkin olen näkevinäni Antin ja Tuulan vierellämme.

## 16.5 Antti se tuumaaja

Ehkä tuohon kiteytyy se kuva ystävästäni joka minulle jäi lähtiessäni Kauppiksesta maailmalle. Jotenkin ei tullut yllätyksenä että Antti jäi tutkijaksi ja myöhemmin professoriksi yliopistoomme.

Sensijaan jonkinmoinen kummastus minulle oli että Antin työ painottui tai ohjautui yrittäjyyden maailmaan. Minulla on ehkä fiksaatio että sinun on täytynyt pelata lätkää jotta voit toimia lätkä-valmentajana ohjasi tätä ihmettelemään.

Mutta en ihmettele enää. Antilla on tutkija ja tieteentekijän ote asioihin – erilailla kuin esimerkiksi minulle. On useita tapoja lähestyä asioita.

## 16.6 Professori-ystäväni

Olemme pitäneet yhteyttä nyt lähes 50 vuotta 1968 ylioppilas-syksyn tapaamisemme jälkeen. Emme tiiviisti mutta säännöllisesti. Tämä on yksi mittari – muutamasta kymmenestä opiskelukaverista yhteys on säilynyt noin kymmeneen.

Minulle Antti on ollut Professori-ystävä. On ollut virkistävää tavata ja keskustella hänen kanssaan – ainoan ystäväni joka on valinnut tutkijan ja myöhemmin Professorin ura. Se antaa erilaisen näkökulman asioihin ja se on kiinnostavaa.

Luulen että tämä on toiminut molemmin päin. Antti on ollut minua tapaamassa kaikissa kolmessa urani vaiheessa – Koneella, Nokiolla ja yrittäjänä omassa yrityksessäni, En ole varmasti yhtä harvinainen lintu Antin näkökulmasta kuin hän minun puoleltani mutta toivon että liu'nkki toimi samaan tapaan siihen suuntaan.

Vuosien kuluessa MIS on maallistunut ja SOME on nyt yhtä tärkeää. Antti ei ole aktiivisin FB ystäväni – mutta valikoivasti aktiivinen. Edelleen kun kysyn valokuvauksesta tai kamerasta jotakin tulee vastaus heti – yliopistosta kysyttäessä hitaammin. Tässäkin Professori-ystäväni lienee vetänyt rajan tarkkaan – FB on ystävyyttä, email työtä varten ☺

Joka tapauksessa – olen iloinen ystävästäni ja ystävydestämme. Se jatkuu myös Antin “eläkkeelle siirtymisen” (aika mahdoton ajatus) jälkeen:



## 17 KUNNALLISPOLIITIKKO ANTTI PAASIO

### Pirjo Hakanpää & Pekka Ruola

Vuoden 1996 kunnallisvaalien edellä SDP:n Turun kunnallisjärjestö oli pahassa pulassa. Vuosikymmeniä kestänyt Paasioiden osallistuminen Turun kunnallispolitiikkaan uhkasi päättyä. Rafael Paasio oli tullut valtuutetuksi 1940-luvun puolivälissä ja hänen poikansa Pertti oli jatkanut uraa ja Pertin vaimo Kirsti ja tytär Heli olivat istuvassa valtuustossa. Kirsti Paasio ja Heli Paasio olivat kuitenkin ilmoittaneet, etteivät he enää asetu ehdokkaiksi ja Pertti Paasio oli ehdokkaana samaan aikaan käytävissä Euroopan parlamentin vaaleissa.

Professori Antti Paasio ei ollut koskaan osallistunut kunnallispolitiikkaan, vaikka hän sitä tietysti kotonaan oli joutunut seuraamaan. Hän oli valinnut kauppatieteilijän uran ja aikoi pysyä valitsemallaan uralla. SDP:n Turun kunnallisjärjestön puheenjohtaja Jorma Hellsten ja toiminnanjohtaja Tuomas Mikkola saivat kuitenkin houkuteltua Antti Paasion ehdokkaaksi, mihin vaikutti varmaan myös se, että SDP oli tuolloin johtava voima Turun kunnallispolitiikassa. Varmaan Antille luvattiin vaalimenestyksen myötä myös merkittäviä luottamustehtäviä.

Pekka Ruolan ja Antti Paasion tiet yhtyivät vuoden 1996 kunnallisvaalien merkeissä Turun Yrittäjien vaalitentissä Suomen Yhdyspankin Käsateollisuuspankin tiloissa järjestetyssä tilaisuudessa. Tentissä oli muitakin ehdokkaita, mutta sekä Antti Paasio että allekirjoittanut saivat tilaisuudessa päähuomion. Ruola totesi tilaisuuden ollessa loppuillaan: ” Jos ehdokas Antti Paasio tulee valituksi valtuutetuksi ja hän saa puoletkin ajatuksistaan toteutetuksi omassa ryhmässään, niin Kokoomuksen kaikki vaalikaudelle suunnitellamat uudistukset voidaan toteuttaa.” Niin oikeistolaisia tai porvarillisia tämän kauppatieteen professorin ajatukset olivat.

Vaalit olivat Antti Paasiolle henkilökohtainen menestys. Hän sai 1306 ääntä, ja sijoittui demarien listalla jopa toiselle sijalle Jukka Mikkolan jälkeen ennen pitkäaikaista ryhmän puheenjohtajaa Jarmo Rosenlöfiä. Vaaleissa kuitenkin Kokoomus nousi jälleen Turun suurimmaksi ryhmäksi ja luottamuspaikkaneuvottelut muodostuivat vaikeiksi.

Vuonna 1995 voimaan tullut kuntalaki muutti merkittävästi kuntien talouden ja hallinnon ohjaus- ja valvontajärjestelmää. Tavoite- ja tulosohtausajattelun tarkoituksena oli muuttaa määrärahaperusteista toiminnan ja talouden ohjausta, ja hallinnon ja talouden tarkastusta koskevien säädösten tavoitteena oli puolestaan tilintarkastusjärjestelmän luotettavuuden lisääminen ammattimaisuutta korostamalla. Samalla kuntalaki toi kunnallishallintoon uuden lakisääteisen toimielimen: tarkastuslautakunnan. Sen perustehtäväksi tuli

arvioida, ovatko valtuuston talousarviossa asettamat ja päättämät toiminnalliset ja taloudelliset tavoitteet toteutuneet.

Turussa vaalikauden 1997 - 2000 kaupunginvaltuusto valitsi kokouksessaan 13.1.1997 ensimmäiseen tarkastuslautakuntaan yhteensä 13 jäsentä, joista puheenjohtajaksi professori Antti Paasion ja varapuheenjohtajaksi ekonomi Pekka Ruolan. Molemmat kuuluivat kaupunginvaltuustoon. Kuntalakihan edellytti, että lautakunnan puheenjohtajan ja varapuheenjohtajan tuli olla valtuutettuja, millä haluttiin korostaa tarkastuslautakunnan kiinteää yhteyttä valtuustoon. Tarkastuslautakunnan esittelijänä toimi revisiotoimiston päällikkö, kaupunginreviisori Pirjo Hakanpää.

Tarkastuslautakunnan aloittaessa toimintansa pidettiin heti suunnittelupalaveri. Siinä lautakunnan puheenjohtaja Antti Paasio, joka tuolloin oli Turun kauppakorkeakoulun yritystoiminnan tutkimus- ja koulutuskeskuksen johtaja, loi suuntaviivoja lautakunnan toiminnalle:

”Tarkastuslautakunta on uusi elin. Sillä on periaatteessa ääretön määrä tarkastettavaa Turun kokoisessa kaupungissa. Periaatteena tulisi olla se, että lautakunta toimii kokonaisuutena ja etsii virheiden sijaan tuloksia ja kehittämiskohteita. Tarvittaessa yksityiskohtaisuuden määrä voinee olla suurikin, mutta ammattitarkastajien työkenttä painottuu tosite- ja kirjanpitomateriaaliin perustuvan havainnoinnin puolelle. Tarkastuslautakunta vastaavasti on enemmän johtamis- ja palveluprosessien tuloksellisuuden tutkija kuin oikeellisuuden vartija.”

Periaatteena tuli Paasion mielestä mukaan olla se, että lautakunta antaa valtuustolle säännöllisin väliajoin kohdennettuja raportteja tai selontekoja, jotka mahdollistavat vuositilinpäätöstä analyttisemmän ja tuloksellisemman keskustelun. Valtuuston mahdollisuudet tehdä päätöksiä lautakunnan toiminnan pohjalta paranevat näin oleellisesti.

Poliittisesti noviisi Antti Paasio ja kunnallispoliittisesti kokenut Pekka Ruola saivat Turussa johdettavakseen kokonaan uuden poliittisen toimijan. Kunnallispolitiikassa yleensä pyritään lautakuntiin, jotka jakavat hyvinvointia. Tarkastuslautakuntaan ei vuosien varrella ole ollut tungosta. Yleensä lautakuntaan tulee valituiksi sellaisia, jotka ovat vaaleissa jääneet ehdokaslistan jälkipäähän. Tämä näkyi myös Turun toimintansa aloittaneessa lautakunnassa. Haluttiin nuuskia ja etsiä poliittisesti valittujen virkamiesten tekemisiä eikä niinkään arvioida valtuuston tekemien päätösten toteutumista. Oli siinä puheenjohtajakaksikolla ja kaupunginreviisorilla tekemistä.

Ensimmäisen toimintavuoden 1997 syksyllä järjestettiin Helsingissä seminaari, johon osallistuivat Suomen seitsemän suurimman kaupungin tarkastuslautakunnat Helsingin, Tampereen ja Turun kaupunginreviisorien johdolla pohtimaan uuden toimielimen tehtäväsisältöä ja asemaa suhteessa toimeenpanevaan hallintoon sekä muita tarkastuslautakuntien alkutaipaleen kysymyksiä.

Otollisen tilaisuuden keskusteluille tarjosi se, että lautakunnilla oli erinomaisen asiantuntevia puheenjohtajia: Helsingillä kansanedustaja Osmo Soininvaara, Turulla professori Antti Paasio, Tampereella professori Olavi Borg ja Helsingillä vielä varapuheenjohtajanakin apulaisprofessori Kai Kalima. Tarkastuslautakuntien seminaarissa Antti Paasio käsitteli kunnan tuloksen ja

organisaation arviointia liiketalouden näkökulmasta, Borg toimintojen arviointia osana tavoite- ja johtamisjärjestelmää ja Soininvaara puolestaan sitä, mikä on kunnan hyvä tulos.

Vuoden 1997 alusta voimaan tulleet kuntalain hallinnon ja talouden tarkastusta koskevat säännökset toivat kuntiin tarkastuslautakuntien ohella ammattitilintarkastuksen, so. julkishallinnon ja –talouden tilintarkastajan tai tilintarkastusyhteisön valinnat. Turussa ensimmäisen JHTT-tilintarkastajan valinta kilpailutettiin hankintalakia ja muita huomioon otettavia säännöksiä noudattaen niin, ettei valituksiin tai oikaisuvaatimuksiin ollut aihetta. Tilintarkastuspalvelujen hankinnan valmisteli asiantuntevasti revisiotoimisto ja puheenjohtajana toiminut Antti Paasio varmisti lautakuntakäsittelyssä asian sujuvan etenemisen valtuuston päätettäväksi. Yhteistyö SVH Julkistarkastus Oy:n kanssa alkoi keväällä 1997 ja jatkui käytännössä neljä valtuustokautta yhtiön nimen vain välillä muuttuessa PwC Julkistarkastus Oy:ksi.

Turun revisiotoimiston ja puheenjohtaja Antti Paasion yhteisellä innostuksella ja innovatiivisella otteella kehitettiin myös arvioinnin toteutusmalli, joka olisi Suomen Kuntaliiton asiantuntijoiden toimesta ansainnut tulla sisällytetyksi esimerkillisenä käytäntönä myös Kuntaliiton valmistelevaan ensimmäiseen Valtuustotason arviointi –suositukseen. Tähän eivät eräät toimivaltaiset turkulaiset poliitikot kuitenkaan suostuneet, ja Turussa kehitetty toimintamalli jäi valtakunnan tasolla dokumentoimatta.

Turussa tarkastuslautakunnan ensimmäinen kausi sujui hyvin alun kangertelujen jälkeen. Jämäkällä ja erittäin asiantuntevalla puheenjohtaja Antti Paasiolla oli lautakunnan onnistumisessa keskeinen rooli. Uudet kunnallisvaalit olivat odottamassa vuonna 2000. Silloin oli jo sitten muitakin Paasioita ehdokkaina, Pertti oli palannut Euroopan parlamentista ja myös Kirsti Paasio oli ehdokkaana. Paasiot saivat äänivyöryn, Pertti 2774 ääntä, Kirsti 567 ääntä ja Antti 523 ääntä. Pertistä tuli myöhemmin vaalikaudella valtuuston puheenjohtaja, Kirsti meni sosiaalilautakuntaan ja Antti otti tuttuun tapaan vastuun tarkastuslautakunnasta. Ensimmäisen vaalikauden aikana rakennettu vankka malli toimi ja Antti Paasio ehti jakaa tietämystään muuallekin Turun organisaatioon.

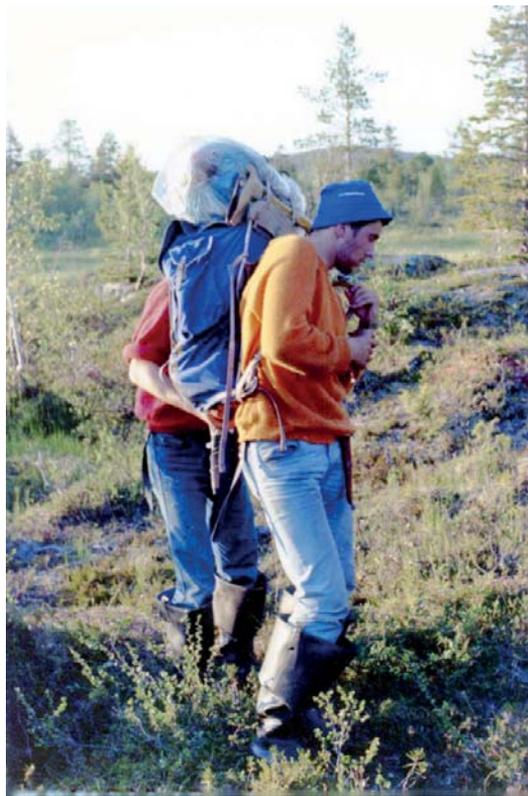
Vuonna 1999 Turun kaupunginvaltuusto oli perustanut kiinteistöomistajayhtiön, jonka tarkoituksena oli antaa mahdollisuuksia yhdessä korkeakoulujen kanssa niissä tehtävän työn ja kannattavan yritystoiminnan yhdistämiseen. Koska välittömästi ei pystytty luomaan tiivistä yhteistyötä yritysmaailman ja korkeakoulujen välillä, haettiin uutta avautusta Turun kaupungin ja akateemisten aktiivien välillä. Tässä tarkoituksessa perustettiin kaksi uutta yhtiötä Turku Science Park Oy ja ICT Turku Oy. Tavoitteena oli luoda alusta, jolla osaamisintensiivinen yritystoiminta voisi menestyä. Malli oli moderni ja kansainvälisten esikuvien mukainen. Perustamisvaiheessa Turku Science Park Oy:n hallituksessa olivat kaupunginjohtaja Armas Lahoniitty puheenjohtajana sekä jäsenenä kaupunginhallituksen puheenjohtaja Seppo Lehtinen ja valtuuston puheenjohtaja Pekka Ruola. Yhtiön alkuvaiheen toimitusjohtaja oli sekä korkeakoulumaailman että Turun seudun yritysmaailman tuntija, valtuutettu Antti Paasio. Paasio sai tehtäväkseen yhtiön käynnistämisen ja vakituisen toimitusjohtajan etsinnän aloittamisen. Paasio oli luonteva valinta

käynnistysvaiheen toimitusjohtajaksi, koska hän oli toiminut Turun Seudun Kehittämiskeskuksen perustaman Uusyrityskeskus Generaattori Ry:n hallituksen puheenjohtajana vuodesta 1999.

Professori Antti Paasion kunnallispoliittinen ura kesti kaksi vaalikautta, kahdeksan vuotta. Sitä voi luonnehtia hänen elämänuraansa sivuavaksi. Hän hakeutui tehtäviin, joissa hän voi käyttää sitä laajaa kokemusta, jota hän varsinaisessa elämäntyössään oli pystynyt kartuttamaan. Tietenkin puuduttava valtuuston kokoustyöskentely myös turhautti kiireistä korkeakoulumiestä, mutta aina tarvittaessa Antti Paasio oli valmis loihtimaan mistä tahansa kunnallispoliittisesta aiheesta innostavan ja selkeän PowerPoint-esityksen, jonka työstämiseen ei paljon aikaa tuhrautunut.

## 18 ANTTI PAASIO – THE FORMATIVE YEARS

### Olli Lamminen



Business School (TSE) started for us on Monday September 2nd, 1968. Our inner group formed quickly and without any special arrangements. We were three from Rovaniemi, (Jussi, Naskali and myself), Antti from Turku, and to balance Turku we had one from Rauma, Kössi.

Politically, we were about as oddball a group of students as one could find. On paper some of were social democrats, some voted for the rightwing coalition party, and then there was Naskali; a humanitarian with his own agenda. There is still an ongoing debate as to whose views actually were leftist, whose were truly conservative, and whether Naskali's humanitarianism was of a self-serving type.

All through business school Antti was probably the best behaved of the five of us. Unlike the other four he didn't (yet) touch alcohol at all. During debates he was likely to be the last one to start hitting the table with his fist.

Naskali, Jussi, and I more or less tied for having the worst behavior. Kösä normally was the moderator if the left and right-wingers clashed too fiercely.

Coming from a Ford dealer family, I always had a Ford. In the fall of 1968 I had a metallic dark brown Cortina GT. In those days our Business School (TSE) still had ample and free parking for everybody. In this sense the schools of today are no match for the schools of the 60's.

Antti's Ford Cortina 1600E Mark II appeared during the fall 1968. It was just a little bit nicer than my GT. I didn't mind – as long as Antti was driving Fords he was in the right camp.

The first sign that Antti was not exactly the bravest of the risk takers became apparent in February 1969. Antti, his fiancé Tuula, Mia and myself drove to Joensuu where I was to race our team's Ford Escort TC on the ice-circuit. Our local friend had made us reservations for two rooms at the Vaakuna Hotel in downtown Joensuu. As we were walking from the parking lot to the hotel, Antti stopped us and wanted to go over the details regarding the room arrangements.



The point was that neither Antti nor I were married. How could we check into our rooms with our girl friends without being married? For a few seconds we were debating whether such a move would actually be illegal – we were anyway sure was that it was immoral. Antti pondered what should we do if the receptionist raises the issue and challenges us. Was the risk worth taking or was it actually worth the reward? Like so many times later in his life, Tuula came to our rescue with a novel idea. Mia and Olli checked in as Miss Kukkasniemi and

Mr. Lamminen and supposedly go to their rooms. Tuula and Antti will join us a few minutes later in my room and get the key to other room. It worked perfectly.

I never asked Antti if the reward was worth the considerable risk he had taken. Had he been caught, the tarnishing of his honorable reputation would have begun a few years earlier than it actually did.

It was in the spring of 1969, around noon on a nice Thursday in May when we were having lunch at TUKK monttu – our cafeteria – when suddenly the discussion turned to – “what in the hell are we doing in Turku when we could be driving to Rovaniemi to our summer house this very moment”. An hour later we had collected everything necessary, including Tuula and Mia, and our Cortinas were heading towards Rovaniemi.

I am not sure whose idea it originally was but we certainly had a good time. And there were no issues or challenges regarding the sleeping arrangements for the non-married couples.



The second time that Antti pretty much froze on the spot because the fear instinct suddenly struck him – not on the head but on his camera case - was after we had been backpacking north of Sevetijärvi for 10 days. We were about to cross a small river called Keestespielljokk. We had waders and the river was shallow but quite rapid.

I crossed first. Eppu followed without any problems. Seeing us easily ford the river Antti then decided to follow. Ever so carefully he proceeded to about halfway across at which point he stopped. He just stood there afraid of falling into the rapids with his single reflex camera gear on his chest.



He simply stood in the middle of the river without having the courage to continue his crossing and kept yelling that somebody had better come and rescue his camera case. Finally Eppu came to Antti's rescue and saved his camera case.

Our sincere wish of seeing Antti swimming in the ice-cold river never happened as he successfully completed the crossing.

During the last year in Business School while having one of our countless heated political debates, Antti made a statement that silenced the room for a few seconds. “I will never in my life run for any political office”. The rest of us challenged him immediately. “Of course you will run for political office.” I do not exactly recall whose idea the bet was, but the end result was a written piece of paper signed by Antti and witnessed by Naskali stating: “I, Antti Paasio, will buy Olli Lamminen a meal in any restaurant in the world including the travel expenses to the location of the said restaurant from a location where Olli Lamminen happens to live at that time if I am to run for any political office, including the Finnish Parliament, or any county or city government during the next 30 years.”

We were so eager to get it on paper that nobody remembered to place any sanctions or rewards should Antti end up winning the bet.

Antti never ran for any political office and won the bet. As of today, the time set forth in the bet has expired and he is free to run for any office he so chooses. Should he take up this option, I feel obligated to become his campaign manager.

Fast-forward to Summer 1992. We were now permanently settled in Ann Arbor, Michigan. Antti was visiting some of the mid-west Universities and had an opportunity to spend a few days with us. We drove with Antti to our summerhouse in Batchawana Bay on Lake Superior, just 40 miles north of Sault Ste Marie, Ontario.

On the third day, we – Mia, Antti and I, together with Sini (our golden retriever) - took mountain bikes to the local Kerwin Lake in the nearby mountains. It was to be about 15 miles one-way; a nice ride on old logging trails.

While we were off- loading the bikes from the minivan, Sini disappeared into the woods. She always made and found her own way in the forest and always obeyed my command to come back. As we were about to set off, I noticed a strong pungent odor. I wasn’t quite sure what the smell was.

A few minutes into the bike ride, Sini caught us up, passed us, and then went after something interesting in the woods. It was at about that point that Mia whispered to me asking if I smelled anything when biking close to Antti.

We continued biking the uphill trail to Kerwin Mountain. The day was absolutely beautiful, just a perfect summer’s day. Sini was running back and forth. Antti looked a bit embarrassed or suspicious – as if something was wrong. Every now and then our noses detected this strong odor – I suspected Antti, and Antti looked at me a few times wondering if everything was ok with me.



There was something in the air – we all knew it but did not talk about it. When we finally arrived at the pond on the top of the mountain, Sini ran to us waiting for something to be thrown into the water for her to retrieve. Antti noticed it first – Sini stunk worse than anything we had ever experienced. Besides, she was covered with maggots. With close observation she looked nearly as bad as she smelled.

We threw Sini into the pond and kept her in the water for maybe 30 minutes. However, the clean cold water appeared to do nothing for the smell.

Upon returning to our car, we found that 30 feet away some locals had left a poached moose carcass in the woods after removing the inner and outer filets. The carcass was about 30-45 days old and full of maggots. Sini had found it, crawled inside the cavity, and had rolled over several times thinking she had died and gone to dog-heaven.

So, why did Antti choose a career in teaching and stay at the Business School? Maybe a part of the blame belongs to me. During our three years at TSE, Antti became the math teacher for Naskali and me, and helped prep us for the exams. Throughout our time at TSE he was clearly academically the best of our group.

Antti's list of achievements includes a fabulous career as my family's appointed official photographer. This included our wedding, our daughter's baptism, and most of the rallies and ice-races that I participated in while studying at TSE.

Being the youngest of our group of five – Antti, Naskali, Jussi, Kössi and myself – it is only proper that he allowed us to retire first before retiring himself. Our group still meets every year in Helsinki in the springtime when Mia and I travel to Finland for our annual ski-week at Pallas.

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