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Dear Conference delegates and colleagues,

It is a great pleasure to welcome you to the 22nd Nordic Academy of Management conference in Reykjavik organized by the University of Iceland.

Despite the Nordic countries being a close-knit community, for many of us the conference also offers an excellent opportunity for the first time to visit this beautiful and exciting country – and what better opportunity can we imagine?

This time the theme of the conference is The Practice of Knowledge Eruptions and the more than 30 scheduled tracks and around 400 paper presentations provide a solid starting point. It also demonstrates the strong commitment and research activity among Nordic management scholars and PhD candidates.

Nordic Academy of Management (NAM) has a long history of bringing together management scholars, particularly from the Nordic countries and primarily through the in latter years bi-annual NAM conferences. And it was at NAM 1983 in Copenhagen that the conference members took the initiative to establish the Scandinavian Journal of Management, hence forwarding Nordic management research onto the international arena.

Obviously management research & education has moved on and is today a truly international affair. The NAM board recognizes this and we have devoted the last couple of years on refocusing the NAM activities, taking into account both the historic qualities and achievements of NAM and the current scene for internationally grounded management research and education. We hope to see you at the members meeting on the last day of the conference to tell you more and to hear your views.

I am certain that NAM 2013 will provide a forum and the stimulus for reflection to enhance the quality of management and practice in the Nordic countries and internationally. We are indebted to the organizers, Runolffur Smari Steinthorsson, Ingjaldur Hannibalsson, Ingi Runar Edvardsson, Inga Jona Jonsdottir, Margret Sigrun Sigurdardottir and their collaborators, who have worked tirelessly to create this opportunity for all of us.

Again, welcome to Reykjavik, and enjoy the warmth of the NAM community.

Thomas Hartman
Chairman of the Board of the Nordic Academy of Management
Dear conference participants

The purpose of the 22nd Nordic Academy of Management (NFF) conference is to strengthen the Nordic network in research in areas of Business and Economics. The conference aims to provide a fruitful and energetic meeting place for scholars, from the wide range of subdisciplines within Business Studies, to discuss and exchange work and ideas in their respective fields. The theme of the conference is: On Practice and Knowledge Eruptions. We do hope that you, by being here in the land of Ice and Fire, will experience that source of energy and make use of it in your work and discussions. There are over 30 tracks lined up for the conference and they reflect a wide range of practices and knowledge eruptions. Enjoy!

On behalf of the conference committee,

Runólfur Smári Steinþórsson, Professor.
Keynote speakers

Dr. Barbara Czarniawska – Wednesday at 15:40

Dr. Barbara Czarniawska is Professor and Chair of Management Studies at Gothenburg Research Institute, School of Business, Economics and Law. She applies a constructivist perspective to her research interests which include narrative, organizational identity, image construction, organizing, and popular culture. Her methodological interests concern fieldwork techniques and the narrative approach in social science studies.

Dr. Czarniawska is a member of the Swedish Royal Academy of Sciences, the Swedish Royal Engineering Academy, the Royal Society of Art and Sciences in Göteborg and the Finnish Society of Sciences and Letters.

She has been a visiting faculty member and distinguished professor at universities around the world.

Dr. Gylfi Magnússon – Wednesday at 16:30

Dr. Gylfi Magnússon is an associate professor at the School of Business at the University of Iceland.

He has been with the University of Iceland since 1996, but was on leave from the University from February 1st 2009 until September 2nd 2010 while he served in the Icelandic cabinet, first as Minister of Business Affairs and then as Minister of Economic Affairs.

Dr. Gylfi Magnússon has diverse research interests and has written on migration patterns, labour economics, micro- and macroeconomics, finance and game theory. Lately his research has focused on the financial crisis, both in Iceland and internationally.

Dr. Richard Whittington – Thursday at 11:30

Dr. Whittington is a leader in the field of Strategy-as-Practice research, having published the first paper in the field (1996). The Strategy-as-Practice movement has revitalised research on strategic planning, with formally-recognised streams in such leading conferences as the Strategic Management Society, the Academy of Management, the European Group for Organizational Studies and the British Academy of Management. Richard is also working with various professional associations to support the professionalisation of strategy as a practical discipline.

Dr. Whittington's own research is exploring the recent ‘opening’ of strategy, as it becomes more transparent internally and externally, and involves a widening range of people from inside and outside the organisation. For example, he has found that companies are increasingly communicating about their strategy, with significant impacts upon share prices, both negative and positive. His study has implications for current public policy debates on short-termism in business, supporting the case for more long-term strategic communications to external audiences by senior executives.
The University of Iceland, founded in 1911, is a progressive educational and scientific institution, renowned in the global scientific community for its research. It is a state university, situated in the heart of Reykjavik, the capital of Iceland.

A modern, diversified and rapidly developing institution, University of Iceland, offers opportunities for study and research in almost 400 programmes spanning most fields of science and scholarship: Social Sciences, Health Sciences, Humanities, Education, Natural Sciences and Engineering.

Some of the resources available at the University are uniquely Icelandic. These include the manuscripts preserved in the Árni Magnússon Institute, Icelandic census records dating from 1703, exceptionally complete genealogical data and climatological, glaciological, seismic and geothermal records. The University of Iceland also holds a leading role in sustainable energy and environmental research.

The School of Business at the University of Iceland is part of the School of Social Sciences, together with faculties in the fields of economics, law, political science, social sciences and social welfare. The School of Business is the oldest and largest business school in Iceland and has served the country in the education of managers and specialists in the field of business studies for over seven decades.
General information

Registration & Information desk
The registration & information desk will be located at the University of Iceland, building Háskólatorg (2nd floor, main hall).

Conference badges
Your personal badge is your entrance ticket to the Conference, coffee breaks & lunches, Reception at Háskólabið University Theatre and the Gala Dinner at Harpa Concert Hall. Please remember always to wear your badge for easy identification.

Program & Abstract book
Please note that presenters might cancel with short notice. Therefore the conference program might change slightly.

Conference rooms
All conference rooms are situated in the University area, buildings:

- Háskólatorg (rooms HT)
- Oddi (rooms O)
- Gimli (rooms G)
- Lögberg (rooms L)

Book exhibitors
Exhibitors will be situated in building Gimli (one floor below registration desk). Exhibitors are:

- Cappelen Damm Akademisk, Norway
- Liber, Sweden
- Studentlitteratur AB, Sweden

Preparation for presentations
Speakers are asked to present themselves with their presentation material (on a USB memory key) in the same conference room as their presentation will be presented. Please do this during breaks before your session starts.

Track organisers
Please be present in the conference room at least 10 minutes before the beginning of the session.

Coffee breaks
Coffee and refreshments will be served in each conference building during coffee breaks.

Lunches
Lunches will be served in building Háskólatorg (2nd floor).

Internet
To access the wireless internet please find a network called CONFERENCE. This connection is free of charge for all NFF conference guests.
Programme

Wednesday, August 21
08:00 – 09:00  Registration
09:00 – 10:30  Paper sessions
10:30 – 11:00  Coffee
11:00 – 12:30  Paper sessions
12:30 – 13:30  Lunch
13:30 – 15:00  Paper sessions
15:00 – 15:30  Coffee
15:30 – 17:30  Opening session / Keynote at Haskolabio (University Theatre)
   by Dr. Barbara Czarniawska and Dr. Gylfi Magnússon
17:30 – 19:00  Reception at Háskólabió (University Theatre)
   Canapés and wine

Thursday, August 22
08:00 – 09:30  Paper sessions
09:30 – 10:00  Coffee
10:00 – 11:30  Paper sessions
11:30 – 12:30  Keynote (in room HT-102) by Dr. Richard Whittington
12:30 – 13:30  Lunch
13:30 – 15:00  Paper sessions
15:00 – 15:30  Coffee
15:30 – 17:00  Paper sessions
19:00 – 24:00  Gala dinner at Harpa Concert and Conference Centre
   Dress code: Casual smart

Friday, August 23
09:00 – 10:30  Paper sessions
10:30 – 11:00  Coffee
11:00 – 12:30  Paper sessions
12:30 – 13:30  Lunch
13:30 – 15:00  Paper sessions & NFF members meeting
15:00 – 15:30  Coffee
Programme at a Glance
# Programme at a glance – **Wednesday**

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Programme at a glance – **Thursday**

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<td><strong>Track 33:</strong> Practicing Restructuring and Downsizing</td>
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<td>19:00-24:00</td>
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<td>Track 25: Business In Society</td>
<td>Track 26: Redefining development and responsibility, Business as unusual</td>
<td>Track 27: Narrative leadership and organizational sense making</td>
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<td>Changing practices of cultural industries Exploring the grey zone between culture &amp; commerce</td>
<td>Nordic Practices of HRM</td>
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<td>Track 21: Changing practices of cultural industries Exploring the grey zone between culture &amp; commerce</td>
<td>Track 31: Qualitative Research in Financial Accounting</td>
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NFF 2013 Nordic Academy of Management
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<td>G-102, HT-101, HT-102, HT-103, HT-104, HT-105, HT-300, HT-303, L-101</td>
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**Seminar rooms**

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**Notes:**

- Track 31: Open track - Service Management
Track 1

Governance of Modern Universities

Track organisers:
Lars Engwall, Uppsala University, Sweden
Antti Ainamo, Aalto University, Finland
Kerstin Sahlin, Uppsala University, Sweden

Wednesday August 21, 09:00-10:30
Room: 0-202

Universities under Scrutiny (Introduction to the track)
Lars Engwall

01:01 The Fourth Way of Universities
Antti Ainamo

Wednesday August 21, 11:00-12:30
Room: 0-202

01:02 Swedish universities as autonomous actors? Reform in principle and in practice
Linda Wedlin and Signe Jernberg

01:03 Den blandade universitetsorganisationen: Hur kan kollegialitet, byråkrati och management samspela?
Kerstin Sahlin and Ulla Eriksson-Zetterquist

Wednesday August 21, 13:30-15:00
Room: 0-202

01:04 Evaluating Research within a Swedish University
Niklas Bomark

01:05 The effects of performance measurement on university employees work – evidence from four fields of science
Kirsi-Mari Kallio, Tomi J. Kallio and Timo Hyvönen

Thursday August 22, 08:00-9:30
Room: 0-202

01:06 Blogging For Autonomy? How Swedish Vice-Chancellors Position Their Universities
Daniel Lövgren and Josef Pallas

01:07 Business school in transformation: The rise of academic capitalism and new deanships
Kerttu Kettunen and Kimmo Alajoutsijärvi
Thursday August 22, 10:00-11:30
Room: O-202

01:08 Organizing Business Studies – Managing diverse logics of knowledge in higher education
Jan Löwstedt

01:09 High Quality in Business Education – The Success of a Small University
Kristina Genell and Christer Ekelund

Thursday August 22, 13:30-15:00
Room: O-202

01:10 A Dark Side of Internationalization
Rolf A. Lundin and Elisabeth Sundin

01:11 Why do lingua franca students choose English medium instruction? A Bourdieuan perspective
Klarissa Lueg and Rainer Lueg
Conclusion discussion
Track 2

Engaged scholarship

Track organisers:
Ester Barinaga, Copenhagen Business School
Karin Berglund, Stockholm University School of Business
Caroline Wigren-Kristoferson, CIRCLE, Lund University

Wednesday August 21, 09:00-10:30
Room: L-205

Introduction to the theme by Ester Barinaga, Karin Berglund and Caroline Wigrem

02:01 Stepping up from the audience: the researcher as director and part of the ensemble
Johan Gaddefors, Erik Rosell, Anders W Johansson and Frederic Bill

02:02 Rekindling Academic Selfhood through Narrative Identity; A Ricouerian take on “Slow” as a reflexive other to “Americana”
Henrika Franck and Mikko Vesa

Wednesday August 21, 11:00-12:30
Room: L-205

02:03 Critical insights on accounting education – integrating social and environmental accounting into the Finnish business curriculum
Hannele Mäkelä and Matias Laine

02:04 Educating in field visits: creating images of work
Anna Cregård and Nomie Eriksson

02:05 Description of the Young Scholar Initiative and the Commons group at the Institute for New Economic Thinking
Asgeir Torfason

Wednesday August 21, 13:30-15:00
Room: L-205

02:06 „Engaged Sisters “ Studying the entrepreneurship and innovation support system from ‘inside’
Karin Berglund, Frida Birkelöf, Johanna Lundin and Annika Löfren

02:07 Value co-creation in practitioner-academia relationships. Competencies for doing actionable research
Rikke Kristine Nielsen

Panel discussion on engaged Scholarship
Track 3

Change and Continuity / Stability (C&C/S)

Track organisers:
Karl-Heinz Pogner PhD. Copenhagen Business School.
Professor Catrin Johansson PhD. Mid Sweden University.
Laurie Lewis, Rutgers University, School of Communication

Thursday August 22, 08:00-09:30
Room: G-102

03:01 Two plain and one purl. Societal entrepreneurship and local development
Gunilla Lönnbring, Bengt Dahlgren and Sara Westlindh.

03:02 “Illusory meanings” – On the absurdity of organising for creativity
Stephan Schaefer

03:03 The value of stability
Ulrica Nylén

03:04 Re-organizing for Innovation: Dynamics of Middle Management Attention in a Strategic Renewal Project
Lena Ekelund

Thursday August 22, 10:00-11:30
Room: G-102

03:05 Strategic visions as devices for change? An alternative framework with Gabriel Tarde
A. Carina Bayerdörffer

03:06 Mobilizing First-line Managers as Assets in Organizational Strategy Making: The Case of Sustainable Operation
Åge Gjøsæter

Thursday August 22, 13:30-15:00
Room: G-102

03:07 Entrepreneurship and Stability
Hallur Thor Sigurdarson

03:08 What does it take for an industrial employee to translate managerial ideas?
Peter Hagedorn-Rasmussen

03:09 One for all or all for one? Role of individuals in institutional transformations
Nadezda Nazarova
Track 3

Thursday August 22, 15:30-17:00

Room: G-102

03:10  Simplifying the world: The use of Logical Models and Result Matrixes in the field of Development Cooperation
       Janet Vähämäki

03:11  Sense-making and ongoing change at KMD
       Karl-Heinz Pogner

03:12  Managing constant change in innovation networks
       Helena Rusanen
Track 4

Management in knowledge intensive business services

Track organisers:
Mats Engwall, Anna Jerbrant, Charlotta Linse and Maria Hammarström
Department of Industrial economics and management
Royal Institute of Technology

Wednesday August 21, 09:00-10:30
Room: 0-206

04:01 Integrating new service development with service operations in knowledge-intensive business services
Miia Martinsuo

04:02 Standardizing knowledge offerings: the case of Professional Service Firms
Maria Hammarström, Jannis Angelis and Mats Engwall

04:03 Creating competent mobile engineers: the case of an introductory development program for technical consultants
Elisabeth Borg and Svjetlana Pantic

Wednesday August 21, 11:00-12:30
Room: 0-206

04:04 Scandinavian engineering consultants doing offshoring engineering – new forms of knowledge and service sourcing
Christian Koch and Claus Jørgensen

04:05 Customer Relationship Management as enabler for relationship-specific knowledge sharing in B2B-services companies
Philip Roth

04:06 Creating customer understanding at the front end of KIBS development
Jesse Valtanen and Miia Martinsuo

Wednesday August 21, 13:30-15:30
Room: 0-206

04:07 Absorptive capacity, open innovation with customers and innovation performance of gazelle companies in knowledge-intensive industries
Natalia Ryzhkova

04:08 ‘The McDonald’s of the Consultancy World’? – Towards an Understanding of Boredom in Knowledge Work
Dan Kärreman and Jana Costas
The necessity of knowledge: From structured information to boundary objects
Karin Ahlin and Ted Saarikko

Thursday August 22, 10:00-11:30
Room: O-206

Business Model Management Strategies- Cognitive Mapping of Business Model Landscapes
Diana Chronéer, Jeaneth Johansson and Malin Malmström

Replication of innovation in professional service firms – options for leveraging knowledge in services
Wietze Van der Aa and Tiina Tuominen.

Innovation in complex service systems
Heiko Gebauer, Bo Enquist, Mikael Johnson and Samuel Sebhatu
Track 5

Brands and the ethereal colonization of society

Track organisers:
Sara Brorström, Patrick L’Espoir Decosta and Per-Olof Berg
Stockholms Universitet
Företagsekonomiska Institutionen

Thursday August 22, 08:00-09:30
Room: HT-300

05:01 Internal branding — the key to successful organisational change in public sector organisations?
Kati Suomi, Päiviikki Kuoppakangas and Charles Hampden-Turner.

05:02 Cold Fusion – Sponsorship Practices in Swedish Motorsport
Peter Zackariasson

05:03 Animals and Brand Association in Advertising
Helen Anderson, Adele Berndt and Kaisa Lund

05:04 Cultural Branding – the use of Cultural Codes when expressing Brands
Karin Winroth

Thursday August 22, 10:00-11:30
Room: HT-300

05:05 Branding public schools in a branded society? Issues in managing schools beyond teaching and breeding
Andreas Linderyd and Anders Parment

05:06 SPOT ON! The brand positioning process and the role of communication – a semiotic perspective
Stefan Lång

05:07 The polymorphous nature of place branding: a comparison of Stockholm and Turin
Massimo Giovanardi and Andrea Lucarelli

Thursday August 22, 13:30-15:00
Room: HT-300

05:08 Industrial restructuring and regional branding – The maintenance process of the ‘Kingdom of Crystal’
Petter Boye
Track 5

05:09  Image and loyalty as determinants for valuing brands, using generalized methods of movements (GMM)
       Johan Adolphson and Jan Eklöf.

05:10  A study on resident place satisfaction from a service perspective
       Lisa Källström and Christer Ekelund

Thursday August 22, 15:30-17:00
Room: HT-300

05:11  Innovative and sustainable cities: City branding in the knowledge economy
       Emma Björner

05:12  Reclaim the City (brand): A note on the immaterial commons of place
       Per Olof Berg

05:13  Sustainability and CSR as defining constructs of green electricity
       Fridrik Larsen and Sławomir Smyczek.
Track 6

Consumer behavior research in the Nordic countries: What’s happening?

Track organisers:
Magnus Söderlund, Stockholm School of Economic, Sweden.

Wednesday August 21, 09:00-10:30
Room: HT-103

06:01 Consuming “Stoked”- Consumption in the Affective Economy of Snowboarding
Mika Mård

06:02 Cross-selling attempts in the service encounter and their effects
Magnus Söderlund and Martin Moström

06:03 Social prestige values in consumption experience: prospects for a new approach
Ewald Kibler, Laura Nummelin, Jenni Palmroos and Henri Hakala, Torgeir Watne

Wednesday August 21, 11:00-12:30
Room: HT-103

06:04 Prestige value co-creation through virtual community practices and participation
Henri Hakala, Laura Nummelin and Marko Kohtamäki

06:05 Dimensionality of the perceived value of product color
Hanna Kiehelä

06:06 Advertised co-creation: When to mention the product was co-created with consumers
Karina Töndevold

06:07 The extended effects of homosexual themes in advertising
Nina Åkestam

Wednesday August 21, 13:30-15:00
Room: HT-103

06:08 A netnography of retail bank customers’ online discussions of value experiences
Gustav Medberg

06:09 Packaging in new light: The effects of lighting on evaluation of packaged meals
Tobias Otterbring, Martin Löfgren and Magnus Lestelius

06:10 Dream Catching: Discovering innovations that customers will buy
Tore Strandvik and Anu Helkkula

06:11 Loyalty club membership and perceived justice
Magnus Söderlund and Jonas Colliander.
Thursday August 22, 08:00-09:30
Room: HT-103

06:12 Purchasing as everyday practice and overall experience: A study based on consumer diaries
Kristina Bäckström, Cecilia Fredriksson and Ola Thufvesson

06:13 Extended Stakeholdership – The Effects of Advertising on Employees and Investors
John Karsberg and Angelica Blom

06:14 What really matters in service encounters? Critical incidents and consumers’ word-of-mouth communication
Jenniina Halkoaho

Thursday August 22, 10:00-11:30
Room: HT-103

06:15 What we can learn from shopping lists
Kim Angstmann, Anna-Katharina Strauch and Adele Berndt

06:16 A guide to consumer value creation
Solveig Wikström and Annika Ravald

06:17 Evaluating consumer behaviour by unobserved heterogeneity in structural equation modelling
Johan Parmler and Jan Eklöf

06:18 Consumer choice processes and consideration sets
Erik Wästlund, Lars Witell, Martin Löfgren, Poja Shams and Tobias Otterbring

Thursday August 22, 13:30-15:00
Room: HT-103

06:19 The role constellation in self-service based systems
Maria Åkesson and Bo Edvardsson

06:20 Consumer experiences of online shopping regret – environmental elements
Nina Mesiranta, Sandra Nenonen and Pekka Tuominen

06:21 How to attract the picky, lazy consumer
Elin Nilsson

06:22 The effects of humor in the online job ad on the potential applicants’ evaluations
Eeva-Liisa Oikarinen

Thursday August 22, 15:30-17:00
Room: HT-103

06:23 Consumer logistics revisited
Ulrika Holmberg and Johan Hagberg

06:24 Decorative models affect attributions about intended product users
Hanna Berg
Track 7

The Transformation of Marketing Theory and Practice in the Digital Era

Knowledge, Technology and Services

Track organisers:
Leon Michael Caesarius and Jukka Hohenthal
Uppsala University
Department of Business Studies

Thursday August 22, 08:00-09:30
Room: L-205

07:01 Unraveling Firm–Consumer Value Co-creation as Alignment of Practices Online: The Case of Alfa Romeo/Alfisti
Bernard Cova, Stefano Pace and Per Skålén

07:02 Examining the variations of eWOM in e-commerce
Leena Aarikka-Stenroos and Jonna Järveläinen

07:03 Co-creating the Arab Spring: Service Marketing, Emancipation and Freedom
Per Skålén and Kotaiba Abdul Aal

Thursday August 22, 10:00-11:30
Room: L-205

07:04 Newbies, Followers and Veterans: Narratives about the becoming of knowledgeable consumer community members
Oscar Persson Ridell

07:05 Interaction Design can be replaced by Marketing
Mirella Muhic

07:06 The scientification of marketing
Jukka Hohenthal and Leon Michael Caesarius

Thursday August 22, 13:30-15:00
Room: L-205

07:07 You trust what you know Word-of-mouth and interactive marketing in services
Jukka Hohenthal and Leon Michael Caesarius

07:08 The role of Social media in contemporary management and IS research
Mirella Muhic, Styliani Zafeiropoulou and Sven Carlsson
Track 8

Fashion Marketing and Entrepreneurship (FAME)

Track organiser:
Håkan Preiholt, Ph.D.
Stockholms universitet

Wednesday August 21, 09:00-10:30
Room: 0-201

08:01 Entrepreneurial Networking – Causation and Effectuation in the process
Tamara Galkina

08:02 Resistance to dispose your old clothes? An in-store textile recycling program on the test bed
Wencke Gwozdz, Sarah Netter and Lucia Reisch

08:03 Language as an institution: Exploring the link between future tense and entrepreneurial behavior
Siri Terjesen, Pekka Stenholm, Malin Brännback and Stefan Lang

Wednesday August 21, 11:00-12:30
Room: 0-201

08:04 Fashion firms in random market
Håkan Preiholt

08:05 Integrating sustainability in fashion brand identity – an exploratory study
Anita Radon

08:06 Consumer brand involvement and engagement in user-generated content – An explorative study of Swedish fashion brands in social media
Christofer Pihl and Andrea Geissinger
Track 9

Entrepreneurship Education

Track organisers:
Dr. Tomas Karlsson, Lund University, Lund, Sweden & Chalmers University of Technology, Göteborg, Sweden
Dr. Karen Williams Middleton, Chalmers University of Technology, Göteborg, Sweden

Wednesday August 21, 11:00-12:30
Room: HT-102

09:01 Organizational identity and entrepreneurial identity construction intertwined: the case of an action-based entrepreneurship education
Susanne Ollila and Karen Williams Middleton

09:02 The evolution of nascent entrepreneurial social networks
Tomas Karlsson

Wednesday August 21, 13:30-15:00
Room: HT-102

09:03 Students’ perception on an entrepreneurial education program
Anna Sörensson and Yvonne von Friedrichs

09:04 Links between Emotions and Learning Outcomes in Entrepreneurship Education
Martin Lackeus

Thursday August 22, 08:00-09:30
Room: HT-102

09:05 Evaluation of a cross-cultural, cross-faculty course – iMDE international Market Driven Engineering using Pertex.
Carl-Henric Nilsson, Charlotta Johnsson and Helge Helmersson

09:06 How Action Learning can Support Budding Entrepreneurs and Enterprise Development.
John Thompson and Leigh Morland

09:07 Transformative and transactional mechanisms in action-based entrepreneurship education.
Mats Lundqvist and Karen Williams Middleton
Track 10

Family Business Research Track organisers:

Track organisers: Leif Melin, Mattias Nordqvist, Ethel Brundin, Anna Blombäck, Francesco Chirico, and Annika Hall, all at Centre for Family Enterprise and Ownership, Jönköping International Business School

Thursday August 22, 15:30-17:00
Room: HT-104

Introduction: An overview of family business research
Leif Melin & Mattias Nordqvist

10:01 How can we ensure transmission in a family business: the role of knowledge transfer in a father to son succession
Eric Simon and Jean-Pierre Noblet

10:02 Industry knowledge and corporate entrepreneurship: Do family businesses make the difference?
Giuseppe Criaco and Lucia Naldi

10:03 Inter-firm cooperation in family firms: past research, methodological issues and way forward
Gershon Kumeto

Friday August 23, 09:00-10:30
Room: HT-104

10:04 Agency conflicts and firm performance in family firms
Limei Che and John Christian Langli

10:05 High-Growth textile Family firms in Sweden
Clary Jönsson

10:06 Superiority of family management over family ownership creating profitability in Finnish small and medium-sized enterprises
Minna Martikainen, Jussi Nikkinen and Sheraz Ahmed

Friday August 23, 11:00-12:30
Room: HT-104

10:07 Factors of choice of short-term financing of unlisted family businesses: a conceptual approach
Denis Mialocq

10:08 The codetermined family business: a paradox?
Börje Boers

10:09 Strategic agility in family business – the case of Rapala by 1990
Olavi Uusitalo and Kjell Grenhaug
Track 11

Researching Temporary Organizations and Project Practices

Track organisers:

Wednesday August 21, 09:00-10:30
Room: HT-101

11:01 Agile adoption at Ericsson hardware product development
Tomas Gustavsson and Dr Peter Rönnlund

11:02 To Evaluate or use Past Experience? Collecting Information for Supplier Selection under Technological Uncertainty in New Product Development
Lisa Melander

11:03 Dealing with Uncertainty and Conflicts! Integration in Collaborative R&D Projects
Lisa Melander and Fredrik Tell

11:04 Leading for innovation. Orchestrating continuous creative collaboration in R&D projects
Torild Oddane

Wednesday August 21, 11:00-12:30
Room: HT-101

11:05 Methods and tools for product development projects in the Swedish manufacturing industry – An empirical exploratory study of how their effectiveness is measured
Johnny Oldenburg, Lars Uppwall, Caroline Munthe and Mats Engwall

Birkir Sævarsson, Armin Zarei Hanzaki, Lars Uppwall, Caroline Munthe and Mats Engwall

11:07 Organizing by co-creation: emerging cultural projects
Malin Näsholm and Tomas Blomquist

11:08 Dealing with the projectification of academic research – Practices of resistance and accommodation in scientific laboratories
Nina Fowler, Marcus Lindahl and David Sköld
Wednesday August 21, 13:30-15:00
Room: HT-101

11:09  A project's animal geographies
      Kjell Tryggestad, Lise Justesen, Jan Mouritsen, Daniel Sage Daniel and Andrew Dainty

11:10  Stakeholder analysis eruptions – advancing project management with the method systemic constellation
      Pernille Eskerod and Martina Huemann

11:11  The translation of uncertainties into pure and impure risks: The purifying role of risk management expert technologies
      Peter Skærbæk and Tim Neerup Themsen

11:12  Managing Uncertainty through Stakeholder Collaboration in the Context of the Mining Industry
      Olga Perminova and Magnus Gustafsson

Thursday August 22, 08:00-09:30
Room: HT-101

11:13  Beyond the “Iron triangle” of scope, time & costs: Managing uncertainties in big construction projects in different contexts. A Comparative study of big construction projects in Ukraine and Norway
      Olga Iermolenko and Anatoli Bourmistrov

11:14  The stickiness of partnering: Towards a layer cake conceptualizations
      Mattias Jacobsson and Timothy L. Wilson

11:15  The concept of liminality: a framework for understanding work in-between
      Elisabeth Borg

11:16  The Practice of Organizing Inter-firm Projects
      Anne Live Vaagaasar and Lena Bygballe

Thursday August 22, 10:00-11:30
Room: HT-101

11:17  Managing a supplier’s third-party relationships in complex projects
      Miia Martinsuo and Rami Sariola

11:18  REQUIREMENT MANAGERS’ ROLES IN INDUSTRIAL, PLATFORM DEVELOPMENT
      Thommie Burström and Timothy Wilson

11:19  Temporary Emergent Organizing, a Systematic Literature Review
      Regina Asdisardottir and Runolfur Smari Steinthorsson

11:20  Alliancing within a Public–Private Partnership: Consequences and Challenges for Construction Projects
      Mattias Jacobsson and Derek H.T. Walker
Thursday August 22, 13:30-15:00
Room: HT-101

11:21 Trusting relationships in temporary organizations to reach sustainability
Helena Zmarzly and Jean-Charles E. Langulaire

11:22 Project performance and level of control
Homa Shokrollahi and Nardeosingh Rambhujun

11:23 Researching and Theorizing the Temporary Organization and Project Families
Mattias Jacobsson, Rolf A. Lundin and Anders Söderholm

Thursday August 22, 15:30 -17:00
Room: HT-101

11:24 Organization design of a project in the context of a project-based firm
Elisa Vuori

11:25 Flexible contracting in project business
Jaakko Kujala, Soili Nysten-Haarala and Jouko Nuottila

11:26 Flexible, dynamic and structured project portfolio management
Anna Jerbrant

Friday August 23, 09:00-10:30
Room: HT-105

11:27 Knowledge Sharing in Virtual Teams
Tom Rosendahl and Elise Nettelhorst Letrud

11:28 How has the institutionalisation of project management influenced the projectification trajectory of a global organization?
Inger Bergman, Sven Gunnarson and Christine Räisänen

11:29 Creating Sustainable Culture for Sustainability
Svetlana Eskebaek and Jean-Charles E. Langulaire

Friday August 23, 11:00-12:30
Room: HT-105

11:30 Inscribing management beliefs and actions – Creating the perfect world of projects
Anneli Linde

11:31 From Best to Next Practice: Practice-Based Perspectives on Project Management
Christian Thuesen, Sara Grex and Søren Lybecker

11:32 Mechanisms for integrating customers and the project network during the life-cycle of industrial projects
Johanna Liinamaa, Magnus Hellström and Kim Wikström
Track 12+24

The business model eruption: how game changing mind sets challenge existing nodes of business

Track organisers:
Track 12 – The business model eruption: how game changing mind sets challenge existing nodes of business
Christian Nielsen, Aalborg University
Jonas Hedman, CBS
Petri Ahokangas, University of Oulo
Track 24 – Dimensions of Pricing:
Mathias Coster, mathias.coster@hgo.se
Prof. Alf Westeilius – Linköping University
Prof. Nils-Göran Olve – Linköping and Uppsala University
PhD Carl-Johan Petri – Linköping University
PhD Einar Iveroth – Uppsala University

Wednesday August 21, 09:00-10:30
Room: HT-105

12+24:01 Hybrid business models in medical biotechnology: Combining activities differing in knowledge intensity
Terje Grønning

12+24:02 Introducing the Platform Business Model Canvas: Adapting an existing framework for business models to new directions within platform strategies
Andreas Nilsson, Tobias Ladhe and Johan Magnusson

12+24:03 Value creation challenges in multichannel retail business models
Mika Yrjölä

12+24:04 Assessing the potential performance of network business model: The case of “physical activity prescription”
Marikka Heikkilä, Aki Soudunsaari and Mari Suoranta

Wednesday August 21, 11:00-12:30
Room: HT-105

12+24:05 The business of breaking the mold
Margret Sigrun Sigurdardottir

12+24:06 Charging customers or making profit? A network-based perspective on Business Models in the software industry
Rainer Lueg, Margit Malmmose, Patrick Iversen, Sevar Khusainova and Seth Panti

12+24:07 Competing with the use of business models – an exploratory case study of the journey of born global firms.
Jan Abrahamsson and Marlene Johansson
The evolution of network-based business models illustrated through the case study of an entrepreneurship project

Christian Nielsen and Morten Lund

Wednesday August 21, 13:30 -15:00

Room: HT-105

On the willingness to pay for smartphone apps – An empirical analysis

Emil Numminen, Stefan Hellmer and Eva Lövstål

Exploring Business Models: Towards a Typology

Taman Powell

Turning taxi pricing upside-down: How a Swedish taxi company developed and implemented a fixed-price model for travel between any customer-chosen origin and destination

Carl-Johan Petri

Good Governance and Business Model: The case of French Companies

Samy Guesmi and Amir Louizi

Thursday August 22, 08:00-09:30

Room: HT-105

A critical perspective on Web 2.0 business models and the «economics of free»

Samy Guesmi

ICT enabled business model innovation to support servitization in global industrial companies.

Christer Nygren and Erik Lindhult

Inclusive’ business model innovation for transformative services

heiko Gebauer, Ulrike Messmer, Lars Schöbitz, Tove Larsen, Christoph Lüthi and Linda Strande

Creating and transforming business models as a systemic and systematic practice

Petri Ahokangas and Jenni Myllykoski

Thursday August 22, 10:00-11:30

Room: HT-105

What future for the Business Model of Rating Agencies

Amir Louizi

Can Business Model (BM) be mobilized in a method aiming to reduce information asymmetries between the protagonists of a Management Buy-in?

Alain Meiar

A sustainable business model for scaling up evidence based learning tool on literacy in the developing countries

Mikko Henrik Pitkänen and Merie Joseph
12+24:20  Examining the interplay between business model and commercialization process transformation  
*Tuula Lehtimäki, Teea Palo and Leena Aarikka-Stenroos*

**Thursday August 22, 13:30-15:00**

**Room: HT-105**

12+24:21  Proposing a framework for analysing business models for the national postal letter operators in digital postal services  
*Nandkumar Kollara*

12+24:22  The creation of business models in game development start-ups  
*Eva Lövstål and Emil Numminen*

12+24:23  Mapping Entrepreneurial Assumptions on to Business Models – The Next Frontier in Business modelling?  
*Pat Daly and Jim Walsh*

**Thursday August 22, 15:30-17:00**

**Room: HT-105**

12+24:24  Chains and chain reactions: study of management control systems in offshoring relationships  
*Seidali Kurtmollaiev*

12+24:25  On Governance and Management of Public Pension Funds: The Case of Alternative Investments  
*Odd Stalebrink*

12+24:26  Boundary-spanning leadership  
*Ulrica Nylén*
Track 13

Practicing Restructuring, Downsizing and Organizational Death

Track organisers:
Magnus Hansson, Örebro University, Rebecka Arman and Lars Walter from School of Business, Economics and Law, University of Gothenburg

Thursday August 22, 08:00-09:30
Room HT-303

13:01 Organizational Death and Sensemaking – How Workers Explain Enhanced Efforts During the Process of Plant Closure
Magnus Hansson

13:02 High-involvement workforce reduction: Maintaining productivity and employee morale while downsizing
Ola Bergström and Rebecka Arman

13:03 From Employment to Entrepreneurship, the Effects Merger and Acquisition
Monia Lougui and Anders Broström

13:04 When Downsizing reaches Creative and R&D teams A longitudinal study of the effects of slack reduction on Creativity
Natalia Bobadilla

Thursday August 22, 10:00-11:30
Room HT-303

13:05 Outplacement program and professional retraining An evaluation through identity dynamics
Estelle Mercier, Sophie Lacour, Géraldine Schmidt and Florent Noel

Árelía Guðmundsdóttir

13:07 Restructuring and lay-off practices in the retail sector in Sweden
Rebecka Arman and Ola Bergström
Track 14

After NPM

Track organisers:
Professor Barbara Czarniawska
Docent Kajsa Lindberg
Professor Rolf Solli

Wednesday August 21, 13:30-15:00
Room: L-204

14:01  “The school is no more” – regulating identity through dis-identification in an educational organization  
Dan Kärreman and Andre Spicer

14:02  Local government and the management control challenges  
Inger Johanne Pettersen and Per Christian Ahlgren

14:03  The Quest for Public Value beyond New Public Management – on creating and sustaining value in the museum transition  
Kerstin Thomson

Thursday August 22, 08:00-09:30
Room: L-204

14:04  Tying together and cutting of – Scrutinizing processes in health care  
Gustaf Kastberg and Sven Siverbo

14:05  Because we can! Deployment of eHealth services in Uppsala County  
Gudbjörg Erlingsdottir, Cecilia Lindholm and Katarina Lagerström.

14:06  The power of rhetorics – new concepts in healthcare  
Karin Jonnergård and Gudbjörg Erlingsdottir

Thursday August 22, 10:00-11:30
Room: L-204

14:07  Is Lean becoming institutionalized? – The Swedish Healthcare case  
Christian Gadolin, Stefan Hellman and Johan Suurkula

14:08  Managers’ narratives about development projects: What makes a difference when leading innovation in public sector services?  
Inga Jona Jonsdottir

14:09  Exploring process orientation failure and success in healthcare – Three qualitative case studies  
Sven Siverbo, Stefan Hellman and Gustaf Kastberg
Thursday August 22, 13:30-15:00
Room: L-204

14:10  Strategic Directives in Public Housing – the Case of Owner Directives in Swedish Public Municipal Housing Companies
Lars Lindbergh and Timothy L. Wilson

14:11  Management accounting and control practices within a public organization: reinforcing NPM or starting anew
Mikael Holmgren Caicedo, Maria Mårtensson and Kristina Tamm Hallström

14:12  Lean public management. Same, same, but different?
Kristina Tamm Hallström and Renita Thedvall

14:13  Understanding public sector challenges from a service-dominant logic perspective
Johan Kaluza

Thursday August 22, 15:30-17:00
Room: L-204

14:14  Performance reporting after NPM
Fredrik Svärdsten Nymans

14:15  The student as a knowledge creator – first year business students’ notions on value and usefulness of their education
Eva Lindell

14:16  Beyond Bureaucracy and Market
Katja Aalto
Track 15

Narrative leadership and organizational sense making

Track organisers:
Teppo Sintonen, University of Jyväskylä and Tommi Auvinen, University of Jyväskylä – School of Business and Economics

Thursday August 22, 08:00-09:30
Room: L-201

15:01 Narratives of blog texts and intranet news in change related communication: Managers as internal and external narrators
Eeva Kiiskinen

15:02 The daily life of an open innovation arena director: Narrating a culture-in-between
Susanne Ollila and Anna Yström

Thursday August 22, 10:00-11:30
Room: L-201

15:03 Making sense of necessity entrepreneurs’ coping narratives
Jenni Palmroos

15:04 Narrating the drive towards new energy solutions
Nina Fowler

15:05 Work/non-work experiences in organisation: a narrative perspective and approach
Jean-Charles E. Languilaire

Thursday August 22, 13:30-15:00
Room: L-201

15:06 And now LEAN: discursive practices and their consequences in two organizations.
Mikael Holmgren Caicedo, Linda Höglund and Maria Mårtensson

15:07 What is left of the innovative knowledge worker? The making of subordinates’ selves from superiors’ talk in clinical pharmaceutical work
Leena Wikmalm

15:08 Managerial identity work witnessed through critical performativity
Frank Meier and Christian Tangkjær
Track 16

Writing novelty, novelty in writing: Reflecting and performing new ways of writing research

Track organisers:
Benedikte Borgström, Chalmers University of Technology and Jönköping International Business School.
Jenny Helin, Jönköping International Business School, and Gotland University.
Maria Norbäck, Gothenburg Research Institute, the School of Business, Economics, and Law, Gothenburg University.
Elena Raviola, Gothenburg Research Institute, the School of Business, Economics, and Law, Gothenburg University.

Wednesday August 21, 09:00-10:30
Room: 0-106
Introduction and workshop: Performing new ways of writing research
Presentation of participants
Exploring inspirational writing practices

Wednesday August 21, 11:00-12:30
Room: 0-106
16:01 Writing, fast and slow. Blogposts about the art of writing research.
Matilda Dahl
16:02 Lost in narration. Reflections on presenting a material.
Jutta Tailas

Thursday August 22, 13:30-15:00
Room: HT-102
16:03 Introducing the multi-spacial study – taking process ontology seriously
Anette Hallin, Lucia Crevani and Lasse Lychnell
16:04 Building a research institution on foreign ground
Ulla Eriksson-Zetterquist and Susse Georg
16:05 Formality in brackets: Ethnographies of staged organizational worlds
Christina Garsten and Anette Nyqvist

Thursday August 22, 15:30-17:00
Room: HT-102
16:06 Language costume implications for writing novelty
Benedikte Borgström

Closing workshop: Reflecting on new ways of writing research
Track 17

Changing practices of cultural industries: Exploring the grey zone between culture and commerce

Track organisers:
Elena Raviola, Assistant Professor, Copenhagen Business School
Andreas Diedrich, Associate Professor, School of Business, Economics and Law, Gothenburg University
Peter Zackariasson, Associate Professor, School of Business, Economics and Law, Gothenburg University

Wednesday August 21, 13:30-15:00
Room: 0-106

17:01 Fields of tension and alliances
   Kjell Arvidsson

17:02 The mangling of artistic, societal and entertainment logics in making people laugh
   Hanna Timonen

17:03 Orchestrating, conducting and financing of institutionalized cultural production (eco) systems: Cases of opera and music festival
   Mervi Luonila and Tanja Vilén

Thursday August 22, 08:00-09:30
Room: 0-106

17:04 Kulturhuset – from cultural experiment to formal organization
   Jenny Svensson

17:05 Creating value in sponsorship relations
   Ragnar Lund

17:06 Business logics in Cultural Industries: The case of the Video Game Industry
   Peter Zackariasson and Ulf Sandqvist

Thursday August 22, 10:00-11:30
Room: 0-106

17:07 Be creative like an artist, you tedious businesspeople! Commoditying creativity in two artists-in-residence projects.
   Claudia Schnugg and Elena Raviola

17:08 Categorization and collaboration: The case of the Primary Sale Abstract Possible
   Erik Wikberg and Niklas Bomark
Thursday August 22, 13:30-15:00
Room: 0-106

17:09  Change and the field of power – Bourdieu and Byteatern
Olle Duhlin

17:10  New strategies in cultural industries: internationalization as a form of innovative management in museums
Irene Popoli

17:11  The art of co-creation: Empowering citizens in cultural practices
Nils Wåhlin

Thursday August 22, 15:30-17:00
Room: 0-106

17:12  Cultural Entrepreneurship: The Establishment of Vandalorum Art and Design Centre
Lars Lindkvist

17:13  Film makers have long experience of handling art and commerce. What about a circus artist’s practices?
Marja Soila-Wadman

17:14  Creative hybrid entrepreneurs – A way to become self-employment or a lifestyle?
Carin Nordström
Track 18

Qualitative Research in Financial Accounting

Track organisers:
Gunnar Rimmel
Professor of Accounting, Jönköping International Business School, Sweden
Kristina Jonäll
Assistant professor, University of Gothenburg, Sweden
Hanna Silvola
Professor, Aalto University, Finland

Thursday August 22, 10:00-11:30
Room: O-205

18:01 Decision-making usefulness of Goodwill Impairment Testing
Hanna Silvola, Jari Huikku and Jan Mouritsen.

18:02 Accounting and control: the conflict between uniqueness and comparability
Anna-Karin Stockenstrand and Fredrik Nilsson

18:03 Audit Committee’s Context
Einar Guðbjartsson and Jón Snorri Snorrason

18:04 Inductive Content Analysis – a methodological research note to disclosures studies in financial communication
Gunnar Rimmel, Kristina Jonäll and Svetlana Sabelfeld

Thursday August 22, 13:30-15:00
Room: O-205

18:05 Problematizing the interplay between mandatory and voluntary disclosures: Balancing frames and controlling overflows
Johan Graaf

18:06 Historical methods for interpretive qualitative research in financial accounting: studying investor relations practices
Anna Linda Musacchio Adorisio

18:07 Methods for Making Sense of Cash Flow in Banks
Asgeir Torfason
Track 19

Practices of diversity and gender equality – the eruption of contemporary workplaces

Track organisers:
Annette Risberg
Copenhagen Business School
Charlotte Holgersson
KTH Royal Institute of Technology
Vedran Omanović
School of Business, Economics and Law, University of Gothenburg
Robyn Remke
Copenhagen Business School

Wednesday August 21, 09:00-10:30
Room: L-103

19:01 Inviting the others or keeping them out in the cold: A study on labour market intermediaries’ discursive construction of female immigrants’ employability
Agneta Moulettes

19:02 Immigrants as managers in Norway: practices, experiences, requirements.
Tanya Skjønhaug

19:03 The law in Iceland of 40% gender quota on boards
Jón Snorri Snorrason, Þorgerður Einarsdóttir and Guðbjörg Linda Rafnssdóttir

19:04 Non-heterosexual disclosure at the workplace – insights from an empirical study
Rikke Voergård-Olesen and Pernille Eskerod

Wednesday August 21, 11:00-12:30
Room: L-103

19:05 Rethinking Diversity in Organizations
Vedran Omanovic and David Knights

19:06 Multiple institutions of diversity practices at Scandinavian building contractors
Martine Buser and Christian Koch

19:07 Attempts to transform an organization – diversity work in a Swedish Municipality
Annette Risberg

19:08 Attitudes towards Diversity in Business School Students from Norway, India and the Czech Republic
Laura Traavik and Avinash Venkata Adavikolanu
Track 19

**Wednesday August 21, 13:30-15:00**

**Room: L-103**

19:09  **Students’ beliefs about glass ceilings: are they related to career choices?**  
*Thora Christiansen*

19:10  **Do entrepreneurial women have a different view of the glass ceiling?**  
*Thora Christiansen and Margret Sigrun Sigurdardottir*

19:11  **Studying intersections as production of place(s): the case of entrepreneurial practices in the outdoors industry**  
*Lucia Crevani*

**WRAP UP – Discussion of the track presentations**

Track 20

The development of Incentive systems in management practice of the Nordic countries

Track organisers:
Thomas Andersson
University of Skövde
Mikael Cäker
Gothenburg University
Mikael Wickelgren
University of Skövde

Thursday August 22, 13:30-15:00
Room: HT-303

20:01  Double skills and incentives in a meagre public organization
Petra Adolfsson

20:02  Effects of linking incentives to the Balanced Scorecard
Gudrun Baldvinsdottir

20:03  The role of incentive systems in normative control
Mikael Cäker, Mikael Wickelgren and Thomas Andersson

Thursday August 22, 15:30-17:00
Room: HT-303

20:04  Unintended consequences of incentive systems in a high trust work-life
Thomas Andersson, Mikael Cäker and Mikael Wickelgren

20:05  How incentive systems came to Sweden – a saga of traveling ideas
Mikael Wickelgren, Mikael Cäker and Thomas Andersson

20:06  STYRSYSTEM FÖR ORGANISATIONER MED ‘STEWARDS’ OCH ‘AGENTER: VINSTDELNING OCH KOSTNADSUPPFÖLJNING
Mikael Cäker and Christian Jansson
Track 21

Nordic Practices of HRM

Track organisers:
Dr. Freddy Hällsten, School of Business, Economics and Law, University of Gothenburg.
Prof. Ola Bergström, School of Business, Economics and Law, University of Gothenburg.
Torben Andersen, Syddansk Universitet in Slagelse, Denmark.

Wednesday August 21, 13:30-15:00
Room: O-201

21:01 Implicit theories of Norwegian leadership
Berit Sund and Rune Lines

21:02 Becoming a business lawyer: a case study of the recruitment practices at a high status business law firm in Sweden.
Annika Schilling

Thursday August 22, 08:00-9:30
Room: O-201

21:03 Future challenges in human resources management in Finland. Results from Human Resources Barometer
Niina Koivunen and Riitta Viitala

21:04 Emotional managers facing authenticity and inauthenticity in their leadership role
Ola Edvin Vie, Erlend Dehlin and Frode Heldal

21:05 The skills of human resource managers in Icelandic firms
Ingi Runar Edvardsson and Evgenyia Demireva

Thursday August 22, 10:00-11:30
Room: O-201

21:06 The floating signifier “talent” in talent management – and why talent management has become a religion
Billy Adamsen

21:07 Implementation and experiences of creativity and innovation in personnel policies in public organisations
Svein Bergum
Thursday August 22, 13:30-15:00
Room: O-201

21:08  How do language skills shape and are shaped by careers?
      Sami Itani, Maria Järlström and Rebecca Piekkari

21:09  Job satisfaction and cross cultural adjustment for Nordic expatriates in the USA
      Svala Gudmundsdottir

21:10  Decentralization of HR to the line organization – cure all or snake oil? Survey data
       from a Danish context.
      Torben Andersen
Track 22

Management, information technology and change

Track organisers:
Jan Lindvall and Einar Iveroth
Företagsekonomiska institutionen, Nationella forskarskolan Management och IT (MIT) Box 513 Uppsala universitet.

Wednesday August 21, 09:00-10:30
Room: HT-104

22:01 The role of accounting information systems in local contexts
Cecilia Gullberg and Jan Lindvall

22:02 New ICT changes working routines in construction design projects
Petra Bosch-Sijtsema

22:03 IT driven change: bridging the divide between the social and technical elements of sustainability
Einar Iveroth and Fredrik Bengtsson

Wednesday August 21, 11:00-12:30
Room: HT-104

22:04 On challenges in collaborative innovation management: social exchange as a maker or breaker.
Malin Malmström and Jeaneth Johansson

22:05 The actor to be – organising patient centered e-health
Linda Askenäs, Klas Gäre and Jan Aidemark

Wednesday August 21, 13:30-15:00
Room: HT-104

22:06 MANAGING ALIGNMENT IN ENTERPRISE ARCHITECTURE – FOUR ESSENTIAL DIMENSIONS
Kalevi Pessi, Aida Hadzic, Ted Saarikko and Thanos Magoulas

22:07 The use of social media by employees for private reasons during working hours
Johanna Gunnlaugsdottir

22:08 Just How Gendered is the Use of New Media Technology? – IT depends!
Anna-Greta Nyström, Malin Brännback, Ron Lindqvist, Johanna Lindqvist and Timo Ketonen
Thursday August 22, 08:00-09:30
Room: HT-104

22:09  Changing landscapes: on new ICT’s and strategic management
  *Ib Tunby Gulbrandsen, Andreas Kamstrup, Anders K. Madsen, Ursula Plesner, Elena Raviola*

22:10  Using Personas as a connection between design, business goals and customer goals
  *Helgi Valur Fridriksson, Stefan Cronholm, Eva Gustafsson and Anders Hjalmarsson*

22:11  Sustainable effectiveness in (public) service production
  *Leif Holmberg, Sören Augustinsson and Kristina Genell*

Thursday August 22, 10:00-11:30
Room: HT-104

22:12  A generalized view of the nature of Benefit of Information
  *Karin Ahlin*

22:13  Taking IT seriously: On the legitimating discourses of enterprise resource planning system adoption
  *Lauri Lepistö*
Track 23

Market Microstructure

Track organisers:
Sabur Mollah, PhD, School of Business, Stockholm University
Vassiliki L. Papaikonomou, PhD, Athens University
Vladimer Papava, PhD, Georgian Foundation for Strategic and International Studies and
Paata Gugushvili Institute of Economics, Georgia
Joan O’Connell, PhD, National University of Ireland, Galway, Ireland.
Emranul Haque, PhD, The University of Manchester
Md. Hamid Uddin, PhD, University of Sharjah

Wednesday August 21, 09:00-10:30
Room: O-205

23:01 Institutional industry herding: intentional or spurious?
Constantinos Gavrielidis, Vasileios Kallinterakis and Mario Pedro Leite Ferreira

23:02 Performance of Government-Linked Firms Listed on the Two Stock Exchanges of United Arab Emirates: – An Empirical Study
Md Hamid Uddin
Track 25

Responsibility in and around organizations

Track organisers:
Anna-Maija Lämsä, Professor, University of Jyväskylä, School of Business and Economics
Elina Riivari, Doctoral student, University of Jyväskylä, School of Business and Economics
Johanna Kujala, Adjunct Professor, Senior Research Fellow, University of Tampere, School of Management

Wednesday August 21, 09:00-10:30

Room: L-102

25:01 Ethical virtues in organizations: A shared context for well-being
Mari Huhtala, Taru Feldt, Asko Tolvanen and Saija Mauno

25:02 Integrating the family into the IA employment relationship – an integrated framework
Anna-Maija Lämsä, Mark Smith, Suvi Heikkinen and Christelle Tornikoski

25:03 The Moderating Role of the Ethical Culture of Organisations in the Relationship between Leader-member Exchange and Work Engagement
Dan Nie and Anna-Maija Lämsä

Wednesday August 21, 11:00-12:30

Room: L-102

25:04 The dilemma between cost savings and employees’ well-being? International business travelling as a service purchasing and as a part of one’s job
Anne-Maria Holma, Liisa Mäkelä and Kati Saarenpää

25:05 Company responsibility to employees: Top managers’ attitudinal changes in Finland from 1994 to 2009
Anna-Maija Lämsä, Elina Riivari and Johanna Kujala

25:06 Leader-member exchange quality and organisational innovativeness: The mediating role of organisational trust
Piia Leppämäki, Elina Riivari and Anna-Maija Lämsä

Wednesday August 21, 13:30-15:00

Room: L-102

25:07 Lost in translation – Understanding climate change as a business issue
Anna Heikkinen

25:08 Moral Neutralization in the Icelandic Financial Crisis
Øyvind Kvalnes and Salvor Nordal.
Track 26

Redefining development and responsibility: Business as unusual

Track organisers:
Johan Jansson, Assistant Professor
Karl Johan Bonnedahl, Associate Professor
RiseB – Research Institute for Sustainability and Ethics in Business
Umeå School of Business and Economics, Umeå University
Sweden
Ove Jakobsen, Professor
Are S. Ingulfsvann, Assistant Professor
Centre for Ecological Economics and Ethics
Bodo Graduate School of Business
Norway

Thursday August 22, 08:00-09:30
Room: L-103

26:01  When less is more: alternative banking in Scandinavia
*Francesc Relano and Elisabeth Paulet*

26:02  Is institutional entrepreneurship about business as usual?
*Herman Stål*

26:03  Transparency apparently: becoming the “most transparent company in the world”
*Gabriella Wulff and Niklas Egels-Zandén*

Thursday August 22, 10:00-11:30
Room: L-103

26:04  Product reorientation and education of customers as strategy for sustainability – the case of Plusminusnoll
*Are Severin Ingulfsvann and Kristin Haugland Smith*

26:05  The role of sustainability marketing in the business as unusual context: Implications from a textbook review
*Johan Jansson*

26:06  Market-based Mechanisms for Protection of Biodiversity
*Giani Gradinaru*
Track 27

Corporate Social Responsibility

Track organisers:
Snjólfur Ólafsson
Professor
School of Business
University of Iceland
Robert Strand
Assistant Professor of Leadership & Sustainability
Director, Scandinavian Centre for Corporate Sustainability
Copenhagen Business School
Brynhildur Davíðsdóttir
Associate professor
Environment and Natural Resources
University of Iceland

Wednesday August 21, 09:00-10:30
Room: L-101

Introduction to CSR and the track
Snjólfur Ólafsson

27:01 The means and means; CSR and sustainable development
Brynhildur Davíðsdóttir, Snjólfur Ólafsson and Lára Jóhannsdóttir

27:02 Is it just about the money? Exploring the managerial drivers of sustainability
Nicoleta Roxana Dudau

27:03 A genre analysis of ISO 14001 from governmental documents to green marketing
Anna Nyquist

Wednesday August 21, 11:00-12:30
Room: L-101

27:04 Competitive advantage through environmental responsibility?
Stefan Baumeister

27:05 Spa industry- are there any environmental challenges?
Dagmara Nawrocka

27:06 Tourists view on attributes for development at ski resorts in Sweden
Anna Sörensson and Yvonne von Friedrichs

Wednesday August 21, 13:30-15:00
Room: L-101

27:07 CSR engagement in SMEs – a qualitative meta-synthesis
Ning Li, Zuo Min Wen and Anne Toppinen
27:08  Innovation in new service development: Drawing on experience from implementing CSR strategies in a web design IT based company
   *Kjartan Sigurdsson*

**Thursday August 22, 08:00-09:30**

**Room: L-101**

27:09  CSR implementation as Organizational change processes at La Poste
   *Christelle Havard and Marc Ingham*

27:10  The role of employees when implementing CSR
   *Snjólfur Ólafsson, Brynhildur Davíðsdóttir and Lára Jóhannsdóttir*

27:11  The strategies of CSR and HRM – identity, adaptation and world view
   *Torben Andersen and Annabeth Aagaard*

**Thursday August 22, 10:00-11:30**

**Room: L-101**

27:12  Insurance perspective on talent management and CSR
   *Lára Jóhannsdóttir, Snjólfur Ólafsson and Brynhildur Davíðsdóttir*

27:13  Governance and Corporate Social Responsibility in insurance companies: Evidence from French insurance market
   *Jessy Troudart, Eric Lamarque, Pedro Arbulu and Radouane Abdoune*

27:14  Responsible investment – how is it framed by Finnish pension fund key decision makers?
   *Riikka Sievänen*

27:15  Factors explaining French trade unions’ strategies in the field of CSR
   *Christelle Havard and André Sobczak*

**Thursday August 22, 13:30-15:00**

**Room: L-101**

27:16  Sustainability reporting in a large Russian oil corporation. Production safety issues
   *Natalia Andreassen*

27:17  Managers’ perception of the role of business schools in ethics education
   *Throstur Olaf Sigurjonsson, Audur Arna Arnardottir, Pall Rikhardsson and Vlad Vaiman*

27:18  Project Ethics and the Project Ethics Tool (PET): An Integrated Decision Making Method for Managers
   *Haukur Ingi Jonasson, Helgi Pör Ingason and Sigurður Fjalur Sigurðsson*

**Final discussion**
   *Snjólfur Ólafsson*
**Track 28**

**Business in Society**

**Track organisers:**
Professor Hervé Corvellec  
Dept. of Service Management  
Lund University  
Professor Tommy Jensen  
Dept. of Management, Organization and Society  
Stockholm University  
Sweden

**Thursday August 22, 08:00-09:30**

**Room: L-102**

28:01  A societal perspective on business and sustainability: a comparison between Nordic and Baltic countries  
*Birgitta Schwartz and Ingeborg Nordbo*

28:02  For logistical reasons only? A case study on tax planning and corporate social responsibility  
*Matti Ylönen and Matias Laine*

28:03  Corporate social reporting in the Finnish forest sector – A political economy perspective  
*Hannele Mäkelä*

**Thursday August 22, 10:00-11:30**

**Room: L-102**

28:04  Stakeholder dialogue for accountability – a critical assessment of misleading functions  
*Salla Laasonen, Virpi Malin and Marjo Siltaoja*

**Thursday August 22, 13:30-15:00**

**Room: L-102**

28:05  On the anatomy of financialization: Construction of scarcity as a form of control  
*Johan Alvehus*

28:06  User perceptions in socio-ethical sectors  
*Eklöf Jan and Parmler Johan*
Thursday August 22, 15:30-17:00
Room: L-102

28:07  Differing modes of Co-Existence Between Two Conflicting Institutional Logics: The Story of MySQL, the database that runs the Internet
Mikko Vesa, Linus Nyman and Catarina Ahlvik

28:08  Advantages and challenges of digital service guidance in early childhood education
Eija Koskivaara and Päivi Pihlaja
Track 29

The Industrial

Track organisers:
Nina Kivinen, Åbo Akademi University.
Anna Larsson, Uppsala University.
Thomas Taro Lennerfors, Uppsala University.
Andrea Perna, Polytechnic University of Marche (Italy).
David Sköld, Uppsala University
Saara L. Taalas, Linnaeus University and Turku University.

Wednesday August 21, 09:00-10:30
Room: 0-101

29:01  Critical factors in different phases of the Swedish heat pump market
Petter Johansson, Göran Reitberger and Fredrik Lagergren

29:02  Temporality of boundary objects as a post-industrial mode of organising
Nina Fowler and Anna Larsson

29:03  Serendipity in business relationships beginning
Andrea Perna, Andrea Runfola, Simone Guercini and Gian Luca Gregori

Wednesday August 21, 11:00-12:30
Room: 0-101

29:04  Ecodesign in electric and electronic waste, is the recycling industry the culprit or the victim of this framework directive?
Jolanda van Rooijen

29:05  The cloud, the factory and the mountain: reflections on the information society
Thomas Lennerfors

Wednesday August 21, 13:30-15:00
Room: 0-101

29:06  Social media in B2b marketing
Antonella La Rocca and Ivan Snehota

29:07  Designing Functional Solutions: Managing Experiences of Industrial Customers
Hanna Luotola, Olga Perminova, Magnus Hellström and Magnus Gustafsson.
Thursday August 22, 08:00-09:30
Room: O-101

29:08  Externalization of R&D – a competitive advantage for Sweden?
Magnus Gens and Eric Giertz

29:09  Challenges in setting up the sales process for services in international and industrial context – Observations from two companies
Toni Mikkola

Thursday August 22, 10:00-11:30
Room: O-101

29:10  A Science Going Indie, by Selling Sensations? Exploring the conditions and consequences of a micro-financed academia
David Sköld, Kristofer Severinsson and Petter Forsberg

29:11  Entrepeneuring for social change – together
Mathias Karlsson

Thursday August 22, 13:30-15:00
Room: O-101

29:12  Consumer Cultures as Industry, and Cultural Industries of Consumption
Dymek Mikolaj

29:13  A wider perspective on research utilization at technical universities in Sweden
Petter Johansson, Per Fors and Malin Olovsson

29:14  Transformations in the pharmaceutical industry – A story from the inside
Anna Larsson, Göran Lindström and Allan Simpson

Thursday August 22, 15:30-17:00
Room: O-101

29:15  Opportunities in industrial service networks: a service integrator perspective
Tiina Mäkitalo-Keinonen, Tanja Lepistö and Ulla Hytti

29:16  Strategies for commercializing academic research in life sciences. Comparing the venture capital strategy with strategic partnering.
Göran Lindström, Christer Olofsson and David Sandlund

29:17  Shifting CRM system from a tailorized to a standard solution: organizational implications and effects.
Fabio Fraticelli, Andrea Perna and Gianluca Gregori
Track 30

Managing Open

Track organisers:
Juho Lindman, Hanken School of Economics, Department of Management and Organization.
Matti Rossi – Aalto University, Finland School of Business.
Pär Ågerfalk – Uppsala University, Department of Informatics and Media.

Wednesday August 21, 11:00-12:30
Room: O-205

30:01 The Value Generating Mechanisms of Open Government Data
Thorhildur Jetzek, Michel Avital and Niels Bjørn-Andersen

30:02 Freedom and forking in open source software: the MariaDB story
Linus Nyman

30:03 External designers rule outsourcing
Anne-Marie Jontoft

Wednesday August 21, 13:30-15:00
Room: O-205

30:04 Open data industry in Finland: Case studies of the early open data entrepreneurs
Tomi Kinnari, Juho Lindman and Matti Rossi

30:05 Leveraging on open innovation: A study of why organizations engage in open innovation collaboration
Maria Elmquist, Tobias Fredberg and Susanne Ollila
Track 31

Open Track

Track organisers:
Einar Guðbjartsson
Gyðfi Dalmann Aðalsteinsson
Ingi Rúnar Þórarsson
Ingjaldur Hannibalsson
Kári Kristinsson
Runólfur Smári Steinþórsson
Þórhallur Guðlaugsson

Wednesday August 21, 09:00-10:30
Room: G-102

31:01 The bilateral trade agreement between China and Iceland, as a geopolitical pact
Ingjaldur Hannibalsson, Örn D. Jónsson and Pétur Yang Li

31:02 Timing in small firms’ internationalization process toward emerging markets (China focus)
Ya Zhang, Christina Grundström and Anna Öhrwall Rönnbäck

31:03 Can we construct convincing understanding about intercultural interaction in business relationships?
Maria Ivanova and Jan-Åke Törnroos

Wednesday August 21, 11:00-12:30
Room: G-102

31:04 Dynamics of locality vs. non-locality in co-operative banking
Pasi Tuominen, Iiro Jussila and Karl-Erik Michelsen

31:05 The knowledge-based resources of Venture Capital firms’ and Born Global firms’ internationalization
Jan Abrahamsson and Anders Isaksson

Wednesday August 21, 13:30-15:00
Room: G-102

31:06 The relationship between spot and forward and futures contract prices in the Nordic electricity market
Frode Kjærland, Andreas Drage, Berner Larsen, Svein Oskar Lauvsnes and Espen Riibe

31:07 Decision Makers And Networks In Software Development Offshoring: Trust Constituents And Boundary Activities As Conduits In Times Of Change
Edward Gillmore and Fredrik Jeanson
Wednesday August 21, 09:00-10:30
Room: HT-300

31:08  Co-operation as a business model in the logistics sector
   Monica Nyholm

31:09  Understanding relationships of Cooperation and competition between CDM Actors in a network of networks
   Simon Okwir

31:10  Impacts of ceos’ ambivalent interpretations on organizational responses to strategic issues
   Yongjian Bao, Wenglong Yuan and Brad Olson

31:11  Olympic Winners? – A study of how KIBS-firms position themselves relative to the potential mega-project of the Oslo Winter Olympics 2022
   Bente Løwendahl, Tale Skjølsvik and Øivind Revang

Wednesday August 21, 11:00-12:30
Room: HT-300

31:12  Towards a Process Model of Field Creation: An Institutional Theory Perspective
   Christopher Nicol and Mattias Jacobsson

31:13  Performance Measurement in market-driven and market-driving organizations
   Anders Parment and Henrik Nehler

31:14  Sharing Knowledge in SMEs: A New Disseminative Capacity Based Model
   Eric Simon and Jean-Pierre Noblet

Wednesday August 21, 13:30-15:00
Room: HT-300

31:15  Strategy archetypes adopted by Icelandic Companies, their fit with performance measures and effects on financial performance
   Pall Rikhardsson, Throstur Sigurjonsson and Audur Arnardottir

31:16  Marketing Decisions: A contingency model
   Fredrik Nordin and Paul Viio

31:17  e-HRM implementation from micro-political and institutional perspective
   Jukka-Pekka Heikkilä and Jaakko Mattila

Wednesday August 21, 09:00-10:30
Room: L-201

31:18  Work and family balance among Icelandic employees with young children
   Audur Arnardottir, Sturla Hreinsson and Throstur Sigurjonsson

31:19  Knowledge creation in smaller firms
   Susanne Durst, Guido Bruns and Ingi Runar Edvardsson
Organizational perspectives on a productivity and wellbeing intervention in a SME

Signe Poulsen, Christine Ipsen and Liv Gish

Wednesday August 21, 11:00-12:30
Room: L-201

Work Based Learning: Research Framework and the Notion of Competence

Leif Holmberg and Bengt Igelström

Facing the turnover and the shortage of health care workers

Bertrand Pauget and Andreas Wald

Conceptualizing organizational vitality

Tiina Tarvainen and Anu Puusa

Wednesday August 21, 13:30-15:00
Room: L-201

Validation and the Perceived Value of Peer Assessments in Management Education

Tommi Mahlamäki, Toni Mikkola and Mika Ojala

Leadership in virtual context: how do managers influence employees virtually?

Johanna Saarinen

The ecological fallacy of Hofstede, the Globe Project, and their followers

Brendan McSweeney

Thursday August 22, 15:30-17:00
Room: L-101

Re-modeling the relationship between the concepts of trust and control and bridging (some of) the gap between theory and practice

Peter Beusch

The planning regime concept and its application to three examples organizations’ budgeting

Katarina Kaarbøe and Anatoli Bourmistrov

Contemporary management accounting practices in Russia: the case of a subsidiary in a Russian Oil Company

Elena Panteleeva

Friday August 23, 09:00-10:30
Room: L-101

Intra-organizational control- The role of formal and informal mechanisms in coordinating activity across two clinical hospital departments

Kari Nyland and Charlotte Andreassen

Pros and cons with various forms outsourcing of municipality outsourcing: A management control perspective

Mikael Cäker and Kari Nyland
31:32 Does the Swedish nomination model boost the rights of minority shareholders in listed companies?
   Li Malmström

31:33 Exploring how to bridge the accountability gap in hybrid organizations, The case of Malmö-Copenhagen Port
   Giuseppe Grossi and Anna Thomasson

Friday August 23, 11:00-12:30
Room: L-101

31:34 Kings of Cash – Actual flow and Accounted flow in the Banking System
   Asgeir Torfason

31:35 Intangible assets through profit and loss
   Einar Guðbjartsson

31:36 Accounting and information practices in small firms
   Leif Holmberg, and Erling Emsfors

Thursday August 22, 15:30-17:00
Room: L-103

31:37 Service transition strategies in service-dominant settings: reflections from the financial services industry
   Irinja Valtanen

31:38 The practice of service encounters in a district court, a home for the elderly, and a hotel
   Anette Svingstedt

31:39 Customer satisfaction in public transit
   Martin Löfgren, Sara Davoudi, Claes Högström and Mikael Johnson

Friday August 23, 09:00-10:30
Room: L-103

31:40 Professionalism and relationship quality in banks: Small and medium size enterprise perspective
   Zahida Sarwary, Timurs Umans and Bengt Igesström

31:41 Challenges in the creation of new service business – early phase service business development and changes in the value chain
   Mika Ojala, Tommi Mahlamäki and Teemu Laine

Friday August 23, 11:00-12:30
Room: L-103

31:42 Inter-Organizational Cooperation:
   Leif Holmberg and Nils-Gunnar Rudenstam
Track 31

31:43 Frankly speaking – Anthropomorphism in building brands
Maria Frostling-Henningsson

31:44 Developing a tool for customer involvement in solution development
Juho Ylimäki

Thursday August 22, 15:30 -17:00
Room: O-206

31:45 Understanding small-scale entrepreneurs’ co-operation decision by analyzing expected social-psychological values
Terhi Tuominen, Liro Jussila, Sanjay Goel and Pasi Tuominen

31:46 Dialectics: An Emerging Perspective on Entrepreneurial Marketing
Frode Fjelldal-Soelberg and Frank Lindberg

31:47 Regional institutional capital of venture capital financed start-ups
Vladimir Vanyushyn and Anders Isaksson

31:48 Bootstrapping as financing strategy for women entrepreneurs with growth ambitions in Scandinavia
Marta Lindvert and Oystein Widding

Friday August 23, 09:00 -10:30
Room: G-102

31:49 Gender equal entrepreneurship-prerequisite for regional competitiveness and innovativeness
Yvonne von Friedrichs and Cecilia Dalborg

31:50 The lifecycle in women owned businesses –a qualitative growth perspective
Cecilia Dalborg

31:51 Social capital in women entrepreneurship – designing projects for business growth
Yvonne von Friedrichs and Maria Bogren

Friday August 23, 11:00 -12:30
Room: G-102

31:52 The Open Arena Intermediary: Facilitating collaboration for innovation
Carolina Andrade and Maria Elmquist

31:53 Sources of external information in innovation processes: an empirical study among managers of Icelandic firms with international operations
Gunnar Oskarsson

31:54 Are Icelandic Consumers of Payday Loans Less Financially Literate?
Kari Kristinsson and Davíð Arnarson
The Fourth Way of Universities
Antti Ainamo 1.
1Aalto University; (FI).

A considerable body of research-based knowledge exists about governing a given set of universities, but less is known about other levels of analysis. For example, what kind of interactions do staff, faculty, and students, on the inside of one university, tend to have with public-sector government or companies, on the outside? How are such «natural» interactions managed? What is the role of leadership (in the meaning of people management, rather than than task management)? Besides the above gaps in knowledge about levels of analysis, about management and about leadership, a fourth area of uncertainty exists about how and why governance, management and leadership may be different in the university of the future in comparison to their present or past. In this paper, I develop propositions on how to provide answers to the above fourth questions. The paper takes the form of a historical narrative of the appearance and coevolution of university systems around the Western world. The narrative goes as far back as to the birth of modern universities in Italy, France and Britain, and extends as far forward as “what ought to be” in the future. In between, we have an image of “what is” in the present. So as not to be overly abstract and high-fly, this narrative is illustrated throughout the past, present and the future with evidence related to the Finnish university system and its coevolution with changes in economy and society. Evidence of design and mobile gaming is highlighted for theory-grounding purposes. At the end of the paper, implications for further research and for practice are provided.

Swedish universities as autonomous actors? Reform in principle and in practice
Linda Wedlin 1, Signe Jernberg 1.
1Uppsala University; (SE).

Swedish universities as autonomous actors? Reform in principle and in practice

Sweden has followed the recent “trend” in the global governance discourse of universities: to position universities as autonomous, capable actors to a great extent freed from the burdens of state control and regulation. Through the autonomy reform of 2011, formal regulation of universities has decreased, but the question is what this really means for the actions and governance of universities. What does “autonomy” mean, and how do Swedish institutions of higher education interpret and make sense of this alleged freedom?

We will explore the concept of “autonomy” and its meaning in the Swedish university system by analyzing the antecedents and early consequences of the reform in Sweden. Our study consists of two parts. First, we analyze the discourse coupled to the reform and the debate leading up to the final reform proposal, through public documents, referral documents, and an analysis of media comments in the professional journal “Universitetsläraren” between 2007 and 2012. Second, we analyze the initial responses and interpretations of the meaning of “autonomy” in six universities/university colleges in Sweden using available documentation on reform proposals, internal reviews and reports on changes undertaken in organizational aspects covered by the reform. We analyze the interpretations and understandings of autonomy and freedom in these documents. We conclude by summarizing our findings and the implications for our understanding of university governance reforms in Sweden and elsewhere.

Den blandade universitetsorganisationen: Hur kan kollegeralitet, byråkrati och management samspepla?
Kerstin Sahlin 1, Ulla Eriksson-Zetterquist 2.
1Uppsala universitet; (SE); 2Göteborgs universitet.

Universitetsorganisation har varit föremål för aktiva reformer under senare år, inte minst i spåren av regelframställningar, globala jämföranden och en utbredt imitation av företagsliknande styrmodeller. Diskussioner och reaktioner har inte lätt vända på sig. Utvecklingen och diskussionen har under de allra senaste åren varit särskilt uttalad i Sverige, bland annat i spåren av lärosätenas ökade autonomi när det gäller val av organisations- och beslutsstrukturen.

Gemensamt för såväl plädieringen för nya organisationsmodeller och reformering av universitetsstyrningen som kritiken och diskussionen kring aktuella förändringar är att de alla präglas av idealtypiska resonemang. En renodlad modell ställs mot en annan. Det gamla kontrasteras mot det nya. I debatten hörs ofta (den utmanade eller stundom nedmonterade) kollegialiteten ställas mot moderna företagsliknande lednings- och beslutsstrukture. Lärosätenas organisationsreformatörer talar inte sällan om linjestyrning och ”bottom up” styrning.

I praktiken fängas dock organisationers struktur, ledning och beslut av enskilda eller ens ett fåtal idealtypiska modeller. Praktikens universitet och högskolor är – liksom många andra verksamheter – präglade och formade av flera samtida och samspeleande modeller. I den här uppsatsen diskuterar vi vilka modeller som samspele, hur modellerna samspelar och hur samspelet dem emellan kan förstås. Samspelet kan innebära att olika styrmodeller kompletterar varandra, överlappar varandra, konkurrerar med varandra och eller utmanar eller utar-
mar varandra. Uppsatser har en normativ ton. Vi ställer oss kritiska såväl till den okritiska nedmontering av kollegialitet som präglat många organisationsförändringar i universitetsvärlden som till den enkla diskussion där en modell ställs mot en annan.


**01:04 Evaluating Research within a Swedish University**

**Niklas Bomark¹, Niklas Bomark².**

¹Uppsala University; (SE); ²Uppsala University.

Peer-evaluation is an old and central mechanism to evaluate research of a diverse academic profession. As such peer-review techniques have been extensively used, but until recently almost solely within specific scientific disciplines (Sundqvist 2010). However, spurred by new management ideas and increased demands of transparency, peer-review based evaluations have been applied in order to be useable at a university level, outside specific scientific disciplines. In Sweden Uppsala University was the first national university to conduct one of these management oriented peer-evaluations, through their comprehensive evaluation of all research conducted at the university (Quality and Renewal 2007). This first attempt was soon followed by similar attempts at Lund University, the Royal Institute of Technology, the Swedish University of Agricultural Sciences, the University of Gothenburg, Örebro University and the Karolinska institute. Even in the research proposition presented by the government in 2012, the government suggested to increase the annual amount of direct allocated funding to the universities (from 10 percent to 20 percent) based on similar methods.

However, despite the increased popularity among practitioners to rely on these particular types of research evaluations, we know surprisingly little about how intra-organizational subgroups respond to them. In this paper I address this gap and explore, through a case study, how research groups at Uppsala University responded to the first evaluation conducted in Sweden; the Quality and Renewal 2007.

Through a qualitative analysis of internal documents and interviews with relevant persons I show how: (1) research groups are re-organized in order to fit the evaluation, (2) how research profiles and research areas are defined and sharpened, and (3) how these research profiles are filled, through top-down recruiting, with researchers fitting with the specified research profiles. The paper cast light upon important contemporary challenges of how to organize research; challenges which lays at the heart of all academic life.

**01:05 The effects of performance measurement on university employees work – evidence from four fields of science**

**Kirs-Mari Kallio¹, Tomi J. Kallio², Timo Hyvönen³.**

¹Turku School of Economics at the University of Turku; (FI); ²Turku School of Economics at the University of Turku; ³Turku School of Economics at the University of Turku.

According to Ylijoki (2005), owing to the adoption of NPM the previously collegial university management has taken steps towards the ‘managerialistic model’ that emphasises “accountability, efficiency, cost-effectiveness, marketization and quality assessment in academic work” (see also ter Bogt and Scapens, 2012). As practical manifestations of this, new management doctrines and tools such as management-by-results and performance measurement systems have been introduced into university management across the western countries. While most of the extant studies on the higher education reforms focus on the macro level, we decided to ask from individual university employees how they themselves have experienced the adoption of these metrics-based management doctrines. Thus, we asked from 2,780 employees of 12 faculties of three universities in Finland how performance measurement and management-by-results affect their work (response rate 33.6 per cent). This question was presented on open question basis as a part of a wide Internet-based survey questionnaire. As the theoretical basis according to which the empirical findings are interpreted we have adopted the idea of institutional logics put forward by Thornton and Ocasio (2008). The analysis indicates that the majority of the respondents perceive the effects of metric-based management either clearly negative or rather unsubstantial when it comes to motivation and career development.

**01:06 Blogging For Autonomy? How Swedish Vice-Chancellors Position Their Universities**

**Daniel Lövgren¹, Josef Pallas³.**

¹Uppsala University; (SE).

January 1st 2011 the Swedish government made effective a reform bill with the aim to increase the freedom, quality and competitiveness of Swedish higher education. Following are changes in circumstances and challenges to organization’s operations and activities, hence its conceivable existence and success. Adapting to a changing environment and adopting the new preconditions where individual organizations increasingly compete for resources makes issues of relative standings, similarity and uniqueness within the field relevant to investigate. Parallel to the development of the way new forms of communication (such as social media and community networks) are understood and treated not only as means for informing and engaging different groups of stakeholders, but also as a central platform for interactions and negotiations with these groups, universities are
placed in a context where communication activities are becoming an essential part of their operations. In this paper we seek to explore and discuss how Vice-Chancellors communicate and position themselves and their universities through social media in the light of the new institutional preconditions constituted by recent reforms and de-regulations.

In this study, we use the Vice-Chancellors’ blogs as study object. A total of 15 blogs or equivalent media outlets (of 47 possible) are included and analyzed through a multi-dimensional framework. First, we address the blog posts on associating the university to the wider university field; or signaling idiosyncratic educational, organizational and financial qualities and perspectives. Second, we examine whether symbolic or technical signaling of organizational performance and activities are applied. Third, affiliations to other organizations in the field are analyzed. A two-year longitudinal perspective (2011–2012) sheds light on the development since the activation of the reform.

The results extend our understanding of how Vice-Chancellors and universities align to perceived shared values, norms and beliefs of the field, distinctive and differentiating features, or hierarchical relations. We test whether universities tend to emphasize unique features in the changed and increasingly competitive market – an assumption derived from the underlying ambitions of the reforms in the higher education field. The findings are then discussed in terms of universities’ legitimacy, reputation and status.

01:07 Business school in transformation: The rise of academic capitalism and new deanships
Kerttu Kettunen¹, Kimmo Alajoutsijärvi².
¹University of Oulu, Oulu Business School; (FI); ²Jyväskylä University School of Business and Economics.

Over the past century, business schools have struggled their way from “ill-defined” and unscientific clerical schools (Hotchkiss, 1920: 92) to academic institutions that have, in the course of the recent decades developed further into corporate-like organizations (Khurana, 2007; Giroux, 2002). Indeed, Thomas & Thomas (2011: 526) argue that the modern business school is “currently valued much more for its managerial expertise, cash-generation abilities and financial strength than its intellectual strength and scholarship” (see also Bok, 2003; Starkey & Temppest, 2008). Hence, while running a business school somewhat forty years ago used to be “something that a senior professor might well take as a matter of duty shortly before retirement”, the deans of the modern era “almost constitute a profession in their own right” (Starkey & Tiratsoo, 2007: 55).

Building on a historical approach, this paper studies the changes that have occurred in the management of business schools since the early twentieth century until the present. Through an empirical study of business school deanship in Finland, the paper seeks an answer to the following research question: How has the transformation of business schools influenced on their management in Finland?

The empirical data of the study consists primarily of business school rectors’ speeches in addition to which a dozen interviews with current and former business school rectors, deans, and department heads were conducted in the fall of 2012.

It is argued in the paper that owing to the institutional changes experienced by business schools, also their management has changed and fragmented into different types of ‘deanships’. Based on the present study, the following framework for typologizing business school deans is proposed (see Figure 1).

![Figure 1. Typology of deans](image)

01:08 Organizing Business Studies – Managing diverse logics of knowledge in higher education
Jan Löwstedt¹.
¹Stockholm university school of business; (SE).

The Swedish Higher Education Sector has over last decades grown in number of students and educational programs but, also in the way the sector is organized in Universities and University Colleges. A consequence of growth and emerging NPM governance regimes is new forms of organizing; for example, collegial ways of decision making has been challenged.

University departments are expected to be engaged in education, research as well as collaboration with society at large (tredje uppgiften). From being considered providing different products/services according to these different goals there are claims of more integrated ways of working. Teaching is expected to be based on scientific knowledge (research), research is expected to have impact in society and university departments are expected to develop links and relations to organizations in the environment to contribute to employability of their students. It is therefore interesting not only to understand how different logics are managed, but also how the increased quest for knowledge is addressed in an era where such logics is expected to be intertwined, merged etc.

The aim of this paper is to discuss how diverse logics of knowledge through different organizational forms within higher education are managed. Theoretically the paper is based in theories of knowledge in organizations as situated (Blackler 1995) and mediated by talk, action, artifacts etc. (Löwstedt & Stymne 2002) and on the understanding of knowledge in organizational as enacted
High Quality in Business Education – The Success of a Small University

Kristina Genell1, Christer Ekelund1.

This paper has its origin in the new evaluation system that was introduced by the Swedish National Agency for Higher Education (HSV) (from 2013 The Swedish Higher Education Authority) in 2011. In this new evaluation system the focus is on the results (in the form of bachelor and master theses) compared to the earlier systems that focused on processes, number of professors, published articles etc. The result of the evaluation of the subject of business administration, that was carried out in 2011, were to a certain extent surprising. At the bachelor level only three universities (Stockholm School of Economics, Jönköping International Business School and Kristianstad University) received the highest grade “very high quality”. The central question of this paper is how it was possible for a small university like Kristianstad University (HKR) to succeed in this new way of measuring quality in education. Was it pure luck or is it possible to explain this excellent result? The first part of the paper we focus on the concept of “refinement”. The students that are admitted to the programme at HKR have considerably lower grades that the students admitted to the big universities. A survey of the bachelor theses that were sent to the evaluation from HKR showed some interesting results. The male students who had the lowest grades when admitted to the programme produced the best bachelor theses according to the evaluation.

A Dark Side of Internationalization

Rolf A. Lundin1, Elisabeth Sundin2.

The importance of internationalization for Sweden has for a long time been hot on the political agenda. The academic field is part of a strong support of internationalization ambitions. But there are degenerate species of internationalization to keep a sharp eye on. One we have in mind concerns how applicants for academic positions are evaluated.

Part of this internationalization is that publications in international journals (mostly American or British) are expected to be the prime criteria in evaluation for academic positions. Evaluations also seem to be transformed into a mathematical exercise where content in fact does not count, but only the numbers of publications and the rankings of the journals. A similar trend is the demand for international evaluators of all parts of our national system which is research programs, applications for financial resources for research programs, projects and positions. International is also when it comes to these matters almost equated with experts from the US or western Europe even though the academic landscape is transformed worldwide.

We question this trend: Is quality promoted in this way? Scandinavian/Nordic systems have qualities that are worth protecting. We will elaborate on our standpoints and give some examples from our own experiences as evaluators and experts.

We will also argue that the methods used by many international colleagues could be seen as part of a devaluation of the professional academic system. Unfortunately, we expect the methods used to be the standard in the years to come.

Why do lingua franca students choose English medium instruction? A Bourdieuan perspective

Klarissa Lueg1, Rainer Lueg1.

1Aarhus University | School of Business and Social Sciences; (DK).

Taking a Bourdieuan perspective, this paper analyzes the relevance of social background and capital for choosing English medium instruction (EMI) among lingua franca students in a business school setting. While proponents argue that EMI generally increases the employability of graduates, they do not sufficiently consider existing evidence suggesting that study strategies differ substantially...
across milieus and gender. Specifically, failing to account for distance to the educational system in choosing EMI can foster social inequality, reproductive elites and conventionalism in mental models.

Using a survey, we conduct a quasi-experiment in two identical Bachelor programs that differ only in their instruction languages (n=676). Using structural equation modeling, we find that students from higher strata are much more likely to choose EMI (R2=28%). As suggested by the Bourdieusian perspective, this relationship is not directly observable but rather becomes effective in a mediation model through hidden mechanisms, such as cultural capital (relative English proficiency) and better sense of gaming and positioning (career orientation). Business students from the lowest stratum self-select against EMI due to their pronounced fear of failure and despite their awareness that EMI leads to higher employability.

Our findings and suggestions support governments and universities in successfully introducing EMI while ensuring social equality.

**02:01 Stepping up from the audience: the researcher as director and part of the ensemble**


1Swedish University of Agricultural Sciences; (SE); 2Linnaeus University; 3Linnaeus University; 4Linnaeus University.

Adopting a theatrical metaphor, we argue that the engaged researcher can interact with the situation studied in three different research positions: as one of the directors staging an event (1), as a member of the ensemble performing an event (2), as a member of the audience observing an event (3). The three research positions identified are developed theoretically based on action research and interactive research. Those two affiliated methodological traditions have been developed out of the conviction that the neutral and distant research ideal is unrealistic and even problematic, as it holds out the prospect of a possible “view from nowhere” where the presence of the researcher does not influence the situation studied.

We give examples from two research projects. In the first project a PhD student interacted within three different events using a specific research position in all three events, thus using all three positions within the same project. In the second project undergraduate students staged his/her project with local stake-holders, and researchers interchangeably staged events as well as took part of the ensemble performing the event and took part in certain events as part of the audience. Taking different roles as well as changing roles made the travel between closeness and distance to the research process possible as well as making sense of the studied processes in both projects. In the first project with a sole researcher extended time is necessary, while in the second project the different roles can be divided by members of the research ensemble.

**02:02 Rekindling Academic Selfhood through Narrative Identity; A Ricouerian take on “Slow” as a reflexive other to “Americana”**

Henrika Franck1, Mikko Vesa2.

1Hanken School of Economics; (FI); 2Hanken School of Economics.

In this paper we discuss the implications of two narratives on the future of the academic world. The first of these two is a story thoroughly familiar to the Nordic organization scholar. It is a narrative of increasing short term result-orientation in research funding, focus on hyper competitive international publication, an abandonment of national languages in academic teaching and homogenization of the academic working environment. We label this narrative “Americana” and argue that it is the dominant script of academic reform. What is alarming is that our field appear to be unable to reflexively analyze the narrative. Rather, we either endorse it or combat it with a tragicomic futility resembling Cervantes’s Hidalgo of La Mancha.

We contribute the deprivation of this reflexive analysis to the lack of reflexive counter-narratives. In this paper, we draft such a counter-narrative based on the ideals of the Slow Movement. Starting as a countermovement to the establishment of a McDonald’s fast food restaurant in Rome in 1986, the Slow Movement is now an intellectual cradle inspiring social movements in areas as diverse as food, architecture and finance. And, we argue, it could serve as a source of reflexive inspiration for the academic community. The slow movement is a community response to the change neurosis of our time, emphasizing the need to work locally, respect the community and to celebrate the heterogeneity of the human habitat.

In order to bridge between these two narratives we draw on the philosopher Paul Ricoeur’s thinking of Narrative Identity. We argue that academic identity, conceptualized by Ricoeur as a constant iteration between selfhood, sameness and otherness, is brittle today. One is either embracing Americana as an all-explaining hegemonic narrative leading to a sameness-driven conceptualization of academic selfhood or one is fenced by an all-prevailing sense of otherness against the institutional, transpersonal and self-identity claims of Americana. Through the generation of a credible counter-narrative academia can enter into a reflexive and thus more ethical state regarding its own identity; one that is based on awareness of the constant (ipse) and the changing (idem) of identity. This profoundly ethical state implies steering away from the glocal; essentially the glorification of localized global ideals, and turning towards a new form of academic mundanism embracing globalization as an opportunity to enrich local heterogenia through exchange.
Critical insights on accounting education – integrating social and environmental accounting into the Finnish business curriculum

Hannele Mäkelä¹, Matias Laine¹.
¹University of Tampere; (FI).

Accounting and corporate reporting have a central role in the management of organisations. Traditional accounting practice is however facing criticism for its neglect of social and environmental issues, the shortcomings being evident both in the realm of practice and in business education. Social and environmental accounting (SEA) is a subset of accounting, which focuses on areas that seem to lie outside the traditional economically oriented field of financial accounting and reporting. SEA can be considered a possible solution through which different actors can better understand the role of companies in the changing social circumstances. It could also help corporate actors to adopt a broader understanding both in business management as well as in communication with stakeholders.

Accordingly, and due to the relevance of sustainability in contemporary society, we argue that it is essential for accountants to be able to critically evaluate the relationship between accounting and sustainable development. Furthermore, as decisions within corporations eventually come down to individual managers, we maintain that business education has a pronounced role in enabling alternative criteria for measuring and evaluating corporate performance.

This paper explores how social and environmental accounting is currently positioned in Finnish universities, both in curricula and as a field of scholarly interest (that may foresee changes in accounting education, too). For this purpose, we utilize qualitative methods to analyse data gathered from various sources, including university curricula, scholarly publications and seminar presentations. With insights from critical pedagogy we maintain that pluralistic and critical perspectives in education are essential for understanding and critically analyzing sustainability. Accordingly, this should also be reflected in the accounting curriculum as a broader view of corporate impact on society.

Description of the Young Scholar Initiative and the Commons group at the Institute for New Economic Thinking

Asgeir Torfason¹.
¹Gothenburg Research Institute; (SE).

In order to broaden the discussion of Engaged scholarship in business schools I want to present my experience during the PhD study when I engaged in the Young Scholar Initiative (YSI) Commons. This initiative was started after almost 600 graduate students applied for 25 places at the annual plenary conference of the Institute for New Economic Thinking (INET) in Berlin in April 2012: Paradigm Lost – Rethinking Economics and Politics.

One professor from the organizing committee of the main conference decided in order to minimize disappointment of 575 students to contact the German students that had applied, and get them to organize a parallel conference in three auditoriums at the hotel next to the conference venue. Live-stream links were put up and many of the prominent speakers of the main conference came over to the YSI-Commons venue of the graduate students to talk directly with us. On the last day the almost 300 students that attended at their own expense, from all over Europe, “occupied” the main conference (were invited to do so).

I was one of the students, and have since then been active in building up the online community of the YSI, both in an open Facebook group, currently with 969 members and a closed virtual space on the NING platform where 512 graduate students from all over the world are registered and participate in over 40 different working groups, make blogs, have reading group sessions...
through video conferencing and invite Nobel prize winners and policy makers to virtual visits.

This is not intended as research paper – but instead an illustration of an ongoing project – I would in my presentation show videos and the online platforms used in this initiative and describe engagement activity.

See for example:
http://ineteconomics.org/conference/berlin/
ysi-commons
http://youtu.be/rUIOFP5_G9w

02:06 «Engaged Sisters ’ » Studying the entrepreneurship and innovation support system from ‘inside’

Karin Berglund1, Frida Birkelöf, Johanna Lundin, Annika Löfgren.

1Stockholm University; (SE); 2Sisters in Business; 3Sisters in Business; 4Sisters in Business.

Entrepreneurship and innovation support has grown into large institutions in a society that cherishes an enterprising culture. It has however been recognized that the public support system is highly gendered, favoring men and male businesses, whilst programs targeting women put the onus on individual women to start and grow businesses. As well it has been recognized that the policy support system tends to exclude ‘othered’ groups rather than including them in enterprising activities. The sub-texts of entrepreneurship support points to how some people “are” entrepreneurs, whilst others need support in order to become more entrepreneurial. Hence, there is a need to change the support system of entrepreneurship and innovation since it disempowers rather than empowers ‘othered’ groups in society.

“Sisters in Business” make up an organization of women entrepreneurs who have joined forces to address this need. Their vision is that entrepreneurship should reflect the society at large. During the last year they have therefore taken several initiatives to make this happen and is today one of the support organizations in a medium sized Swedish town. In this paper three Sisters are working together with a researcher within this area. Together we have formed a group of “engaged sisters” . In our dialogue the dichotomy between ‘practice’ and ‘theory’ have temporarily dissolved in favor of creating narratives, from episodes, experiences and the everyday life of sister’s, to illustrate how the support system works from ‘within’. This led us to questioning whether the ‘support system’ really is a support system, or something else? Furthermore, this insight made it apparent that there exists ‘other’ support system, tough concealed and silenced. Finally, suggestions are proposed for how ‘practitioners’ can work together with ‘academics’ to change the rules of the game.

02:07 Value co-creation in practitioner-academia relationships. Competencies for doing actionable research

Rikke Kristine Nielsen1.
1Copenhagen Business School/Solar A/S.

Abstract: This paper addresses the research practice of practicable research by drawing a map of methodological in-roads to doing research with a view to bridging the practitioner-research gap and producing what has been termed as ‘actionable research’ by engaging closely with practitioners in the research process. The map includes three territories and methodological in-roads for doing research in close collaboration with practitioners with a view to mutual value creation and co-construction: Doing research, in/with(in), for and in-between organizations.

The methodological reflections in the map are illustrated and discussed against the backdrop of a concrete instance of academia-practitioner collaboration, the industrial Ph.D. research project of Group Mindset-Development in Solar A/S. The industrial Ph.D. researcher is seen as a front-runner vis-a-vis a political climate of increasing demands from governments to universities with regards to the ability of research groups to demonstrate co-operation with external stakeholder groups and an illustration of the privileges and pitfalls of doing research in close engagement with practice called for by the increasing academic interest for actionable research.

Using empirical data from this on-going practitioner-academia research project, a literature review and inputs from a professional development workshop organized by the author at the British Academy Management’s annual meeting 2012 a position for doing research in/with(in), for and in-between practice is carved out. Based on the challenges and potential pitfalls inherent in this research position, researcher competencies for successfully handling the research management of the in-between and bridging the academia-practitioner gap in research practice are discussed. Further, competency requirements of both academia and practice as main stakeholders in an industrial Ph.D. project or other projects with the ambition to create value in both camps simultaneously are debated based on the methodological map presented.

03:01 Two plain and one purl. Societal entrepreneurship and local development

Gunilla Lönnbring1, Bengt Dahlgren, Sara Westlindh.
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Our study is about societal entrepreneurship from local development perspective. Societal entrepreneurship is defined as public involvement and entrepreneurial action in combination. Its purpose is social influence and a will to do good; action is in focus. Sustainable development is
built into the concept. The idea of societal entrepreneur-
ship is given comprehensive contexts through a discus-
sion of the spirit of the times and the place.

The focus is on two comprehensive issues, about the
interplay between societal entrepreneurship and the
system and the local environment. It is about the county
of Värmland, Sweden and a municipality. The empirical
part is based on meetings with researchers and societal
entrepreneurs, on discussions with representatives of
regional actors and the municipality, and on statistics
and municipal documents. We wanted to capture the
characteristic features of the municipality by means of
questionnaires and a web survey about people's image of
the place.

Our study shows that societal entrepreneurship plays
a role even though the concept is not used. Instead much
is said about people with driving and inspiring spirits
and the importance of enterprise. The picture of the
system varies. It is difficult to define and complex; from
other angles there is great practical knowledge about it.
The municipality plays a central role as a system actor.
The idea that the soil for local initiatives and enterprise
varies between places is clear. In general terms the local
environment is experienced as more interested, support-
ive, and encouraging than the reverse. The municipality
has characteristics of importance for societal entrepre-
neurship that should be able to be developed.

03:02 “Illusory meanings” – On the absurdity of organising for creativity
Stephan Schaefer¹.

¹Lunds Universitet, Department of Business Administration; (SE).

In my paper I explore meanings surrounding the organ-
ising processes for creativity as an escape from the
feeling of absurdity whereby I relate to the meanings
embedded in popular management discourse on the
creative economy. I will in the main argue that far from
straightforward and unambiguous meanings of creativ-
ity have at best an uneasy relationship to organisational
managerial practices. My empirical material consisting of
interviews and observations which I collected at a high
technology company and my subsequent existential–phe-
nomenological analysis illustrates that managers stuck
to their initially articulated meanings concerning the
organization of creativity in the face of constant failure.
How does such a fragmentation between meaning and
practice come about and why does it persist? In order to
make sense of these questions I explore the concept of
the absurd as a possible explanatory concept and position
it alongside and against paradoxes and dialectics as pos-
sibilities of resolving managerial struggles. I will argue
that the concept of the absurd has significant explana-
tory power in understanding the nature of organisational
practices and its relationship to meanings and practices.
The concept of the absurd allows us to understand better
the dynamic between inevitable changes stemming from
performing organisations and the need to resolve strug-
gles between meaning and practices as a way to continue
managerial work unperturbed.

03:03 The value of stability
Ulrica Nylén¹.

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The issue of organizational change has long been a
quest for organizational scholars as well as for practicing
managers. Emanating from Kurt Lewin's three-step-
model, the conventional view makes a distinct separation
between change and stability, where stability is seen as
the normal state of the organization whereas change
is the temporary exception that needs to be explained,
encouraged, and managed. This duality has persisted also
in modern research as well as in managerial practice and
popular literature; however, the dominating discourse
now one-sidedly advocates change, innovation and
development whereas stability is ascribed with negative
connotations of inertia, inflexibility and rigidity. Lately,
a path within organizational research has emerged that
holds that all organizational phenomenon are essentially
in a state of constant transition, i.e. change becomes the
natural way of life of the organization. It could however
be argued that constant change and renewal might not
always be called for; instead it should be equally impor-
tant to also stop and reflect, to be confident and persist-
tent about the organization's direction and patient with
regard to outcomes. Accordingly, stability becomes the
"deviation" that needs to be explained, encouraged and
deliberately managed. This paper outlines and contrasts
the temporary change view, the dominating change dis-
course and the ontological process view in order to high-
light and restore the value of stability and continuity in
organizational undertakings and procedures. Implications
for organizational research and as well as managerial
implications are drawn.

03:04 Re-organizing for Innovation: Dynamics of Middle Management
Attention in a Strategic Renewal Project
Lena Ekelund¹.

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and Entrepreneurship; (SE).

Today's decision-makers are inundated by stimuli and
even more so during periods of intense change in their
environments. Naturally this prevents all events to be
aptly attended to. A use of the attention based view
(Ocasio 1997) explore organizational renewal projects is
rare. To our knowledge, no longitudinal studies used an
attention-based view as analytical lens. This longitudinal
study, stressing over four years, examined attention dur-
ing a strategic change project in product development in
a mature industry. Data comprise of fieldnotes, observed,
recorded and transcribed meetings, interviews and
reviews of internal documentation. In this paper dynam-
icos of middle managers' attention-base are explored. It
is generally acknowledged that major change processes
in organizations are multilevel phenomena in which
middle managers play a key role in mediating ideas and
messages from above and below (Floyd and Wooldridge 1994; Huy 2002; Balogun and Johnson 2004). Several calls for research on how managers implement change over time in their organizations in high velocity environments (Eisenhardt and Martin 2000; Davis, Eisenhardt et al. 2009) have been made by key researchers in the change management field (Pettigrew, Woodman et al. 2001). The data show how dynamics of problematic change projects and an organization’s attention structures and focus become obstacles for organizational renewal when misaligned. As new situations arise, driven by in this case top-down initiatives, new repertoires of issues and answers are required through-out the organization to attain sustainability. This case illustrates how failing to harmonize the situational and attentional focus of middle managers is detrimental to change implementation.

03:05 Strategic visions as devices for change? An alternative framework with Gabriel Tarde

A. Carina Bayerdörffer1

1Copenhagen Business School; (DK).

In management studies, strategic visions are portrayed as clear-cut management devices endorsing galvanizing collectivization processes and progressive change within the organisation. Contributing to discussions on such strategic visions, this paper examines how managers work with visions on a daily basis and how they relate it to the employees? Theoretically, the paper finds inspiration in Barbara Czarniawska’s recent use of Gabriel Tarde in her work on imitative processes between city administrations, but also goes beyond Czarniawska by pursuing Tarde’s sociology of imitation in greater empirical detail. According to Tarde, sociality is constituted by association, which in human societies takes the form of imitation. Applying Tarde’s notion of imitation, the paper argues for an understanding of the potential performativity and collectivizing ability of visions in terms of imitative patterns occurring on a micro-sociological level, including phenomena of resistance, gaming, reinterpretation and misunderstanding. Empirically, the paper explores the unfolding of management by vision in two medium-sized engineering companies in Germany, drawing on a qualitative case study research approach including interviewing and shadowing managers as well as photo elicitation. The paper argues that management by vision is taxing because it challenges existing meanings about the companies’ objectives and working practices. It demands from managers to translate the abstract, future-oriented content of the vision in a way that connects it to the employees’ perspective and their daily tasks. Visions, thus, produce homogenizing and discriminating dynamics at the same time.

03:06 Mobilizing First-line Managers as Assets in Organizational Strategy Making: The Case of Sustainable Operation

Åge Gjøsæter1

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Abstract

This paper explores how first-line managers are mobilized as assets in organizational strategy making. Our research case is a campaign launched by a shipping company to operate offshore service vessels sustainably. Collection of primary qualitative data through interviews, supplemented by secondary data, constitutes the methodological approach for investigating the research case. Our findings point to that the first-line managers are mobilized through a strategic idea appealing to values resonating with prevailing institutional and organizational values, through providing for a repertoire of how to act to transform the idea into practical realities, and through making the campaign a competition among the vessels, including providing for honored rewards for achieving sustainable operation. Later, in the ongoing execution of sustainable operation, first-line managers are mobilized through being identified and made accountable as key micro-organizational practitioners, and by being encouraged and enabled to enact sustainable operation on a day-to-day basis. Finally, however, not in the least, first-line managers are mobilized through corporate following-up and supporting of the campaign on a continuous basis. The paper contributes to advancing our knowledge about mobilizing of first-line managers as micro-organizational assets in organizational strategy making and is of particular interest to companies within the shipping industry struggling to improve their competitive position.

03:07 Entrepreneurship and Stability

Hallur Thor Sigurdarson1

1Copenhagen Business School; (DK).

How is a Ministry and cultural policy affected first by entrepreneurial leadership and then by stable leadership?

The paper investigates the interplay between radically entrepreneurial leadership and continuity or stability in leadership. Entrepreneurial leadership has been strongly advocated in recent years. But is it sustainable and desirable? How does it compare to leadership of continuity or stability? Empirically, this case-based paper is based on several months of ethnographic observations and interviews in a Ministry of Culture (field-work still in process).

Two very different Ministers have led the Ministry during the field research, allowing for a unique comparison of two very different leadership styles. The former Minister can be described as an archetypical entrepreneur, inexperienced politician, but a powerhouse of new ideas and innovative leadership approaches. One of her objectives was to change the Ministry and how officials
work. For example, she would often bypass the hierarchical order of officials, have them participate in brainstorming workshops, and use an external team of young volunteers as consultants. Her entrepreneurial methods sometimes resulted in irritation and insecurity amongst officials and harsh criticism from influential actors on the cultural scene. In the end the Minister resigned because of accusations of nepotism after fourteen months on the job.

The Minister that took over was of a different and more traditional kind, armed to the teeth with decades of political experience, and a solid political identity and network. She did not have ambitions to change the Ministry, and officials could start to work the way they were used to – for the most parts. With a very different and stable approach she would set a strong political agenda and drive results, even for (creative) projects initiated by the previous Minister.

The paper applies a constructivist approach to methodology and analysis, applying literature from philosophy, sociology and organizational theory.

**03:08 What does it take for an industrial employee to translate managerial ideas?**

Peter Hagedorn-Rasmussen1.

1Roskilde University; (DK).

This paper explores what is needed for skilled and semi-skilled workers to be able to fashion managerial ideas when they are introduced in contemporary organisations. The paper is founded on a project conducted in 2010–11, Skilled workers meeting production- and management concepts. Lean and Performance Management, was chosen as examples of managerial ideas intended for moving business, work, and production processes in directions that increase quality, performance, and efficiency.

The paper is based on the assumption that managerial ideas are not always rigid, but may be malleable and open for modelling. These assumptions are informed by theories of social construction of technologies and pragmatic neo-institutionalism which will be presented in the paper. It is also assumed that 'successful' translation of the managerial ideas is dependent of the ability to internalize the localized knowledge from the employees.

The project included a qualitative analysis including interviews with employees and managers (operations and HR) in 6 companies, where we explored the translation of Lean and Performance Management. An analysis of contemporary vocational was included in the study as well.

Our study has shown great variance in translation of the managerial ideas. Few examples demonstrate how skilled and semi-skilled production workers are not granted any room for contribution to the detailed knowledge. In other cases we have experienced how skilled workers bring different competences into the translation of the ideas and transform unilateral top down processes into participatory design processes were they workers engage in processes of translation. The necessary skills for being able to participate in processes of translations are numerous, but vary and are contextual dependent. These skills will be presented in the paper as well.

**03:09 One for all or all for one? Role of individuals in institutional transformations**

Nadezda Nazarova1.

1University of Nordland; (NO).

Supply Chain Management literature to a great extent sees the development of supply chains through power lenses. However, the dominating Cox's (1999) theory of hierarchical structures of supply chains ignores the possibility of multiple interactions between the actors. Hence, the role of individual in the development of a supply chain has been rather neglected. Some scholars address managers’ capabilities to manage supply chain disruptions (Tracey et al., 2005). Others study the role of management in building trust between partners (Yeung et al., 2009) that facilitates integration, or in increasing efficiency of a supply chain with regard to accounting figures (Ramos, 2004). However, the individual has never been considered capable to influence the chain development by means of power redistribution.

Considering the Northern Sea Route (North-East passage) as a supply chain and as a strong institution forced to change, the narrative described in this paper illustrates how individual efforts can preserve institutions from destruction by reconfiguring the supply chains they are built on. The paper emphasizes that while participants of the chain have to follow prescribed rules occupying prescribed positions, individuals still have the right to quit and enter the chain any time. Hence, their freedom of integration can affect the development of the chain represented by a particular institution. In other words, the established power balance can be challenged by concentrating individuals’ efforts in the nodes they can be best utilized.

**03:10 Simplifying the world: The use of Logical Models and Result Matrixes in the field of Development Cooperation**

Janet Vähämäki1.

1Business School, Stockholm University; (SE).

This paper aims to explore the use and application of logical models in the field of Development Cooperation. Logical models have been used in the planning and follow-up of development cooperation interventions since the 1960’s. Historically, the models have risen as part of different management- and political waves. However, specific models have always been declined and new models, with a different name and with a slightly different setting, have always been introduced. The models have most often resulted in a Result Matrix, requesting a simplified overview, most often in quantitative terms,
of the expected linear change process in the project/programme. Today, as part of the politically driven ‘Results Agenda’ in Development Cooperation, control requirements through Results Matrixes, is stronger than ever. This paper contains empirical data from a qualitative analysis from three attempts to introduce logical models in the Swedish Development Cooperation Agency, Sida. The paper discusses the driving forces behind the spread of logical thinking and Result Matrixes in Development Cooperation. It also discusses whether there are factors that are more supportive towards the implementation of the current logical model or whether the current model risks facing the same destiny as previous models.

03:11 Sense-making and ongoing change at KMD
Karl-Heinz Pogner1.
1Copenhagen Business School; (DK).

From being the data-center for the public sector and the exclusive IT provider of the Danish municipalities, the IT-company KMD has become an IT provider (service and solutions) for public and private customers. KMS’s market position changed significantly from a monopoly-like status to a private company in a very competitive market, when the Danish Municipalities sold KMD to a pension fund and a private equity fund in 2008.

As response to these changes and to the demands of the (new) shareholders, KMD initiated a long-term change project with the objective to ensure a change from a specialist culture to a commercial culture. To achieve these goals, the change process should implement new management processes, and change communication about “the journey of change” was designed to help embedding the “KMD 2015 strategy – The New KMD”.

The paper is aiming at investigating the discourse of this cultural change. It will not only look at the “official” corporate change project and the change communication by the management and the HR & Communication Department. But it will also explore the employees’ sense-making about the changes and their implications on their everyday-work. The sense-making can be traced in the focus group interviews with the employees. The interviews reveal both consensus, but also parallel and competing stories. The participants agree broadly with the official discourse about the general goals of the change, but nevertheless are uncertain and insecure about the future. Three reasons can be detected for this: inconsistencies, lack of “translation”, and interdiscursivity.

In KMD’s case «change» is not only a result of the management’s strategy but also an outcome of partially competing discourses of the employees. By looking at the employees’ discourse the case study of the discourse of change at KMD investigates how change is socially constructed and how its meaning is negotiated in discourses.

03:12 Managing constant change in innovation networks
Helena Rusanen1.
1Turku School of Economics; (FI).

The objective of the study is to describe the change in innovation networks and how this process can be managed.

The paper employs a longitudinal, qualitative embedded multi-case study. It was conducted both at a firm level in three focal technical service firms, and at an innovation project level in five innovation networks. The primary data collection method was qualitative interviewing. Altogether 57 interviews were conducted between 2010 and 2012.

The findings showed that open service innovation networks are under constant change. Network structures change constantly during the innovation process. Similarly, people who work in the innovation projects may change several times. Various changes can take place because of individual network actors and environmental changes. This necessitates specific capabilities to manage the innovation process.

Capability to manage constant change proved to be a necessary capability in open service innovation networks. A systematic and careful project planning that concerns the entire network was found to help to react more flexibly to sudden changes, for example, in time tables, network structure and in the environment. Considering the risks that are connected to an innovation project in a network of actors, aids in planning how to prevent or reduce them. Clear commitment of all actors to the innovation, sufficient resources and systematic working methods were found to reduce the risks in innovating. When the innovation network faces changes, creativity of actors helps to find solutions to the challenges they face.

04:01 Integrating new service development with service operations in knowledge-intensive business services
Miia Martinsuo1.
1Tampere University of Technology; (FI).

Product-based businesses may define a separate service development process to achieve service innovations and create new business. In knowledge-intensive business services, new service development (NSD) often takes place through incremental steps as part of service delivery to the customer. Such integration of NSD with service operations is, still, poorly understood and quite challenging, due to the simultaneous goals of efficiency and innovation. The aim of this study is to develop new knowledge on the ways in which NSD takes place as part of service delivery, particularly in the context of management consulting. We seek understanding on the special nature of NSD and practices of integration with client-oriented service operations, when knowledge intensity
04:03 Creating competent mobile engineers: the case of an introductory development program for technical consultants

Elisabeth Borg1, Svjetlana Pantic1.

What constitutes a consulting firm and those employed by one have changed with the change in the consulting business. One example of a new hybrid consulting firm is the technical consulting firm, which is the focus for this paper. This type of consulting firm employs senior consultants as well as newly graduated engineers. The majority of the consultants perform their daily work, as highly educated resources, together with other engineers in client projects, although on a time-limited basis. This type of work corresponds neither with traditional management consulting nor low qualification temporary work. Moreover, as these consultants perform their work in client projects, the technical consulting firm has only limited possibilities to evaluate and control the quality of the consultants’ work, thus training and development activities would be an important means for management control, to ensure that consultants can deliver high quality services. This paper reports on a case study of one such development program. In detail, this program targets newly graduated engineers recently hired within the case firm. This program aims to develop and speed up the engineers’ skills and experience in order to make them better engineers and consultants.

The objectives of this paper are to elaborate on what constitutes a good consultant in this context, in addition to exploring how this program contributes to the development of the participants’ consulting abilities. The study relies on observations of the program and interviews with managers and participants. By analyzing the participants’ development through Polanyi’s framework on practical knowledge the study shows that this program is used as a control mechanism by positioning the consultants’ skills to fit the firms’ social norms.

04:04 Scandinavian engineering consultants doing offshoring engineering – new forms of knowledge and service sourcing

Christian Koch1, Claus Jörgensen2.

Scandinavian engineering consultants doing offshoring engineering – new forms of knowledge and service sourcing

CHRISTIAN KOCH

Offshoring, a strategy of transferring activities across national borders, is becoming increasingly attractive for engineering consulting firms operating in Europe. The consulting companies are knowledge based and continuously struggle creating and maintaining knowledge inten-
sive processes and organisations. They may experience lack of skilled personnel and or an increasing pressure on costs. Moreover countries like India offers highly qualified engineers at a relative low pay.

The aim of this contribution is to investigate Scandinavian based consulting engineers’ experiences using offshoring. A host of possible organizational forms can be used to source knowledge globally. It can encompass a single project, but can be a profound collaboration and encompass a strategic transformation of the Scandinavian firm.

Theoretically the paper builds on international business, knowledge intensive professional services and strategic management approaches. A literature study on offshoring in general and a compilation of studies of engineering offshoring shows that offshoring involve significant strategic choices beyond single project endeavours. The empirical method is desk research of the 30 largest consulting engineering companies in Denmark, Sweden and Norway. The firm strategies in using offshoring are differentiated; in house, outsource, offshore, and captive local investment. Even within the project frame, trust, communication and proper (soft) management are important. The results thus show that a transactional approach to the collaboration is insufficient and that the offshoring firm can be seriously challenged in its strategy when trying to enable knowledge integration.

04:05 Customer Relationship Management as enabler for relationship-specific knowledge sharing in B2B-services companies

Philip Roth1.

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In contemporary marketing research, Customer Relationship Management (CRM) is often described as a strategy for collecting customer information using modern technology. Hence, a majority of studies in the area mainly focus on IT-infrastructure and implementation related issues, and rarely address difficulties connected to processes of knowledge creation and knowledge sharing – both on a formal and informal level. While earlier studies have recognized the importance of people-driven processes and dynamic capabilities, there is still lack of knowledge on how organizations use CRM in practice for knowledge sharing and knowledge generation. Acknowledging this gap, this study aims to increase the understanding on how B2B-services companies use CRM to develop relationship-specific knowledge about existing customers by adopting a practice perspective. The empirical basis is a case study consisting of observations of 20 meetings and interviews with 18 members of key account teams in one large Swedish auditing and accounting firm. The results show that dialogical, reflective communication has to complement the information stored in the CRM-database in order to generate relationship-specific knowledge, especially in the context of B2B services characterized by highly complex customer relationships. Managers have to consider the variety of knowledge shared on different levels, both formal and informal, when evaluating, and making decisions about, the level of knowledge of existing customer relationships. The paper concludes that the CRM-literature has to be re-examined to further incorporate discussions regarding knowledge sharing to target a deeper, as well as a more holistic, understanding of managing customer relationships.

04:06 Creating customer understanding at the front end of KIBS development

Jesse Valtanen1, Miia Martinsuo1.

1Tampere University of Technology; (FI).

Vast literature claims that knowing customer is important when new services are developed. KIBS services are substantially intangible, making customer understanding even more critical. Moreover, the activities and decisions comprising the front end are the starting point for whole NSD process, as it crystallizes a new idea into a well-defined. The literature recognizes the importance of both front-line employees and customers as co-creators of innovation. Co-creation of service innovations is a common practice to create customer understanding as it links the knowledge offered by expert to the client’s industry-specific knowledge. However, information asymmetry between the provider and the customer may complicate information sharing and interaction between the parties. This study examines how KIBS firms from different contexts create customer understanding and knowledge in order to meet the needs of the customer.

Qualitative exploratory research was conducted, using 35 semi-structured interviews and non-participatory observation to collect data. We adopted a multiple case study design to examine how different KIBS firms acquire customer understanding at the front end of innovation. We selected four KIBS firms, to enable an in-depth analysis as well as the comparison of very different KIBS contexts. Companies are from fields of tele-communications, insurance, business process management and management consultancy business. We will show that the company context has a significant role when utilizing different methods for creating customer understanding. The findings will complement earlier research particularly by highlighting in which contexts the customer and front-line employee involvement is most critical and when traditional methods are more suitable.
Open innovation promises significant advantages in terms of benefiting from internal and external knowledge flows. Yet, the alluring rewards come with a price. Companies have to become much more agile in their knowledge management. While research suggested that absorptive capacity (ACAP) supports open innovation, empirical evidence validating such proposition is still lacking. This study proposes and tests if open innovation with customers mediates the effect of ACAP on innovation performance. An established and previously validated second order construct of ACAP is suggested to test these hypothesized relationships. Structural equation modeling (SEM) is applied to a sample of 120 selected gazelle (i.e. companies with stable growth rates during the past three years) to analyze the proposed relationships. Knowledge-intensive industries are chosen as a most appropriate context for the investigation. The main finding of the study is that open innovation mediates the effect of ACAP on innovation performance.

This paper seeks to develop an understanding of boredom in knowledge work. Drawing on extensive qualitative data gathered at two management consultancy firms, we draw attention to knowledge workers’ experiences of stupidity, monotony and, indeed, boredom at work. These experiences are analyzed in relation to the nature of knowledge work and the interactions between work practices, discourse and culture management. We conceptualize boredom in knowledge work as a combination of failed expectations, the break-down of meaning and the sense of stagnation and aimlessness. Our contributions to extant studies are to expand insights on work and boredom, but also develop a novel concept of boredom in knowledge work.
models while there is a lack of attention concerning management of business models. This paper explores factors in entrepreneurs’ business modelling by identifying typologies of business model management and their underlying logics. Business models in entrepreneurial ventures are seldom formally expressed. Instead, they exist subconsciously inside the entrepreneur and are thus tacit and difficult to capture. Theories and methods from cognitive psychology are used to gain access to entrepreneurs’ knowledge of business model management. Repertory grid methodology, developed from Personal construct theory, is used to capture entrepreneurial cognitions of business models through 12 semi-structured interviews with serial entrepreneurs in the mobile service sector. This paper contributes with a framework that advances the business model literature by identifying business model management strategies and its defining features. Three categories are identified including six types of business model management strategies for navigating management of business models. The identified categories are: 1) “Comprehensiveness management” characterized by various levels of complexity, uncertainty, and variation, 2) “Risk management” characterized by various types of risks e.g. business, financial, and social, and 3) “Resource management” characterized of various types of capital; e.g. financial, social, human, and innovation. The business model management strategies may assist entrepreneurs to reflect on their business model design and management.

04:11 Replication of innovation in professional service firms – options for leveraging knowledge in services

Wietze Van der Aa1, Tiina Tuominen.
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Many professional service firms have decentralized structures with high levels of autonomy for their professionals that use their own judgment when developing new solutions for the customers' problems (Von Nordenflycht, 2010). Customer-specific solutions may include potential for replication. Replication of new knowledge and new practices has been recognized as an important driver of firm growth (Winter & Szulanski, 2001). However, the customer problems and knowledge base cannot be completely codified and standardized, and professionals may resist attempts to codify their expertise (Brivot, 2011).

In our conceptual paper we elaborate on the replication of innovation in professional service firms. We do this by integrating literature streams on replication (Winter & Szulanski 2001; 2012); knowledge sharing, codification, and commodification (Heusinkveld & Benders, 2003); and productization of services (Valminen & Toivonen, 2011). First we discuss the dimensions of replication in order to analyze what might be replicated (such as: knowledge, customer experience, service concept, or business model). Then we address the various levels of replication (individual, team, area, firm) and reflect on the barriers and challenges in the process of replication. Finally we develop a model for analyzing replication and illustrate the model with three recent case studies on professional service firms.


04:12 Innovation in complex service systems

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Existing research concentrates on single service innovations, but rather neglects innovation of service bundles and value constellations in complex service systems. A greater focus on organizational capabilities (operational and dynamic capabilities), which drive innovations across different levels of complex service systems, is necessary. A major challenge is managing the dynamic capabilities to sense, seize, and reconfigure operational capabilities that are necessary to successfully focus on innovation across different service system levels. We identify capabilities that form the basis for the successful innovations in complex service systems. The empirical study involves qualitative case studies of service innovations in the Swedish and Swiss public transportation system. We answer following research question (How do dynamic capabilities shape service innovations across different levels in complex service systems?). We show that the similarities in dynamic capabilities across each level represent mainly applications of existing theories on service innovation, the differences extend the existing theories. The value network and capability thinking bridges existing literature on complex service systems, value constellations, and service innovations. The different dynamic capabilities do not come for free. The finding suggests that service innovation research should address learning processes for creating dynamic capabilities. Thus, the present results indicate, not only the positive relationship between dynamic capabilities, learning processes and service innovation success, but also reveal the characteristics of dynamic capabilities and learning processes for each of the three levels in complex service systems.
**05:01** Internal branding — the key to successful organisational change in public sector organisations?

**Kati Suomi**¹, Päiviikki Kuoppakangas, Charles Hampden-Turner.

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The purpose of this study is to explore whether the use of internal branding may enhance successful organisational change and the welfare of staff in public organisations. We focus on organisations providing public health care services in Finland. This paper builds on academic literature about internal branding.

This qualitative case study research was carried out in Finland between 2007 and 2011 in three publicly owned organisations offering university hospital medical laboratory services. Each organisation had adopted the municipal enterprise form. The preliminary results of the study suggest that the case organisations were trying to carry out external and visible branding while pursuing other aims concerning efficiency, transparency and welfare at work. The external organisational branding and visible brand elements i.e. logos, slogans, colours, typography were recognisable. However, signs of internal branding were rare. After three years of organisational transformation the employees did not have a clear understanding of the added-value of the municipal enterprises’ organisational form. The results suggest that organisational change outcomes might have been improved if the internal branding had been used strategically in the case organisations.

**05:02** Cold Fusion – Sponsorship Practices in Swedish Motorsport

**Peter Zackariasson**¹.

¹University of Gothenburg (SE).

The aim of this study is to report on initial findings from a project that describe and analyse the practice of sponsorship in Swedish motorsports. In 2012 a staggering 51.1 billion dollar was spend on sponsorship worldwide; 69% of this consisted of sports sponsorship (IEG, 2012). The intentions of sponsorship practices are to finance a wide set of activities including sports, and at the same time create exposure for company and product brands, a fusion of commercial associations and sports performances that is said to be beneficiary to both – a hypothetical reaction between commerce and sports.

Following the several cries from publication in this field this project is based on a large volume of empirical data, collected over a longer period of time. Using a practice approach (e.g. Araujo et al., 2010; Bourdieu, 1980; Callon et al., 2007) I will describe and analyse sponsorship practices in the Swedish Touring Car Champion (STCC). These are the practices that finance the major Swedish motorsport events; events where brands are as dominant as tire smoke and the smell of petrol.

Results from this project are expected to shed light on the practice of cold fusion in marketing, gaining the best possible output from two material: sponsorship and sports.

References:


**05:03** Animals and Brand Association in Advertising

**Helen Anderson**¹, Adele Berndt², Kaisa Lund³.

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Advertising fulfils a number of functions for a brand, such as informing, persuading and reminding consumers of the brand. Advertising helps create and sustain brand associations in the mind of the consumer. Selecting the most appropriate symbols for a brand is part of the creation of positive associations. Consumers are active in the creation process when they construct a comprehensive set of brand associations, which help them make inferences about the product or service and construct a brand image. A brand association is defined as “anything that is linked in memory to a brand”.

We have observed more animals in advertising and assume that the animal is expected to benefit the organisation by creating positive brand associations. The purpose is to investigate the use of animals in advertising and conceptualize how the animals support the association process.

Recent advertising shown in the Swedish media (during 2012) which featured animals was identified and analysed. Use was made of an analysis guide for coding purposes. In the advertising, the specific animal, the product (or service or brand), the way in which the animal was shown as well as the specific associations were examined.

Preliminary findings suggest that animals are used in a rational way when examining the product category (e.g. dairy products and cows, cat food and cats). But the use of animals can also convey a somewhat subtle message like the lifestyle of a person portrayed with no direct connection to the functionality of the product (e.g. dogs in advertisements for cars).
05:04 Cultural Branding – the use of Cultural Codes when expressing Brands

Karin Winroth

As some brands of today are said to convey the myths and social dramas of our society, attention is directed towards the role brands play in our culture. How brands have become important constituents when communicating is evident in novels and movies, where they are used for marking identity, class, subculture and geographical areas. A brand is usually seen as a tool for producers communicating with consumers. However, also consumers use brands productively, exploiting them as a form of badge for signalling identity, personality, and belonging of a social group. Just as consumers use brands as badges, brand managers use cultural codes as marks and symbols when trying to express a brand. If brands are seen as an institution of today, how are they inscribed into the existing culture? How are they integrated into our social expectations, dreams and myths?

The aim of this paper is to illuminate the need and use of cultural references when expressing brands. By analysing cases the paper will scrutinize how cultural references/codes are integrated, combined and processed into expressing a brand. The discussion aims at contributing to the understanding of how brands become integrated into our culture and carrier of myths.

05:05 Branding public schools in a branded society? Issues in managing schools beyond teaching and breeding

Andreas Linderyd, Anders Parment

The willingness – may it be ideological or economical reasons – in European countries to privatize welfare activities formerly run by the public sector is beyond doubt. Regardless of why, public welfare institutions sometimes stumble on identity and how to compete in these welfare markets. In Sweden, it's hard to imagine any industry that has experienced such dramatic changes in the last decades as the country's schools have.

Along with this, the concept of branding has become a priority to people in charge of public institutions such as schools and hospitals. This may of course be true to all of us who daily and carefully work on how we are viewed by others – branding is part of our culture and much more than a concern of business corporations solely.

Back in the 1990’s, you would have a hard time finding people in Sweden referring to public schools as brands. Parents had few choices of were to bring their children for teaching and breeding. Gradually, however, the idea of New Public Management would change the “the-state-takes-care-of-everything” approach. Today, schools are characterized by a multitude of choices and heavy oversupply. As this develops, you’ll find principals and teachers eager – not to say desperate – in building a strong reputation, profile their brand and attract students. Marketing communications operates on a broad basis, using a multitude of tools to address and convince both parents and pupils.

Our research, which includes empirical studies of the city of Stockholm, takes a closer look at the forces of applying an approach to branding and marketing communications that largely resembles that of for-profit companies. We raise questions about meaning, effectiveness and efficiency – and what it is likely to mean for the long-term reputation of the school.

05:06 SPOT ON! The brand positioning process and the role of communication – a semiotic perspective

Stefan Lång

Brand positioning is a widely recognised area of interest for both academics and practitioners. However, there are few studies that has comprehensively analysed the strategic and operational process of positioning a brand simultaneously. An effect of this is that there is a lack of insight into the relationship between these two critical areas of brand positioning and the interplay of the two forces in organisations.

The aim of this paper is therefore to examine and analyse the strategic and operational process of brand positioning simultaneously, with a specific focus on the communication process, from a semiotic perspective. The result of the study will be obtained through an in-depth case study, by analysing the communication structure and complex processes involved in communicating the strategic intent of the brand positioning strategy through an organisational specific language to intended recipients.

Initial results show a range of new insight into how organisations should develop and implement an effective brand positioning process through identifying different semiotic points of transformation (SPOTs) where the actual transmission occurs from one sign system to another during the communication process. Furthermore, language systems are also defined that will communicate the central message of the strategic intent of the brand positioning strategy to the different stakeholders in the organisation. Finally, a framework that has the potential of providing the industry with a more effective brand positioning process is also presented.

05:07 The polymorphous nature of place branding: a comparison of Stockholm and Turin

Massimo Giovanardi, Andrea Lucarelli

Macromarketing literature has paid attention to the empirical phenomenon of place branding, a set of theo-
ries and practices aimed to build “reputational capital” and product-place imagery within a global, marketing-oriented context of inter-place competition. While the implications of place branding have been discussed, for example, in relation to the problems inherent in the applicability of brand concepts to places (O'Shaughnessy and O'Shaughnessy, 2000), ‘country-of-origin effect’ (Anholt, 2006), globalization processes and stakeholder inclusion (Askegaard and Kjeldgaard, 2007), we witness a generally limited understanding of the political dimension underlying this particular spatial product. This paper rebalances this superficial way of looking at the liaison between marketing and space by drawing on the TPSN framework proposed by Jessop, Brenner and Martin (2008). First, the study develops an understanding of place branding as configuration of sociospatial relations, in which territories (T), places (P), scales (S) and networks (N) are viewed as mutually constitutive and intertwined dimensions. Afterwards, the paper applies this framework to two different cases of place branding in Europe – Stockholm (Sweden) and Turin (Italy). The investigation identifies differences and similarities in the ways in which (place) branding practices construct and reconstruct space in two specific historical-geographical contexts and, vice versa, sociospatial relations are constituent of the construction and reconstructions of (place) brands. In general, the study shows the extent to which these practices represent an instrument through which local and regional stakeholders articulate, share, negotiate and nurture a common path for development. This enables a movement towards a multidimensional, polymorphic account of the branding of places, highlighting the significance of the political dimension in the raising tendency of marketing places at a global level.

**05:08 Industrial restructuring and regional branding – The maintenance process of the ‘Kingdom of Crystal’**

Petter Boye

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The main issue taken up in this paper is the relationship between industrial change and place branding. The purpose is to explore and describe the challenge on a place brand in a process of industrial decline and how different stakeholders take initiatives in order maintain the regional brand.

This paper is based on a study of regional industrial development in the ‘Kingdom of Crystal’, which is a region in the Southern part of Sweden known for its world-class production of handmade crystal. The industry consists of several small and medium-sized enterprises (SMEs) located in close geographic proximity. The industry covers the entire value chain from raw materials, tools and design to manufacturing and sales. Though, this branding process also involves public actors, such as municipalities and counties sharing the same regional identity.

In the last fifteen years decreasing domestic demand and increasing international competition has forced the Kingdom of Crystal brand still depends on its cultural heritage and industrial traditions. All together, this has caused some tension in the collective branding process and the key stakeholders have launched a series of new initiatives in order to maintain the brand.

The empirical foundation is a longitudinal case study (Yin, 1994) of the various industrial activities carried out in the ‘Kingdom of Crystal’. The main study includes a series of embedded case studies, carried out between 1994 and 2012 and in addition secondary data covering the historical development of the industrial region.

**05:09 Image and loyalty as determinants for valuing brands, using generalized methods of movements (GMM)**

Johan Adolphson1, Jan Eklöf.

1Stockholm University; (SE); 2Stockholm School of Economics.

The purpose of the study is to test the hypothesis if the brand value is positively influenced by high perception of image and loyalty. The main hypothesis studied is that a strong brand enhances loyalty that in turn drives the brand value. In spite of strong indications and many references a positive relationship between customer satisfaction and market capitalization, there is not much empirical evidence supporting the assumption on how image and loyalty affects the value of brands.

**Summary of results, including essential data**

This study makes use of a linear dynamic panel model to estimate the linkage between customer perception, in terms of image and loyalty, and brand value.

To investigate if changes in image and loyalty are associated with changes in the brand value, measured as market capitalization, data from the EPSI-database for the Swedish banking and ICT-sectors year 2000–2011 has been used. The Swedish results are also compared with similar studies in other Nordic and Baltic countries. In total more than 2 million observations are used in the composite empirical study.

**Conclusions**

The results indicate that drivers as image and loyalty with strong significance can explain brand value in terms of i.a. market capitalization. In addition to confirming the main hypothesis, a number of specific results highlighting differences between companies, industries and over time are found. These should have strong implications for any kind of market communication. Thus, the study contributes to better understand the drivers behind brand value, and thus give further insight for marketing strategies.
A study on resident place satisfaction from a service perspective

Lisa Källström¹, Christer Ekelund¹.
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The increased global connectivity and increased mobility of both humans and capital have created competition between cities and regions when it comes to attracting resources in order to achieve their developmental goals and place branding is today an important research field. The residents’ view of the place where they live is important for the local authority since it can influence future migration but also affect investment attraction and business migration. A measurement of the place brand satisfaction from a resident’s point of view is therefore an essential performance indicator for places (Insch & Florek, 2008).

In this study it is argued that the product place consists of both service such as schools and libraries as well as more tangible features such as roads and parks and thus offers a good setting for applying a service management perspective. The core of the product place can be regarded as services and as a consequence it is very important that the encounters with the place are characterized by a high service quality. Service management has been discussed together with place branding before (Warnaby, 2009; Ashworh & Kavaratzis, 2010) but to our knowledge without presenting a framework for analysis and the empirical material is very limited. This paper applies a service management perspective in evaluating the resident place satisfaction by using a survey and thus offers new insights to the field.

Innovative and sustainable cities: City branding in the knowledge economy

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The function of cities in the knowledge economy and the concept of creative cities has been elaborated on in the literature. It has been maintained that local policymakers can play a part in preparing cities for the knowledge economy. The literature however glances over how this is carried out, and how it relates to city branding and international positioning. The aim of the present study is to elaborate on how cities in the knowledge economy are marketed and branded making use of notions like innovation and sustainability. The Chinese mega-cities – and Beijing, Shanghai and Shenzhen in particular – are interesting to focus on because they are central in China’s creation of, and move towards becoming a knowledge economy. The study contributes to the city branding literature, and offer insights to city managers and other practitioners involved in the development and branding of cities and places.

Reclaim the City(brand): A note on the immaterial commons of place

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Reclaim the City(brand): A note on the immaterial commons of place

Who owns the “name” of a city? This question has recently been raised as a response to the rapid growth of various city branding efforts around the world, where city administrators, corporate interests, international design and communication agencies etc. attempts to rebrand or “reconceptualise” the city out of their own political or commercial interests. The issue of who owns the name and image of the city is also the source of active – more or less organized resistance movements, such as “Das Kapital of Scandinavia” (Stockholm) and “Sei Selbst (Berlin). These counter-brand movements advocates an open resistance against commercial and political forces taking over the brand of the city, and argues for the need of citizens to reclaim the city in which lives.

This paper will discuss the problem of ownership of city brands from two theoretical perspectives. The first is the perspective of “urban commons”, as developed by Elinor Ostrom (1999) dealing with collective and participatory management regimes for governing shared resources. The second perspective is the notion of “urban imaginaries” (Thrift 2002), i.e. all of the everyday ways in which a city can be imagined as a city, by its inhabitants or by others. The last part of the paper is an attempt to connect the two perspectives above, by introducing “immaterial commons of place”, as a concept to understand the complicated mechanisms of joint ownership of an imaginary habitat.

Sustainability and CSR as defining constructs of green electricity

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Electricity is a commodity product and most consumers pay limited attention to it as long as it is delivered with consistency and at the right price. In recent years, energy producers have attempted to increase the brand visibility of their products reflecting the fact that consumers have added influence in the newly liberalized markets. Which
are the best ways to develop a brand for the commodity product in question is however unclear and the literature calls for more qualitative research that attempts to provide understanding of consumer attitudes to green energy. In this research, a grounded theory is used to analyze qualitative data collected from five Eastern and Western European countries. Deep interviews were conducted with 21 professionals and 11 focus groups were conducted with 89 consumers. Analysis reveals that the development of a green brand for electricity is very much culturally dependent as consumers perceived the concept ‘green’ in different ways in the market researched. That makes a universal branding approach ill advised. Furthermore, several constructs were identified which should be considered when building a green brand for electricity. Those are: skepticism, green washing, sustainability, price, nuclear energy, visual impact and lack of information. The constructs ranged from low to high impact in each of the countries. Generally the amount of impact was positively correlated among the eastern European countries (i.e. skepticism and nuclear energy) but some constructs had a high impact in all the countries (i.e. sustainability and price).

**06:01 Consuming “Stoked”-Consumption in the Affective Economy of Snowboarding**

Mika Mård

This paper draws upon the “Affective Turn” (Clough 2007) to analyze consumption within snowboarding as part of an affective economy. This means that I turn “from focusing on an economy of production and consumption to focusing on the economic circulation of pre-individual bodily capacities or affects in the domain of biopolitical control (Clough 2007:2). This paper hence looks at consumption not as a “cultural” practice of ideology or representation, but as a practice of embodied and sensual affective forces.

This paper is part of my PhD thesis on the affective economy of Stoked in the snowboarding-industry, and is hence based on the same ethnographically inspired methods used for my thesis (‘go native’ field studies, interviews, a web-based discussion forum, reviews of snowboarding magazines/movies and many informal encounters with participants).

The embodied and sensual experience of snowboarding (also surfing and skateboarding) is an emotion or feeling which temporarily robs us of our powers of rational reflection (Formosa 2011:10), and often called Stoked by practitioners. This affect is not only central to the immediate experience, but also central to the cultural practices of snowboarding and as I will show in this paper, also central to the economical practices of snowboarding. I conclude in this paper that the snowboarding-industry can be understood as an economy that generate and distribute affects in order to produce value, and that consumption behavior within such a context is hence to be understood through an affective logic.

**References:**


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**06:02 Cross-selling attempts in the service encounter and their effects**

Magnus Söderlund¹, Martin Moström².

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Today, many firms encourage cross-selling attempts – that is, asking the customer to buy an additional item, given that s/he has already decided to buy one or several items. Some previous studies show that this can be a very cost-efficient marketing approach; one single question (e.g. “would you like to have French fries with your burger?”) can have a positive impact on sales. So far, however, researchers have not examined the effects of cross-selling attempts on customers’ evaluations of service encounters. Yet several conflicting speculations exist in the literature; some authors view cross-selling as a “service”, while others believe that it could have a detrimental effect on customers’ views of service. The lack of research (and the conflicting arguments), calls for an empirical examination, because most firms would like to develop long-term relations with customers (and the customer’s overall evaluation of the service encounter is typically assumed to affect the customer’s willingness to return). In this study, then, we examine the impact of cross-selling attempts on customer satisfaction (and on sales). A field experiment was carried out in which customers (N = 200) were subject to either a cross-selling attempt or no cross-selling attempt in a retail setting. The context for this was also manipulated; the sales persons were engaging in either positive or no positive social behaviors. The results, thus in tune with existing research, show that the cross-selling attempt had a positive impact on sales. In addition, it also had a positive impact on customer satisfaction.

**06:03 Social prestige values in consumption experience: prospects for a new approach**

Ewald Kibler¹, Laura Nummelin¹, Jenni Palmroos², Henri Hakala², Torgeir Watne³.

¹University of Turku; (FI); ²University of Vaasa; ³Victoria University.

A growing number of marketing and consumer scholars have emphasized the need to develop our understanding of how valuable consumption experience is socially created. While ideas surrounding social prestige have been invoked as one potential way to address these challenges, we are still in the midst of developing a theoretical knowledge base of what social prestige means, and why and how it can affect valuable consumption experiences within and across different social reference contexts. Seeking to clarify the conceptual values of social prestige and help assess its utility for marketing and consumption
theory, this paper synthesizes the theoretical research undertaken in various disciplines and develops a common framework of the role of social prestige in different forms of consumption experience: pre-, purchase, core and remembered experience. We identify social legitimacy, social status, social reputation and uniqueness as four distinct, but interrelated values of social prestige, and explore their varying influence in consumption experiences. Our conceptual analysis further proposes that social legitimacy, comprising three different forms of legitimacy: cognitive, pragmatic and moral legitimacy, is pre-conditional for status, reputation and uniqueness to reflect prestige values and thus necessary for the emergence of social prestigious consumption. The analytical framework and analysis developed herein is presented to guide future scholarship in the systematic analysis of how social prestige values co-create valuable consumption experience in different social contexts. We conclude by suggesting avenues for future research.

**06:04 Prestige value co-creation through virtual community practices and participation**

Henri Hakala¹, Laura Nummelin², Marko Kohtamäki³.

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The world of consumers has changed over the past decades due to postmodernism. This has brought forward new patterns of consumer behavior, and new practices that organizations utilize in encounters with postmodern consumers. Currently, individuals are seen to be pursuing alternative social arrangements and new types of communities are increasingly gathering together (Goulding, Shankar & Elliott 2002; Cova & Cova 2002). Virtual communities present a potential means of generating high levels of customer loyalty and economic returns but in order to be successful, companies must adapt to the culture of internet, interacting with consumers and providing them with venues for interaction with each other (Amstrong & Hagel 1996).

The concepts of prestige, luxury or premium have been defined in numerous ways, yet generally denote that in addition to functional utility, prestigious products and services also bring esteem to its owner or user (Vigneron & Johnson 2004). The notions of co-creation also suggest that certain values are co-created through the relationships that customers have in their social circle of acquaintances however, the prestige value generated in these relationships is rarely studied. To address this, this paper focuses on the prestige value that is co-created in specific community networks. The data is collected through selected case online communities operating in social media platforms.

This paper contributes to the existing literature on communities, prestige and the value co-creation by studying how consumers communicate their motives to participate in virtual communities and how they manifest their subjective prestige value components through the processes of the collective customer-to-customer value creation within virtual communities. Our preliminary findings suggest that internet communities are creating numerous subjective conceptions of prestige that are shared and debated among the community members. The legitimization of uniqueness, status and reputational value appears as key motivator for participating in the community.

**06:05 Dimensionality of the perceived value of product color**

Hanna Kiehelä¹.

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Scholars agree that product color is an important factor in product success, yet color is an under-studied element in marketing research. In particular, there is a paucity of research on the perceived value of product color, although studies show that product color is important in consumer perceived value. Understanding the perceived value of color is essential because value determines consumer loyalty and profitability. This paper addresses the previously neglected issue by drawing theoretical implications from consumer stories of how consumers perceive the color of their cars and mobile phones. These products are appropriate for this study because in neither case can performance be affected by color; a black color on a car does not lead to greater horsepower or more fuel efficiency. The study is based on 39 semi-structured interviews. The findings of this paper show that 1) the perceived value of color consists of three dimensions (experiential, symbolic and functional), and 2) the outcomes of consumers’ color consideration processes serve the purposes of at least one dimension at a time, but are likely tradeoffs between two or all three dimensions. For marketers, it is important to learn how consumers perceive the value of color because it helps them to offer right colors which, in turn, leads to reduced manufacturing costs and increased sales. For example, eliminating tradeoff by offering colors which are desired in all three dimensions would save the customers from having to compromise. And when tradeoff is inevitable, if marketers are aware of the color consideration processes of customers, they are able to participate in the purchase decision and assist customers in their choices, which will increase customers’ purchase intentions and customer satisfaction.

**06:06 Advertised co-creation: When to mention the product was co-created with consumers**

Karina Töndevold¹.

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While brands engage in consumer co-creation, it is often assumed that other consumers – who do not themselves participate in co-creation – will perceive this practice positively. This paper investigates if this holds for both known and unknown brands, and for different product categories.

Using an experimental study design with 552 participants from an online panel, ads showing either a bot-
tle of sparkling water (Ramlösa) or a cleaning product (Ajax) were used for testing low involvement products. Similarly, ads showing either a sneaker (Nike) or a computer (Dell) were used for testing high involvement products. Half of the ads included copy stating the product had been co-developed with consumers (co-creation) and half did not mention consumers (control) thereby indicating a company centric product development. The ads were masked in the first experiment, thus testing for unknown brands. The second experiment included the brands.

Comparing groups for co-creation and control, results indicate that co-creation has a positive effect on product attitude, brand attitude, purchase intention and perceived innovation ability for low involvement products of anonymous brands. For high involvement products the results are reversed; co-creation has a negative effect. For established brands, co-creation has a positive effect on product attitudes and innovation ability (low involvement) and for brand attitudes and purchase intention (high involvement).

The results indicate that consumer co-creation can have varying positive effects. High involvement products, however, may be better launched without consumer co-creation.

**06:07 The extended effects of homosexual themes in advertising**

Nina Åkestam

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Up to 10% of the population in Western countries lives openly as homosexuals. They constitute a significant part of the market and are often a visible group in pop culture and society in general. Still in mainstream advertising, clearly gay images and themes are rare. In previous advertising research there has been relatively little focus on gay themed advertising, and the studies conducted have mainly compared gay to straight imagery to see how it affects ad and brand attitude. This study moves beyond that to explore what effects different kinds of gay themed advertising has not only on consumer relationships to ads and brands, but on consumers themselves.

In an experimental study, we compared advertising for high and low reputation brands featuring different levels of gay themes, and investigated how these create extended effects in terms of for example attitudes towards homosexuality, social connectedness and general attitudes towards advertising. We investigate how these effects are mediated by attribution and third person effects. Results indicate that homosexually themed advertising does indeed result in several extended effects, and that these effects are mediated by respondents’ attributions.

Some conclusions that can be drawn from the study are that simply focusing on the ad and brand effects of homosexually themed advertising is limiting. By using such themes brands can potentially affect consumers in several different ways, beyond the brand, giving us an idea of potential pros and cons of advertising on a societal level.

**06:09 Packaging in new light: The effects of lighting on evaluation of packaged meals**

Tobias Otterbring1, Martin Löfgren1, Magnus Lestelius2

1Service Research Center, Karlstad University; (SE): 2Paper Surface Centre, Department of Engineering and Chemical Sciences, Karlstad University.

The effects of lighting on consumer attitudes and behavior have been given some attention in the psychology and marketing literature. This field of research has typically adopted a macro perspective, such as how the overall lighting in the retail environment influences customers’ quality inferences, purchase intentions, and time spent in store. However, few studies have investigated the effects of distinct light sources on defined objects within the store.

The aim of this study is to investigate how packaged food products are evaluated, depending on the specific

**06:08 A netnography of retail bank customers’ online discussions of value experiences**

Gustav Medberg

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In recent years, marketing researchers and business practitioners have shown an increasing interest in customers’ value experiences. The value experienced by customers is recognized as a main source of competitive advantage and organizational success. This paper defines a value experience as the feeling of being better off during or after consuming a product or service.

Retail banking research has, however, devoted far more attention to developing and testing models of service quality and satisfaction than to examining customers’ value experiences. The lack of clarity regarding how bank customers experience value is therefore an important research area.

At the same time, retail bank customers discuss more and more of their consumption experiences collectively in online communities, often organized around shared interests. Today, Internet offers major possibilities for researchers to gain insights into customers’ needs and wants, opinions, attitudes, and experiences and is thus recognized within marketing research as an important source of customer information.

This paper embraces this trend in marketing research and employs the qualitative research methodology called netnography to extend our understanding of retail bank customers’ value experiences. A focused qualitative content analysis of bank customers’ online discussions in 18 Swedish Internet forums was conducted.

The paper contributes to the customer value and bank marketing literature by illustrating how retail bank customers’ value experiences are more multifaceted than previously documented, and have affective dimensions (e.g. ethics, status, aesthetics, fun) in addition to the traditionally recognized functional dimensions (e.g. quality, price).
light that surrounds these products and, if possible, link it to metric data for color performance of package graphics. Fifty-eight participants were shown two identical packaged meals, stored in a freezer with warm light (yellow light-emitting diode [LED] light) on one side and cold light (blue LED light) on the other side.

A two-way mixed MANOVA revealed that, independently of package color, food products were evaluated more negatively in the cold, as opposed to the warm, light. Additional metric support was found in a print quality analysis, which showed that the cold light had more impact on color performance of package graphics.

Findings suggest that lighting may have detrimental effects on customers’ quality and taste perceptions of packaged meals. This also highlights a potential managerial problem: At print agencies, standards for lighting exist to eliminate ambiguities when deciding about package design. However, no such standards exist for in-store lighting. As a consequence, print agencies and customers may evaluate the same package in different light, and may therefore form different perceptions of it. Thus, what looks attractive in the print agency may end up looking unappealing in the store.

**06:10 Dream Catching: Discovering innovations that customers will buy**

*Tore Strandvik*¹, *Anu Helkkula*²

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**Dream Catching: Discovering innovations that customers will buy**

A challenge for companies engaged in innovation activities is to create profitable innovations that customers will buy. In the recent service innovation literature (e.g., Bettencourt, Brown and Sirianni 2013, Bettencourt and Brown 2013) voices are raised for an insight into customers beyond what traditionally has been labelled customer orientation or customer centricity in order to create real innovations. It is claimed that traditional attempts to approach the customer tend to represent the service provider’s view of the customer rather than the customer’s view of themselves (Joachimsthaler 2007, Bettencourt and Ulwick 2008, Heinonen et al. 2010, Strandvik, Holmlund and Edvardsson 2012). In this paper we follow this line of thought and explore through conceptual analysis what it takes to see beyond the current sight, in order to understand the role of service in the customers’ lives. It is a question of challenging ontology, assumptions taken for granted, vocabulary and concepts used, and mental models applied. We utilize the approach for problematization of research questions by Alvesson and Sandberg (2011) where they contrast problematization with traditional gap hunting.

Our findings are summarized in form of contrasts between the traditional and an alternative perspective on customers and in propositions for further research and thinking as well as implications for practice. Essentially service providers need to radically change their mental models and alter their implicit assumptions, and create an ability to see valuable elements in what they already are looking at by asking altered questions.

**06:11 Loyalty club membership and perceived justice**

*Magnus Söderlund*¹, *Jonas Colliander*.

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Empirical research on the effects of loyalty programs on customer loyalty remain scarce, yet some studies claim that membership is positively associated with customer loyalty. So far, however, existing research has overlooked a crucial mediating variable – perceived justice. Indeed, given that we humans are hard-wired to assess resource allocation outcomes in justice terms, our main premise is that loyalty programs designed in the typical way (i.e., members are given preferential treatment vis-a-vis non-members) easily evoke justice perceptions among both members and non-members.

In an experimental study (n = 119), we show that both (a) customers who receive preferential treatment because of their membership (i.e., over-reward in terms of justice theory) and (b) customers who do not receive preferential treatment due to their lack of membership (under-reward) view the outcome as less just than customers who receive the same treatment as other customers (equity-reward). Furthermore, we show that perceived justice affects both customer satisfaction and customer loyalty, yet it does so in an asymmetric way (which is consistent with justice theory). More specifically, being under-rewarded significantly reduced satisfaction and loyalty in relation to equity-reward and over-reward, thus indicating that the causal potency of perceived justice is highest in the under-reward condition. An additional and important result was that over-reward did not produce higher levels of satisfaction and loyalty than equity-reward. Given that loyalty programs thus appear to reduce loyalty among non-members, at the same time as they do not boost loyalty among members, one may question the effectiveness of such programs.

**06:12 Purchasing as everyday practice and overall experience: A study based on consumer diaries**

*Kristina Bäckström*¹, *Cecilia Fredriksson, Ola Thufvesson*.

Previous research has been successful in examining how to organize retail store environments in order to stimulate purchase behaviors. There are also several scholars who have contributed to our knowledge on how to use various marketing activities in order to get customers to choose certain products and brands. However, while such research has typically been concerned with measuring the momentary impact of various in-store aspects on consumer behaviors, minor attention has been devoted to consumers’ everyday purchasing practices as a whole. In order to improve our understanding of consumers’
purchasing practices, there is also reason to delve further into the ways in which their individual and social worlds contribute in forming such practices. There is reason to explore how consumers think, choose, plan and pursue their purchasing activities, referring to planned purchases as well as more spontaneous shopping. Such explorations thus involve a concern for consumers’ personal motives (e.g., utilitarian and/or hedonic), eventual co-shoppers, their service expectations and product preferences, etc. There is also a need to take contextual aspects into consideration and to explore consumers’ purchasing activities in relation to different type of retail contexts (e.g., physical store or e-commerce, in town or out of town shopping). Emanating from a sociocultural perspective, the purpose of this study is to explore consumers’ everyday purchasing practices and thus; to achieve an overall understanding of their way of relating to purchasing in different contexts.

**06:14 What really matters in service encounters? Critical incidents and consumers’ word-of-mouth communication**

**Jenniina Halkoaho**1.

1University of Vaasa (FI).

This study takes a look at customers’ service experiences by analyzing word-of-mouth communication among citizens in a local newspaper. The newspaper under our examination is called Vaasan Ikkuna, which is published weekly in the city of Vaasa, Finland. Like many other newspapers, it offers a forum for public opinion sharing for its readers. In this case, people are free to share their thoughts, experiences, and ideas on a forum called Ruusut ja Risut, which is divided into two distinct type of messages sent: positive “roses” and negative “raps”. Most of the writings actually concern customer experiences in local stores, hospitals or other servicescapes. That is why it is fruitful to investigate the messages sent as representations of critical incidents in retail and service encounters that exceed the customers’ zone of tolerance one way or the other and trigger word-of-mouth communication. In recent times, consumers’ word-of-mouth communication has become one of the most interesting fields of market research as business actors have noticed consumers’ empowerment as advocates as well as protesters. The data for this study comprises 650 messages collected over five years of time. Analysis of the data is conducted combining quantitative and qualitative content analysis. The findings of this study highlight that personal touch of service people is more crucial than other elements of service product (process and physical evidence) in the light of critical incidents. In other words, behavior of personnel plays a great role when delighting or outraging the customers.

**06:15 What we can learn from shopping lists**

**Kim Angstmann**1, Anna-Katharina Strauch 1, Adele Berndt1.

1Jönköping International Business School (SE).

Swedish retail food sales were worth $39 billion in 2011, making customers decisions about grocery purchases important. Many consumers visit grocery stores prepared for their visit and have in mind what they plan to purchase. Not only have they considered their intended purchases, but they may have prepared a shopping list reflecting this preparation. A shopping list may be compiled as part of the pre-shopping behaviour of the consumer, and as such, can be regarded as part of the decision-making process. The preparation of this list can be supported by the weekly flyers of the supermarkets and household routines. Consequently, shopping lists can be very diverse and differ from customer to customer.

The purpose of the research was to investigate the shopping lists compiled by customers of one of the Swedish grocery store, specifically as it relates to the

**Abstracts**

**06:13 Extended Stakeholdership – The Effects of Advertising on Employees and Investors**

**John Karsberg**1, Angelica Blom1.

1Center for Consumer Marketing, Stockholm School of Economics (SE).

This study investigates the extended effects of advertising by looking at some of the neglected stakeholders around a brand. Considerable research explores how advertising is affecting consumer perceptions and behavior, but the effects of an advertising campaign on employees and investors are largely overlooked.

The study applies marketing signal theory and the third-person effect. Signaling theory stems from information economics and treats the observable signals a company sends out to communicate the level of some unobservable element. An example is that high perceived creativity in an ad signals great effort and thus the company is seen as more competent. The third-person effect posits that consumers believe others to be more affected by (media and) advertising than them. In the context of advertising it means audiences are affected through their own mistaken belief that the message will affect another audience.

This study extends these two theories to not only apply to consumers but also to employees and investors of a brand. It hypothesizes that if the consumer is positively affected, so will the employees and investors. The experimental between-subjects study manipulates the signals the advertising is exerting and the social context in which the respondent is exposed to the advertising. It measures the effect on brand attitude, purchase intention and willingness to pay for consumers, employees and investors.

The findings support the hypotheses and further the understanding of the extended effects of advertising on stakeholders that are not traditionally included in advertising research. For practitioners the study emphasizes the need to have a holistic view on advertising and be aware of its effects also on other stakeholders.
nature of the list, the content of the list (with respect to product and brand category) and the extent to which the list is reflected in the actual purchases (as seen in the store receipt).

The method used involved collecting the shopping list and store receipt from customers of the store during one week. Customers were also asked to complete an additional one page questionnaire which facilitated the collection of demographic data. Each shopping list was analysed (through content analysis) and then compared with the receipt and the customer’s demographic information.

The initial analysis showed that every list was different in writing, listing, paper selection and in using product categories or brand names to describe the pre-shopping decisions. Deviations between planned and actual purchases were also identified.

06:16 A guide to consumer value creation
Solveig Wikström1, Annika Ravald.
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Extant research states that providers’ understanding of the essence of consumer value creation is inadequate. In a recent meeting with retail companies the participants admitted that their understanding of their customers’ preferences is deficient: “Why do we always seem to lose sight of the consumers? How come we are not able to provide more benefits to their everyday life?” Despite the recent interest into value research, value to consumers seems to remain an enigmatic concept. To overcome this difficulty this paper develops an empirically grounded framework of consumer value creation with an ambition to clarify the relevant links between the consumers’ processes of value creation and the provider’s processes.

The methodology rests on a phenomenological and ethnographic-like approach where consumers and their everyday activities have been studied on a qualitative and longitudinal basis. The results are based on findings from two empirical consumer contexts, namely food consumption and car ownership.

The findings reveal that the providers hinder consumers’ own processes of value creation just as often as they facilitate them. The reasons is that providers a) develop processes that they are accustomed to handle, and b) lack the understanding of what is actually important to the consumers, focusing on measurable consumer data rather than on what is important for consumers' search for solutions to their everyday chores. We propose that the key to successful consumer value creation lies in the understanding of consumers’ focal goals of consumption and the related activities. This, however, requires that the provider finds a way into the provider’s processes.

06:17 Evaluating consumer behaviour by unobserved heterogeneity in structural equation modelling
Johan Parmler1, Jan Eklöf.
1Svenskt Kvalitetsindex; (SE); 2Stockholm School of Economics.

Traditional segmentation models frequently used in marketing has become outdated. People behave differently depending on where and when they are taking part of a service and therefore we must develop new segmentation models.

Traditional demographic segmentation models (to divide people into groups based on geographic location, gender, age, income, etc.), frequently used in marketing, is very static. But people are anything but static, and it is therefore of time to challenge the traditional way of segmenting and instead try to think of a new and better model.

This paper take a new approach for market segmentation by taking into account customer behavior. More specifically, by examine customer's preferences for driving customer satisfaction they are divided in different categories. In this way, companies can build up strategies based on satisfaction and loyalty drivers for each group. This study makes use of a technique that takes into account unobserved heterogeneity in a structural model setup. By applying the method known as REBUS-PLS underlying structures (or classes) can be identified and hence, different strategies for improving customer satisfaction can be adopted.

Data for the Swedish retail banking sector was applied here and based on more than 7 000 interviews, four classes was identified. This tells us that some unobserved structure exist since the survey in total cover 10 bank providers.

More importantly, it was noted that the drivers of satisfaction differs substantially between the four classes. Hence, it is crucial to take the unobserved heterogeneity into account from a strategic point of view. For example, for the most satisfied customers' product quality is most important for driving satisfaction whereas for the other classes, service quality is more important.

06:18 Consumer choice processes and consideration sets
Erik Wästlund1, Lars Witell1, Martin Löfgren1, Poja Shams1, Tobias Otterbring1.
1CTF, Service research center, Karlstad University; (SE).

With thousands and thousands of items to choose from in supermarkets, finding a product on the shelf can be a challenge. Naturally, consumers do not see all products nor do they consider buying all products they see. The consumer first screens the original set of products and then considers a reduced set of alternatives. The consideration set is evaluated and reduced to one alternative that is chosen (Lapersonne et al. 1995). The choice is actually a consumer choice process including several steps, e.g., orientation, evaluation, and verification (Russo and Leclerc, 1994).
In the present study we investigated consumers’ consideration sets and consumer choice processes in an experiment with 52 respondents in a supermarket. The respondents were instructed to choose one package of sandwich meat that they would like to buy. The experiment included two displays of shelves: The first shelf contained one section of sandwich meat and one section of products like pickled garlic and sun-dried tomatoes. The second shelf contained only sandwich meat but with two distinctly different types of packaging. Where the respondents looked first, if the chosen product was in that section, and how much they looked at areas outside their consideration set were investigated. The results show that in the shelf with two categories of products the participants hardly looked at the non-target products during the orientation phase or the verification phase. In the shelf with two differently packaged sandwich meats the participants looked at both parts of the shelf during the orientation phase but significantly more at their self-selected target area during the verification phase. These results highlight the importance of products signaling appropriate attributes in order to even be looked at.

**06:19 The role constellation in self-service based systems**

**Maria Åkesson**¹, Bo Edvardsson¹

¹CTF-Service Research Center, Karlstad University, Sweden; (SE).

Since value traditionally has been viewed as built into products and handed over to the customer for consumption, research has focused more on the buying decision of the customer than on what the customer does and the actual customer outcome and experiences. Customer outcomes in self-service based systems heavily rely on the customer’s activities and interactions shaped by the customer’s assigned and enacted role. This study focuses on self-service and the role concept and argues that role theory provides a basis for a better understanding of actors and value co-creation. We assume that customers as well as employees enact various roles in a value co-creation process. We even claim that the role of customers becomes especially important in self-service based systems since they are designed with an assigned customer role in mind. This assigned role might be far from the customers’ enacted role in practice.

Role constellations refer to relatively stable combinations of customer and employee roles, and in this context they can be formed either when integrated with an employee, another customer, or when acted upon a self-service technology. The paper reports an explorative study of customers’ experience of self-service at IKEA. The customer experience event based technique is used to identify and analyze the customers’ experience of using self-service. These experienced events are composed of activities and interactions. A total of 60 interviews were conducted, resulting in 200 events.

This article contributes to the ongoing discussion and development of service dominant logic by introducing the role concept to better understand actors’ resource integration and value co-creation efforts in practice. The article contributes by identifying four different customer roles in value co-creation in a self-service context and by illustrating the role constellations in value co-creation in a self-service context.

**06:20 Consumer experiences of online shopping regret – environmental elements**

**Nina Mesiranta**¹, Sandra Nenonen¹, Pekka Tuominen¹

¹University of Tampere; (FI).

Consumer regret has interested consumer researchers for several decades. However, little attention has focused on identifying the role of the shopping environment. Online shopping provides a world of limitless selection of goods and services for consumers – free from geographic or time constrains. Among all these choices and possibilities online, consumers inevitably make wrong, or at least not optimal, decisions and consequently have to struggle with the feelings of regret. The purpose of this paper is to examine the role of the shopping environment in consumer experiences of online shopping regret.

Following the interpretive consumer research approach, we conducted a netnographic study of a popular fashion blog in Finland. Blog audience was invited to write about their experiences of regret generated by clothes or shoes purchased online – resulting in a total of 102 blog audience members’ postings. Analysis of the textual data, i.e. the respondent reflections of lived experience, involved both analytical coding and hermeneutic interpretation.

We identified seven elements or recurring experiential patterns, that are related to the online shopping environment: 1) possibilities to compare and deliberate purchases, 2) difficulties in evaluating products, 3) ease and convenience of buying, 4) increasing the order, 5) abstract payment, 6) waiting for the order to be delivered and 7) returning purchases. By paying attention to these elements, online business practitioners can develop their web stores in a way that minimizes both anticipated and experienced regret.

**06:21 How to attract the picky, lazy consumer**

**Elin Nilsson**¹

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The Spatial Interaction Theory states that the attractiveness of a store increases the acceptable distance to the store. However, there is a lack of previous research stating which level of accessibility that is acceptable for a store to be attractive and what attributes that impact the attractiveness. In this study I will test the fit of the Spatial Interaction Theory in the context of grocery stores. The purpose of this study is to assess how attractive a grocery store ought to be, and what attributes that influence these attractiveness, for a consumer to switch from the grocery store they usually patronage in, to a new store situated right beside, closer than, and further away from the consumers regular grocery store.
In January 2013, questionnaires were given to 279 undergraduate students and 266 usable questionnaires were obtained, representing a response rate of 95.34%. One sample t-tests were performed for each attribute, comparing consumers’ regular grocery store with the store right beside, closer than, and further away. In line with the Spatial Interaction Theory, the results show that the consumers are demanding a store situated further away to be better on many more attributes (26 out of 34 tested attributes) than the other stores (13 for the store right beside, 11 for the closer store) in order to be chosen. Also, for the stores right beside and closer, the attributes that need to be better are mainly attributes concerning the stores accessibility while for the store further away also in-store attributes need to be better. The result indicates that the consumers are pickier with a grocery store situated further away and to overcome that, and the consumers’ laziness, much more is demanded of the stores attractiveness.

The effects of humor in the online job ad on the potential applicants’ evaluations

Eeva-Liisa Oikarinen.

Using humor in advertising has been common practice and widely studied aspect of advertising appeal but literature still lacks studies about effectiveness of humor in job advertisements and more specifically job ads in the internet. Most studies highlight the positive effects of humor in advertising neglecting the risks known for example in a high involvement setting. This study aims to explore the effects of humor in the high involvement setting: job advert in the internet. More specifically this study focus on the negative effects of humor as revealed by evaluations of potential applicants such as attitude towards the advertisement, attitude towards the company, the perceived congruence between the job and the ICT health care industry and the fit between a job advert and job type. The study applies a between-subject experimental design method to test the advertising effectiveness of humor in the web-based job ad context. Different versions of textual job ads were created incorporating typical humor in the web-based job ad context. Pilot study findings indicate that humor negatively affected potential applicants’ attitude towards the job advertisement, attitude towards the company, the perceived congruence between the job and the ICT health care industry and the fit between job advert and job type. The results of this study will emphasize to managers that humor should not be used in job ads in the internet without an awareness of the possible negative effects to potential applicants’ evaluations.

Consumer logistics revisited

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The aim of the paper is to explore the practice of consumer logistics. It is the logistical activities performed by consumers when shopping which is the focus of our interest. It includes what (and how) consumers are carrying and interacting with on the way to the store, in the store, and all the way home. The marketing scholars Granzin and Bahn proposed the study of consumer logistics in the late 1980’s. With few exceptions their call has been surprisingly ignored by marketing researchers. The paper aims to revive this field of study by building on their initial work and introducing a practice approach to consumer logistics using the case of students. The authors draw particular attention to how consumer logistics is performed by assemblages of consumers and things, e.g. a man with a backpack plus two shopping bags full of groceries entering a tram or a woman with a computer bag, several small shopping bags riding a bicycle. The paper shows that the elements included and the way they are related influences how consumer logistics is performed. Furthermore, it emphasises that consumer logistics is related to other practices which impacts how consumer logistics is carried out. The paper also identifies issues that warrant further study, which may be usefully explored through the practice-based approach proposed here.

Decorative models affect attributions about intended product users

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Photographs of decorative models constitute a central feature of many images used in marketing. Through attractiveness halo effects, highly attractive models have been demonstrated to influence consumer evaluations of products and brands graphically co-exposed with the models positively. Little is however known about how decorative models influence consumer attributions about the intended users of the products, i.e. consumer beliefs about those who the products are intended for. According to attribution theory we humans make attributions about traits of other people based on their observable behavior. Consumer behavior research indicates that we also make attributions about others based on products they use. Such product-based attributions can be viewed as attributions based on the observable behavior of choosing a certain product. Since attractiveness halo effects influence trait attributions, it could be argued that attributions made about intended product users should also be affected by the attractiveness of models that the products are co-exposed with.

The purpose of this paper is to study how decorative models affect trait attributions about and attitudes towards intended users of products. In an online survey
consumers (N=311) viewed images (from online retail websites) of three decorative models displaying clothing products and rated their attributions and attitudes for an imagined user of the products. Correlational analysis indicated a positive correlation between model attractiveness and attitudes towards intended product user, and weak but significant correlations between model attractiveness and intended user traits such as being attractive, responsible and unprofessional.

**07:01 Unraveling Firm–Consumer Value Co-creation as Alignment of Practices Online: The Case of Alfa Romeo/Alfisti**

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This paper examines how consumers and firms co-create value by drawing on practice theory and a netnographic study of the on-line collaboration called Alfisti.com that the car manufacturer Alfa Romeo launched in 2009 to enhance the co-creation with its most devoted consumers, the “Alfisti”. The findings suggests that value is co-created when the enactment of practices aligns – i.e., when firms and consumers enact practices in a similar way – and that failure of co-creation occurs when the enactment of such practices misaligns. The paper also suggests that firms and consumers use three re-alignment strategies, namely compliance, interpretation, and orientation, in order to address misalignment and failure in co-creation. Building on the findings the paper offers an integrated framework regarding why co-creation succeed and fail and what strategies firms and consumers employ to address failing co-creation. Managerial implications include using re-alignment strategies to manage firm – consumer co-creation.

**07:02 Examining the variations of eWOM in e-commerce**

*Leena Aarikka-Stenroos¹, Jonna Järveläinen².*

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Online recommendations and user reviews have become an important channel for promotion: new customers tend to rely on trustworthy independent information sources, such as customers who already have experiences about the seller or the product. In e-commerce and virtual communication research this concept has been studied with concepts such as electronic word-of-mouth (eWOM), online recommendations and online feedback mechanisms (e.g. Henning-Thurau et al. 2004; Aggarwal et al. 2012). In practice, eWOM occurs through discussion forums, blogs, online opinion sites, online communities, online product reviews and comments written by consumers. The importance of word-of-mouth is widely acknowledged on e-commerce. However, since research tradition on eWOM is still developing, overlapping definitions have been presented to describe the phenomenon. Main concepts that can be related to eWOM are references, testimonials, referrals and recommendations. Our research argues that each “sub-concept” delivers experience and information differently. Therefore we analyse all these concepts of communicating experiences and discuss the similarities and differences between them, and thus clarify the use of concept eWOM. The aim of this paper is to analyse how buyer and user experiences can be communicated through divergent variations of eWOM. The empirical part comprises analysis of 16 e-commerce websites: through a structured content analysis we categorize the variations of eWOM and experience-based information sharing. Our research builds new understanding on how scholars should understand the diversity of eWOM and offers managerial implications for how marketers should develop and leverage eWOM.

**07:03 Co-creating the Arab Spring: Service Marketing, Emancipation and Freedom**

*Per Skålén¹, Kotaiba Abdul Aal².*

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This paper studies how co-creational marketing practices were used during the ‘Arab Spring’, the uprising against – and in several countries the removal of – repressive autocratic regimes. It focuses particularly on how on-line co-creational marketing practices in the Arab Spring countries have contributed to emancipating populations from repressive regimes. The paper draws on a Netnographic study about the practices that on-line activist communities in several countries utilized to co-create the Arab Spring. In particular, we focus on Syria. The findings suggest that activists enacted several on-line co-creational practices including Skyping, live streaming, Youtubing, and Facebooking to co-create the Arab Spring. These practices activists used to communicate with each other, report news, archive the events, document the mass killing and the human rights abuses committed by the regime forces, sharing information and coordinating their efforts to bring freedom to Syria. The paper makes several contributions to marketing research. First, it introduces the notion of emancipation to service marketing research. Second, rather than contributing to understanding how people are emancipated from or through markets, consumption and marketing as previous research has concluded, it contributes knowledge on how marketing practices serve as a vehicle for emancipating humans from repressive regimes. Third, the paper discusses what type of freedom on-line co-creational practices may bring about to repressed populations. Fourth, the paper contributes to the understanding of the role of marketing the removal of regimes through revolutions and wars.
Newbies, Followers and Veterans: Narratives about the becoming of knowledgeable consumer community members

Oscar Persson Ridell

Research on communities of end-users of consumer products has rendered insights into the character of knowledge sharing and innovating community members, but little attention has been paid to explore how consumers become such knowledgeable members of consumer communities. For this reason the article reports on findings from a study of a firm-hosted consumer community within the video game industry, from which narrative accounts – “war stories” – about participation in community practices were obtained by posting a thread in one of its forums. The communities of practice literature is employed as an explanatory lens to the “war stories”, thus adopting a view of membership as closely related to learning in practice, to provide a perspective on how consumers become knowledgeable members of consumer communities. The becoming of knowledgeable members of the studied consumer community is portrayed as a transformation in three membership stages – newbies, followers and veterans – that represent a “knowledge journey” involving learning about the community per se, and learning to participate in community practices. The article concludes with a discussion on avenues for future research, where multilateral collaborations between community members is argued to be one such avenue, and how business managers should aim to participate in community practices in order to turn the consumer community into a resource for innovation.

Interaction Design can be replaced by Marketing

Mirella Muhic

Interaction Design and Marketing are two disciplines originating from two different sources and studied at different departments. Yet when looking deeper into the two disciplines to my surprise and to the fact that these two disciplines have not previously been addressed in this way, it reveals that they are very similar, and in many aspects equivalent. This study compares Interaction Design and Marketing highlighting their similarities and differences with the help of the main literature used in the two fields. The analysis demonstrates the fact that Marketing does cover almost everything of the Interaction Design discipline and even more than that. The only aspect of Interaction Design found to not be covered by Marketing is the specific knowledge of technology and human computer interaction design, which implies that Interaction Design is not as superfluous as it might appear at a first glance. This has opened up for future questions to be answered regarding if Interaction Design can be replaced by Marketing having factors change.

The scientification of marketing

Hohenthal Jukka, Caesarius Leon Michael

The purpose of this paper is to describe the development of a science based marketing paradigm (scientification) and to discuss the implications of that development. Scientification is thus both a process where many arenas for human action become more science based and a process whereby we demand systematic and certified knowledge to accept “truths”. This process is enabled by two simultaneous processes: a steep increase in the number of people with an education based on the scientific method and a development of new IT based tools and communication methods that give access to more information and scientific tools. Marketing has often been depicted as an information problem and new tools based on the digital revolution has made it possible to use more systematic and science based methods to gather data, analyze it and test hypotheses about the market. It is also possible to use more inductive methods by systematically testing hunches and ideas about the market. Scientification is also a way to increase the legitimacy of the marketing department thus that it makes it possible to show how they work with more science based methods.
their outcomes: the level of trust in service sellers online. By turning trust into a matter of knowledge development on the buyer's side, the paper highlights and is in line with the recurrently proactive and transparent nature that characterizes online actors today.

07:08 The role of Social media in contemporary management and IS research

Mirella Muhic¹, Styliani Zafeiropoulou¹, Sven Carlsson¹.
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The expansive usage of social media in organisations in recent years has increased research in the field. Due to the nature of social media as a research topic that is studied in diverse contexts, there is an urge for an enacted contemporary literature review to frame the scope of social media in this context. Nowadays social media is on the agenda of many organisations. Many CEOs in their effort to find ways to offer their organisation beneficial solutions are interested in how they can take advantage from social media. Ultimately the purpose of this paper is to provide an overview of the research direction of social media in management. This literature review is based on central online journal databases. Selection of papers is delimited to social media in top journals in the field of IS and management. The classification of the papers is based on criteria such as research approaches, theories used, type of organisations, industry, businesses processes in which social media are applied and impact of their usage. The findings indicate that the attention of social media in IS and management literature has mainly been directed towards social media usage by organisations in marketing processes and less towards others such as innovation processes. Conclusively, there is a need for further research to cover a broader usage spectrum of social media in less studied processes. In conclusion, a framework on social media’s role in management is developed and the research trend in the field is exposed to guide future research.

07:09 Entrepreneural Networking – Causation and Effectuation in the process

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Causation and effectuation are continuously intertwined and balanced in entrepreneurial activities. However, the emerging field of effectuation primarily focuses on exploring the effectual logic of reasoning. It remains unclear how causal and effectual actions can unfold together. This article positions causation and effectuation in the context of entrepreneurial networking to explore how entrepreneurs establish relations following causal and effectual logic, and how they balance the two opposing activities. From one hand, entrepreneurial networking can be causal. It starts with network goal that is determined by venture resource needs. From another hand, entrepreneurial networking can be effectual. It starts with network means, where ‘What I am?’ represents network identity; ‘What I know?’ represents network competence, and ‘Whom I know?’ represents existing relations.

The empirical substance of this study is based on a multiple-case study of six Finnish start up firms. The study results in deriving the following propositions about the contrasting processes of causal and effectual networking of entrepreneurs:

P1: The adherence to effectual or causal networking is affected by the content of establishing relation.

P2a: Entrepreneurs are likely to network effectually when the quantity of relations is more important than their quality.

P2b: Entrepreneurs are more likely to network causally when the quality of relation is more important than quantity.

P3: The adherence to effectual or causal networking is affected by the personality of entrepreneur.

In addition, this study shows that novice entrepreneurs follow effectual networking strategies, while their experienced counterparts favour causal networking strategies. This finding contradicts the extant research on effectuation.

08:02 Resistance to dispose your old clothes? An in-store textile recycling program on the test bed

Wencke Gwozdz³, Sarah Netter³, Lucia Reisch³.
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Lately, some textile retailers have started to conduct in-store textile recycling programs as part of their efforts to reduce the environmental impact of fashion industries. These recycling programs are designed to tear down barriers for consumers to dispose their unwanted clothes instead of binning them. The handling is rather easy for both, retailers and consumers. The general idea is for consumers to bring a bag of unwanted clothes into a store and get a refund (in Swedish: ‘pant’) for the retailer’s shops. In 2012, retailers such as Weekday experimented with such a recycling program in their stores in selected countries. H&M has introduced it for the first time globally in early 2013. The goal of the study is to analyze consumers’ use intention as well as identifying the barriers and drivers of an in-store recycling program. Methodologically, the study uses a multi-method approach including in-store observation, field experiments as well as customer and staff surveys. The study contributes to the existing literature in three ways: Firstly, it reports on an in-store recycling program introduced by the fashion retailer Weekday in Sweden in 2012 and investigates consumers’ use intention of such a program in a natural setting. Secondly, we collected data from customers and staff via surveys as well as detailed information on participation rate, amount of handed in clothes etc. provided by Weekday. This increases our understanding on factors motivating consumers to dispose. Thirdly,
based on a pre-survey with a small number of customers, we are able to investigate whether such a program has the potential to induce changes in consumers’ motivation and/or abilities. The study concludes with recommendations for the design of in-store textile disposal channels. The study is part of the Swedish Research Project “Future Fashion” (MISTRA).

08:03 Language as an institution: Exploring the link between future tense and entrepreneurial behavior

Siri Terjesen1, Pekka Stenholm2, Malin Brännback3, Stefan Lang4.

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While the insight that language impacts perception and behavior is widely acknowledged in the area of consumer behavior (Puntoni et al., 2008), the link between language structure and entrepreneurial behavior has not been explored. A growing body of research investigate formal and informal institutions’ associations with levels of entrepreneurial activity, albeit with generally mixed findings, in part due to the dynamic nature of institutions and the very different types of entrepreneurship studied (Terjesen, Hessels, & Li, 2013). Furthermore, existing entrepreneurship research has neglected the importance of language. In parallel, a growing body of research in international business illustrates that language has important influences on the structure of organizations (Tietze & Dick, 2012; Marschan-Piekari, Welch, & Welch, 1999). Indeed, language is one of the most enduring institutions, offering tremendous potential to explain how people think and act in terms of certain economic and health behavior (Chen, 2013).

In this paper we adopt the lens of language as institution and explore the potential connection to entrepreneurial behavior. We build on these strands of literature to examine the impact of language as an institution in determining entrepreneurial activity. We have analyzed several international datasets (Global Entrepreneurship Monitor, World Values Survey). Initial results show that individuals who speak languages with a future tense show a higher likelihood of engaging in entrepreneurial behavior. Another interesting finding is that individuals who are bilingual and bicultural in their ability to navigate institutional environments are more likely to engage in entrepreneurial activity, often as transnational entrepreneurs.

08:04 Fashion firms in random market

Håkan Preiholdt1.

Fashion firms in random market

The time of Scandinavian clothing has come because the elements present in the designers’ collections are highly in tune with the way we live and work today, Dorothea Gundtoft, 2013 “Fashion Scandinavia”. Certainly fashion reflects the society as a whole frequently following what we as human beings are up to in our daily living. So it seems that fashion might be a good mechanism to follow up on what is going on in our public life. This means that fashion is not only close to us but it is also mirroring the social lives and social changes that is expecting to have influences on fundaments in our daily decisions and behavior. People change jobs, houses, hairstyle, make-up, and automobiles are following fashion to one extend or another. That is to say that fashion also helps us to choose in the complex world of social life. However, in contradiction, fashion is also random where new ideas pops up from nowhere. In business, especially in the fashion business, randomness means insecurity and risk, which has to be managed and controlled by firms and organizations. This research in this paper is focusing on such management and marketing that is there to reduce such risk in fashion, which is a product of random in fashion. The method is basely primary interviews with key actors in the fashion trade such as fashion companies, organizations and unions supporting this industry as well as government agencies. The results are aiming to three categories of market behavior to reduce risk due to the inherent randomness in this business. A conclusion is that studies in research in marketing in this case for the fashion industry can explain why firms to some extent move into certain categories of marketing to reduce their risk and randomness in the business.

08:05 Integrating sustainability in fashion brand identity – an exploratory study

Anita Radon1.

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Integrating sustainability in fashion brand identity – an exploratory study

ANITA RADÓN
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Within the discussion on sustainability and corporate social responsibility the fashion and clothing sector is intensively discussed and as new ‘green’ and ‘ethical’ product alternatives have made their way onto high street retail clothing chains (Joergens 2006) and corporate responsibility initiatives have started to play a central role in the sector’s business practices (Iwanow et al. 2005, Shaw et al. 2006), increasing academic interest has emerged towards topics such as fair trade practices, corporate social responsibility initiatives, sustainable consumption communication by businesses, organic cotton, environmental impacts of production, clothing usage and disposal practices, clothing exchanges, clothing recycling and second-hand clothing (Iwanow et al. 2005, Pears2005, Joergens 2006, Rudell 2006, Shaw et al. 2006, Birtwistle and Moore 2007 Niinimäki 2009, Jones et al. 2010). Research is however still scarce within the topic of sustainability and branding from a consumer perspective. This paper aims at exploring the consumer views of
sustainability as integrated brand value through a mixed-method research method of consumer interviews, focus groups and online research of upper range fashion brands sustainability efforts. The results show that consumers value price over sustainability issues and when price is higher so are the expectations of sustainable products. Although, the results show great awareness of quality in relation to brand image on the side of consumers, few of the upper range fashion brands make the connection between sustainability and quality clear in their communication of brand identity.

08:06 Consumer brand involvement and engagement in user-generated content – An explorative study of Swedish fashion brands in social media

Christofer Pihl¹, Andrea Geissinger².
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The rise of social media and user-generated content (UGC) has created new challenges for the theoretical understanding of consumer brand involvement and engagement. As a result, a plethora of works suggesting how firms can foster close relationships with consumers in the digital media landscape has been presented. The present paper aims to add to this literature by exploring how different indications of consumer brand involvement and engagement can be spotted in the setting of UGC. This is done by studying how ten Swedish fashion brands have been portrayed within different forms of social media. Data collection was conducted by using a social media analytics tool developed for the Swedish market, covering a sampled material of 38,696 user-generated contents. The findings of this paper illustrates that levels of brand involvement and engagement fluctuates considerably over time, also depending on the form of social media in which UGC is produced and the size of the firm in question. Moreover, the study shows how professional firms in the fashion industry have embraced UGC by starting to take part in its different forms. In contrast to previous works suggesting how consumer brand involvement and engagement is characterising by a stable and enduring nature, this paper conclude by arguing that these concepts in the setting of UGC and the fashion industry is characterised by constant change.

09:02 The evolution of nascent entrepreneurial social networks

Tomas Karlsson¹.
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Using real time observational data of entrepreneurial processes connected with Lund University, I build a theory of entrepreneurial tie formation. The theory focuses on age of ties, uncertainty, cognitive legitimacy and entrepreneurial process characteristics. Findings suggest that at the discovery phase of opportunity identification entrepreneurs favor the leverage of established ties over new ties. It enabled the entrepreneurs to acquire resources under market cost, and despite high levels of uncertainty. To activate such ties are convenient, fast and communication efficient.

Attempting to create new ties in this phase, was both time consuming and inefficient at the discovery phase of nascent organizations. Due to high levels of perceived the uncertainty; it became difficult to persuade new ties to surrender resources, and certainly not under market cost. At the exploitation phase of the opportunity development process, effects reversed. The initial positive effects of utilizing established ties disappeared.

The use of established ties at the exploitation stage has not significantly been addressed in relation to education. While there exist varying pedagogic approaches for entrepreneurship education, some are considered to be insufficient in integrating economic development and developing new ventures and stimulating entrepreneurial behavior. While entrepreneurship education focuses on objectives towards acquiring information, skills or even learning how to act, entrepreneurial learning is seen to also include learning about who we want to be and developing an identity. There exist learning processes associated to concepts of identity construction, but seem to be remiss in existing descriptions of entrepreneurship education. Our objective is to explore the construction of entrepreneurial identity within an action-based entrepreneurship education where students are creating a venture as a part of the education.

The article builds upon insider action research principles to investigate an action-based entrepreneurship education, employing a ‘learning through’ approach. The aim is to investigate if this approach can be used to facilitate constructing entrepreneurial identity, for both the individual and their firm. Excerpts from participants in the education illustrate entrepreneurial identity construction through means such as storytelling, negotiation, symbolism and cliché.

We argue that identity construction needs to be seen as equally important to entrepreneurship education as content and pedagogy, where both faculty and students of entrepreneurship educations to strategically work with identity construction as students transition into an entrepreneurial career. Creating an environment for individual and collective storytelling and reflection, allows students, and surrounding stakeholders, to make sense of experiences in relation to entrepreneurial identity construction.

09:01 Organizational identity and entrepreneurial identity construction intertwined: the case of an action-based entrepreneurship education

Susanne Ollila¹, Karen Williams Middleton¹.
¹Chalmers University of Technology; (SE).

Policy makers and practitioners increasingly call upon the need of entrepreneurial competence, exemplified through the continued growth of entrepreneurship education. However, entrepreneurial identity construction intertwined: the case of an action-based entrepreneurship education
led to changes in the power dynamics and the complexity of the relationship, leading to conflicts. It also led to suboptimal resource utilization due to familiar negative effects of cronyism and nepotism.

Successful entrepreneurship students were able to reduce the level of uncertainty in the business proposition, facilitating earlier creation of new ties. They were able to do so partially by associating themselves to established legitimate organizations.

Going from discovery to exploitation, entrepreneurs benefit from replacing old ties with ties. Embedding of the entrepreneur within contexts of other legitimate actors facilitate this transition.

### 09:03  Students’ perception on an entrepreneurial education program

**Anna Sörensson**¹, **Yvonne von Friedrichs**¹.

¹Mid Sweden University; (SE).

Today entrepreneurship is a popular research field within many different subject and areas. Within education, the research area is quite new and therefore interesting to study. Entrepreneurship education is widely used in business administration and has often wrong focus, it is about learning about the subject of entrepreneurship instead of becoming an entrepreneur. The aim with this study was to investigate what makes a higher education entrepreneurial from the students’ perspective. The study was conducted as a case study on a newly started 1 year entrepreneurial education program in Åre, an education program run by Mid Sweden University. The data was collected through interviews with the students that studied the first and second year at the program. The result from the study is that it is a more creative education program compared to traditional education at higher education. Also, the students preferred more traditional education. Another conclusion is that the student liked that they were taught different subject within the program despite that there also was negative aspects with it.

### 09:04  Links between Emotions and Learning Outcomes in Entrepreneurship Education

**Martin Lackeus**¹.

¹Chalmers University of Technology; (SE).

**Objective**

This paper investigates links between strong emotions and entrepreneurial learning outcomes in an action-based entrepreneurship education program. Students’ own experiences were assessed during their participation in an entrepreneurship program where they were expected to start a real venture as formal part of curriculum. This constitutes a rare opportunity to conduct laboratory studies on nascent entrepreneurs. An explicit focus on emotions in action-based entrepreneurship education is unusual in previous research, but can trigger new insights on antecedents to entrepreneurial learning outcomes. The paper asks the question: How are emotional amplitude and entrepreneurial learning outcomes linked?

**Method**

A longitudinal design was applied following 13 students during eight intensive months. Students were equipped with a mobile app-based survey engine in their smartphones, and were asked to momentarily register emotions and critical learning events related to their educational experience. These app-based measurements were followed up quarterly with semi-structured interviews to uncover links between strong emotions and resulting entrepreneurial learning outcomes.

**Results**

Results indicate substantial links between emotionally intense events and entrepreneurial learning outcomes, such as high levels of positive influence on their attitudes towards entrepreneurship, caused by emotionally intense events induced by the explicit program design. Key emotion generators are intersubjectivity and challenging tasks including real value creation for external stakeholders, resulting in strong development of entrepreneurial competency.

**Conclusions**

Findings have implications for entrepreneurship program design, for entrepreneurial learning, and for learning more in general. They could lead to new recommendations on how to take advantage of these links in order to increase levels of learning. This is however early exploratory research, and more work is needed to further confirm or refute these initial findings.

### 09:05  Evaluation of a cross-cultural, cross-faculty course – iMDE international Market Driven Engineering using Pertex.

**Carl-Henric Nilsson**², **Charlotta Johnsson**², **Helge Helmersson**³.

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The iMDE course was given the first time during the fall 2012 at Zhejiang University with 20 engineering students and 20 business students from the technology management program in Lund, Sweden and about 15 Chinese engineering students and 15 Chinese business students. During the course the students worked in 8 groups of about 8 persons fully mixed between faculty, country and gender. The task of each group was to invent, design and prototype a product to “help everyday life, each group also made a business plan a marketing movie and a group-development movie.

In order to evaluate the students’ learning from the course a standard course evaluation was carried out alongside a Pertex analysis.

For the Pertex analysis the students were asked after the course to produce a text about the course which we have run through a Pertex analysis in an empirical setup.
How Action Learning can Support Budding Entrepreneurs and Enterprise Development

John Thompson¹, Leigh Morland².
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This paper explores the role of action learning within a community of budding entrepreneurs, who are full-time undergraduate students required to start and run a (small) business to complete their Enterprise Development degree. There is an underlying belief that entrepreneurship must be enacted, facilitated and reflected upon in order for real learning to occur (Pittway and Cope, 2007). The paper charts the progress of the programme participants as they conceptualise, plan and implement their businesses. Actions taken are reviewed in relation to the learning themes and philosophy of the programme, including creativity and communication skills, personal development and ‘right-brain thinking’ are relevant throughout.

From the outset students are encouraged to capture, reflect on, and share their learning by doing and their learning from doing (Clarke et al., 2006) on this ‘pracademic’ (practical and academic at the same time) degree. Data has been collected from informal one-to-one discussions, semi-structured interviews with students and detailed content analysis of reflective biographical studies (some tutor observations have also been added). From these a new conceptual model for the programme, capturing the relationship between the learning experience, the programme philosophy and key features of the curriculum, has been designed.

Findings of the study inform how Action Learning functions within this non-typical learning community (Bourner and Simpson, 2006). The characteristics of Action Learning are evident within the learning journeys of individuals notably: volunteering for action learning; the role of the inner voice and intuitive thinking in defining and managing problems; the importance of personal development and the preference for collaborative learning within their community of practice (Bergh et al, 2011). Learning from and with like-minded people is essential – selection for this degree is a critical issue as is accommodating self directing learning driven by the purpose of real business development.

The paper is relevant for entrepreneurship educators and course developers, especially those with an interest in learning for entrepreneurial action as well as academic attainment.
this transmission – recovery step. Among the modes of transmission, the family business succession is a strategic and complex event. A multiplicity of factors intervene, of economical, legal, management, psychological or socio- logical nature, making decisions difficult, all the more as this event spread out over several years. A whole series of questions arise here: Which child would be the best successor? Do we have to delineate roles, and in this case, to whom the power of decision must be allocated? Do we need to allot the firm’s capital in an equal way, or to devote to the executive its majority? However, an issue remains central among each succession process: How can we maintain the intellectual capital, the leader’s skills? In other terms: how can we make the succession reliable in a family business, giving priority to an approach of knowledge transfer between fathers and sons? In order to bring elements of responses to this problematic, we propose to investigate the field of generational transfer of knowledge, and more precisely a global approach that gives priority to the heritage analysis of the leader’s knowledge, in order to build a father-to-son transfer of knowledge framework. The investigation method is of an extensive case study (Michel Group). The experimentation covers an approach of knowledge transfer taking as example a specific tacit knowledge, that is to say, a knowledge which is mapped and analyzed depending of its criticality. Conclusions tend to show the fundamental role of the tacit knowledge transfer of the transmitter in the reliability of a succession.

**10:02 Industry knowledge and corporate entrepreneurship: Do family businesses make the difference?**

Giuseppe Criaco\(^1\), Lucia Naldi\(^2\).

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Corporate venturing – the creation of new businesses within an existing organization – is an important driver of economic growth. While existing literature mainly focused on individual and firm-level determinants of corporate venturing in established firms, little attention has been devoted to understand how the industry where firms compete may enhance or hinder the corporate entrepreneurship phenomenon. Nevertheless, industry’s characteristics are important dimensions of corporate venturing as the perception of the environment frame owners’ definitions of the issues facing their company and the actions to be taken. We claim that the typology of knowledge embedded in industries influences firms’ capacity to develop corporate venturing. More specifically, firms tend to be more productive in corporate venturing if competing in industries characterized by high levels of knowledge breadth and depth. Moreover, we suggest that managing internal assets for corporate venturing is also relevant. To effectively mobilize resource stocks for enhancing corporate venturing, effective governance is needed. Family firms possess governance mechanisms that may enable such an action given its unique social context. We thus argue that the ownership and governance structure of the established firm mediate industry knowledge-corporate venturing linkage. Our empirical study is based on a large and representative sample of European firms. This research contributes to both entrepreneurship and family business literature. While entrepreneurship research will benefit from a new approach to assess corporate venturing based on industry knowledge, this study deepens the understanding of the yet unexplored phenomenon of corporate venturing in family business research.

**10:03 Inter-firm cooperation in family firms: past research, methodological issues and way forward**

Gershon Kumeto\(^1\).

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The family business literature shows growing interest in interfirm cooperation involving family firms (Roessl, 2005). This is due to the recognition that interfirm cooperation enables firms to develop competitive advantage through enriched knowledge and access to crucial resources and new markets by cooperating with other firms. Particularly, efforts have been made by scholars to measure how family businesses compare with non-family businesses in different aspects of interfirm cooperation. While some scholars conclude that family firms are less likely to engage in and less successful in interfirm cooperation, other scholars find support for the opposite argument (Pittino and Viasintin, 2011; Miller et al., 2009). In this article I reveal that this ongoing paradox in the literature is due to methodological challenges which make cogent understanding and grasp of interfirm cooperation difficult in the family business context. First, I organize previous studies that used ‘family influence’ as a variable in interfirm cooperation during the period 1982–2012 based on the kind of interfirm relationship studied and measures employed. Second, I synthesize the research findings into a model of interfirm cooperation which provides a novel way of understanding the previous studies within their theoretical and empirical context. Third, I provide an interpretation of the literature based on the model to clarify the causes of the paradoxical findings and to show how previous studies provide complementary rather than contradictory conclusions. Fourth, I specify potential paths for future research.

**10:04 Agency conflicts and firm performance in family firms**

Limei Che\(^1\), John Christian Langli\(^2\).

\(^1\)BI Norwegian School of Business; (NO).

There have been increasing calls for the understanding of governance and firm performance in family firms, especially in private family firms. Most of the current studies have compared firm performance of public family firms and non-family firms. While some authors find that fam-
ily firms outperform non-family firms, others present opposite evidence. We argue that family firms are heterogeneous with different types of agency conflicts of varying seriousness, and that these agency conflicts must be taken into account when investigating firm performance. Using unique and confidential data on family relationships between board members, CEOs and major shareholders among of all Norwegian firms during the years 2000–2010, we document that agency conflicts caused by family involvement affect firm performance. Overall we show that family firms with lower levels of agency conflicts have higher firm performance than other family firms.

10:06 Superiority of family management over family ownership creating profitability in finnish small and medium-sized enterprises

Minna Martikainen1, Jussi Nikkinen2, Sheraz Ahmed2.

1Aalto University, Business School; (FI); 2University of Vasa; 3Lappeenranta University of Technology.

We investigate whether family ownership and family management are having differentiated impact on the profitability of unlisted small and medium-sized enterprises (SMEs). We also investigate how dispersion of the ownership, owner involvement and firm age is affecting the performance of family firms. Using a random sample of 1,137 Finnish SMEs, we show that firms owned by families are more profitable than non-family firms. Most importantly this study shows in unique way that family involvement in management (FIM) is outperforming family involvement in ownership (FIO) among family firms. Furthermore, this study shows interestingly that the dispersion of ownership among employees is considerably deceasing firm performance among family firms. In contrast, among non-family firms the employee ownership does not have any significant impact on performance. This result is signalling the possible effects of increasing agency problems when ownership is distributed to employees in relatively small firms and in concentrated ownership structures. Finally, the results indicate that young family firms are outperforming old family firms indicating that young family firms have higher incentives to reach better performance.

10:07 Factors of choice of short-term financing of unlisted family businesses: a conceptual approach

DENIS MIALOCQ1.

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The economic landscape of most nations remains dominated by family firms (Chrisman et al., 2003). The problem of access to finance for family SMEs has become central. Indeed, debt is the first source of external financing for family SMEs after self-financing (Poutziouris, 2001). Going into the question of financial behaviour in depth, Poutziouris et al. (1998) highlight the excessive resorting to short-term financing, in particular, a strong penchant for overdraft.

Gallo and Vilaseca (1998) emphasize the existence of a proper financial logic to FOBs which is characterized by a low level of debt, an under-capitalization and a long-term oriented profitability.

Dealing with short-term financing behaviour knowledge in depth presents several interests. On the one hand, it brings enlightenments about the unresolved paradox of the mismatch between the maturity of the debt and the assets. On the other hand, the rise of behavioural finance provides a greater understanding of owner-manager’s financing decisions.

Our research aims to provide answers to the following question: «Which factors explain the choice of short-term financing of the unlisted family businesses?»

The study will focus on the construction of a conceptual model drawing the elements involved in short-term financing decisions. This particular appraises the role played by the family in this process and its impact on the value and the performance. Our work highlights the family owner-manager’s ambidexterity shared between rationality and emotion, aversion and need. This paper lays the foundations of a wider research that calls for empirical validation.

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10:08 The codetermined family business: a paradox?
Börje Boers
1

Family businesses are said to be driven by owning families who steer and control the direction of the business (Chua, Chrisman, & Sharma, 1999). Some stakeholders are represented in the board of directors which is an important forum for strategic decision making (Uhlman, Wright, & Huse, 2007). However, already Johannisson and Huse (2000) found that family businesses face certain ideological challenges when selecting board members because they host potentially conflicting worldviews, e.g., managerialism, paternalism or entrepreneurialism. In their understanding paternalism is a consequence of family ownership and the associated family values. Hence, paternalistic thinking, e.g. caring for employees, can influence a family business culture which in turn influences decision making (Chirico & Nordqvist, 2010; Chirico, Nordqvist, Colombo, & Mollona, 2012). Also, family businesses cannot select all board members as law may prescribe employee representation (Wheeler, 2002). This (paternalistic) caring for employees could also mean lower levels of autonomy for employees. Thus, the idea of a codetermined family business, e.g. a business where employees take part in decision making could be seen as challenging within a paternalistic family business culture. Hence, the paper aims at understanding employee involvement in the family business by focusing on codetermination. Drawing on an in-depth case study of a big, non-listed family business the study sheds light on the seeming paradox of a codetermined family business. Findings indicate that board work is “professionalized” implying separate processes for board work and union work which may include a power dimension. The claim of being a family business can become identity-regulating and thereby maintain paternalistic patterns.

10:09 Strategic agility in family business – the case of Rapala by 1990
Olavi Uusitalo
Kjell Grønhaug.

The objective is to get insights to firm’s strival in a turbulent world. We use strategic agility literature in our analysis of the case. We have a longitudinal case study method with information from newspapers, statistics and interviews. Rapala, a global lure marketer, was found in Finland in 1936. In 1960 Rapala started marketing cooperation in the US with Normark. The sales grew steadily. Rapala was a strong brand. 95 % of production was exported, North America being the largest. In the 1980s the Finnish economy was booming. The fiscal policy was released. With its excess cash Rapala bought half of its Swedish marketing channel, a mobile home manufacturer, Matkaaja (1985) and Flipper, a boat manufacturer (1986). The common denominator for diversification was leisure. Consumer durables were, however, much different from lures. Cash was tied in inventories. Not all new models sold well. In 1988 a young family member realized that this direction was not right. He ran himself as the managing director. In 1999 Normark, Rapala’s worldwide distribution outlet was in sale. To finance the acquisition Rapala had sell the new businesses. Immediately factory buildings were sold. In 1990–91 Rapala managed to sell both Matkaaja and Flipper just before the recession hit Finland. In 1994 the family sold the company. Driven by the fight for the survival the company did a set of seemingly fast and unrelated moves which ended up almost to the death of the company. We found that rapid decisions were possible after one family member had insisted the full authority from the owners to run the business. Further agility is not without risks.

11:01 Agile adoption at Ericsson hardware product development
Tomas Gustavsson
Peter Rönnlund

This case study report describes experiences from a hardware development unit at the Swedish telecommunications company Ericsson AB. A pilot project initiated in January 2012 was organized with agile principles and processes. This was their first attempt ever to adopt agile methods for hardware development projects.

Extending the use of agile methods to hardware projects has its sceptics. The main argument being that agile is designed for software projects where you easily can make changes, even late in the process. Since hardware products cannot easily be changed once the circuit board has been put in production, the benefit for changing their way of working is not obvious.

This case study is based on surveys and interviews at the hardware development unit six months into the process of their agile transformation. In all, 30 people were working in the pilot project. The timing was chosen since at this point, the first progress evaluation was available.

The result indicates that the pilot project delivered results in a significantly higher pace than in earlier hardware projects. Other projects in the unit are also transforming to an agile way of working, indicating that benefits of using agile methods also in hardware projects has been recognized. According to statements from interviews, the ability to cope with changes has increased allowing the team members to put more time focusing on what is most important. This report indicates that it may be possible to get benefits of agile methods even in other areas than in software development.
11:02 To Evaluate or use Past Experience? Collecting Information for Supplier Selection under Technological Uncertainty in New Product Development
Lisa Melander1.

1Linköping university, (SE).

Involving an external company in the innovation process is one way to integrate new technology into the firm’s products. However, under technological uncertainty it may not be obvious which technology will be most suitable to incorporate. Few studies have investigated how technological uncertainty affects firms’ supplier selection for NPD. Hence, this paper aims to investigate how firms select suppliers for collaborative New Product Development (NPD) under varied levels of technological uncertainty. In particular, the paper focuses on how firms collect information about suppliers under technological uncertainty. Evaluating potential suppliers before deciding upon a supplier to collaborate with can be a laborious task for the buying firm. In particular, accessing and collecting information about suppliers can be difficult, take time and be costly.

This research is based on seven case studies in which 53 interviews were conducted. Two strategies for supplier selection under technological uncertainty are discussed, based on: (i) evaluation and (ii) previous experience. The findings related to evaluation show that technological capabilities were an important criterion in the assessment of suppliers both in projects with low and high technological uncertainty while relational capabilities were more important in projects with high technological uncertainty. Related to previous experience, it seems that firms tend to select suppliers with whom they have collaborated previously. Finally, possible lock-in situations where the firm either becomes locked-into a specific technology or supplier were investigated. The study showed that lock-in situations where the firms did not consider the suppliers’ relational capabilities could result in problematic situations.

11:03 Dealing with Uncertainty and Conflicts! Integration in Collaborative R&D Projects
Lisa Melander1, Fredrik Tell1.

1Linköping university, (SE).

Research suggests that by involving suppliers in new product development (NPD) projects, buying firms are likely to obtain better designs, especially in high-tech industries, since no single firm possesses expertise in potentially relevant technologies. However, there are two aspects that are important to consider when setting up the collaboration with a supplier. First, related to the technology is the level of technological uncertainty and second, related to the supplier is the level of conflict of interest. Hence, this paper investigates how firms coordinate with suppliers in NPD depending on the level (high or low) of these aspects. In total, there are four possible combinations in our model (high-low, high-high, low-low and low-high). Technological uncertainty involves both uncertainty related to technological trajectories as well as problems related to technological complexity. Following Grandori’s (2001) definition of conflict of interest, low conflict of interest are situations where the partners’ preferences are homogenous or complementary. In contrast, a situation of high conflict of interest has problematic joint decision making and failed communication.

The paper is based on multiple cases studies, consisting of four projects and 37 interviews. We used theoretical sampling to identify our projects, to find one project pertaining to each situation in our model. Also, all projects were successful in introducing a product to the market. From our cases we found that coordination varied depending technological uncertainty and conflict of interest. The situations demonstrated: (1) high level of integration, (2) limited integration, (3) medium integration, and (4) limited integration.

11:04 Leading for innovation. Orchestrating continuous creative collaboration in R&D projects
TORILD ODDANE1.

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The need for innovation has resulted in a new focus on how managers should lead for creative performance to occur. This paper highlights how project managers encourage innovation by inducing ongoing creative collaboration among researchers and practitioners in R&D projects. The premise is that innovation depends on creativity, but that traditional views portraying creativity as an individual quality and initial step of innovation are not adequate for successful practical project management. Innovation is a complex open-ended venture requiring diverse expertise and ongoing creativity. Creative collaboration among people places a premium on leadership, in particular the orchestration of a creative interplay of expertise. This paper provides practical examples of how such collaboration can be organized. The work is based on retrospective case studies of four R&D projects in a large industrial company. The projects were a collaborative effort between the company, external institutes and universities. The research methods underlying the case study was 61 interviews and document reviews conducted during a period of 3 ½ years. The research shows that orchestration of the following approaches fosters ongoing creative collaboration: Face-to-face meetings between researchers and industrial people at the latter’s sites, research-industry workshops, joint research-verification/validation work in the plants, parallel processing and pre-projects aimed at co-generative problem definition. The conclusion is that project managers foster innovation by orchestrating ongoing co-generative learning among researchers and practitioners. The principles of orchestration are diversity, contact, joint problem definition, reflective practice, and design of appropriate communicative areas.
Methods and tools for product development projects in the Swedish manufacturing industry – An empirical exploratory study of how their effectiveness is measured

Johnny Oldenburg¹, Lars Uppwall¹, Caroline Munthe¹, Mats Engwall¹.

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The literature on methods and tools used in PD-projects is vast (e.g. described in association to stage-gated and Lean approaches to PD). However, empirical results that picture the combined use of methods and tools and examine their actual contribution to effectiveness in PD are scarce. This paper addresses this lack of empirical studies regarding the effectiveness of methods and tools in PD. The objective is to map out the current state in the Swedish manufacturing industry, to answer the question “how companies know that they are making effective use of their method and tools in product development?”

The empirical setting is represented by 15 large manufacturing companies with PD activities in Sweden. The data were gathered through semi-structured phone interviews with two respondents from each company. The initial results indicate that the effectiveness of applied methods and tools in PD. For companies that were measuring the effectiveness of applied methods and tools. The results represent important empirical evidences of how PD is managed and controlled in large Swedish manufacturing firms. Furthermore, the initial analysis indicates that the area of measuring the effects from applied methods shows room for important improvements, both for individual organizations and for the competitiveness of the Swedish manufacturing industry.

Organizing by co-creation: emerging cultural projects

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Co-creation can be seen as a form of organizing, building from the bottom-up, often within the structure of an open-source project. Previous studies on projects has often had the perspective that projects are organized through a top-down approach where the firm or a network of firms create a project for the development of a new product or service. In this study we take a perspective of co-creation and user involvement to show how projects can emerge from the bottom up. Umeå’s application to become the European Capital of Culture 2014 was successful, to a large extent due to its unique approach to organize the project through co-creation. The idea is that cultural projects forming the program should emerge from the community, but how can this be organized? The purpose of the paper is to illustrate how a large cultural/city development initiative can be organized through co-creation practices. Interviews with politicians involved, people from the Umeå 2014 project team and secondary data on the project will be analyzed to explore how the project is organized and the process by which cultural projects within it emerge. To illustrate, two cultural projects are analyzed more specifically. Initial findings show that the Umeå 2014 project takes the role of a platform that makes meetings/interactions possible and the organization by co-creation allows for creative cultural projects to emerge. The paper contributes to the understanding of organizing projects and the
Dealing with the projectification of academic research – Practices of resistance and accommodation in scientific laboratories

Nina Fowler, Marcus Lindahl, David Sköld

Dealing with the projectification of academic research – Practices of resistance and accommodation in scientific laboratories

Leading and managing knowledge intensive firms that are populated by scientists and engineers, has long been conceived as a major challenge (Étzioni, 1964). It is generally assumed that such high-level knowledge workers are badly suited for traditional means of control, more likely to respond to normative measures and unobtrusive techniques. Looking at the dominant form of management control system within government funded research in Sweden, this paper explores the role of the project as a tool/technique that has emerged as somewhat of a universal remedy supposed to respond to the challenges involved in leading high-level knowledge work.

By consequence, it seems, project management methods and techniques are unequivocally called for to structure, guide and control research efforts. Researchers are being forced to appropriate and use PM methodologies in order to become viable for funding as well as in reporting procedures, and in the handling of the research on a daily basis. We thus appear to be witnessing a projectification of academic research, which is manifested in application frameworks, in the taxonomies guiding the research efforts, and in the daily coordination and reporting of activities undertaken.

Our interest lies in exploring the workings of this disciplinary regime, and the potential conflict it entails between researchers perceiving themselves and their research activities as being involved, on the one hand, in a process whereby value unfolds in independent and spontaneous ways, and, on the other, in a process of most instrumental and tightly controlled value-creation. How these kinds of conflicts are being handled, and how the strategies emerging in response to such a regime appears these kinds of conflicts are being handled, and how the instrumental and tightly controlled value-creation. How spontaneous ways, and, on the other, in a process of most

A project’s animal geographies

Tryggestad Kjell, Justesen Lise, Mouritsen Jan, Sage Daniel, Dainty Andrew


Title: A project’s animal geographies

Abstract: The aim of this paper is to explore how a construction project shapes animal habitats, living conditions and roles, i.e. its animal geographies. The study is based on cases of large railway and infrastructure projects in Denmark, United Kingdom and Sweden respectively. We describe for each construction project its particular historical and emerging material conditions and management technologies. The comparative case analysis reveals the mechanisms and complex dynamics of a project’s animal geographies. An animal living in particular places in/under/above the construction site and infrastructure can assume different roles such as victim and perpetrator in interaction with the project materials and technologies. Roles can also be reversed during the construction process and even include humans. This spatial-temporal role dynamics involves ecological-ethical matters of concern and poses new unexpected challenges for project stakeholder management. The paper concludes by proposing a heterogeneous, dynamic and symmetric notion of a project’s animal geographies, and by considering the practical implications for project management in construction.

stakeholder analysis eruptions – advancing project management with the method systemic constellation

Pernille Eskerod, Martina Huemann

Study objective

Stakeholder management has been a core PM task for more than 25 years. Still though, many problems related to issues with the stakeholders can be observed. To achieve a more comprehensive understanding of the stakeholders and their relations to the project and each other, we suggest that it is time to fertilize the project management field with concepts, understandings, and methods from other fields. In this paper, we contribute to the understanding of project stakeholder analysis by investigating the method ‘systemic constellation’ which originated in family therapy, but has been adopted by the general management field and is increasingly applied the context of change and conflict. The paper is part of a research project Rethinking Project Stakeholder Management funded by Project Management Institute in 2012–14.

Method for empirical study

In order to identify the strengths and limitations of systemic constellation in a project context we carried out a single case study in combination with a focus group workshop for practitioners and researchers. A systemic constellation expert facilitated the session in which a project manager developed a systemic constellation. Afterwards, reflections were discussed in a focus group
The translation of uncertainties into pure and impure risks: The purifying role of risk management expert technologies

Peter Skærbæk1, Tim Neerup Themsen1.

In extant literature on risk management the role and effects of the various frameworks like COSO, Turnbull, etc. are up for debate and suspected to cause problems for the practice of doing risk management. However, few studies have sought to study in detail how these frameworks are materialised into specific practices, how they come to frame the work processes of transforming uncertainties into risks and what effects they produce when doing so. This paper draws on central actor-network theory concepts to argue that the process of translating uncertainties into risks depends upon calculative devices, like risk management expert technologies. Our study shows that expert technologies end up producing boundaries between which uncertainties can be included and excluded as risks. The paper theorizes the included risks to be the pure risks and the excluded risks to be the impure risks of the practice and argues that only pure risks tend to be made the object of management intervention. In practice, this means that some risks, the impure risks, tend not to be acted upon in the formal risk management organization. These risks, however, do not just disappear; they continue to exist outside of the formal practice just to become personalised by local managers. Some of these are later translated back into pure risks, but most of these gradually become translated into overflows that threaten the stability of the formal practice, because the local managers keep criticising the technology for not accepting risks that they think are real risks. In making this argument, the paper uses evidence from a longitudinal case study of the process of translating uncertainties into risks on one of the largest railway capital investment programmes in Denmark to date. This programme involves an all-encompassing and comprehensive risk management practice including an expert operated risk database technology as the main calculative device. We conclude that the practice of risk management tend not to include ‘everything that can possible go wrong’ due to the purifying role of risk management expert technologies and the ways in which they have been framed.

Managing Uncertainty through Stakeholder Collaboration in the Context of the Mining Industry

Olga Perminova1,2, Magnus Gustafsson1,2.

Current changes in the industrial markets emphasize the need for the industrial project-based solution providers to maintain flexibility of operations, increase revenues and gain competitive edge by better addressing stakeholders’ needs. This is especially true for companies delivering projects in the mining industry. The value chain in mining business includes a variety of stakeholders who have direct or indirect interest in the mining operations: credit organizations, governments, safety control and environmental agencies, mines, general public, etc. For instance, development of new technologies requires complying with the strict environmental regulations, on one hand, and the need to maintain profitability, on the other. Lack of knowledge about other relevant stakeholders creates uncertainty about the current state of affairs, the needed management actions and their effect along with the inability to foresee the future. This affects how the value and opportunities are captured.

In this article, we present the results of an explorative study aiming at understanding how the companies involved in the mining projects can manage uncertainty through collaboration with the stakeholders. An analysis was carried out on the data gathered through in-depth interviews with various stakeholders involved in the Finnish mining business value chain. Drawing upon the previous research and the empirical findings from the study, we identify the key issues influencing stakeholder-related uncertainty. We conclude by proposing a model for management of stakeholder-related uncertainty based on the collaboration logics of the industry.

Beyond the “Iron triangle” of scope, time & costs: Managing uncertainties in big construction projects in different contexts. A Comparative study of big construction projects in Ukraine and Norway

Olga Iermolenko1, Anatoli Bourmistrov.

Only 10% of big construction projects end up within the planned budget and 6 out of ten construction projects face time overruns (Flybjerg et al., 2010). Uncertainties in estimates, uncertainties related to the project parties and uncertainties associated with the stages in the project life cycle, leading to project overruns, are supposed to be handled by designing appropriate management control systems. The interesting question is, whether and to what extent the project uncertainties and the design of management control systems are dependent on the context of the construction project. Thus, the purpose of this study is to explore and compare how uncertainties
related to one Norwegian and one Ukrainian big construction projects are being managed. Empirical results are mainly obtained from the interviews with “key figures” in management of construction of studied projects. It is expected that two projects are facing very different uncertainties due to different political, institutional, economic and cultural environment and may therefore use very different management control systems.

Empirical findings, however, contradict these expectations. Both Ukrainian and Norwegian projects managers utilized very similar MCS for handling different uncertainties: a combination of belief, boundary, interactive and diagnostic controls (Simons, 1995). Some minor differences can be only seen in part of the belief and boundary systems explained by cultural differences between Norway and Ukraine. Meanwhile, diagnostic and interactive control systems are almost identical in both projects. It is concluded that internationalization and globalization of economy seems to harmonize the contexts, in which big international projects execute, and consequently leading to higher isomorphism in MCS used for handling uncertainties in construction projects.

**The stickiness of partnering: Towards a layer cake conceptualizations**

**Mattias Jacobsson**¹, **Timothy L. Wilson** ¹.

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To mitigate adversarial behavior in the construction industry, partnering was introduced as a procurement process aimed at establishing working relations through commitment and trust among partners. Previous research has provided components to outline the boundaries of the phenomenon. These components have been criticized for being a mix between procedures and outcomes. This paper focuses on the organizing aspect of how to achieve a partnering way of working, and its aim is twofold. First, to review, describe, and analyze the role of components in the creation of a partnering way of working. Secondly, to illustrate how the achievement of such collaboration is dependent on relationship dynamics and interpersonal constructs. Through the review, and based on a case study, it is shown that components exist on different levels and constitute different types of building blocks in achieving a true collaborative climate. It is also shown that as the project progressed, even the non-partnering sub-projects were infused with a collaborative way of working. Once the collaborative state was achieved – what we call “the top of the layer cake” – it did not just disappear. To this end we argue that there is a stickiness related to the dynamics. As trust, openness, and mutual understanding are constructs on an interpersonal level, it is on the interpersonal level partnering endeavors are won or lost. The paper makes two contributions; it 1) provide a new conceptualization of the partnering components; and 2) provides an understanding of how the components truly aid to a collaborative climate.

**The concept of liminality: a framework for understanding work in-between**

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The landscape of work has become more flexible and temporary in its nature, both in terms of moving away from permanent full-time employment, as well as to more temporary organizational forms such as projects. This flexibilization and increased temporality have been said to hold both positive and negative consequences, and researchers have pointed out the importance to focus more on how these aspects affect individuals. One suggested lens for such inquiry is that of liminality.

In its original anthropological use liminality described a transition period, in which the individual is ‘betwixt and between’ two social states, a position in which the person is neither explicitly here nor there and could therefore potentially benefit from both positions, or from neither. Lately liminality has been introduced into organization studies to enhance our understanding of employees who are betwixt and between organizational settings, e.g. consultants who at once belong (or not belong) to the consulting and the client firm, or project workers who are simultaneously affiliated to a functional department and one or several projects.

The notion of liminality holds much potential, but the use of it in organization studies is diverse and nonuniform, both in terms of study objects and in terms of meanings attached to the concept. This paper therefore reviews the literature on liminality (especially focusing on the 21 published works in the area of management and business) and aims to discuss the present use of liminality as well as potential applications. Hence the presents different approaches to understand flexibilization and temporality through the lens of liminality and further suggests future inquiries into these areas.

**The Practice of Organizing Inter-firm Projects**

**Anne Live Vaagaasar**¹, **Lena Bygballe**.

¹Norwegian Business School; (NO); ²Norwegian Business School. Inter-organizational projects are prevalent (Jones and Lichtenstein, 2008). This paper examines the complex nature of inter-organizational project organizing and develops a framework for analyzing the organizing practices of these temporary collaborations. In inter-organizational projects interdependent activities are differentiated and coordinated across firms with divergent economic and social interests (Winch, 1989) and we are interested in how this is actually done.

Aligning with the practice turn within several social sciences we focus on organizing, i.e what practitioners actually do, how they master tools and what formative procedures they draw on to coordinate their efforts (Wittington et al., 2003). More specifically, we look at how roles and practices are formed to coordinate. We
analyze these practices by drawing on a set of co-ordination mechanisms related to both hierarchical structures and more lateral relationships. The analyses are guided by the following two overall research questions;

**RQ 1:** What are the main coordination mechanisms in inter-organizational projects?

**RQ 2:** How is coordination among interdependencies in inter-organizational projects designed for and practiced over time?

This paper is based on a case study design, including eight cases of large inter-organizational projects within the construction industry. The collecting and analyzing of empirical material is ongoing and includes document analyses and about 20 in-depth interviews. Empirical material and findings will be incorporated in the full paper submitted in June.

The contribution of the paper is threefold. First, it shows how a practice perspective is useful for understanding inter-organizational organizing. Second, it develops an analytical framework for investigating the entangled practices of project organizing. Third, it provides empirical insights on how structures and practices co-evolve and shape one another in the organizing of inter-organizational projects.

**References:**


**11:17 Managing a supplier’s third-party relationships in complex projects**

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Complex systems are delivered in networks of project contractors and their suppliers. Very often, research is directed at the dyadic relationship between buyers and suppliers, or the direct delivery chain between customers, contractors and subcontractors. Few studies look into third parties that affect the customer’s decision making and their relationship with suppliers in the complex projects. This study explores the expectations of third parties towards their relationship with the project supplier, and the creation and management of such relationships in complex projects. The goal is increased understanding on the emergence of strong contractor-supplier-third-party trials, particularly through interaction practices in the project. We develop a tentative framework on managing third-party relationships, based on previous research on relationship management, supplier integration, and complex projects. We employ a qualitative, exploratory research strategy in the context of complex construction projects, with construction component manufacturers as the focal suppliers. We conducted interviews with fifteen structural engineers and architects as relevant third parties, to discover the specifics of third-party relationship management in construction projects. The data will be content analyzed to develop the theoretical framework further, and to illustrate the practices of third parties’ involvement with the suppliers. As key contributions, we will discuss project suppliers’ third-party relationships as a potential source of bargaining power in its contractor relationships, and consequent, possible changes in the project suppliers’ value chain position. We offer insight into the practices that third parties use and expect when suppliers seek a more central role in the complex project.

**11:18 Requirement managers’ roles in industrial, platform development**

**Thommie Burström¹, Timothy Wilson².**

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The interplay between customer needs and product innovation dynamics is a key factor in innovation research. Nevertheless, despite all best efforts, development projects often lead to the introduction of products that do not meet customer expectations. Although the design team typically applies customer-related information from several sources, the product design somehow fails to satisfy customer requirements. Regardless of what happens with respect to meeting time and budget constraints, no project that fails to satisfy customer requirements will ever be considered a success. In order to mitigate these problems it has been asserted that it is necessary to

1.) establish the importance of requirements to project and product success and
2.) define the requirements process and clarify individual roles and responsibilities in using it.

Consequently, the importance is in customer requirement management is vital to perform successful development. However, the role of the requirement manager is understudied.

It is reasonable to believe that the requirement manager, just as any type of project manager, would meet challenges related to cross-functional cooperation, coordination, and communication. In this paper we report on the activities that requirement managers involve themselves. The setting is a platform development project designed to produce an appropriate platform for two brands manufactured and marketed as separate transportation vehicles in a global market. The study appeared especially significant insofar as from the very initiation, the organization defined a position of requirement manager. In particular, we look into that “black box” of activities and roles that requirement managers must avail themselves.
Projects and Challenges for Construction Private Partnership: Consequences, a Systematic Literature Review

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This article presents the results of a systematic literature review on the phenomena of temporary emergent organizing. The review reveals a fragmented and rather limited body of knowledge on emergent organizing and furthermore that the knowledge of emergent temporary organizing appears to be very limited. An articulated search for articles on temporary emergent organizing in two databases did not provide any results by the use of these exact words. Using other keywords for searching and scanning through contents of 56 previously found articles on emergent organizing, the search resulted in 28 articles potentially covering the subject of temporary emergent organizing from different angles and foci, such as complexity theory, teams and groups, leadership, disaster response and organizational change. The purpose of this article is to present the findings of the study of the articles, that the search revealed, and provide an overview of the results with the aim to identify the existing sources of knowledge, the research methods used and the research gaps that have yet to be filled on the subject of temporary emergent organizing.

Alliancing within a Public–Private Partnership: Consequences and Challenges for Construction Projects

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Relationship-focused procurement forms have lately attracted extensive attention. Here, a unique attempt of Alliancing within a Public–Private Partnership (PPP) is examined through a case study of Australia’s largest infrastructure project ever – the construction of the $4.8 billion, 6.7-kilometer dual tunnel toll road – the BrisConnections (AirportlinkM7) project. The purpose is to describe and analyze the consequences and challenges that Alliancing within a PPP entails. The project was set up as a PPP ‘design–construct–operate–maintain contract’ between the BrisConnections consortium (i.e. Thiess, John Holland, and the Macquarie Group) and the Queensland Government. The consortium has an obligation to finance, operate, and maintain the AirportlinkM7 until 2053. In the design-construct phase, part of the undertaking was however set up as an Alliancing project which allowed the contractor joint venture, and a major specialist subcontractor (UGL), to form an alliance that allowed more flexibility in work allocation and risk/uncertainty management. This approach provides a unique opportunity for alliance collaboration within a commercial PPP where the infrastructure facility’s ‘owner’ during the concession period enters an alliance while the project end-owner, via the PPP, eventual hand over remained outside the arrangement. The paper contributes with: a, first ever, analysis of Alliancing within a PPP; important insights into the consequences and challenges of Alliancing within a PPP; and it illustrates an emergent form of early contractor involvement with a PPP special purpose ownership vehicle that combines competition and collaboration for the PPP end-owner.

Trusting relationships in temporary organizations to reach sustainability

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The contextual changes create numerous demands on organizations to address stakeholders’ expectations. In our contemporary dynamic society, characterized by rapid changes and sustainability, two main observations can be done. First, stakeholders have changed vis-à-vis new stakeholders have appeared in the context of project-based organizations that are developed to answer rapid changes and in the context of sustainability with a new weight given to societal stakeholders. Second, the stakeholders’ expectations have been shifting in the context of economic, environmental, social and human sustainability. Taken together, managing project stakeholders’ expectations in regards to sustainability is becoming a challenge for the project’s own sustainability and success, and for the project organization as a whole. In line with the CSR movement, project-based organizations need to build sustainable relationships with their stakeholders. The argument in this paper is that securing and building sustainable relationships require trusting relationships between all stakeholders in a project and project organizations. Additionally, trusting relationships become even more important when the outcomes of the project have a sustainable scope and when the project is thereof organized in terms of ‘agile’ life cycle. This paper aims to describe and discuss the importance and effects of trust between stakeholders in agile projects. This paper is based on a qualitative and inductive literature review. The research discloses the internal and external processes as well as appearances, in relationship-building, in order to reach sustainability. The conclusion is that trust affects the relationship within an agile project in both positive and negative matters. The positive aspects revealed in correlation to the relationships with the external stakeholders (outside the team), whilst the negative aspects related mainly to the relationships inside the team, namely with internal stakeholders.

Project performance and level of control

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Engineer-Procure-Construct (EPC) projects is the common form of awarding oil and gas contracts to contractors. Project managers are increasingly using standard
PM practice to achieve business objectives. However, to what extent PM practices are used and whether the use of standard PM practice contributes to project success have not been sufficiently researched. This study assessed the relationship between use of PM practice and project success, in the context of position of project in project supply chain, project size and organization size, in 7 oil and gas projects in Oil Turbo-compressor Company in Iran. Project success measures include success of project in project life cycle, considering short term, medium term, and long term success of projects. Data is gathered through a questionnaire, based on Podsakof scale. Project managers and chef engineers, within the project supply chain, whether they are in position of client, focal firm or supplier, were asked about use of PM practice and success achievement. Results indicate widely variation in use of PM practice among projects. There was difference between client, focal firm and supplier in use of Cost, Risk, Financial and Claim practices. Use of some PM practices is related to project success, and specifically use of HR and communication practices are contributed to project success throughout project lifecycle, but those PM practices that make difference between high success and low success projects, may not be the most frequently used practices.

11:23 Researching and Theorizing the Temporary Organization and Project Families

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The “what is a project” question is probably one of the most repeated sentences in research related to projects. The question is natural since if you are going to make grounded statements and assertions about any phenomenon, you need to be clear on what it is to make sense! Since the question has been repeated in several contexts the answers are also fairly disparate, at least if you believe in research as putting the phenomena and research results under scrutiny. Similarly, temporary organization concepts are unclear, both depending on context and on what characteristics are being studied. At that, for some researchers, the temporary organization is thought of as a theoretical construct whereas projects refer to the empirical phenomena. Attempts to define have also been numerous in the past but the success in doing so has however been limited. As we aim to promote pluralism and diversity we pose the question of how these concepts can be defined without hindering pluralism in understanding, development, and theorizing? We do so by referring to the fairly early research states being operated and by outlining the different families one can make out in the literature. In this paper notions of family resemblance in a Wittgenstein meaning – the idea that it is not a specific trait, but a variety of traits that are shared by some, but not all, members of a family – are used to contribute to forwarding the research area.

11:24 Organization design of a project in the context of a project-based firm

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The research of project organization from the perspective of organization design has been scarce with a couple of exceptions (van Donk & Molloy 2008; de Waard & Kramer 2008). The projects as temporary organizations differ from stationary organizations in terms of focus on single primary task, temporality and existence of a parent organization so that their organization design is potentially different from the one of a stationary organization. The research question is the following: How the organization design of a project emerges in the context of a project-based firm?

On conceptual level this paper studies the organization design of a project and especially how it is influenced by the organization design of the parent organization of the project. The analysis is utilizing to a large extent the model of organizational design by Galbraith (1977), where the organization design consists of five elements: Strategy (task), structure, process, rewards, and people. The theoretical framework is elaborated by the case study on two customer delivery projects that share the same parent organization, but differ in terms of the complexity and uniqueness of the solution they produce.

The project organization is built to form a solution to a certain problem, but in a context where the organization of the parent strongly influences to the organization of the project, the organization design may be less than optimal. In the case project where solution needed did not resemble the ones of previous projects that caused problems, whereas the influence of organizational design of the parent was not a hindrance in the other case project where the solution was alike the past projects.

11:25 Flexible contracting in project business

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Traditionally contracting process is only seen as a bargaining negotiation and project contract as a detailed agreement on responsibilities and safeguarding clauses to protect one’s position in case of conflicts and failures. However, in the context of project business that is characterized by complexity and uncertainty, there is increasing demand for proactive coordination and flexible adaptation for changes by project parties. In this research we take a more business oriented perspective and view contracting as a process for project parties to agree on how to maximize the value created in the project. In project business it is important to have a co-operative relationship between the project parties, because this kind relationship is required to get all participants work towards project objectives, to overcome possible misunderstandings and disagreements during project and to
identify additional value creation opportunities during the project. We introduce a concept of flexible contracting and discuss how flexibility can be implemented in contracting process and contracts; and which type of risk and benefits flexibility brings to project parties. The theoretical background of our work is in contracting literature, especially acknowledging the recent research by proactive law movement. The recent research focusing on describing contingencies in projects and project business are used to understand the specific challenges of contracting in the project context.

11:26 Flexible, dynamic and structured project portfolio management

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The dominating part of multi-project management theory focuses on rational tools and models on how to form and manage a project portfolio, i.e. project portfolio management. One major issue for project portfolio management is finding ways of handling the resource scarcity according to the overall strategic direction of the corporation. The project portfolio management is often executed through project management offices (PMOs), which are a prominent feature of many organizations (Aubrey et al 2008). However, research shows that formal project portfolio management processes need to be complemented with situated actions handling the specific kind of mechanisms characteristic for the specific project-based organization (Jerbrant 2009; Jerbrant & Karrbom Gustavsson 2013). This means for instance develop an understanding of the PMO manager’s active and situation-specific documents, patterns of behaviour as well as action logic.

This paper builds upon approx. twenty qualitative semi-structured interviews with different project-based organizations focusing on how the portfolio managers perform their project portfolio management in practice. In the findings I discuss how the traditional theoretical focus for project portfolio management, resource allocation, isn’t efficient or sufficient enough, and how important it is that top management realizes the importance of both strategic alignment as well as uncertainty management (depending on the dynamic environment, see Petit 2012). The conclusions then visualize the complexity of how to design the link between a company’s strategic management and the project portfolio management, at the same time as the management and execution of the project portfolio has to be flexible, dynamic and efficient.

11:27 Knowledge Sharing in Virtual Teams

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Knowledge Sharing in Virtual Teams. Social Interaction Ties related to Sharing of High Quality Knowledge

Abstract

This paper aims to explore how to facilitate for the sharing of high quality knowledge in a virtual team context. Through close social interaction, individuals are able to increase the depth, breadth and efficiency of knowledge sharing. Hence, the relationships between actors in the social network indicate what kind of knowledge is being shared, between whom and to what extent. However, developing these network ties becomes even more crucial for members of virtual teams, because they have only limited opportunities to learn from observing others. Considerable research supports the notion that people obtain useful knowledge from others with whom they maintain strong ties, as strong ties aid the development of trust and reciprocity. However others again suggest that weak ties provide the most useful knowledge, as these ties provide access to non-redundant information. This discussion was yet to be found in the literature on networks in virtual teams.

Consequently, the purpose of this study is to present an overview over selected theories, and enlightened by these theories investigate how the strength of social interaction ties between members in a virtual team affects the quality of work related knowledge shared in these ties. Social interaction ties are represented by strength of the relationships, the amount of time spent on interaction, interpersonal trust and communication frequency between the members in a virtual team.

11:28 How has the institutionalisation of project management influenced the projectification trajectory of a global organization?

Inger Bergman1, Sven Gunnarson2, Christine Räisänen2.

1Semcon Caran AB; (SE); 2Chalmers University of Technology.

A number of institutions in project management have been established during the last thirty years, and organizational project management has grown rapidly as a research area. Drawing on institutional theories, this paper maps stages in the projectification process of a company and examines how well these align with institutional trends in project management research and practice.

A review of institutionalisation trends in organizational project management was carried out focusing on sequential revisions of standards and influential management methods, guides and the academic literature. The identified trends were then mapped and compared with qualitative data obtained from a longitudinal case study (1970 to 2010) in a major global company.

The institutionalisation process of project management was found to be a strong influential factor, yet in parallel a force toward internalization was identified. On the one hand, the company strove to assimilate the best practices advocated by project management institutions; on the other, the practices were tailored to fit the company’s culture, business situation, needs and ways of...
Creating Sustainable Culture for Sustainability
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The rapidly changing environment in which organizations operate demands adequate and fast organisational response. Organisations answer such demand with new forms of organising among those projects. Project management can be seen as a process tool to react on fast changing environment and to be efficient and competitive. But beyond what could be seen as the structure of the organisations, the major distinguishing feature of successful companies as well as one of the most powerful factors for their success is their organisational culture. Even if in research, there is still no unique definition of organizational culture, there is no disagreement about the importance of organizational culture and its roles for attaining organisation coherence and performance. Culture can be seen as the strategic key of a competitive advantage. Beyond such consensus, research is still at its infancy when it comes to understand how to develop a sustainable organisational culture. The question becomes thus whether project management as a form of organisation and a set of tools to implement change could in fact become a tool to develop a sustainable culture. This paper aims at exploring to what extent a sustainable organisational culture for sustainability could be the outcome of a project. This paper is based on a literature review where few examples are used to illustrate how Agile or Extreme project life cycle have been discussed and used as a relevant way to use project tools and techniques to create sustainable organisational culture. The paper also shows the centrality of project as an organisational pattern to develop sustainable culture of adaption and flexibility.

From Best to Next Practice: Practice-Based Perspectives on Project Management
Christian Thuesen¹, Sara Grex², Søren Lybecker².
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This paper introduces Practice-Based Theory (PBT) as a way of theorizing on project organizing and management. Since the development of PM largely is driven by professional practitioners (PMI, IPMA, Prince2 and ISO) the concept of practice has always been central to the PM community. The paper however argues that this development primarily is driven by a modernist perspective which e.g.:

• views PM as a discipline with a well-defined body of knowledge and certification schemes for ensuring compliance to the standards
• have strong focus on tools and methods (representing best practices) which are independent of context and thereby transferable from one setting to another.
• views the project manager as the central driving force.

In contrast to this modernist perspective the paper suggest the adoption of more empirical oriented perspectives inspired by the wider “practice turn” in management.
and organizational studies (Gherarhdi 2013, Nicolini 2012, Schatzki et al. 2001). PBT places emphasis on understanding management and organizing through the unpredictable, embodied, and materially mediated, lifeworlds of practitioners themselves, rather than through “best practice” ideals, abstractions and rationalist models of human behavior. Such a perspective:

- Views PM as an individual, social and material practice which is context dependent, dynamic and with a substantial tacit dimension
- Enables social and individual reflexivity towards the practice and development of PM
- And is thus more concerned with next practices rather than best practices

Illustrated by an exemplary empirical case the paper argues that PBT represent a promising research avenue for the future understanding and development of PM.

**Mechanisms for integrating customers and the project network during the life-cycle of industrial projects**

**Johanna Liinamaa**¹², Magnus Hellström¹², Kim Wikström¹²

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Project-based companies are increasing their supply range by taking over activities in the value chain that have traditionally been handled by their customers. The objective of this paper is to study how the suppliers organize and coordinate the engineering of a solution together with managing the interfaces towards other suppliers and the customers’ business purposes, in order to provide integrated solutions with profitable life-times over several decades. Based on that, a concept for how to manage integration in project business by applying integration mechanisms is proposed.

The research is based on an inductive approach where in particular the design, commissioning and operations functions of industrial projects have been studied, addressing the entire project life-cycle. The empirical studies have been conducted in the shipbuilding and power generation industries where the scopes of supply consist of customized, high-capital and engineering intensive solutions.

Thirteen integration mechanisms are presented and a typology for integration is proposed. The four components of the typology that need to be recognized and brought together during the project are: the technical dimension of integration; the social dimension of integration; customer integration, and project network integration. Each of the mechanisms in order to combine products and the processes needed to deliver projects belong to one of the four components above. The mechanisms are described and categorized according to the impact that they have on the management of knowledge and information. They directly impact on the functioning of the solution that the project provides and on the performance of the supplier.

**Hybrid business models in medical biotechnology: Combining activities differing in knowledge intensity**

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Business models have recently been vigorously theorized simultaneously with an outburst of more general literature focusing on the exploration versus exploitation continuum. The paper contributes by way of integrating selected aspects of these business model and exploitation/ exploration literatures, i.e. by way of understanding a business model as a system of interdependent activities in terms of how exploitation versus exploration activities are either preferred or balanced. Hybrid business models within medical biotechnology combining exploration of new knowledge and exploitation of existing knowledge may under certain conditions occur, even if simultaneous reliance on exploration and exploitation necessitates quite different knowledge sources. There may also in some cases be complicated relations with the market (direct end-market relations in the case of e.g. cosmetics and intermediate market relations in the case of e.g. drug discovery). A study of three Japanese firms based on company information as well as interviews serves as illustration. Carna Biosciences, Inc., NARD Institute, Ltd., and NeoChemir Inc. apply hybrid business models where there are combinations between drug discovery activities and services (Carna and NARD) or drug discovery activities and cosmetics (NeoChemir). Reasons for this vary, though, between strategic decisions dictated by shifting end markets (NARD), via an aspiration towards contributing in terms of exploration in addition to exploitation of knowledge (Carna), to an outspoken need for raising short term revenues in order to pursue a long term explorative strategy (NeoChemir).

**Introducing the Platform Business Model Canvas: Adapting an existing framework for business models to new directions within platform strategies**

**Andreas Nilsson**¹, Tobias Ladhe¹, Johan Magnusson²

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The objective of this study is to adapt an established business model conceptualization to the specific requirements of packaged software platforms. The rationale for this lies in a lack of business model conceptualizations that cater to the emerging phenomena of platform strategies. Through previous studies, we have reported the uniqueness of business models utilizing platform strategies, and the lack of conceptualizations that can aid organizations either considering or currently applying platform strategies within packaged software.

This study involves a revelatory case study of a major initiative from a packaged software vendor where they
implemented a platform strategy. Through semi-structured interviews with 20 respondents from the ecosystem surrounding the vendor (vendor, customers and partners), the case depicts the difficulties in adopting a new business model, and the subsequent necessity for adapting Osterwalder’s business model canvas. The adaptation is discussed in line with the significant differences to business model conceptualizations that platform strategies infer. The results show that while six out of the nine building blocks remain largely unchanged, substantial adaption of the blocks “Value proposition”, “Channels” and “Customer relationships” is necessary. This adaption of the model is argued to be necessary in order for the business model to acknowledge and handle value that is cocreated.

Through this study, we contribute to both the existing field of business models and the emerging field of platform strategies, in particular to areas of applications related to packaged software.

**12+24:03 Value creation challenges in multichannel retail business models**

**Mika Yrjölä**

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Driven by consumers’ increasing electronic presence, retailers are faced with the challenge of reconfiguring their conventional brick-and-mortar business models. However, the adoption of multichannel business models to better serve diverse customer needs also increases complexity in terms of creating value for both parties. Existing research on multichannel retailing has mainly compared channels without contributing to a holistic understanding of how different channels co-exist in the same business model. The purpose of this study is to identify and analyze the challenges of value creation in multichannel retail business models.

With the help of semi-structured interviews with top executives from different retailing environments, this study introduces a model of value creation challenges in the context of multichannel retailing. The challenges are analyzed in terms of three retail business model elements, i.e. format, activities, and governance that determine how value is created. The format both sets the structure of value creation and sets the boundaries for the activities that eventually create value. Governance defines how value creation is organized.

The model suggests that adopting a multichannel retail business model requires critical rethinking of the basic building blocks of value creation. First, as customers effortlessly move between multiple channels, multichannel formats can lead to a mismatch between customer and firm value. Second, retailers face pressures to use their activities to form integrated total offerings to customers. Third, multiple channels might lead to organizational silos with conflicting goals. A careful orchestration of value creation is needed to determine the roles and incentives of the channel parties involved.

**12+24:04 Assessing the potential performance of network business model: The case of “physical activity prescription”**

**Marika Heikkilä**, **Aki Soudunsaaari**, **Mari Suoranta**

1. University of Jyväskylä (FI).

Literature on Business Model and Business Modeling is extensive. Several alternative, but related, approaches for business model development exist, e.g., STOF, C-VAS, C-Soft, and VISOR. Also Business Modeling tooling is developing rapidly. However attention for business model metrics is limited. The commercialization of new inventions requires a feasible and viable business model. But, how do we evaluate its potential performance, especially as more often the innovation requires collaboration between several firms? The objective of this paper is to study techniques for estimating performance of networked business models. Our research method is action research, where the investigator and the research object are assumed to be interactively linked so that the findings are literally created as the investigation proceeds. The empirical data (memos and interviews) comes from a case of business model creation for “physical activity prescription” by network of four companies in Health and Wellbeing sector. By combining existing approaches for business modeling and key performance indicators with our empirical data, we describe the focal points in performance estimation in the context of business network. The (preliminary) results highlights the need to estimate the risk related to the other partners’ capabilities and commitment.

**12+24:05 The business of breaking the mold**

**Margret Sigrun Sigurdardottir**

1. University of Iceland; (IS).

With the emphasis on creative industries (Caves, 2000; UNESCO, 2009) as a source of economic growth (European Commission, 2010; Fleming, 2007) the focus on arts as business has increased. At the same time research has shown that within the arts there is some conflict between the artistic and commercial aspects of the business (Sigurdardottir, 2010; Townley, 2002). Where the intrinsic motivation of artist is stronger than the extrinsic (Abbing, 2002; Menger, 1999; Sigurdardottir, 2012). This is understandable in light of the emphasis of the arts on breaking the mold and creating something new, which only few understand and appreciate. This focus has lead to the concept of “selling out” in the arts, where artistic integrity is lost in favor of selling. In this paper the question of how this view of the role of the arts affects the organization and business model of companies in the creative industries, is discussed conceptually. In exploring the conflict between the artistic and commercial aspects of creative industries the papers looks at the emphasis on narrative (Magretta, 2002; Teece, 2010) and values (Svejenova, Planellas, & Vives, 2010) in the business model.
As a consequence, much research on BMs has focused on e-commerce (Zott et al., 2003: European Conference on Information Systems).

As a consequence, much research on BMs has focused on e-commerce (Zott et al., 2003: European Conference on Information Systems).

Drawing on Rajala et al. (2003, this case study explores the (1) antecedents and (2) consequences of a BM-change in a logistics software company. The company decided to abolish their profitable fee-based licensing for some of their products and to offer them as freeware. Firstly, we illustrate how external developments in technology and market conditions (payment and pricing), as well as the desire for sustainability of the BM, have led to this drastic change. Secondly, we initially find that much of the company’s new BM is congruent with the company-focused framework of Rajala et al. (2003) [product strategy; distribution model, services and implementation; revenue logic]. Nevertheless, the framework cannot fully explain the disruptive change in the BM. Therefore, we suggest extending the framework by the network-focused dimensions of ‘customer partnerships’ and ‘knowledge sharing’.

Our paper contributes by demonstrating (1) antecedents of BM-change and that (2) sustainable BMs most often encompass networks that reach beyond the boundaries of the company itself.

This paper investigates how business models are used by born global firms to act upon new business opportunities. Born global firms are new and entrepreneurial firms characterized by innovativeness and rapid international growth from their inception. Past research on born global firms has successfully answered their characteristics and internationalization patterns. Little is however still known regarding why they can develop and grow in dynamic and highly competitive markets. We believe that research into the business models of born global firm is fruitful avenue for shedding further light upon this.

We develop a multi-level conceptual framework by combining literature-based arguments and empirical insights from six in-depth case studies of born global firms in fast-paced industries. We have a qualitative approach and in our analysis we rely upon constant comparison to elicit meaning and to develop theory. Our study demonstrates how business models are used by born global firms to explore new opportunities and the challenges they encounter to configure their business models when entering new markets and coping with highly dynamic business environments. From our analysis we suggest that born global firm need certain capabilities to transform their business models over time. Moreover, we show how it has implications on innovation and creation of new markets.

Adventances in technology are often seen as a necessary condition to trigger the creation of new business models (BM) or disruptive change in existing ones. Yet, the sufficient condition is often determined by pricing and the way how customers are willing to pay for the technology (Chesbrough and Rosenbloom, 2002: Industrial and Corporate Change). As a consequence, much research on BMs has focused on e-commerce (Zott et al., 2011: Journal of Management), and software-specific frameworks for BMs have emerged (Rajala et al., 2003: European Conference on Information Systems).

The paper concludes by hypothesizing that in the creative industries the financial aspects of the business model are often thought of as limiting factor rather than, the aim of the being in business.


The evolution of network-based business models illustrated through the case study of an entrepreneurship project

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Network-based structures of innovation, entrepreneurship and competition are experiencing rapid intensification due to technological developments and globalization of product-markets, but also partly due to pressures from weak financial markets. At the same time, existing frameworks for understanding and analyzing the value configuration and structuring of partnerships in relation such network-based business models are found to be inferior. We corroborate the movement towards a sounder theoretical platform for understanding the interactions of entrepreneurs in a network setting. This paper illustrates how business models arise and how the forces of a network structure impact the development of partner relationships in a business model, in turn affecting the evolution of the entrepreneur’s business model. The contribution of this in-depth case study is to understanding how partners positioned around a business model can be organized into a network-based business model that, in its final stage, generates additional value in the core business model for both the partners and the customers. The ability to create such a result should be the primary objective of any network-based business model in order to outweigh deficiencies such as lacking control, trust and inefficiencies.

On the willingness to pay for smartphone apps – An empirical analysis

Emil Numminen¹, Stefan Hellmer¹, Eva Lövstål¹.
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In 2012 the mobile phone penetration rate was 85.8% worldwide. Of this penetration, so called smartphones made up approximately 50%. The use and spread of smartphones is increasing worldwide as a result of infrastructure upgrades that these rely on. The main difference between a smartphone and a traditional mobile phone is the opportunity to download software, so called apps and widgets, and install them on the phone.

From a user point of view this has changes, but more importantly, increases the use of the phone since it can be used in a wider sense than traditional mobile phones given the opportunity to customize it. This change has created a new industry of software developers solely focusing on the app-market for smartphones. The underlying for all industries and markets to be sustainable is the firms’ ability to recuperate investments in development of products. Being able to do that require a business model that price according to customer’s willingness to pay.

This paper presents the results from a survey on the willingness to pay for different types of apps for smartphones. The main result from the survey is that the willingness to pay for apps is generally low. Small differences can be seen between different types of apps. The surveys show no significant difference for background variables such as age or gender nor separating the operating system the phones are using. The use of apps is however well established among the respondents. The main implication is that the industry has to find ways to improve the business model to be sustainable since the reliance on the free-to-use business model has proven to be non-sustainable in other similar industries.

Exploring Business Models: Towards a Typology

Taman Powell¹.
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Business model is a term that is widely used in boardrooms, by managers in organisations, by consultants, by commentators of business, and even on radio and television programmes aimed at the general public. Indeed it is more widely used that almost any other concept in strategy (Baden-Fuller and Morgan, 2010). The ubiquity of the term and uses suggest that business models are profoundly important to the work of organisations. Despite the popularity of business models, there is a paucity of academic research to date in the area.

Business models define how an organisation delivers value to customers, entices customers to pay for that value, and how this value is shared between the customers and the organisation (Blyler and Coff, 2003). It is suggested that a ‘good’ business model yields value propositions that are compelling to customers, achieves advantageous cost and risk structures, and enables significant value capture by the business that generates and delivers the products and services (Teece, 2010). A business model is therefore of critical importance for an organisation.

This paper explores, from a strategy perspective, the concept of business models. It does so by reviewing and analysing the literature on the subject that amounts to a typology of business models. The main contribution of this paper is an application and extension of the theoretical ideas presented in the Long Range Planning special issue on business models (Baden-Fuller et al., 2010).

The purpose of the typology is to uncover the implicit features of business models and by doing so it illustrate how an organisation can differentiate and re-invent itself. This article aims to make explicit the tradeoffs implicit in the selection of different business models. And in doing so enable organisations to make more strategic choices via their business model selection. As such, the typology can be used as a tool both in a descriptive and prescriptive sense.
12+24:12 Good Governance and Business Model: The case of French Companies

Samy Guesmi1, Amir Louizi1.
1IDRAC International School of Management; (FR).

The purpose of this paper is to question and assess the existing relationship between good corporate governance principles and business models among French companies. Since the last economic crisis and multiple financial scandals, institutional investors are paying more and more attention to the companies’ business models. They’re investing in to get a better picture of the value creation process. Indeed, companies are encouraged to design their business models according to good corporate governance principles and embed those principles all along the value creation process to benefit to all the stakeholders. Hence, the good corporate governance principles appear to be of an increasing importance in the business model generation and orientation for French companies. We intend to provide an analysis and an assessment of the most significant features of good corporate governance principles in the formulation of one’s business model. More specifically, we will develop a typology of corporate governance firm’s practices and assess the most influential factors of those principles over French companies’ business models. We’ll do so using data from a sample of 112 listed French companies over the 2007 – 2012 period. As a result, we shall show how French companies’ business models are increasingly shaped by good corporate governance principles and how the later is also taking into account of the very notion of business model in orienting the conduct of business.

12+24:11 Turning taxi pricing upside-down: How a Swedish taxi company developed and implemented a fixed-price model for travel between any customer-chosen origin and destination

Carl-Johan Petri1.
1Linköpings Universitet; (SE).

The purpose of this paper is to describe and analyze Taxi Kurir’s development and implementation of a general fixed-price model. Taxi Kurir’s price model allows the customers to get a price quote, for any arbitrary itinerary, prior to the booking. No other taxi company in Sweden is offering an equivalent price model. The development and implementation of the fixed-price model will be explained in detail. Iveroth et al’s price model taxonomy (Westelius et al, 2010; Iveroth et al, 2012) will be used to analyze the differences between the old taximeter-based price model and the new fixed-price model.

The conclusions are that only modest changes in the price model can yield substantial effects on the product’s positioning in the market. Hence, a company only needs to re-design its price model modestly to gain competitive advantage. The article also shows that the challenges in introducing a new price model do not necessarily originate from customer inertia or technical limitations. In this case, we find that the owner structure of the company and the employment agreements may hamper the implementation. These latter observations may also be generalized to other organizations regarding their ability to design and implement new price models.

12+24:13 A critical perspective on Web 2.0 business models and the «economics of free»

Samy Guesmi1.
1IDRAC International School of Management; (FR).

The aim of this paper is not to come with another definition of Business Model (BM) or to define what Web 2.0 is and isn’t but to shed light on an underestimate aspect of Web 2.0’s BM. As a matter of fact questioning the relationship between web 2.0 and BM is a rather hot topic these days. Last May Facebook’s 100 billion IPO draw attention on its 3.7 billion revenue. Why such a big difference between actual revenue and market valuation?

The answer stands on the promises of a valuable BM based on large, rich, and detailed database. Even though web 2.0 platforms still don’t know how exactly they’re going to monetize their audience (more than they currently do), they already have a strategic and specific asset: a vast audience and “big data” to crunch and sell to third party. These data and its exploitation through data mining and social network analysis techniques enable new ways for traditional companies to engage with more precisely targeted customers and to influence them through their personal networks. These advertising techniques are still in their infancy and a major problem remains: how to find the fit between the illusion of free (stemming from web 2.0 services) and the need to cash out (directly or indirectly from conscious and unconscious users’ work) for the platforms. That is what I called the Friedman’s BM (In reference to Milton Friedman’s 1975 book: “There is no such thing as a free lunch”).

The concept of BM has been developed with the advent of the net economy in the 1990’s. At first, web entrepreneurs were using BM as pedagogical tools in order to explain to investors how they planned to create value and capture it. At some point, the difference between market expectations and real business value went too far away from one another and led to the dot.com bubble. Few years later, Web 2.0 tried to theorize the rebirth of web-based businesses. O’Reilly (2005, “What is Web 2.0 : Design Patterns and Business Models for the next generation of software”) proposed what he thought were the new business patterns and driving forces of web-based BM. Since then, researches have developed to constitute a trend on Web 2.0’s BM but few have tried to unravel the Friedman’s Paradox (It has to look like it’s free, but one way or another, you’re going to have to pay for it).

Hence, I’ll show in this paper how web 2.0 platforms use classic network economics strategies (critical mass
achievement, network effects, lock-in, switching costs...) to constitute a competitive advantage and then try to reconcile the two conflicting sides of their BM. That is to say, how they use cultural and symbolic features of the origins of the internet (freedom, sharing, and openness) within rhetoric of user empowerment to get users to provide the content and the data; and how they try to get users’ acceptance of the valuation of their free labour, personal information, and traces of use in exchange. For this purpose, I’ll take a case study methodology based on in-depth analysis of BM groping adjustments (ie: the call to vote for user to define Facebook Governance) for Alexa’s 100 Top sites (2000–2012) to get a comprehensive view of the web 2.0’s BM dynamic.

12+24:14 ICT enabled business model innovation to support servitization in global industrial companies. Christer Nygren1, Erik Lindhult1.

Servitization in industrial companies to escape the “commodity trap” can be enhanced by business model innovation (BMI) in order to systemically focus on the firm’s value proposition, its organization of (co-)production as well as capturing of value in revenue mechanisms (Amit & Zott, 2012, Chesbrough, 2010). ICT oriented developments like cloud, big data, internet of thing, smart installed base here offer potentials to take advantage and develop the information base of products, processes, utilization and customer behavior and needs into new and more complex offerings (LaValle et.al., 2011).

The purpose of the paper is to analyze the potentials and barriers for innovation in ICT enabled business models to ease and accelerate the journey towards service business development in global industrial companies. The research is done through a literature review on research and BMI cases, and a process oriented case study of emerging developments in a global industrial company.

The research result is identification and synthesis of enabling factors and barriers in servitization through ICT supported BMI. Enabling factors are related to information and information processing potentials and organizational capabilities to increase service content of offerings, while barriers are e.g. internal integration and competence as well as customer trust, information confidentiality as well as willingness to engage in more close, service oriented and co-creative business relationships. The result will be input to ongoing action research collaboration with industrial companies in terms of research agenda as well as practical insights for BMI efforts.


12+24:15 Inclusive’ business model innovation for transformative services

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By improving consumer and societal welfare, transformative services become essential for the ‘base of the pyramid’, where people live in poverty. Poor people are willing and able to pay for transformative services, but too often they suffer from a ‘poverty penalty’, where they pay more than rich consumers for energy, water, and sanitation services. ‘Inclusive’ business model innovations enable the creation of entirely new transformative services, which overcome the ‘poverty penalty’ and improve the live of the poor.

More inclusive business models means that transformative services should not only meet the poor’s needs, but have to consider poor people as being an integral part of the value creation. Inclusive business models are commercially viable market-based approaches for transformative services, which benefit low-income communities and people by including them in a company’s value chain on as consumers, distributors, producers, entrepreneurs or employees in a sustainable way.

We performed qualitative research on how business model innovations drive transformative services in two steps: (i) exploratory study and (ii) in-depth study. In the exploratory study, we analyzed secondary data on business model innovations in developing countries. The exploratory study suggests that business model innovations require an understanding of dynamic and operational capabilities. The in-depth study shows that ‘inclusive’ business model innovations interact intensively with the institutions, communities and firms from the business environment. Linking social and profit-oriented business models is a key trigger for business model innovations. Concerning individual skills, business model innovations shift the entrepreneurial skills from ‘pure surviving’ to ‘opportunity driven’.

12+24:16 Creating and transforming business models as a systemic and systematic practice

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Whilst there is a myriad of research touching different approaches and conceptualizations around business models, surprisingly little is known of two major concerns of business models: how business models are created or transformed and how business models connect to the business context. This study discusses business model creation and transformation as a systemic and systematic practice, and presents a systemic framework for approaching and understanding business models.
from the perspective of action. In our review we relate business model creation and transformation as a practice to business opportunity and competitive advantage exploration and exploitation in firms, and argue that the business model as a concept becomes fully comprehensible only through action in the context where it is created. We discuss business model creation and transformation practices as comprising the sub-practices of visioning, strategizing, performing, and assessing, and see that feedback within the system elements creates its dynamics and differences between creation and transformation.

12+24:17 What future for the Business Model of Rating Agencies

Amir Louizi1

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The recent market failures gave more importance to the rating agencies role. The recent crises have highlighted the influence of rating agencies in the financial system. Indeed, we have witnessed during the last decade a significant expansion of capital movements abroad. Following this upheaval, financial rating became one of the first concerns of the various economic agents. In this context, the «business model» of rating agencies has attracted more and more attention from different parts of the financial market. This contribution aims to analyze the viability of different business models that provide accurate ratings of credit risk to investors. It examines several different business models used by the rating agencies. This study seeks to inform the debate on rating agencies and their business model. The analysis is based on a review of the literature on business model and a series of reports published by the rating agencies.

12+24:18 Can Business Model (BM) be mobilized in a method aiming to reduce information asymmetries between the protagonists of a Management Buy-in?

Alain Meira1

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In the next decade, one third of the SME owners will have to be replaced in Europe (Communities, 2006) while less and less descendants are willing to take the succession (TRANSREGIO, 2005). While a strong emphasis has been made by the academic community on business creation and family succession issues, only a few researches have been conducted on non-family business succession (Durst et al., 2009) where both management and ownership are transferred (Robbie et al., 1995). The transition period duration has a positive effect on the success of the operation (Goldberg, 1996) but this step only lasts a few months in the case of an external buyer. The entrepreneur faces the challenge to learn and understand quickly a complex system which is going to be under his or her guidance. Our research aims to evaluate the contribution of BM, mobilized as a tool, in reducing information asymmetries between the buyer and the seller.

To do so, five cases of non-family successions have been studied with the GRS model (Verstraete et al., 2011) to formalize the representations of protagonists’ BM. Interviews have been conducted using a semi-structured checklist based on the GRS model. A written version of the BM has then been produced and confronted to the respondents for validation. Comparison of the BMs allowed then to draw some conclusions.

Our research shows that BM can be a useful tool to reduce information asymmetries by allowing to access to the representations of the actors in order to compare them. Since the perception that the manager has of the reality explains his or her actions (Green, 1992), taking this element into consideration shows a great interest in researches aiming to reduce the risks related to SMB transfer.

COMMUNITIES, COMMISSION OF THE EUROPEAN (2006) « Transfert of Businesses – Continuity through a new beginning ».


TRANSREGIO (2005) « Business transfer in seven european regions ».


12+24:19 A sustainable business model for scaling up evidence based learning tool on literacy in the developing countries

Mikko Henrik Pitkänen1, Merie Joseph2.

1University of Jyväskylä; (FI); 2University of Jyväskylä.

A sustainable business model for scaling up evidence based learning tool on literacy in the developing countries

This paper explores an alternative business model for sustainable development with the case example of a technology enhanced literacy learning tool and its deployment to developing countries. Our approach is based
on an indepth-case study conducted through a research project in the university.

We present a case study of a Finnish social innovation GraphoGame, an online learning game that helps children to learn the first steps of reading. The game is built upon scientific evidence from a longitudinal study on dyslexia. In order to make the social innovation available to children in developing countries, a unique business model has to be developed. Based on the indepth-case study, we propose a hybrid model of public-private partnership, benevolent donor funding and franchising concept to enable scaling of the evidence based learning tool in different languages and parts of the world. We introduce the concept of a sustainable business model developed through strategic alliances that could be used by university based service innovations as an alternative.

12+24:20 Examining the interplay between business model and commercialization process transformation
Tuula Lehtimäki¹, Teea Palo¹, Leena Aarikka-Stenroos².
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The mechanisms behind business model transformation are not thoroughly understood. This conceptual study addresses this gap by examining the interplay between business model and commercialization process transformation. What kind of evidence (if any) the extant research holds about the existence of such interplay, and how that interplay occurs?

Business model research has identified the need to develop business models to bring innovations to market (Teece 2010). However, it is challenging, and business models are often blamed for failures in innovation commercialization (Morris et al. 2005). Commercialization research, in turn, often describes business model development merely as an early task in the commercialization process (Jolly et al. 1997).

Nonetheless, the path from an idea to a profitable business is a long probing process (Woodside & Biemans 2005, Chen et al. 2012), and the business model and the commercialization plans transform along the way (Leifer et al. 2000), as learning about the market occurs (Lynn et al. 1996). Hence, business models and commercialization processes can be seen as dynamic practices that coexist, when a firm is bringing a new innovation to a market, but their interplay is still under researched.

The study summarizes the current understanding of how business models change or are changed, how evolution or evolution of the commercialization process occurs, and how these issues might be linked. Ideas for further studies are proposed.

The study suggests that by understanding the interplay in question, a business model can better serve as a dynamic managerial device for commercialization. The lessons learned during commercialization can be actively used for business model transformation, and business model transformations can be experimented in the commercialization process.

12+24:21 Proposing a framework for analysing business models for the national postal letter operators in digital postal services
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The national postal letter operators are facing new innovations resulting from the ICTs and the Internet and leading to different types of digital postal services. Digital communication is faster and cheaper than the traditional letter services. Thus, the national postal letter operators are suffering a constant decline of volumes in their traditional letter services. There is therefore a clear managerial need to understand the postal operators’ changing business environment and to adapt accordingly. This paper proposes to provide this through the concept of business model and its essential elements for the postal letter operators in digital postal services. This paper analyses the current efforts of the postal operators, which have diversified into digital postal services over the past years and seeks to identify which underlying business features prove to be successful. We will particularly focus on business features which display synergies between tradition – letter-based – postal communication services on the one hand and the new electronic postal services on the other to create a cohesive business model framework. The paper is grounded on an analysis of case studies from some of the most advanced historical postal operators in the matters of digital postal services.

12+24:22 The creation of business models in game development start-ups
Eva Lövstål¹, Emil Numminen².
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The video game industry has grown impressively during the last decade. In Sweden, the industry showed an average turnover growth rate of nearly 30 % in the years of 2006–2011. During the same period, the number of Swedish game development companies increased from 68 to 117. Being a growing and prosperous industry, it is also an industry with fierce competition and with tough and novel business conditions. For the entrepreneur, major challenges are e.g. to find funding and to develop a sustainable business model.

This paper deals with the process of creating a sustainable business model in game development start-ups. It is based on an ongoing longitudinal study of the startup processes of three game developers; all being connected to an incubator. The aim of the paper is threefold: 1) to describe the character of the business model creation processes, 2) to identify essential business model elements for these companies, and 3) to present attributes that seem to facilitate the entrepreneurs’ efforts to create a sustainable business model. Some results indicate that the creation process is a prolonged
process, involves many challenges, and is characterized by a “muddling” approach. Regarding essential business model elements, the entrepreneurs consider and try different solutions on such things as platforms, distribution, outsourcing, consumer payments, and co-operations. A strong partnership, a developed business network, and a strong persistence seem to be attributes that support the entrepreneurs in the business model creation. The results of the study may have implications for e.g. entrepreneurs and venture capitalists within the video game industry, and for academics interested in business models and entrepreneurship.

12+24:23 Mapping Entrepreneurial Assumptions on to Business Models – The Next Frontier in Business modelling?

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In many countries the need to grow and support the creation of, dynamic, indigenous firms is a constant feature of industrial/regional development. The ability to validate the entrepreneurial idea or proposal thus becomes a critical business episode for the entrepreneur and the enterprise advisor/investor. This validation has traditionally revolved around the business plan process but, this is changing and increasingly business models are replacing the business plan in this space. The fact that entrepreneurs also operate on a high assumption to knowledge ratio thru the business model is largely absent in research. This paper sets out to address this absence using research from a regional study of high-growth firms in Ireland. It begins with an overview of assumptions in management literature, continues to consider their ‘non-migration’ and attempts to reconnect them in an entrepreneurial setting. The paper concludes by outlining a case study representative of the research sample which demonstrates how the business models of ambitious entrepreneurs led to dynamic and surprising results for the firm and new possibilities for regional growth.

12+24:24 Chains and chain reactions: study of management control systems in offshoring relationships

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Nowadays offshoring – outsourcing abroad – becomes a popular alternative for in-house and domestic production, but the contracting of an activity to a foreign third party brings challenges to business models of both client and vendor.

By studying management control systems (MCS) in the Norwegian IT outsourcing to Ukraine, this paper aims to explore what kind of organizational changes the decision on offshoring entails for the parties, which business model is used, and how client companies manage the relationships. The research is based on in-depth interviews with top-managers of three Norwegian companies and their Ukrainian vendors. It is shown that the Norwegian IT offshoring to Ukraine has two levels, connected as a daisy chain: the Norwegian non-IT companies buy IT services from the Norwegian IT companies that in turn outsource tasks in part or whole to their Ukrainian subsidiaries.

It was found that MCS design in offshoring is shaped by both company-subsidiary relationships and relations with external clients. The companies experience considerable transformations in MCS package of planning controls, cybernetic controls, reward and compensation controls, administrative controls and cultural controls. It is identified that the companies have hierarchical inter-organizational relationships with their Ukrainian firms and use MCS aimed at behaviour control. In order to describe the phenomenon, the definition of MCS chain is proposed. It has given an opportunity to hypothesize that changes in MCS of one of the companies in the chain might cause certain “chain reactions” in MCS of the related organizations.

12+24:25 On Governance and Management of Public Pension Funds: The Case of Alternative Investments

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Over the past 10 years, there has been a growing interest among public pension plans to invest in alternative asset classes (i.e., non-traditional assets such as infrastructure, hedge funds and private equity). From an investment perspective, these offer opportunities to achieve more efficient levels of portfolio diversification, and thereby also increased investment returns for given levels of risk. At the same time, however, the relative complexity and information asymmetries associated with many alternative investment opportunities introduce new governance and management challenges. This paper reports the findings from a field study, conducted in the context of the Swedish AP-funds, aimed at offering insights into how these challenges may change the existing “business” model that the AP-funds operate under and how the AP-funds have responded to them.

The study was based on in-depth interviews with a large number of individuals familiar with or that have held positions in one or more of the AP-funds, including academics, industry professionals and current and former AP-fund board members and executives. The findings suggest that information asymmetry has been an important factor in decisions about the type of alternatives that the AP-funds invest in. A common strategy for minimizing this problem has been to focus on alternative investments that offer opportunities to exercise active ownership. In the absence of such opportunities the problem has often been addressed by building investment relationships over time. The findings also suggest...
that the introduction of alternatives increase demands for administrative capacity. Removal of existing constraints to recruit expertise was regarded to become increasingly important as investments in alternatives were increased.

**12+24:26** Boundary-spanning leadership

Ulrica Nylén.

Organizations in business and public sector face complex, competitive and rapidly changing environments that place high requirements on continuous development, competitiveness and efficacy. Modern organizations therefore frequently engage in strategic alliances, partnerships and networking in order to join forces with external partners and supplement each other’s resources and competencies. Collaborative and network-based business models however imply a managerial challenge in that the partners must strive for mutually prosperous and trustful relationships while also keeping a distance in order to protect their own organization. This dilemma becomes particularly noticeable for managers directly involved in upholding both internal and external relationships. The leadership of these managers does not only concern hierarchical relationships in the internal chain of command but also mutual relationships with equal partners with whom it is crucial to build unity and joint direction while lacking formal authority means outside the organization’s boundary. Yet, research on the leadership of managers involved in collaborative arrangements is scarce. This paper builds upon the notion that leadership is continuously constructed in interactions among actors during which a leadership identity emerges. The research focus of the paper concerns the construction of boundary-spanning leadership with the purpose to craft a theoretical and methodological research design for exploration of how the manager develops a boundary-spanning leadership identity in interactions within and across organizational boundaries.

**13:01** Organizational Death and Sensemaking – How Workers Explain Enhanced Efforts During the Process of Plant Closure

Magnus Hansson.

This paper recontextualize Weick's analysis (1993) of a sensemaking collapse in the Mann Gulch fire disaster from a plant closure perspective, by reflecting workers enactment of meaning and enhanced efforts, in order to unravel a series of explanations why productivity increase during the process of plant closure. We show how workers make sense of and enact enhanced performances despite the fact of certainty of job loss as facing an organizational death. We argue that analyses of plant closures are important in order to provide better understandings of how workers act, react, make sense and create meaning in closedown contexts. Individual behaviors, perceptions of radically changed organizational reality, individual work identities and acts of towards leadership are influenced by inter- and intragroup processes.

**13:02** High-involvement workforce reduction: Maintaining productivity and employee morale while downsizing

Ola Bergström, Rebecka Arman.

Workforce reduction is often considered as being in opposition to high involvement work practices. Dismissals may disrupt the psychological contract with employees and survivors often display negative attitudes to their employers and reduced loyalty when their colleagues are dismissed. However, employees may also see benefits when lay offs are carried out in the workplace if it is done in a way where they have had the possibility to influence and when information is provided in a fair and consistent way. When examining how dismissals are implemented in an organization, the mechanisms available to involve employees in the decision making process needs to be recognized. Rather than conceiving of workforce reduction as being in opposition to high involvement work practices, the analysis of workforce reduction needs to be grounded in a different perspective. This paper is an attempt to formulate such a perspective on high involvement workforce reduction as being based on understanding the process of how workforce reduction is conducted rather than idealistic prescriptions about how it should be done. The argument is supported by an empirical study of a pharmaceutical company in Sweden who reduced their workforce by almost 50 % while still maintaining a highly committed workforce. This, we argue, is the result of what may be called a high involvement workforce reduction practice. Thus, it may be possible to maintain high-involvement work practices also in periods of economic downturn if employees are involved in decision-making.

**13:03** From Employment to Entrepreneurship, the Effects Merger and Acquisition

Monia Lougui, Anders Broström.

Mergers and acquisitions (M&As) are identified as a central mechanism of market based economies and a popular growth strategy. Drivers of M&A activities are analyzed by a wide set of literature. Following an industrial organization approach, the main reasons behind M&As would be the exploitation of economies of scale and the extension of the market power. Studies rooted in the financial doctrine would rather suggest agency crisis and capital market deficiency as the principle driving forces behind M&As.
Regardless of the reasons stimulating M&As, the engaged firms are confronted with tough challenges and the need to assure a successful integration of the firms involved. A common short-term outcome of a M&A is reorganization through downsizing, reducing research and development activities and cutting down employees. With companies facing difficulties and inconveniences during the period of post-M&A, the concerned employees and their careers are compromised. This paper examines the conditions under which M&As affect the propensity of employees to switch from employment to self-employment.

We empirically investigate approximately 50 000 Swedish firms being involved in a M&A during the time period 1997–2009. Applying a difference-in-difference method, we expect the results to indicate that the resort to entrepreneurship is associated with the M&A activity. In addition, we expect the size, age, industry, region, and knowledge intensity of the companies prior to the M&A to have an impact on the employees tendency to opt for self-employment.

13:04 When Downsizing reaches Creative and R&D teams A longitudinal study of the effects of slack reduction on Creativity

Natalia Bobadilla1.

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Over the past couple of decades, downsizing has become an integral part of organizational life (Datta,Guthrie, Basuil and Pandey 2010). A few years ago, downsizing targeted mainly the “fat”, the production and support functions leaving the “brain”, “muscle” of organizations untouched. More recently, downsizing has also been implemented in the creative and R&D intensive companies reaching the R&D and the “motley” crews.

Although research in downsizing has recently intensified, the effects of downsizing on creativity remain veiled. Specifically, few empirical studies have directly explored the potential of the link among downsizing, slack reductions and creativity over time in the specific context of R&D and creative teams. Therefore, it is unclear how teams cope with downsizing events, it is not explicit how a reduction in slack interacts with the team’s internal configurations to allow or inhibit creativity. How teams deal with a reduction of slack (financial, human, space and time) to create. In light of the increasing trend toward understanding knowledge workers (Clay–Williams & Braithwaite, 2009; Windsor, 2006), the latter (thinking time and space) is particularly important and has been underestimated both theoretically and empirically.

This is an important gap since it is well recognized the role of “at least adequate” levels of slack to foster creativity and innovation (Bourgeois, 1981, Cyert and March, 1963, Nohria and Gulati 1996, Amabile et al., 1996, Daniel, 2004, Nohria and Love 2005,Mellahi and Wilkinson, 2011). Because of the nature and the characteristics of their products and workers, downsizing in creative and R&D industries raise a different order of managerial and organizational challenges. In those industries the creative teams are responsible to create knowledge, to capture it, to transform it into usable knowledge, and diffuse it throughout the organization for future innovations. Knowledge workers, creative workers (“the motley crew”), tend to exhibit greater loyalty to their peers and profession than to their employers (Dess and Shaw 2001), are motivated by passion, recognition, meaningfulness of the work so we consider that the effects of downsizing on the psychological contract of this rare resource may vary.

Contributions
This research takes these claims as its starting point and seeks to render more concrete discussions about how downsizing, conceptualized as a reduction of slack resources, (human, financial, process, space and time) affects the creativity of teams over time. Drawing in two in depth longitudinal qualitative case studies (A major music label and an pharmaceutical company based in France) and other qualitative techniques such as interviews at different points of time with creative and R&D managers, the idea is to track the slack reduction strategies at the organizational level over time to understand how those changes in slack interact with internal configurations of creative and R&D teams to inhibit or to allow creativity.

The relationship between downsizing, creativity and innovation is important in its own right; it is of particular relevance in the current economic climate given the recent upsurge in downsizing as a result of the threat of a global economic slowdown. Also, with the increasing importance of the study of R&D intensive and creative industries, studying the effects of a reduction of organizational slack on creativity in that particular context is essential. The link between downsizing, slack reduction and creativity could be an interesting entry point.

Overall, this study will contribute from a theoretical and methodological standpoint to creativity, downsizing and spatial theories in organizations. By demonstrating the longitudinal effects of reducing different types of slack in R&D and creative industries, this article provides added precision to the durability and nature of the impact of downsizing in creativity over time. Organizations are circumscribed within multiple dimensions of time and space, be it material, symbolic or ideal. Thus, considering in the framework less tangibles dimensions of slack such as time and space is an important contribution.

13:05 Outplacement program and professional retraining An evaluation through identity dynamics

Estelle Mercier1, Sophie Lacour1, Géraldine Schmidt2, Florent Noel2.

1IAE- Lorraine University; (FR); 2IAE – Lorraine University; 3IAE – Paris University; 4IAE – Paris University.
Many studies tried to estimate outplacement’s results implemented in the context of the French job-saving plans. The studies show the weakness of the program performance both in terms of statistical indicators restricting to calculate rate of return to employment in the more or less long term (Bruggeman, 2005; Beaujolin-Bellet, Bobbio, 2010; Hansson Hansson, 2012) and in terms of longitudinal qualitative researches (Mazade, 2003, Trotzier, 2005). The first researches show the employees’ difficulty to find new stable employment, the second highlights overqualification, chaotic professional trajectories and identity traumas on laid off employees. The purpose of outplacement programs usually developed by organizations is to achieve a return to employment, forgetting the long-term trajectory quality. On this point, identity dimension is a key feature of professional trajectories in literature: it seems both explain the conversion success and represent an evaluation of this conversion. However, this dimension is poorly taken into account in the conception of outplacement programs.

This research, exploratory in nature, show that the quality and the stronger of professional transition after a layoff could be ameliorate thanks to the deployment of innovating programs, based on the identity progress of employees. We argue that these programs may treat earlier and with an identity-specific approach these conversion processes.

This article is based on an analysis of 34 life story interviews of Tyrelor’s laid off employees. This production site of a big French industrial group developed an innovating transition program during the closure, exploring identity and symbolic dimensions. The aim was to help employees to “dis-identify” with their company in order to make for a new identification and a successful professional retraining. These life stories are interpreting referring to works of Claude Dubar (Dubar, 2002) about identity dynamics and forms.

13:07 Restructuring and lay-off practices in the retail sector in Sweden

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The retail sector represents about a fourth of the economy in Sweden. The sector is going through several structural changes due to changing market conditions, a consolidation and increase in multinational chains, the introduction of new technology and sales channels as well as changed consumption patterns. Parts of the sector are also sensitive to financial crisis and economic downturn conditions. In the last four years more than 20,000 employees have been given notification of redundancy within the sector. This paper reports a study of the characteristics and consequences of the practices of lay-offs in this sector.

When work-places and shops are closed or downsized, job transition services are offered through the Swedish system of Job Security Councils. However, the Job Security Council insurance does not include employees who work less than 16 hours per week or are temporarily employed. The sector is known to make substantial use of these "flexibility" measures in the employment contracts. The Job Security agreement also does not cover re-training and education. The relatively low educational level in the retail sector makes it harder to find new jobs, compared to those from other sectors included in the job security council’s services. For the employees not covered, little is known about what happens when they are made redundant.

Many companies in the retail sector are small and micro-enterprises with little experience and resources for HR-work in the case of lay-offs. For this reason the role of the local union representatives and the employers association becomes extra important. These actors offer advice on what is a legally correct lay-off process and how to carry it out as socially responsible as possible.

The objective of the study is to study and support the development of institutionalized measures, methods and local practices aiming at long-term sustainable restructuring in the companies. More specifically the aim of the study is to describe restructuring practices and how employers and unions perceive different forms of


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The Icelandic labour market, while small, shares many features that are similar to the Nordic labour markets in general. The welfare system is well established and corporatism has been strong in particular periods, for example in the restructuring years of 1990 – 2000. The Icelandic labour market has also some similarities with the Anglo-Saxon model, i.e. that of the UK and USA, in regards to greater flexibility and strong individualism. One can argue that the Icelandic model is a flexible individualism with strong emphasis on survival of business in a small market. The beginning of a new century has seen the labour market going from being an economic success story to one of economical crises. Most companies have gone through reorganization and restructuring over the last years: employees have been laid off, contracts have been changed and most leaders have had to look for ways to cut cost. The economic system is now slowly showing signs of recovery.

In this paper I argue that the main feature and the strength of Icelandic management is creativity. One of the main conclusions of this paper is that managers in Iceland are better able to lead in recession than economical expansion.

The research method is a comparison between in-depth interviews with Icelandic managers, taken first in 1995 and then in 2013. Interviews were conducted as a part of research on flexibility and how the Icelandic managers were handling the economic crises of the day in 1995. New in-depth interviews are being conducted in the spring of 2013.
restructuring support systems. The study reports interviews with representatives from 15 companies in the retail sector, across the many sub-industries. Interviews with union representatives, the Job Security Council job transition services and the employer associations are also analyzed.

14:01 “The school is no more” – regulating identity through dis-identification in an educational organization

Dan Kärreman1, Andre Spicer.1

Organizational researchers have increasingly become interested in identity issues, since this appears to cast light on how control and co-ordination is achieved in complex organizations. In particular, there is a large literature that suggests the identity of professionals is an important target for control and manipulation. However, in this paper we explore how people in organizations create and negotiate an identity by pointing out who they are, and how management may use this as a way of regulating identity work. Building on studies of dis-identification we argue that an important dynamic of identity regulation in organizations involves distancing ourselves from groups who do not identify with. In particular, we explore the ongoing ‘dis-identification work’ that people undertake within organizations.

We do this through a study of the identity and dis-identification work of teachers in a Swedish private school. Instead of finding that groups seek to create a strict separation between an in-group and an out-group we found an ongoing play of identification and dis-identification. More specially, we noticed that there were three predominant forms of dis-identification work. The first form involved the management of the school initially harnessed dis-identification practices. The management of the school encouraged employees to dis-identify with the notion of the ‘school’ and encouraged the teachers to dis-identify with their professional identity of being ‘teachers’. This involves sense-breaking and, ultimately, identity dismantling whereby management sought to unsettle employees ideas about the organization they are involved with and their own identity.

14:02 Local government and the management control challenges

Inger Johanne Pettersen1, Per Christian Ahlgren1.

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Public sector management control and governance have been changing on an international scale. A growing part of public service production has become managed by a diverse mix of market-oriented solutions where public organizations buy services from (more or less) autonomous suppliers. We find new models such as quasi market arrangements, transactional contracting and outsourcing. The research question in the paper is what management control challenges arise when municipalities out-source their service production. The new government forms prescribe semi-independent regulatory agencies. However, a growing concern is observed about the challenges of outsourcing public services and constructing inter-firm relationships. These concerns can be viewed against the following dimensions horizontal and vertical coordination; different logics; contracts and the competence of purchasing.

Here a special focus is on the dimension between the traditional intra-organizational, formal management systems and the inter-organizational and more informal and diverse network systems. In this paper we combine two studies. First, a broad and quantitative study was done of the Norwegian standardized system for developing and using performance indicators (KOSTRA) at local government levels. Second, a more in-depth study was done on the inter-firm relationship between one large municipal in Norway (big city) and two different kinds of outsourced service producers.

Preliminary findings indicate that there are several challenges present for management control in the relationship between the municipality and the service providers; unclear roles, responsibility and accountability, goal incongruence, loose coupling and lack of purchaser competence.

14:03 The Quest for Public Value beyond New Public Management – on creating and sustaining value in the museum transition

Kerstin Thomson1.

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New Public Management was articulated as a generic label for a shift in public management styles by Hood in the 1990-ies. NPM proposed models and clusters of ideas from the conceptual framework of private sector practice to increase efficiency and create value to the citizens. Models mirror the underpinning theories, they are not value-neutral. Using the same models and definitions in government as in business shifted the focus from traditional government to management, accountability and the citizen as a customer.

With a broad spectrum of reform measures NPM has been described as a “shopping-basket”, multi-faceted and adjustable to change in various ways (Pollitt & Bouckaert 2000). Embraced by governments faced with economic strain and the need to make funding priorities, NPM is still influential. This paper discusses the impact of NPM in the museum transition. In the empirical study, public museum directors, heading state agencies, describe the move towards visitor-driven operations, organizational design and performance indicators, but also express a concern for collection management in the sustainable long run.

It is argued that organizational design and performance aligned to government targets of efficiency and
accountability may not serve the museums well, as they promote short term activity, e.g. by turning the museum experience into a commodity. Increasing resilience calls for alternative approaches beyond NPM to be considered for creating public value, not only to the individual citizen as a customer but to the collective citizenry and a wider range of stakeholders, such as researchers, local communities and future generations.

14:04 Tying together and cutting of – Scrutinizing processes in health care

Gustaf Kastberg1, Sven Siverbo2.
1Lund University; (SE); 2Karlstad University.

It has been argued that NPM now increasingly is being replaced by a larger focus on processes and an aim to “govern the whole”. One of the latest trends within health care organizations is process orientation and patient centeredness, often in the shape of Lean management. Lean is an intriguing concept since it promises a lot: smoother flows, adjusted (fair) workloads, clearly defined services and minimization of waste. The main observation made in this paper is however that introducing process oriented management solutions is not just about adding a dimension and connecting things that previously have been disconnected. It is also about disconnecting and reframing existing practices, which also means challenging traditional ways of doing things, the existing knowledgebase and concepts of what health care is about. While the overall aim of the study is to expand our understanding of process orientation of health care organizations the more specific aim is to investigate what measures that were taken to re-frame the HSCs in order to include the process dimension, but also to scrutinize what was left out. Our empirical study is longitudinal and we have followed the organizations introducing process orientation for three years. 67 interviews have been carried out and 20 meetings have been observed.

14:05 Because we can! Deployment of eHealth services in Uppsala County

Gudbjörg Erlingsdottir1, Cecilia Lindholm, Katarina Lagerström.
1Lund University; (SE); 2Uppsala University; 3Uppsala University.

Since November 2012 all citizens in Uppsala County in Sweden have access to their medical record on the internet sight “my health contacts”. This is the first step in a EU deployment project where a total of 12 different eHealth services will be launched over time. The IT director of the county has engaged himself in the idea of medical records and other eHealth services since 1997 and has had several setbacks before the actual project was launched. He himself claims that the reason behind his interest to develop the service was mainly that the technique existed, inspired by the internet bank, and that it was possible, or as he puts it – because we can! In 2010 a national strategy for eHealth was launched by; the Ministry of Health in collaboration with the Swedish Association of Local Authorities and Regions, The Swedish Association of Health Professionals and Famma. According to the strategy eHealth services will increase the quality of care and patients involvement in the care process.

From our interviews with some of the key organizers of the service: Key authorities, professional organizations, organizers of the implementation project together with the official debate, we can detect different logics and rhetorics for and against the service, in different parts of the field. Some are in line with the NPM discourse but it is far from a perfect fit. Our aim with the paper is thus to sort out the aims behind the “eHealth reform” and hopefully give an example of what might be a new trend in the public sector.

14:06 The power of rhetorics – new concepts in healthcare

Karin Jonnergård1, Gudbjörg Erlingsdottir.
1Linnæus University; (SE); 2Lund University.

We can probably all agree upon that NPM is institutionalized in the public sector in Sweden (Hasselbladh et al, 2009). This implies that the change of rhetoric in public sector predicted by Ravik (2008) should be well integrated into practice by now. In spite of this we find that the language/concepts/rhetoric is undergoing changes. This may be a continues change or a part of a new trend. Regardless of which the development of concepts most often implies the creation of positive value loaded term to distinguish it from the “old” term that has been linked to negative experience.

In this paper we will follow the change of a number of concepts in healthcare practice in Sweden. The aim is to discern the rhetoric strategies behind the changes of the concepts in terms of power relationship, legitimacy and negotiation. Another aim is to analyse wither these changes are signs of new trends or a revitalization of NPM. A preliminary conclusion is that many of the changes are used as disciplinary means towards health professions. Yet other concepts are used as counterstrategies from professions. The question whether NPM as an institution would produce changes in accepted concepts or if all changes are to be seen as new trends, will also be discussed. Anyway the theme is not “seeing trust” but rather seeing distrust…

14:07 Is Lean becoming institutionalized? – The Swedish Healthcare case

Christian Gadolin1, Stefan Hellman2, Johan Suurküla3.
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Since the dawn of New Public Management (NPM) the healthcare sector has been the target for several concepts...
imported from the private sector. This study takes its departure in the widely spread management concept Lean. Originally developed in the Japanese auto-industry the concept has diffused globally. During the past decade, interest in Lean has grown significantly in the healthcare sector in Sweden. Lean is used to achieve a process oriented care beyond NPM. The purpose of the study is to explore and investigate Lean in this particular context. We analyze the development of Lean to situate the state of institutionalization. We draw upon the ideas of management concepts as fashions to problematize and contrast the potential legitimacy gains of adaptation in relation to their diffusion and representation. The study covers Lean efforts in the healthcare sector by using a rhetorical text analysis of annual reports in which we track the development of the discourse of Lean. Our contribution is related the observed evolution where reasons to adapting Lean has surpassed a turning point, from legitimacy towards institutionalization where operationalization of Lean thoughts are approaching a state of becoming taken-for-granted.

14:08 Managers’ narratives about development projects: What makes a difference when leading innovation in public sector services? Inga Jona Jonsdottir1.

Since the economic, financial and social crisis hit most of Western economies, innovation in the public sector has received increased attention. It is putting pressure on public managers to facilitate and lead development projects and entrepreneurial new solutions. These pressing external and internal conditions are resolved by constructing and implementing a qualitatively new way of doing things. This paper aims to widen the understanding of the public manager as a leader and facilitator of innovation and expansive learning at work. Narrative approach to inquiry is taken, both in collecting, analyzing and presenting data. Engeström’s (1987) model of expansive learning cycle is used as a theoretical and analytical framework. The data presented was collected in two public sector service organizations through interviews, documents and observations. The interviews were conducted with the focus on having a reflexive dialogue with the interviewees first about their education and work experience. Then the interviewees were asked to tell (and retell) stories about their remembered experience of the first phases of the project and the meaning they made of the context, events, actions and human interactions as expressed in their stories. Findings from these cases reveal that the managers’ tacit knowledge, courage and leadership competence were triggers of new solutions to a transformed workplace. These were also critical success factors in the expansive workplace learning and implementation process. Two issues stand out as significant management tools. Firstly the communication, both the dialogue and the active listening. Secondly it is the teamwork organization, based both on diversity and enthusiasm for the project.

14:09 Exploring process orientation failure and success in healthcare – Three qualitative case studies Sven Siverbo1, Stefan Hellman1, Gustaf Kastberg2.

After the introduction of New Public Management (NPM) in the healthcare sector there was criticism that healthcare provision was fragmented and poorly coordinated. In order to increase value for patients, measures were taken to improve cooperation and collaboration between units, clinics and departments in healthcare processes. The point with such process orientation was to add a horizontal dimension to the healthcare organization. Patients’ needs should the point of departure and from these activities were to be organized in a manner that guaranteed a quick, safe, qualitative and continuously improved treatment. The realization of these high ambitions has so far not materialized. In previous research, as explanations of the failures, two main factors have been suggested. The first factor is lack of support from the medical profession. The second factor is the way healthcare is organized and controlled. In this paper we use Actor Network Theory (ANT) to find deeper explanations and understanding of process orientation in healthcare. The aim of this paper is to explain and understand successes and failures with process orientation in HCOs from an ANT-perspective. The empirical material consists of longitudinal case studies of three healthcare processes that span over several organizational units: the hip fracture process at Södra Älvsborg Hospital, the stroke process at Karlstad Hospital and the emergency care process at Sahlgrenska Hospital.

14:10 Strategic Directives in Public Housing – the Case of Owner Directives in Swedish Public Municipal Housing Companies Lars Lindbergh, Timothy L. Wilson.

战略性的指示在制定和传达私营和公共公司的目的中起着重要作用。这些指示可能呈多种形式，并受到法律、法规、投资商、客户和其他利益相关者的影响。战略性的指示应该确定所有者权利、公司和所需回报的角色。在私人和公共住房中，战略性的指示由于新法案的存在而可能受到影响，如2010年瑞典议会通过的《公共和市政住房公司法》和2011年1月实施的法案。因此，公共和市政住房公司（PMHCs）已经在至少一年内实施了新的法案。
else, that PMHCs should run their operation on “businesslike principles”—commensurate with New Public Management (NPM; cf. Hood, 1995, 1991).

Previously, we had studied both financial returns as affected by ongoing investments in properties as well the impact of tenant negotiations in Swedish public housing (Lindbergh et al, 2006, 2004). In this study we discuss some changes in owner directives over a decade along with financial data for Public Municipal Housing Companies (PMHC) in Sweden. Preliminary results suggest that a subtle change in directives has occurred and adaptation to the new Act has taken place both in regard to investments and tenant negotiations.

14:11 Management accounting and control practices within a public organization: reinforcing NPM or starting anew

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This paper aims to contribute to the understanding of NPM’s aftermath. During the last decades NPM has been highly influential on management accounting and control practices in the public sector around the world. As an unintended consequence in some public organizations, management accounting and control has become characterized by a strict command and control practice where e.g. attempts to decentralize have paradoxically led to increased centralized control and where focus on efficiency and results has resulted in detailed performance measurements. Some even argue that NPM is the 21st century’s version of scientific management. However, NPM has more recently been challenged and alternatives have been suggested e.g. NPG. Thus, different values as well as softer management accounting and control practices have been proposed. Based on a study of management accounting and control practices in the Swedish Social Insurance Agency this paper discusses whether the studied development of management accounting and control practices within a public organization could be seen as an additional reinforcement of NPM or rather as a start of something new.

14:12 Lean public management. Same, same, but different?

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This paper discusses Lean as a management model within the public sector and analyses its relation to NPM. Lean, as a management ideology, traces its origins from the automotive industry, but has in recent years spread like wildfire in the public sector in Sweden and abroad. A central point of departure within Lean is to identify customer needs and then to map, visualise and continuously improve flows of activities that add value to customers. For instance, work processes are standardised through measuring “flow efficiency” and engaging in classificatory work by making visual “units of flow” and “cycle time” to be able to identify and eliminate “bottlenecks”. In these processes of “value flow mappings”, action plans are drawn up and measurable goals are set. In our paper, we report from two exploratory studies using participant observation of, and interviews with employees involved in, processes of “value flow mapping” in Swedish public preschools and the Swedish Social Insurance Agency, all in the process of implementing Lean, although for different reasons. Whereas the preschools enjoy a fairly high degree of trust before the introduction of Lean, the Social Insurance Agency has been criticised for its previously established measurement oriented control system that is considered too rigid and not leading to customer satisfaction. We analyse how the mapping processes of value flows are made and used in the daily work of the organisations examined and discuss these practices in relation to NPM. At a general level, many of Lean’s traits are similar, or even identical, to other forms and practices that are identified as NPM. Seen through the practices of preschools and the Social Insurance Agency, we pose the question: Is it more of the same, or is it different?

14:13 Understanding public sector challenges from a service-dominant logic perspective

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A whole range of new public management tools has during the last 30 years been introduced to meet the challenges of public sector. But when politicians wanted efficiency and control over public spending, they got sub-optimised organisations and demoralised coworkers. And the same challenges of public sector, still remains. Drawing on research of service–dominant logic (SD logic), this study tries to understand the challenges of the public sector, and present a perspective of a more coherent public sector organisation. Within SD logic it is argued that value is created by an individual, who seeks it, and that the value creation process can be facilitated by another actor, in a so called value co-creation process. The extensive literature of the field contends that resources, especially the operant ones, skills and knowledge are integrated in order to create value. It is also the operant resources within public sector agencies that the citizens assess in order to co-create their demanded value. This conceptualisation aims to show how SD logic can contribute to a more holistic view of governing public agencies, where the citizens’ value creation process will be in focus. We argue, that the coworker is at the core of SD logic, and that management needs to place trust in them, as professionals. By freeing the coworkers skills and knowledge from standardised procedures, agencies will give them the opportunity to facilitate citizens’ process of creating value, for themselves.
Abstracts

14:14 Performance reporting after NPM

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New regulations for the Swedish central agencies’ performance reporting came into force in 2009; whereas the agencies previously received annual instructions for how to account for their performance from the government they are now to define their performance themselves, the only restriction being that they shall focus on “outputs”. Output is broadly defined as “what the agencies do” and it is up to each agency to independently define its outputs. This paper is based on a qualitative case study (interviews and document studies) of the work of defining output in the Swedish Energy Agency (SEA) from 2009 to 2012.

The new regulations can be understood as an attempt to move away from a NPM-inspired management philosophy in Swedish central government and to address some of the unintended consequences of such a philosophy, such as a massive increase of administrative work for the agencies to fulfill report requirements. The performance reporting shall now to a greater extent be governed by the civil servants’ professional judgment.

It has been challenging to define output in SEA and the agency finally consulted the management accounting expert in Swedish Central Government to set the standard for output. The result was a performance reporting that was considered inadequate by the agency itself as well as the agency’s governing ministries.

This paper aims to contribute to the emerging “after NPM” discussion by elaborating on a governmental attempt to move beyond NPM. The paper argues that to understand the challenges of such an endeavor, we need to pay attention to the work of classification and standardization involved in public performance reporting and to the consequences of this work in local organizational contexts.

14:15 The student as a knowledge creator – first year business students’ notions on value and usefulness of their education

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New Public Management (NPM), focusing on efficiency and market solutions for the public sector has been criticized on behalf of a range of weaknesses, calling for a change of discourse. Public Value (PV) is proposed as an extension on NPM, aiming at helping citizens’ articulate interests rather than focusing on control. In higher education former perspectives on the student are suggested as consumers or as products of the educational system. The alternative mindset of Public Value however calls for a new perspective: the student as a knowledge creator. The student is then to be seen as a co-owner of the process of education, bringing in to the education her own knowledge and notions affecting the education that is taking place.

Business students today are the single largest group of students at universities in Sweden. They are a heterogeneous group concerning age, gender and social background. Large classes and few tutorial hours increase the importance of universities adapting to diverse life experiences, goals and objectives of their studies. Better knowledge of this may ultimately contribute to more effective training and facilitate adaptation to a changing labor market. Recent studies suggest a lack in the research on Public Value on questions of heterogeneity as well as a lack of empirically testable propositions (Williams and Shearer 2011).

During the fall 2012 16 interviews were conducted with first year business students at a Swedish University focusing on their notions on their choice of studies and their future profession. This paper discusses PV in business studies as an example of an extension on NPM.

14:16 Beyond Bureaucracy and Market

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In corporatization of public services the aim is to introduce “private sector thinking” to their administration. The purpose of this paper is to understand how the corporatization of services into shared service centers (SSC), is reflected in the practitioners’ ways of thinking. This study contributes to institutional theory by studying the change or stability of the ways of thinking with the perspective of institutional logics (Thornton et al 2012). An interpretive field study seems most appropriate method for our purposes (Lounsbury 2008, Pollit 2011) and we interviewed all the 11 corporatized shared service centres managers that offer accounting, IT and personnel management services for their owner municipalities. By studying the sense making, identity construction and the search for plausibility of managers and some municipal officers we were able to find different logics that could not be nested to either hierarchical public sector or market oriented private sector thinking. This study shows how the logics is changing to something else which could be assimilated to what Miller et al (2008) have described as hybrids. It is suggested here that the ways of thinking could be analyzed utilizing three different aspects of managerial and economic thinking: (scientific) management, market orientation and ownership & corporate governance. Analyzing how actually managerial and economic thinking hybridizes with bureaucracy is fruitful for the reason that it is an alternative rationality for pure versions of markets or hierarchies. This alternative echoes the ambitions of modern public sector: ideally hybrid models until the entrepreneurial thinking of managers for the benefit of public good.
15:01  Narratives of blog texts and intranet news in change related communication: Managers as internal and external narrators

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This paper studies narratives and the role of narrator in change related, computer-mediated communication. Closer look is given to defining what kinds of narratives can be found in intranet news and blog texts and how narrator is viewed through the concept of focalization. Choices with narratives and focalization also have an effect on sensemaking. Focalization can be defined as a selection or restriction of narrative information in relation to the experience and knowledge of the narrator, the characters or other, more hypothetical entities in the storyworld (Genette 1972).

Data was collected in a Finnish medium-size enterprise in 20 semi-structured theme interviews. Data was analyzed using content analysis. Blog texts can be seen as "stories within a change story" whereas intranet news create a serial concerning the organizational situation. Blog texts showed a clear narrator using internal focalization. Relationship between leader and follower was described to rise from the text. Sensemaking was done alone as a private action – texts and their meanings were not discussed within the organization. In intranet news no narrator was to be found and focalization was external. Recipients mentioned “somebody out there talking”. Sensemaking was collective – meanings and explanations were sought from a number of places and people.

Current understanding of the use of social media suggests that virtual communication is indeed social and interactional. This study states it as more of a private experience: instead of technology, strong narrative form of the blog texts managed to structure relationship between writer and a reader, leader and follower.


15:02  The daily life of an open innovation arena director: Narrating a culture-in-between

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This paper asks the question of how new forms of actors organizing innovative work changes how we can make sense of managerial practices. The setting of the paper is open innovation, a form of inter-organizational collaboration that has rapidly gained ground among organizations searching for new ways to innovate. Opening up the borders infers a form of “post managerial environment” where conventional steering and managerial tools no longer apply and there is a great demand both from a theoretical as well as a practical point of view to better understand the managerial practices in such new complex organizational settings.

This paper presents an interior view of the management of an open innovation collaboration involving 26 partner organizations and it invokes a narrative approach as it serves the purpose of capturing the discourse created in order to make sense of the organizing as well as the leadership. Based on the reports from the open innovation arena director about what she is doing in her mundane managerial practices, this paper argues that the balancing act of working with and sometimes manipulating participating organizations is essential to making progress in the collaborative agenda. Managers further need to appreciate and embrace disorder and unpredictability, which implies a move from striving for control over the people and resources to engaging in making sense of the environment as a way of gaining control.

This paper claims that the vital act of narrating a culture “in-between”, i.e. a culture encompassing the various organizational identities constituting the open innovation collaboration, is one way for the manager to make sense of the environment and thus enact leadership.

15:03  Making sense of necessity entrepreneurs’ coping narratives

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As entrepreneurship was before seen as based on purely on opportunity, nowadays it has been confirmed that more and more end up starting up their businesses out of necessity, often due to threat of unemployment or lack of job opportunities (Filion 2004; Hughes, 2004, Kantola & Kautonen, 2007). Despite necessity self-employed have been recognized to earn less and their well-being has been questioned, suggesting that they suffer stress and mental problems more than others (Andersson, 2008), no studies have followed how they cope from their personal point of view. In this study coping is seen to reflect the individual’s capabilities to manage their stressful or unwanted situation and thus affecting on their wellbeing.

Whereas positive psychology recognizes that individual’s sense of coherence may be disturbed or be reshaped if individual faces big life changes such as unemployment, similarly narrativists claim that “disruptions” in life are reflected in narratives that individuals tell. When creating a coherent story, it helps individual to reorder their life working at the same time as a tool in individual’s recovery process (Hänninen& Koski-Jännes, 2010). Thus this study sees narrativity supporting the idea of subjectivity and meaning construction and follows content-based narrative approach, where focus is rather on theme than structure of event.

This study is based on dissertation study that presented four different necessity-based entrepreneurial paths. Here only one of the paths is presented, drifters, whose path is challenged by lack of resources and is mentally wearing. Additionally it raises a discussion of points of resemblance of coping literature that has roots within positive psychology to narrative thoughts.
15:04 Narrating the drive towards new energy solutions

Nina Fowler

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Following in the footsteps of such rich empirical narratives by Knorr-Cetina (1999), this paper presents the case of the attempt to commercialise a wave energy technology and the associated subsystems, as told by a number of different actors involved in the project.

The Wave Power Project at Uppsala University is partnered with its spin-off company, Oceanic Institute, in the goal to develop a commercial wave energy converter (WEC). Since 2006 (Danielsson, 2006) the coast at Lysekil in Western Sweden has been the site of a test plant for both the university and Oceanic Institute, and currently WECs are being constructed for the largest single point absorber wave energy farm ever built, due to be deployed at a site just North of Lysekil, with a budget of €25M and expected completion in 2015.

Stories told by academic researchers, engineers, those working across the industry-academia boundary, utility companies and stakeholders local to the wave farms are examined in this study with a focus on how they perform as active components of this commercialisation network. This paper assumes that the narratives express the needs of the storyteller relative to the wave project, inciting their audience to react in a certain way. However not all of the discourse is controlled by those enrolled in driving the activities forward, such as the academic research leaders and investors, and these narratives formed outside of the project leadership demonstrate their agency through the creation of both deliberate and unintended consequences for the continued construction of the wave project.

15:05 Work/non-work experiences in organisation: a narrative perspective and approach

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Segmenting and/or integrating life domains are based on two interrelated processes: the boundary work and boundary management. Boundary work has been seen as a proactive process so that an individual is able to foresee changes in his/her situation and, a priori, mentally change the boundaries so that they fit his/her work/non-work preferences and contexts. Boundary management comes second and takes place according to these new mentally defined boundaries so that new concrete boundaries are shaped in one's individual, organisational and societal contexts via what could be called work/non-work activities. This paper underlines both processes as «narrative» processes that occur at the individual level as well as at the organisational level. At the individual level, both processes emerge in self-narratives where “individuals construct past event in personal narratives to claim identities and construct lives”. At the organisational level, individuals share their lives via narratives and negotiate their work/non-work boundaries and how they concretely could be shaped. At a highest level, an organisational narrative about work/non-work experiences is socially developing. Such organisational narrative may become part of one’s understanding of how work/non-work issues are seen and addressed in the organisation. This work/non-work organisational narrative may be institutionalised and crystallised in what could be seen as the work/non-work culture. This paper is based on self-narratives of middle-managers. It underlines how middle-managers’ self-narratives participate to the creation of an organisational narrative and how such organisational narrative influence one’s work/non-work process. The data is also collected from a narrative approach so that implications of a narrative approach in work/non-work research are presented.

15:06 And now LEAN: discursive practices and their consequences in two organizations.

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How people write and talk about Lean, a management concept first developed in the 1980:s which recently has seen a revival and a renewed popularity, has consequences for how we think and act towards Lean as a phenomenon in research as well as in practice. It is therefore important to study how discourses are used to prioritize specific views and the possible consequences of such use. The study of discursive practices in this context means a concern with how different aspects of Lean are produced and consumed in text and talk. To that effect we have studied the implementation of Lean in one private and one public organization from a discursive psychology approach. The scientific discourse of Lean design represents a systematic approach to conceptualize design as a flow of work that delivers value to the end user. There is however no consensus about what Lean is or about the consequences its interpretation might bring. Studying the discursive practices that position Lean in text and talk it is clear that multiple discourses are used on different discursive levels (individual text and talk, local repertoires of the organization and societal discourses) to make sense of the implementation of Lean. In sum, we intend to nuance the understanding of Lean in research as well as in practice by studying the discursive practices in two organizations in different contexts (private and public) in order to understand possible variances in relation to discourse theory. In doing this we not only contributing to research on Lean in a context of management accounting and control, but also to the narrative turn of organizational research by showing how discourses are deployed in interaction by people in text and talk to perform specific functions, e.g. justify, blame, and legitimize.
**15:07** What is left of the innovative knowledge worker? The making of subordinates’ selves from superiors’ talk in clinical pharmaceutical work

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An urgent aim of leadership in knowledge intensive businesses is to support knowledge workers’ confidence and independence to enable creativity and innovation. That is common sense according to the rhetoric of contemporary leadership theory and practice. But the examination of practice at a global pharmaceutical company, where knowledge intensity could be said to be at the high end, gives an antithetical story.

Seeing leadership as an on-going discursive process of relational becoming the inquiry focuses how the leaders and members at the Clinical Division of a global pharmaceutical company, talk about the talk and actions of higher superiors.

The empirical basis consists of participating observation of and 15 semi-structured interviews with leaders and members of three clinical teams at three different sites.

An analysis informed by positioning theory, shows how the leaders’ and team members’ accounts give sense to storylines of an organizational moral order where their superiors are positioned as having the right to sidestep agreed decision processes and to disqualify mandates of power of subordinates at any time. The subordinates, highly qualified leaders and team members, are positioned as powerless, not knowing and in need of scrutiny and control. It is argued that the superiors’ actions, however unintentional, are harmfully wing clipping the subordinates’ possibility of becoming worthy selves with confidence to become innovative, as well as hampering the core of the business – the development new drugs.

Keywords: discursive leadership, knowledge intensive work, positioning, storyline, pharmaceutical

**15:08** Managerial identity work witnessed through critical performativity

Frank Meier[^1], Christian Tangkjær[^1].

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Public managerial authority and legitimacy are no longer only distributed through hierarchies and formal organizational forums, but are to a much larger degree a result of an ability to act, create and relate oneself (manager) to complex contexts of politics, strategies, ambiguities and counterproductive expectations from politicians, citizens, employees, partners, enterprises, media etc. In that respect management is an identity work creating illusions of agency driven by self-reflexivity and an obligation to be a professional agent in a professional setting of politics, other professions, citizens, partners etc. However agency is not only an illusionary construct, but it is materialized in responsibility and action – in “real” management. Public managers should develop own authority and legitimacy, and this is basically about constructing both an inner and outer understanding of oneself as agency. The identity of the manager is an effect of ongoing identity work, that is work concerned with the way ‘certain selves’, ‘doings’, ‘things’ come to matter managementally in everyday management work, managing meanings and conditions of selves, others and actions’. (Plotnikof 2012). Following Alvesson (2012) we will use critical performativity in the sense of bringing forward positive and productive identity work through narratives of managerial tasks, struggles, challenges and potentialities.

The purpose of this particular study is to show what kind of identity work is carried out by some 700 students, taking a compulsory leadership course within a modulized Master of Public Governance from 2009 – 2012. The assignments revolve around the students capability to reflect own agency as something made up by self-reflexivity plus outer constructions. At the dimension of narrative content, the analysis produces i. a set of discourses present, ii. a set of organisational problems to be solved, iii. a set of solutions employed, and iv. a set of outcomes. At the dimension of narrative structure, the analysis showed X types of plots as typical.

In that respect we are specifically interested in how managers link identity-reflexivity and organizational action. We believe this will give us a unique possibility to understand how management and organization are performative, narrative constructs, within which it is possible to identify different tactics and strategies of identity work.

The overall research strategy is to explore our empirical material with the following questions

- How do managers construct a sense of agency performing a relation between inner and outer action worlds?


In a world where the saying “publish or perish” is frequent, it should be of no surprise that the joy of writing runs the risk of getting lost.

Writing, in a similar way as thinking, appears to depend upon cognitive and physical ease. Inspired by the theories of the mind explained by Daniel Kahneman (2012) – in a book that was according to himself extremely painful to write –, the aim of this paper is to make a personal reflection and analysis of different modes of academic writing. The paper is also drawing upon the ideas about the intimate linkages between knowledge production and the human body elaborated by Stefan Svallfors (2012).

Blogging, writing e-mails or other texts that are not supposed to be “academic” is a comparatively non-painful exercise, to me. Is it possible to write about research in a non-academic way, to make it more joyful to write, and perhaps, to read? The genre of writing research ought to be more inspired by others genres, such as detective novels, Barbara Czarniawska claimed (1999). What if I were to write a paper to an academic conference in a similar way as a blog? Why not try? Well, I think I maybe just started. This abstract will be the first post of my unofficial blog. The paper will be a compilation of posts written during the spring of 2013.

Empirical data is generated by my own writing experiences during ten years of writing research. I reflect upon writing various kinds of research products. I will discuss the final products and how and why they were created in different modes of fast and slow writing (and thinking).

Lost in narration. Reflections on presenting a material.

Jutta Taillas

Lost in narration. Reflections on presenting a material.

Places and spaces within them can create more attractive spaces, and therein more attractive places. How this may be suited within the context of experiencing and organizing cities is where my study comes in.

With the year 2011 and the European capital of culture (ECC)-year in mind, the city of Turku reconstructed several settings in the city – the former train yard, reconstructed and current cultural centre Logomo as one of them. In this paper my aim is to present how Logomo is understood and interpreted as a place and space for cultural and creative actors to intervene in today. This is done through an ethnographically inspired study, through observations and interviews. The observations mainly focus on how the places are organized and taken into use, where people meet and how they interact with one another. Interviews will give a further insight in how the place is interpreted.

My aim is to present this empirical material concerning Logomo and challenge myself in how I will present it (partly inspired by Hatch 1996). As a result of my studies of sensemaking (e.g. Weick 1995), my problem is to be too aware of my role in the (con)text, which has made the writing process in itself rather challenging, resulting in a position of “lost in narration”. With that said, my aim in this paper is to discuss my empirical material with the suggested narrative positions presented by Hatch (1996) in mind.

Introducing the multi-spatial study – taking process ontology seriously

Anette Hallin, Lucia Crevani, Lasse Lychnell.

Within organization studies, several scholars have developed the idea that organizations are to be understood as processes, rather than as static entities (see Hernes, 2008 for an overview). Bruno Latour, Niklas Luhman, James March and Karl Weick, are only a few of those that have written on the subject, and the ideas have gained further strength through “the practice turn of social theory” (Whittington & Melin, 2003), as well as through postmodernist writers pointing to the necessity of focusing on organizational becoming, rather than the being of organizations (eg Chia, 1995). This shift in ontology is a shift from the ostensive view on the organization to the performative view (cf Latour, 1986), since it emphasizes activity and movement rather than substance and entities (Chia, 1997) According to the performative view, organizations do not exist per se (as in ‘being’), but are rather in perpetual accomplishment through action (Tsoukas and Chia, 2002; Hernes, 2008). Hence, organizations are what people continuously make and re-make them to (Czarniawska, 2008).

The shift towards performativity is however not only a shift in ontology, but also in epistemology, and as John Law has pointed out in his seminal “After method” (2004), this should also be accompanied by a change in how we view methodology. The methodological shift concerns all parts of studying organizations (organizing); when it comes to how empirical material is gathered/created/constructed; how it is analyzed; and how it is represented in academic presentations.

An example of a methodological advancement in the direction of taking process ontology and performativity seriously is the idea of the action-net, introduced by Barbara Czarniawska (eg 2004). The idea of making sense of the empirical material as an action-net implies a shift in empirical focus to how actions are tied together in the organizing process, and how actions constitute actors, rather than how actors act in networks and how organi-
organizations are constituted by actors; i.e. how organizing processes unfold (Lindberg & Walter, 2012).

In order to observe actions, and how these are tied together in action-nets, the researcher needs to gather a thick empirical material (cf Geertz 1973/2000); which is why ethnography is a method that is often used (see eg Hallin, 2009). Focusing on the micro-practices may also mean drawing from ethnomethodologically informed perspectives in ethnography (see Crevani, 2011). Other possibilities may be ethnographies, visual methods such as ‘snaplogs’ (Bramming et al, 2012) etc.

All of these research practices however imply a temporal approach to that which is studied; the phenomenon is studied over time, rather than across space. A major reason for this is the inability for the researcher to be in many places at the same time. This means that the action-net constructed based on the empirical material that is gathered consists of actions connecting actors across time, in sequences that often may be understood as related to each other in a cause-and-effect-manner. The dimension of how different trajectories that take place at the same time but in different physical spaces are related (Massey, 2005), is not fully considered and researched.

In this paper, we introduce the multi-spatial study as a way of handling this, and discuss the challenges and possibilities of this kind of study. Based on the idea that there is a need to find ways of gathering/creating/constructing empirical material in such a way that the flow of reality is acknowledged – not only in its temporal dimension, but also in its spatial dimension in terms of the sphere of multiplicity of trajectories –, the multi-spatial study is a way of doing qualitative research involving many modes of writing research: ‘traditional’ text, images, photos, video etc.


### 16:04 Building a research institution on foreign ground

Ulla Eriksson-Zetterquist¹, Susse Georg.

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**Introduction**

With its 25 year history, SCANCOR has come to “constitute a recognized area of institutional life” (DiMaggio and Powell 1983:148) amongst research universities across Scandinavia, Europe and the US. As a research institution[1] it has attracted and continues to attract researchers from across disciplinary and geographical boundaries and to house them in a research facility at Stanford University. In keeping with metaphors used to describe higher education (Stevens et al. 2008), Scancor has served as both a “hub” for connecting researchers from different countries and as an “incubator” for the fostering of new theoretical approaches such as Scandinavian institutionalism (Boxenbaum and Strandgaard Pedersen 2009; Olsen, 2009; Eriksson-Zetterquist, 2009).

What does it take to build such a research institution? Within Scandinavian research there is a variety of answers to this question: Some emphasize the work and perseverance of dedicated individuals in mobilizing support for turning informal networks into formal organizations (Boxenbaum and Strandgaard Pedersen 2009). Others examine the work of institutional entrepreneurs in enrolling and translating the interests of others so as to under specific historical contingencies to stabilize a diverse array of initiatives into a well-functioning and widely known entity (Czarniawska 2009). In this paper we follow along this track of viewing the institutionalization of a research institution through the lens of the sociology of translation but in doing so we take a slightly different tack. We focus on the role of buildings – and the spaces for (inter-)action that they contain – in this institutionalization process, i.e. on the socio-material grounding of building a research institution.

In attending to this question of what it takes to build a research institution we address the inter-relatedness of institutions, spatiality and materiality. Our aim is to extend insights provided by research on the role of...
organizational spaces within organization and management studies (Hernes 2004, Kornberger and Clegg 2004, Taylor and Spicer 2007; van Marrewijk and Yanow 2010) with insights from actor network theory and the sociology of translation (Latour and Woolgar, 1979; Callon, 1986; Latour, 1986; Latour: 1991; Latour, 2005). The issue of organizational space is considered mostly in social terms, as noted by Taylor and Spicer (2007: 341): “Conceptualizing organizational spaces as socially produced in patterns of distance and proximity, interpreted through the ongoing experience of actors that materialize relations of power, provides and empirically comprehensive and theoretically robust means of ‘bringing space back in’ (Kornberger and Clegg 2004) (our emphasis).” This leaves, however, little room for conceptualizing how the material shaping of (building/office) space affords or does not afford action and how “particular artifacts become entangled in the social practices of people’s work” (Leonardi and Barley 2008:164); and contribute to the institutionalization process.

Hence, the starting point for our conceptualization is that materiality and spatiality is recursively interwoven in institutionalization. Institutions inscribe ideas, norms and values into material artefacts and in organizational settings these artefacts become part of the institutionalization. When humans and non-humans act with these artefacts, the inscribed ideas will continue to be reconstructed. This is in keeping with Jorges and Czarniawaska’s observation that “technology makes organizing durable, thus contributing to the institutional stability of one of its products – modern organization… ” and that the users of the artifacts also inscribe institutional order into the material (1998: 371-372). Buildings are like other things such as desks and computers technological artefacts that can help to “stabilize social life” (Gieryn 2002: 35). From this vantage point, buildings – and the spaces that they provide as well as the artefacts that they contain – influence the social, i.e. they ways in which people (inter-)act. Not in any determinant way, because both the spatial and the material are reconfigured as they are taken and/or put to use.

While theoretical impact of developing research institutions has been discussed in a number of publications, the building of a research institution – in a double sense of the word – is less explored. In this paper, we will focus the spatiality and materiality of building – institutionalizing – Scancor. To a new visitor from Europe, Scancor can appear as an offered space for a visiting scholarship, somewhere to meet and work when not attending interesting seminars or enjoying the ambience of campus; a place for truly academic discussions about how to understand organizing, management, institutions, decision-making, uncertainty and so forth. Yet, many, who walk across “the farm” (the local expression for the 6000 acre fields of Stanford University), find the sandstone buildings fascinating, if not for their beauty, then for their size, structure and visual dominance. Whether old, newly built, sponsored and named after a famous person, or just rebuild in order to better stand the upcoming earthquakes, the distinctive signature of each building contributes to “the farm’s” distinctive style.

Stanford’s buildings are, indeed, part of what enables academic work. And, as alumni scholars all can tell, Scancor is not just a potluck of ideas, the opportunity to have physical meeting places are important as well. In what follows we will focus more specifically on three spatial domains of particular importance for the development of SCANCOR – the Hoover tower, where SCANCOR was first located, the top floor of the Ceras building, which was SCANCOR’s second ‘home’ and the office facilities located in the lobby of the Ceras building, SCANCOR’s current location. We will argue that the buildings and the material artefacts that they contain afford the scholars possibilities that they are not likely to find elsewhere.

The paper is structured as follows: in the following section we will elaborate upon work on bringing space back into organizational theory, including ANT-related literature, as well as more traditional studies of physicality brought forward within organizational theory. Hereupon we discuss how the material for this paper has been constructed, including the benefits and disadvantages of this approach. We draw upon documents, interviews with former visiting scholars as well as our respective experiences as visiting scholar and as a board member, much of which is experience based material – participant observation in a way. The building of a research institution will then be explored in the context of the three sites in which SCANCOR has been located over the last twenty five years. In the final parts we will discuss how to build a research institute, described in terms of physicality and materiality, and discuss the sociality, durability, and temporality dimension in these. Finally, we will conclude that the research facilities in and around Scancor afford the scholars different possibilities for inter-acting and engaging with others, but that the spatial-materiality of these places may be influential although not determinant for the role that they play in building the research institution.

16:05 Formality in brackets: Ethnographies of staged organizational worlds

Christina Garsten1, Anette Nyqvist1.

1Stockholm University; (SE); 2Stockholm University.

Ethnographic work in formal organizations involves learning to recognize the many layers of front stage and back stage of organized life, and to bracket formality. It means to be alert to the fact that what is formal and front stage for one some actors, and in some situations, may in fact be back stage and informal for others. Walking the talk, donning the appropriate attire, wearing the proper suit, may be part of what is takes to figure out the code of formal organizational settings – an entrance ticket to the backstage, as it were. Oftentimes, it involves a degree of mimicry, of “following suits” (Nyqvist 2013), and of doing ‘ethnography by failure’ (Garsten 2013).

In this paper, we explore the layers of informality and formality in our fieldwork experiences among financial investors and policy experts, and discuss how to ethno-
graphically represent embodied fieldwork practices. How do we conceptualize and articulate the informal and the formal? How do we represent the multidimensional character of organizations while maintaining a degree of integrity of informants? And how do we decide on relevance as we transpose our fieldwork experiences into text? We suggest that ethnographic organization studies often work on assumptions of a dualistic ontology, i.e., an either/or assumption of front- and backstage, and that our ways of writing about organizations are coloured by this assumption, hence contributing to a ‘flattening’ of organizations. Instead, we invoke a relativistic view on the formal and the informal, one that places formality in brackets.

16:06 Language costume implications for writing novelty

Benedikte Borgström

In this paper I would like to initiate a reflective discussion by describing and analyzing aspects of language costumes in the academic everydayness, in order to learn about potentials of writing novelty.

Much inspiration to writing novelty is in empirical material. The net of fragmented, multiple contexts are managed in a fluid and heterogeneous way (Czarniawska, 2008: 6). Doing research with a constructionist perspective for specificities of organizing, Czarniawska (2008: 10) suggests “that fieldwork knows no "method"; it relies on pragmatism, luck, and moral sensibility.”. Another aspect of doing research is communicating; Czarniawska proposes that novel ways are needed to evoke interest, e.g., dramatizing. However, in order to be a writer of consequence, she also warns about risks from experimenting with new methods of research.

But employing new methods of thinking and expressing research is about more than courage and craftwork. Anne Huff (2009) prescribes that you compare you academic writing as a cocktail party in which most of us adapt appearance to new acquaintances that we like to meet. Different ongoing academic discussions are engaging people that you want to talk with rather than talk to. Peer reviewers in academic journals are people potentially with other philosophical foundations, and they have little time to decide whether to accept or reject. How is it possible to adapt language without losing the spirit and novelty of your approach?

To explain meaning is to convince that there is a meaning and what the implications are of this meaning (Asplund, 1970). Academic communities relate to academic theses and a language of theory, method and empirical illustrations that work. The language costume related to a thesis is more than a dress. Johan Asplund divides the text and the thought, about the writing process and the result. In the texted result he demands precision (Asplund, 2002). Precision is gained by language rules and conventions. Is it that the dominant rules and conventions of academic communities need to be adhered and you needs to adapt or is this going to diminish your contribution? Maybe even diminish your potential to continue to do and write novel research, in line with the seminal quote: “How can I know what I think until I see what I say?” (Weick, 1995). I.e. by adapting what you say, thinking will adopt. Something happens in the process of explaining. For example, the same study might be explained as a comparative case study or an action-net study. The methodological commitment is in pre-defined actors versus to start with actions and their relations (Czarniawska, 2004).

Can we be different and communicate? “In order to make themselves understood, strangers must use the group’s interpretative scheme as a basis for their expressive scheme. Otherwise, they will continue to speak an alien tongue.” (Czarniawska and Sevón: 238).


Czarniawska B and Sevón G. The thin end of the wedge: Foreign women professors as double strangers in academia. Gender, work and organization 15: 235.


17:01 Fields of tension and alliances

Kjell Arvidsson

Cultural industry is often described by the conflict between business and commerce. This paper explores this with one example, the music industry. The aim is to develop this discussion by the concept of field of tensions and alliances (Kraaz and Block, 2008), created by different, institutional logics (March & Olsen 2004) – idealistic and business. The field is constituted by both tensions and alliances. Collins & Porras (1994) name this the genius "and" and the tyrannic "or", close to the concept of Art Firms (Björkman, 1999, Guillet de Monthoux, 2004).

The study is built on secondary data and 22 qualitative interviews (Arvidsson, 2007).

Conclusion: this field exists in any organization constituted by conflicting institutional logics legitimizing their existence as well as behaviour and practices of the different logics.


17:02 The mangling of artistic, societal and entertainment logics in making people laugh

Hanna Timonen

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Cultural industries such as the entertainment industry have often been portrayed as being guided by two inherently conflicting logics of culture and commerce, underlined by the perhaps idealistic structural distinction between the “creatives” and the people promoting and distributing their work – in other words the technologies of production and consumption. The aim of this paper is to show that at least in industries developing around new cultural forms, such as stand-up comedy in Finland, the distinction is not clear-cut and can even be misleading.

In looking at the work practices and professional norms that have developed in the stand-up industry in Finland, there are at least three different logics at play that are not strictly cultural or commercial in nature: artistic, societal and entertainment logics. For example, in an industry where the producers and ultimately the gatekeepers are other comedians, an artistic logic, being innovative in creating new material, does not always resonate with entertaining the audience, but it might determine your access to the audience. On the other hand, the stand-up in Finland is distinctive from it’s archetypes in the UK and the US through the relative unimportance given to the role of societal impact of humor, limiting the audience interested in stand-up compared to other cultural products.

The mangling of different logics is studied here by looking at the development of the Finnish stand-up comedy scene from the 1990s until this day. The data is drawn from an ongoing ethnographic study of the work practices of Finnish stand-up comedians, including participant observation, ethnographic interviews and documentary material. As the study is still ongoing, the paper presented here concentrates on an initial description of the structure of the industry, the different logics at play, and how they mangle in the different work practices.

17:03 Orchestrating, conducting and financing of institutionalized cultural production (eco)systems: Cases of opera and music festival

Mervi Luonila, Tanja Vilén

1University of Turku School of Economics Pori Unit; (FI); 2University of the Arts Helsinki Sibelius Academy.

Aim of the paper is to make sense of the “treadmill of art and economy” by examining the orchestrating, conducting and financing logics of two institutionalized cultural production (eco)systems: opera and music festival. These production systems have established procedures, practices and their accompanied shared meanings (Zilber, 2002) and can thus be seen as institutionalized. Additionally, we approach these cultural productions as ecosystem by looking at them also outside the formal organizations. The study seeks to answer questions: How the work is organized in these (eco)systems? How does the relationship between the creative content production, inter-organizational actors and management look like? How these affect production and financial issues?

The empirical analysis is based on material from two production systems with economies of different kind: the national and publicly financed arts organization, the Finnish National Opera, and one of the oldest festivals in Finland, Pori Jazz festival, which is a project and network based production. The research data of the case studies consists of multiple resources such as interviews, written material and observations of the researchers.

The paper concludes that even if the volume of productions and the level of institutionalization of the production systems are similar in the cases, the different sources of financing influence the orchestration and conducting practices. In the festival context the management practices focus more on the inter-organizational relationships than in publicly financed institution. At the same time the continuous re-orchestration of creative content production is required in both cases.

17:04 Kulturhuset – from cultural experiment to formal organization

Jenny Svensson

1Södertörn university; (SE).

Stockholm’s house of culture, Kulturhuset, is seemingly and organization in constant flux. Frequently described as one of few Swedish culture organizations to have followed through on the 1974 political goal of culture as a “counterweight to the negative effects of commercialism”, and originally set up as a motley collection of varied and very loosely connected cultural activities, Kulturhuset has undergone considerable change over the years. Initially conceived of as something of an arena for cultural experimentation, Kulturhuset has gradually approached the ideal of rational organization, incorporating management ideas and becoming increasingly governed by explicit economic considerations. As such, it represents and illus-
The study is based on qualitative research. Two organizations, one within the arts and the other in the sports field and two of their sponsors have participated in the study. Data has been collected through interviews, archival studies and observations. Most interviews were conducted face-to-face and included key representatives of each organization. The study included 15 interviews which lasted approximately 1.5 hrs.

Findings
The study identified different competencies and resources that were required to access different sources of funding. It also developed a framework for evaluating and managing sponsorship relations. An important factor influencing sponsorship relations was compatibility between the partners. Compatibility could be observed in terms of the extent to which sponsorship partners had complementary goals and resources and shared similar competencies. Compatibility would facilitate coordination of sponsorship activities, while a failure to identify mismatches would result in lack of synergies and instability. In cases of complementary resource combinations both partners brought with them resources and competencies that added value to the other party’s strategy. In addition to financial contributions, sponsors were also potential contributors of non-financial resources such as distribution channels, marketing resources, manpower, specialized competencies.

17:05 Creating value in sponsorship relations
Ragnar Lund1.

Organizations in the area of sports and culture are searching for innovative ways to expand and grow. In Europe, sponsorship and private sources of funding have become increasingly important for both sports and arts. Sponsorship has also become a core marketing activity for many companies. In many cases sports and arts organizations develop long term marketing alliances with their sponsors. In addition to their financial contributions, funding partners are in these cases also associated with future benefits or values that have a more intangible nature.

The main purpose of this study is to analyze how value is created in sponsorship relationships and to understand the organizational resources and competencies that are required to attract resources from sponsors.

Method
The study is based on qualitative research. Two organizations, one within the arts and the other in the sports field and two of their sponsors have participated in the study. Data has been collected through interviews, archival studies and observations. Most interviews were conducted face-to-face and included key representatives of each organization. The study included 15 interviews which lasted approximately 1.5 hrs.

Findings
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17:06 Business logics in Cultural Industries: The case of the Video Game Industry
Peter Zackariasson1, Ulf Sandqvist2.

1University of Gothenburg; (SE); 2Umeå University.

The aim of this paper is to explore how one cultural industry are adopting different business models (Amit and Zott, 2001:511), in order to create business opportunities. The cultural industries are for most part hit-driven endeavours; meaning that the success of any individual production is always difficult to predict (Caves, 2000; Hesmondhalgh, 2007). The video game industry is no exception and most production endeavour are aimed at creating financial independence through a superior game.

The material for this paper build is based on a longitudinal study of the Swedish video game industry by the authors. Technological development and consumer preferences has had a fascinating development in the last ten years, which are reflected in the creation of new business models. In mapping out how these models have changed, it is also possible to offer an understanding of dominant logics in this industry and its potential for innovation to further develop its products and the industry as a whole. The methods used to collect data has mainly been interviews and statistical data from Statistics Sweden (SCB).

The primary results from this study is that creative processes to develop games supersede the product itself. In order to construct possibilities for developing games using different kind of funding there has been adopted a wide array of business models. Most of these with the aim of avoiding external funding that is thought of having a negative impact on the creative process of making a video game.

References:
Abstract Possible

The case of the Primary Sale of contemporary art projects.

Claudia Schnugg1, Elena Raviola2.
1CBS; 2DK.

You need to be creative! Now! This will lead you to innovation and success. This is what the 'creative imperative' preaches and what contemporary organizations aim at. This paper tackles the paradoxes implied in the 'creative imperative', that goes along with the development of the organizational creativity literature and at the same time guides concrete business practices. We focus in particular on artists-in-residence projects and the way in which organizational creativity is thought of, organized and evaluated in those projects. Our fieldwork concentrates on two cases: Hundred Offices in Sweden (2010–2012), and artistic interventions at Natural in Austria (2006–2010). By analyzing them against the organizational creativity literature, this paper shows how creativity is commodified in the exchange for money or space. As a commodity creativity becomes a product, is exchanged for a monetary price, and acquires social value.

Categorization and collaboration: The case of the Primary Sale Abstract Possible

Erik Wikberg1, Niklas Bomark2.
1Stockholm School of Economics; 2Uppsala University.

The Swedish Contemporary Art World with its center in Stockholm, the capital of Sweden, is made up of a disperse set of actors with their own historical and clearly distinguishable ideological categorizations on what art ought to be and how to organize it – facilitated by social sanctions for violators. For instance, while artists and art institutions should view art as pure cultural production, galleries and auction houses see art primarily as commerce and consumption. However, despite the risk of social sanctions for breaking the norms, a collaborative project between artists, a public museum, galleries, and an auction house was set up in the beginning of 2012.

The purpose of this paper is to understand how collaborative projects between incompatible organizations in contemporary art projects in Sweden are made possible. In order to explore how this collaboration came into being we turn to literature of social categories (Simmel 1971; Thévenot 1984; Zerubavel 1996; Bowker and Star 1999) and how social categories guide action. Our qualitative in-depth study collected data from interviews, newspaper articles and internal documents.

We show how collaboration between otherwise incompatible organizations was made possible due to the involved organizations’ ability to categorize the collaboration in a manner that was consistent with their own social values and tradition. Meanwhile the artists and the public museums categorized the project as an art in itself; the auction house primarily categorized the project as a commercial opportunity to advance its position in the markets for contemporary art. The project furthermore echoes, critiques and problematizes an international trend in which art galleries cooperate with auction houses; and in which publicly financed art institutions are politically subjected to seek private–public partnerships.

Change and the field of power – Bourdieu and Byteatern

Olle Duhlin1.
1Linneuniversitetet; (SE).

This paper starts off with examining the movements of an arts organization within the field of cultural production using Bourdieu (1977, 1984, 1993, 2000) and his theories on capital and field as a theoretical framework and ends up with proposing a parallel movement of the cultural field itself, within the field of power. Based on material from an ethnographic and longitudinal study of the county theatre Byteatern I analyze its journey over 40 years where institutional changes on the field of power, among other things, have affected and changed the theatre’s organization, management, vision and place on the cultural field. The theatre’s movement within the field has been similar to what can be expected of a young avant garde theatrical company – upwards, rising towards consecration, but there has also been a slow but steady simultaneous rightward movement, towards the Commercial pole where greater emphasis is put on financiers, legislators and the public. Despite this, the theatre’s status hasn’t taken the same blow as the organization has. In relation to other agents on the field, the theatre’s change hasn’t been as great as it first seems when looking at the individual organization (in terms of movement and distance from the most extreme positions possible in the field). How come I wonder? I suggest that the cultural field itself has moved within the field of power, almost as much as the organization has within the field of cultural production in the same time period, masking a change of the rules of the game, the doxa itself, bringing the field even deeper into the grey area between art and commerce.

New strategies in cultural industries: internationalization as a form of innovative management in museums

Irene Popoli1.
1Stockholm School of Economics; (SE).

The purpose of the presented study is to analyze a specific phenomenon occurring in the museum field, in
order to research the managerial implications regarding the introduction of for-profit management solutions in not-for-profit organizations.

The author has decided to focus her attention on the use of internationalization in a specific group of cultural institutions, that is global museums: her objective is to verify the long-term sustainability of these initiatives in terms of economic efficiency and cultural productivity and to understand whether this tendency could represent an actual evolution in museum management, providing both social and financial positive outcomes, or it should be considered only as an ad-hoc reaction to the decrease in public funding and private sponsorship, with preeminent short-term marketing goals.

In order to understand the entity of the phenomenon, the author has chosen to undertake a qualitative analysis of 5 paradigmatic case histories: this method has been preferred in light of the relative novelty of the topic and on the consequent limited amount of data at disposal; to offer an analysis as comprehensive as possible, the author has selected cases with very different organizational characteristics, in order to verify the applicability of internationalization to different museum scenarios. The research has studied the internal structure of these organizations (governance, finance, collections, activities) and then focused on the nature of their internationalization strategies (financial sustainability, state of execution, level of integration with the rest of the planned activities).

The research suggests that internationalization in global museums can be considered a form of innovative management – and, therefore, a promising strategic option – only as long as it is properly adjusted to the peculiar characteristics of the sector and that its applicability is strictly subordinated to a thorough and punctual analysis of the financial and cultural structure of the single museum by the respective governance.

The 'culture industry' has not been paid attention by mainstream economic institutions, giving the impression that this industry is not of importance. As a result research in this area has not been prioritized, leading to a knowledge gap. We offer an actual example to fill this gap: the establishment process of Vandalorum, especially the legitimacy of this project. Vandalorum is an international art and design centre, intended as a meeting place, for the local and regional as well as the national and international. They want to offer close collaborations between artists, designers, and the creative industry. It is located in Värnamo in the south of Sweden and was inaugurated in April 2011 after an establishment process that lasted for fifteen years. Renzo Piano created the architectural concept of Vandalorum, inspired by traditional Swedish materials and building techniques. Sven Lundh, the founder of Källemo Möbler and initiator of Vandalorum, describes the importance of Vandalorum for the region: "The seeing is important, and the aim of Vandalorum is to increase the seeing as a resource in daily life. It strengthens the imagination, which is fundamental to all development."

Through interviews with significant actors over many years and secondary analysis of data collected by others, I describe and interpret the establishment process of Vandalorum Art and Design Centre especially the legitimacy problems they have overcome in terms of skeptical environment. To a great extent it is about cultural entrepreneurship, where opportunities and social capital are taken advantage of opportunities through networking (Lounsbury and Glynn 2001, Mangset and Røyseng 2009, Lindkvist 2013). Through their use of storytelling throughout the establishment process the Vandarorum entrepreneurs have succeed in making sceptical stakeholders enthusiastic partners and sponsors of the project.

References:

17:13 Film makers have long experience of handling art and commerce. What about a circus artist’s practices?

Marja Soila-Wadman¹.
¹University of Gothenburg

The aim of the study is to find out how different fields in the cultural sector manage to organize their productions in scarce economic circumstances. The empirical material comes from film production and from a circus event. Semi-structured interviews with some experienced Swedish film producers and directors have been conducted as well as interviews with a circus artist as a producer of a cultural event. In film making there is a long experience of handling art and commerce. Several stakeholders participate in financing of a project and the Swedish state plays an essential part. The model can be illustrated by the metaphor of a puzzle, which also was the model for the circus event. The products as well as organizing practices for the two fields differ, but in both cases the important issues are, on the one hand, creating an attractive network of stakeholders, enabling the production to come into being, on the other hand, the great pleasure in working with a creative project.

17:14 Creative hybrid entrepreneurs – A way to become self-employment or a lifestyle?

Carin Nordström¹.
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Nearly half of all businesses in Sweden today are run by hybrid entrepreneurs. Is this a new way of living or is it a way toward self-employment? That is what this article will try to explain. In Sweden, as in many European countries, the rural areas are suffering from depopulation and the agricultural inheritance is decreasing. This opens up for new opportunities to emerge, especially within the creative sector, where bed-and-breakfast, home produced food, outdoor activities can be developed. A questionnaire was administered to all business owners within the creative sector in two counties in Sweden. From this survey three types of hybrid entrepreneurs has been found; the ones that work toward full-time self-employment (60 %), full-time employment (5 %) or the ones that wants to stay as hybrids (35 %). For all three there are different implications and policy makers should be aware that these three groups need and are in different stages with their businesses.

18:01 Decision-making usefulness of Goodwill Impairment Testing

Hanna Silvola¹, Jari Huikku, Jan Mouritsen.
¹Aalto University School of Economics; (FI); ²Aalto University School of Business; ³Copenhagen Business School.

Goodwill impairment testing (GIT) is a new way – especially in the Nordic/continental context – to accommodate certain types of intangible assets associated with business combinations when businesses are acquired or merged. International Financial Reporting Standards (IFRS) suggests fair value accounting meaning that annual impairment tests replace straight-line depreciation. This may have significant effect on firm valuation because goodwill is on average about 19 % of total assets in Finnish listed firms. The earlier studies based on quantitative methods investigate the association between the announcement of a goodwill impairment loss and stock price without deeply explaining mediating effects or reasons behind the observed association. We investigate whether, why and how goodwill and its impairment testing would effect on firm valuation and examine how useful the GIT information is to actual end-users. In this study, we use a cross-sectional field study method. Financial market actors (financial analysts and investors) are in the main end-users. We have also interviewed business managers, auditors, financial supervisory authority, academics, and media to ensure obtaining a more complete picture of the phenomenon studied. Data consists of 48 interviews. The actor network theory is applied as a theoretical basis for the study to develop an account of what people know and do when consuming GIT numbers. Our empirical story indicates that GIT does not play an important role in firm valuation but financial markets see write-off as managers’ incompetence to manage business acquisitions and thus goodwill is interpreted as a symbol of managers’ reputation.

18:02 Accounting and control: the conflict between uniqueness and comparability

Anna-Karin Stockenstrand¹, Fredrik Nilsson¹.
¹Uppsala University; (SE).

This paper is about financial accounting and management control and how these two information systems can have conflicting objectives. At the most fundamental level the objective of financial accounting is to give the owners comparable information of the company’s value creation. The objective of management accounting, on the other hand, is to give managers and employees unique information for strategy formulation and implementation. This conflict, between comparability and uniqueness, is well-known among both practitioners and scholars. One possible negative effect, often mentioned, is the risk of financial accounting affecting management control design and use making it less relevant for decision-making at the company level. Therefore it is surprising that the conflict between the necessity of
comparability in financial accounting on one side, and
the necessity of uniqueness in management accounting
on the other, has not been discussed in more detail in the
literature.

The aim of this paper is to fill this important void
in the literature and provide an analysis of the complex
relationship between financial accounting and manage-
ment control. The analysis is built upon theoretical rea-
soning as well as empirical illustrations of how financial
accounting regulations affect the management control
system in organisations. The empirical illustrations are a
result of several field visits.

18:03 Audit Committee’s Context
Einar Guðbjartsson1, Jón Snorri Snorrason2.
1University of Iceland; (IS); 2University of Iceland.

In the Annual Accounts Act, no. 3/2006, it is required
for certain legal entities public interest entities, accord-
ing to the Act of Auditors, no. 79/2008, to establish an
audit committee. The purpose of the audit committee is
to ensure the high quality and high reliability of financial
reporting and financial information. It does not matter
whether the reports are for use of the administrators
of the entity or for the stakeholders outside the entity.
The Annual Accounts Act, no. 3/2006, provides that the
board constitutional the audit committee. The law does
not address the scope of workload in time or frequency
of meetings only minimum requirement. The audit com-
mittee members shall up on its own initiative estimate
and regulated the workload.

The survey’s aim is to find out how the Audit Com-
mittees are composed, how much time is spent in meet-
ing (workload), education of members and others factors
that gives more insight into the operating environment
of audit committees.

The survey is done among the leading companies and
institutions of Iceland (which fall within the definition
of «public interest entities”). The overall view is how
audit committee’s issues are handled. We will introduce
the results of a survey that was conducted. This is the
first study of its kind, which specifically looked for audit
committees.

18:04 Inductive Content Analysis
– a methodological research note
to disclosures studies in financial
communication
Gunnar Rimmel1, Kristina Jonäll, Svetlana Sabelfeld.
1Gothenburg Research Institute; (Göteborg, SE); 2Gothenburg University;
3Gothenburg University.

There is a wide range of accounting articles published
content analysis to investigate disclosures in financial
communication. Significantly, the general position of
these accounting studies is that the content analysis
method applied is of deductive nature. Deductive content
analysis incurs a preconception of a disclosure scoreboard
including items that are commonly generated by a thor-
ough literature review. This methods paper elaborates
upon an alternative avenue for accounting researchers
to take when considering content analysis, which is an
inductive approach to content analysis. Inductive content
analysis is not excluding items or categories like a pre-
composed disclosure scoreboard tends to do. This paper
illustrates a model based on the experiences made during
the process of generating items lists and categories dur-
ing inductive content analysis. The purpose of this paper
is to illustrate an alternative approach to the existing
strand of accounting studies applying deductive content
analysis. Throughout describing the different stages and
considerations made to code and generating of categories
from raw data it is outlined that the inductive approach
has many advantages in comparison to the traditional
deductive approach to content analysis studies. A discus-
sion is made towards the process of inductive coding
and assessing trustworthiness, as well as implications on
writing the findings. In the conclusions it is argued that
inductive content analysis has the advantage to increase
methodological transparency in disclosure studies and
could facilitate replication and comparison.

18:05 Problematizing the interplay
between mandatory and voluntary
disclosures: Balancing frames and
controlling overflows
Johan Graaf1.

The study aims to contribute to the understanding of the
interplay between mandatory and voluntary disclosures.
Although the disclosures often are treated as highly sep-
rate and neutral reporting devices, this view is restrict-
and insufficient. At a minimum, the appearance of
voluntary disclosures will alter the way actors understand
mandatory disclosures, and vice versa, and the high
entanglement of these disclosures should be emphasised.

The paper displays two firms’ disclosure practices
of resources that were not visible through mandatory
reporting practices yet so important that the firms devel-
oped their own recurring disclosures. 21 earnings calls in
the period of 2009–2011 were analysed and interviews
were conducted with the firms’ CFO’s, one of the firms
CEO and three financial analysts. By doing so, this
study contributes with a deeper knowledge surrounding
the boundaries of reporting and the circumstances with
which disclosures gain relevance.

Drawing on Callon’s (1998, 1999) theory of the
framing of markets, and the subsequent adaption of
this theory by Mouritsen (2003, 2004, 2009), this paper
understand voluntary reporting as a way of controlling
overflow without being restricted by the frames of man-
datory financial reporting. The paper’s findings show
that voluntary reporting should be seen as something
which enables the firm to account for important matters
without having to internalize them completely because,
although sounding contradictory, the moment they are
put in the financial statements, they lose the purpose for
which they were disclosed in the first place. Voluntary
disclosures extend the time and space of financial reporting, introduce another level of accountability and contextualise the abstract and aggregated financial statement information.

18:06 Historical methods for interpretive qualitative research in financial accounting: studying investor relations practices

Anna Linda Musacchio Adorasio1.

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The investor relations is a relatively young profession with pioneer work done in the post World-War II, and rapid expansion in the 1970s and subsequent years. The core of the profession being at the middle ground of public relations and financial expertise, investor relations attracts professionals from different background that range from communication specialists, accountants and corporate financiers.

The objective of this paper is to show how the use of historical qualitative methods could add to research in financial accounting, through the study of working practices of investor relations.

The aim is not that of rewriting the history of investor relations, or to engage in uncritical celebrations of investor relations pioneers but rather to study investor relations practices in the broader social context in which they are inscribed and in the light of development in the communication, accounting and financial theories.

Moreover the expected result of the study would be that of investigating the distinctiveness of such practices and for this reason comparative analysis will be a method of choice. The concern from an interpretive perspective will be the avoiding the “presentism” of management and managerial research by introducing the complexity of historical experience.

This will lead to draw conclusion on the implications of the selection of material for such an interpretive approach and the critical investigation of the condition of production of such material for academic research in the field of financial accounting.

18:07 Methods for Making Sense of Cash Flow in Banks

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From the start in August 2007 the financial crisis has been complicated to analyze and hard to explain by using the financial accounting information published in annual reports of financial firms like banks. Accounting is said to be the language of business. Most of the financial statements looked fine, even during the first year of the crisis until September 2008, when the world suddenly changed. The financial communication collapsed and it became apparent that no common language for finance existed – the world’s economy almost stopped. To understand why, multiple methods are required.

The complexity of the events is large and the unpreparedness of specialists in the fields of finance is perplexing. Emphasis of the debate has been on debt and the balance sheet of banks but less focus put on banks’ cash flow statements. This is surprising, because cash flow statements are prepared to illustrate financial strength and liquidity of a firm, giving additional information about operations, investment and financing.

Even though two of the four big banks in Sweden almost collapsed in 2008 they survived and are now going strong, the other two were in 2011 ranked among the most secure banks in the world. The accounting statements of banks in Scandinavia were therefore thought to be a good sample for the analysis. The possibility to interview high-ranking bankers in the biggest banks in the Nordic countries provided unique insight for interpretation of the financial numbers in order to get explanation of the cash flow issues in banks.

The overall research question of the thesis was: How does the cash flow statement in banks fulfill its functions? The research is broken down in sub-questions and four separate studies form the basis for the results. This paper will describe the different methods used and how they benefited in gaining the conclusion of the research.

19:01 Inviting the others or keeping them out in the cold: A study on labour market intermediaries’ discursive construction of female immigrants’ employability

Agneta Moulettes1.

1Kristianstad Högskola; (SE).

Even though integration of immigrants is fairly well documented in the literature (e.g. Bakshi et al. 2009; Bell et al, 2009; Dietz, 2010; Essee et al, 2006; Hosoda and Stone-Romero, 2010) little attention has been directed towards labour market intermediaries and their role as professional mediators in the integration process. Contending that this issue deserve scholarly attention this paper examines labour market intermediaries endeavour to help female immigrants to enter the Swedish labour market. It takes its point of departure from current debates about immigration and the challenges that the 21st century faces as a result of increased movement of human capital across national borders. An expected shortage of labour in the European market due to decreasing population poses a challenge for politicians, who have to negotiate between a growing demand for an influx of non-European labour, and a promise to their voters to limit immigration. The difficulty for immigrants to enter the Swedish labour market is a well known problem among politicians, and the effort to come to terms with the issue has long been on the political agenda. However, despite policy makers concerns about diversity and a relatively well-developed framework for integrating immigrants into Sweden, they continue to experience discrimination on the labour market. Based on a conversation technique the study examines
the language employed by labour market intermediaries when describing how they help female immigrants to enter the labour market and uses ideas from social theory and postcolonialism to analyse their discursive accounts. The findings show that labor market intermediaries are constrained by current labour market policy and their own attitudes about self and others. The findings further show how they make use of political directives based on a model of welfare assimilationism to transform female immigrants from what is perceived as passive welfare beneficiaries to active and responsible job-seekers.

19:02 Immigrants as managers in Norway: practices, experiences, requirements.

Tanya Skjønhaug¹.

¹Copenhagen Business School; (NO).

Several Scandinavian studies have focused on the barriers and difficulties immigrants face during the employment process in comparison to the native population (Aure & Fossland, 2011; Berg, 2000; Blom, 2010; Brekke, 2007; Brekke & Mastekassa, 2008; Hayfron, 1998; Opheim, 2007; Støren, 2004; Wiborg, 2006). While previous research on the problem is mainly focused on the negative aspects of the employment journey of immigrants, the attention of the present study will be on the employment experiences of immigrants who succeeded in the job market and hold managerial/leader positions. The purpose of the study is to explore the factors, conditions, personal qualities, as well as the level of education, working experience and other prerequisites that determine the positive outcome of the employment of skilled immigrants into managerial positions. With focus on "stories of success" the study will present the advantages that come with employment of qualified professionals with multi-cultural background and introduce an alternative perspective for understanding diversity among managers.

The field material will be collected with the help of a qualitative method. In-depth interviews will be conducted in order to attain personal and comprehensive understanding of the immigrant managers’ experiences. Participants of the study will include immigrants from non-Western countries who came to Norway not earlier than the age of 16, who are in Norway on a permanent basis and employed into leader/managerial position in private or public sector organizations.

19:04 Non-heterosexual disclosure at the workplace – insights from an empirical study

Rikke Voergård-Olesen¹, Pernille Eskerød¹.

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Study objective

Many organizations state that they would like to develop a more inclusive culture when it comes to sexual orientation. In order to do this insight into non-heterosexual behaviors and considerations concerning disclosure is a prerequisite. As sexual orientation generally is invisible each person has a strategic choice concerning (non-) disclosure. Based on a literature review and an empirical study, we contribute to the understanding of non-heterosexuals’ disclosure strategies and experiences at the workplace.

Empirical study method

Individual, semi-structured interviews on personal experiences and thoughts with 8 non-heterosexual women: 34–44 years old, working in Denmark, open (to some degree) about their sexual orientation, and representing more industries and educational backgrounds. Transcriptions of the interviews and pattern analyses were conducted.

Findings

Even though the informants claimed openess, significant differences concerning disclosure were identified – across informants and across situations in the working
life, e.g. at the job-interview, dealing with customers, at lunch breaks, at work-related parties.

Disclosure is not a matter of ‘once and for all’. Non-heterosexuals are on a continuous basis confronted with choice situations. Perceptions of cultural norms, especially heterosexual-normativity, but also norms for private life chats à la how did you spend the weekend? were highly influential on behaviors. In addition, perceptions of professional identity norms influenced: My colleagues know but I find it difficult to tell my client.

Disclosure takes place in a relationship and it relates to the non-heterosexual and the hetero-sexual’s possibilities for positioning themselves e.g. as professional employee and unprejudiced colleague.

19:05 Rethinking Diversity in Organizations

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As the ‘new kid on the block’, diversity management has provided a convincing rhetoric of the business case for diversity to various actors/institutions. While the jury is out as to the evidence for the commercial benefits of diversity management, this ambivalence has not seriously averted the bandwagon effect. The question we pose in this paper is whether diversity management is the ‘wonder drug’ that its advocates claim. Or in promising much more than it can deliver could diversity management involve an undermining of itself as well as the tradition of egalitarian concerns that it has displaced? More specific, we examine the methodological literature on diversity to establish whether different approaches make any difference to the potential of academic practice to make a difference. Also, we seek to identify what characterizes each of the approaches (e.g., in regard to favoured methods; relevant research questions; possible results). We want to examine the extent to which the trend in the direction of less positivist and more critical diversity management methodologies have the potential to avert a crisis in diversity discourse. We anticipate that our paper may suggest a new methodological praxis that reflects the criticism of existing methodological approaches, the search for alternative methodological way of approaching “diversity in organizations”, that eventual in turn could lead to an active mobilization of institutional inhabitants in the reconstruction of social arrangements using alternative institutional logics. In this sense, our eventual new methodological praxis should be a challenge to those that are already established.

19:06 Multiple institutions of diversity practices at Scandinavian building contractors

Martine Buser¹, Christian Koch¹.

¹Chalmers; (SE).

This paper analyses diversity practices in companies in the three Scandinavian countries, all countries with a tendency to collapse diversity into equality, gender and immigrant integration. Our contribution is to map and analyze company practices and establish the multiplicity of diversity practice institutions in these three countries. An institutional approach to gender and equity including institutional pluralism is adopted.

As empirical field is chosen an extreme sector, namely that of construction looking at workplace practices around management positions. While Scandinavia is leading in diversity, construction has traditionally been rather women- and diversity proof.

The three Scandinavian countries represent national institutional set-ups that enable and constrain diversity in specific ways. Based on mixed qualitative and quantitative methods encompassing 93 companies, the result shows that the female and ethnic representation among CEOs, board members and boards of directors is still very low compared to other sectors. The Nordic multinational contractors tend to exhibit the lowest representation, and the Norwegian the highest. Four competing institutions account for this: dominant male, token, voluntarist and politically correct. The Nordic multinationals represent a renewed version of white male dominance, paired with the politically correct institution. The Danish contractors exhibit the token institution, typically with one woman on the board. Norwegian contractors are similar, since the board quota law encompasses very few construction companies. Swedish contractors exhibit most political correctness, building on around 15 years of modest growth in equity representation.

19:07 Attempts to transform an organization – diversity work in a Swedish Municipality

Annette Risberg¹.

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This paper builds on a case study of diversity work in a Swedish municipality, Malmö, conducted 2008–2010. It focuses on one aspect of the diversity work done in the municipality, that of a gender and diversity committee and its members and their role as change agents. I will describe the work of the committee members and analyze what impact they could possibly have on the organization in its attempts to become more equal and diverse.

Organizational efforts to change inequalities at the workplace may take different forms. The literature describes different ways to organize the diversity and equality work. In this paper I will focus a specific group of people assigned to do diversity work – sometimes called diversity ambassadors (Omanovic, 2006) or diversity champions (Subeliani & Tsogas, 2005). The diversity ambassadors are representatives of different departments and units of the organization and are convened in a committee in order to implement diversity initiatives at the various organizational levels on behalf of senior management. Such committees, which ideally should include representatives from different hierarchical levels of the organization, are typically charged with overseeing diver-
Assessment of diversity attitudes across three national contexts: Norway, India and the Czech Republic. These countries differ in terms of values, such as individualism and collectivism (Hofstede, 2001) and self expression and secular-rationalism, (Inglehart and Welzel, 2010), which in turn could affect individual diversity attitudes. Using the diversity attitude scale developed by DeMeuse and Hostager (2001) we collected data from 234 business school graduate students. Our analysis found that although all groups were positive towards diversity there were significant differences in diversity attitudes between the countries. The Czech Republic respondents were the most positive towards diversity and the Indian respondents the least. In our total sample nationality was more important than gender in explaining differences in attitudes; however, a country level analysis revealed that in the Norwegian sample women held significantly more positive attitudes towards diversity than men. Implications of our findings for cross cultural management and the implementation of diversity practices in an international context are discussed.

19:08 Students’ beliefs about glass ceilings: are they related to career choices?

Thora Christiansen1.

1University of Iceland; (IS).

The study explores women’s beliefs about glass ceilings. It establishes a starting point for cross-cultural comparisons of women’s beliefs about glass ceilings and for future longitudinal studies of the construct. The possible relationship between students’ beliefs about glass ceilings, choice of field of study and career goals is explored.

A newly designed measure, the Career Paths Survey (Smith, Crittenden & Caputi, 2012) is translated into Icelandic and administered to women studying in female-dominated and male-dominated fields at the University of Iceland. The survey measures responses on four factors, denial, resilience, acceptance and resignation. Students’ choice of field of study, as well as career goals is also measured.

Findings serve to determine the validity of the translated CPS measure for the Icelandic population. The relationship between the four factors, choice of study and career goals is also assessed. Beliefs about glass ceilings may influence career choices and motivation for advancement. Organizational practices and equality programs may influence and be influenced by individuals’ beliefs about glass ceilings.

This study answers the call for cross-cultural studies on glass ceiling beliefs, provides a validation of the translated instrument, and serves as a starting point for longitudinal studies of glass ceiling beliefs. Glass ceilings can impede not only women’s advancement but also the career advancement of other minorities.

19:10  Do entrepreneurial women have a different view of the glass ceiling?

Thora Christiansen¹, Margret Sigrun Sigurdardottir¹.
¹University of Iceland; (IS).

In this paper, we survey the literature on the glass ceiling (cf. Weyer, 2007) and compare this to the literature on women entrepreneurs (cf. Loscocco & Bird, 2012). The literature on the glass ceiling has traditionally focused on the reasons for the glass ceiling (Weyer, 2007), although a recent study takes an alternative perspective, measuring women’s beliefs about the glass ceiling (Smith, Crittenden & Caputi, 2012). Further results indicate that those resilient or who deny the glass ceiling barriers are most likely to be satisfied and engaged in their work while those who accept or have resigned to the glass ceiling lag behind (Smith, Caputi & Crittenden, 2012). Studies of glass ceiling beliefs have only been conducted within larger organizations; we propose a wider focus, comparing entrepreneurs to professionally employed women. Are entrepreneurs more likely to be resilient or deny the glass ceiling, thus having set out on their own? The study will be conducted among female entrepreneurs, and women working in larger organizations in Iceland in spring 2013.


19:11  Studying intersections as production of place(s): the case of entrepreneurial practices in the outdoors industry

Lucia Crevani¹.
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This paper aims at contributing to the study of intersections of gender, ethnicity, body ableness and class, by focusing on their simultaneity. While such enterprise in organization studies often draws on the concept of identity, I propose to bring the concept of space into the discussion. Space is seen as “the sphere of a multiplicity of trajectories”. Hence, space does not exist prior to identities or entities and their relations, space is relationally constituted, space unfolds in interactions and is continuously being made. And space allows for thinking of coexisting heterogeneity, of a plurality of trajectories contemporaneously existing, the simultaneity of stories-so-far. Drawing on human geography, and in particular the work of Doreen Massey, and on a strong process perspective in organization studies, I thus focus on the production of specific places as central to entrepreneurial practices in the outdoors industry. The idea of place as the local, genuine, “real”, closed, coherent is also challenged by such a take on space. It thus becomes interesting studying how places are produced and reproduced, made coherent (or contested), in connections and disconnections, while doing entrepreneurship. For example “Swedishness”, in terms of place, is shaped in a particularly evident way in this industry. But even more interesting is to study the intersections themselves as spatial constructions.

20:01  Double skills and incentives in a meagre public organization

Petra Adolfsson¹.
¹University of Gothenburg; (SE).

This paper will describe how incentives can be interpreted by employees in a meagre public organization that don’t have the possibility to be competitive on the labour market by offering attractive monetary bonuses as part of the ordinary salary system. The organization is the Swedish Armed Force (SAF). Until recently conscription has been the way young people (often men) have been recruited to the Swedish Armed Force and after approx. a year they have left the organization. However, today the SAF has to attract potential employees in competition with other organizations in order to employ soldiers, a profession that has not been a common part of the Swedish Armed Force employees before.

The incentives, with a focus on non-monetary incentives, offered by the SAF are described and their importance is analyzed based on interviews with employees. The field material is documents where the SAF describe how they work with various forms of incentives for soldiers and interviews with some of the first soldiers employed after the conscription era.

The results indicate that an interesting part of the profession of soldiers is that for some, but not all, the work requires multiple skills. This makes it possible for the employer to find incentives such as certificates that are positive for both parties as they attract employees to the organizations at the same time as the employee becomes employable and attractive to other organization when leaving the SAF.

20:02  Effects of linking incentives to the Balanced Scorecard

GUDRUN BALDVINSODDITR¹.
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The on-going international financial crisis of 2007/2008 has obviously given rise to much debate and research. Most of this however, has been discussed in the frame of
the failing external regulation of the financial markets. Little has been done on how bank management is carried out within banks and even less is known about how management accounting practices are practiced. The aim of the proposed study is to explore how credit decisions are effected when incentives are linked to the Balanced Scorecard. The reason for the choice of this specific tool is its overwhelming popularity in practice, with more than 60% of Scandinavian companies claiming to use the concept in some form. This paper contributes to the lacking knowledge about the efficiency of the Balanced Scorecard – this because despite the popularity of the concept, little research has been carried out regarding is actual efficiency. The question to be investigated specifically is: How does the use of BSC affect loan officers’ selling performance? The data covers the time period of 2010–2012 consists of quantitative internal data from the bank in question in form of closed business deals and employee selling performance reports. Loan officers have been clustered into three categories, high, intermediate and low performers. The preliminary results show non-systematic change in the high performing group, with some of the loan officers showing declining loan volumes and others showing considerable decrease. We also see a systematic positive effect on intermediate performers and a declining positive effect on low performers.

20:04 Unintended consequences of incentive systems in a high trust work-life

Thomas Andersson¹, Mikael Cäker², Mikael Wickelgren³.
¹University of Skövde; ²University of Gothenburg; ³University of Trondheim.

The major part of research on incentive system emphasize its role as a control system that through extrinsic incentives influence the actions of managers and employees in order to increase organizational effectiveness. The focus is to increase motivation by providing expectations of rewards for greater efforts in line with the organizational interest. The point of departure is agency theory (p/a) that implies that incentive systems are necessary for managers and employees to balance incentives and risks in different situations. Consequently, the focus of this research is on how incentive systems should be designed for different situations. The basic assumption is that incentive systems are important or even necessary for organizations, and unwanted effects are seen as the result of imperfect design rather than implying that incentive systems as a concept could have negative effects.

In recent years, there has been an increased amount of critical research on incentive systems. The common assumption in this research is that incentive systems have unintended and unwanted effects implying that their contribution is less than the damage they do to organization. These unintended and unwanted effects are for example the risk of crowding out intrinsic motivation, and diminish a generic responsibility for the business as well as supporting internal competition rather than cooperation. Furthermore, incentive systems tend to be problematic in supporting long-term development, since initiatives that lead to long-term development often mean that short-term performance suffers.

Our study confirms that incentive systems, as all forms of formalized control, have unintended effects, but an important differentiation to previous research is that these unintended consequences not per se are unwanted consequences. A case study in a Swedish company shows that its incentive systems had very limited effects in influencing and controlling manager and employee behaviour, and consequently from a p/a-perspective should be seen as a failure. However, there were other positive effects such as a stronger relationship to the employer implying that the incentive system influenced employer branding positively. Furthermore, measuring/evaluation actions related to the incentive system became an opportunity of learning and relationship building between managers and employees, which generated cooperative relationships between managers and employees. Our conclusion is that in a high trust work-life with relationships characterized by mutual trust, direct communications, participative decision-making and cooperation rather than internal competition the intended effects may not occur, but may be compensated by unintended positive consequences.

20:03 The role of incentive systems in normative control

Mikael Cäker¹, Mikael Wickelgren², Thomas Andersson³.
¹University of Gothenburg/Trondheim Business School; ²University of Skövde.

Normative control has been suggested as a strong form of control, suitable for organizations with high ambiguity concerning contextual factors. Normative control suggests strategic alignment through organizational values guiding organizational decision making. However, normative control has received critique in that it suppresses the autonomy of the employee, causing alignment with organizational priorities to override an empowerment based decision making that is influenced by local concerns. We argue that incentive system, defined as mechanisms in an organization that act to reward performance, may be designed and used in normative controlled organizations to counterbalance tendencies towards overly strong alignment. We base our argument on a case study of a Swedish bank that uses broad incentive systems, including personnel follow-up, benchmarking, carrier development and profit-sharing, to ensure both alignment and empowerment.
20:05 How incentive systems came to Sweden – a saga of traveling ideas

Mikael Wickelgren1, Mikael Cäker2, Thomas Andersson3.

1University of Skövde; (SE); 2University of Gothenburg; 3University of Skövde.

Introduction
No longer than 20 years ago many business leaders in Sweden regarded incentive systems – which had a long history in a number of other countries – as an unwanted anomaly [chefsintervju, 1992]. Business leaders rather saw incentive systems an unnecessary evil threatening to pervert the sound acceptance of responsibility that came with the job as an executive. However, nowadays the use of incentive systems are common in most companies in Sweden so there has been a transition over the last 10 – 20 years leading to a 180 degree redirection in the opinions on the use of incentive systems.

Aim and purpose
The overall purpose is to illustrate a major shift in opinion and practice on incentive systems.

Our mission is to find out more on how this transition took place, and what the possible consequences of the change have been.

Methodology
This is an interview-based study. The people interviewed are either experts on the subject of incentive systems or have themselves been subject to receiving bonuses of different types. The latter category has been executives (directors, president/CEO, chairman of the board) in different Swedish publicly noted large corpora-
tions or partners in international consultancy firms.

Conclusions
- incentive systems (cash payment, bonuses) were introduced in Sweden as an company management novelty some 20-30 years ago by virtue of it’s alleged efficiency increasing potential
- introducing incentive systems in Sweden was fully in line with “shareholder-value” ideas that gained popularity at the same time
- there were very little initial resistance to introducing incentive systems in the beginning – all major stakeholders were perceived as ”winners”
- “incentive-inflation” started when CEOs easily could compare compensation packages through publicly disclosed figures in annual reports and media
- there is few ways back from the bonus-trap once it has been established

20:06 Styrsystem för organisationer med ’stewards’ och ’agenter: vinstdelning och kostnadsuppföljning

Mikael Cäker1, Christian Jansson2.

1University of Gothenburg/Trondheim Business School; (SE); 2University of Gothenburg/University of Skövde.

I detta papper vill vi bidra till förståelsen kring formella mekanismers roll i styrningen av mindre företag. Mindre företag har länge förutsatts i huvudsak styras baserat på direkt kommunikation med en oklar roll för de formella styrmekanismerna. Genom vår intervjustudie av ett mindre, industriellt och mycket framgängsrikt företag inom mekanisk tillverkning visar vi hur styrning som vilar på direkt kommunikation och en etablerad kultur stöds av formella styrmekanism. Vi har genomfört 25 intervjuer bland de 28 anställda och kan därför spegla inställning från olika håll och nivåer inom företaget.

Företaget har ett väl utvecklat kostnadsuppföljningssystem samt flexibelt vinstdelningssystem. Kostnadsuppföljningen har en primär roll i att följa upp att varje ord är lönsam. Användningen av detta resulterar dock i en hård mekanistisk styrning genom att varje avvikelse från förväntningar utreds ner på individnivå. Vinst-
delningssystemet bidrar till att skapa en balans mellan företagsledning och anställda när det gäller gemensamt upparbetade vinster. Processen kring vinstdelning säker-
ställer medarbetarens intresse för att följa hur företaget utvecklas.

Vår tolkning av fallföretaget pekar på en interaktion mellan styrmedlen som bidrar till det framgängsrika företaget. Vinstdelningen och den information som följer kring detta har en central roll i att skapa förståelse för vad som krävs av företaget på marknaden. Detta konkretiseras i vardagen av kostnadsuppföljningssystemet, en acceptans har skapats för hård styrning.

21:01 Implicit theories of Norwegian leadership

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Implicit theories of Norwegian leadership

BERIT SUND and RUNE LINES

Comparative research on leadership in different cultural contexts has shown that leadership usually consists of some universal, culturally independent elements and some specific, culturally contingent elements. Thus, leadership is partially the result of processes leading to adaptation to the national culture in which it is carried out. Cross-cultural leadership research has mainly identified positive effects of cultural adaptation, but several processes, e.g. research-based teaching, may lead to delegitimization of culturally adapted leadership and subsequently a movement away from it. Viewed on the background of the positive main result from the cross-cultural leadership research, such processes may contribute to value destruction rather than value creation. However, we know little about cultural adaptation of leadership in Norway, what this leadership style may look like, and the degree to which it is effective. In this paper we report from a series of in-depth interviews with individuals who are particularly qualified for observing how Norwegian leadership differs from leadership in other countries. We find that Norwegian leadership consists of some elements that are little described in the leadership literature, and some elements that have been
described but that we observe in unique constellations. We argue that to understand the Norwegian leadership style it is not sufficient to provide a simple description of its features; one must also understand the underlying philosophy.

**21:02** Becoming a business lawyer: a case study of the recruitment practices at a high status business law firm in Sweden.

Annika Schilling^1^.

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Professional competence have recently been described in terms of “ways of being”, defined by Sandberg and Pinnington (2009) as integrating specific understandings (of self, work, other people, tools etc) in the practice of the profession. In this paper I want to follow this path by investigating how the way of being a professional may be shaped. The research objective is to explore how the recruitment practices in a high status law firm shape the becoming of the business lawyer. The study is based on 12 interviews with recruiters (HR-specialists, recruitment group and partners) and 5 interviews with newly recruited junior lawyers at a high status business law firms in Sweden. The results of the study show that identification of competent candidates is perceived as unproblematic with top grades from law school and social competence shown in the recruitment interview as the main criteria used. In fact the profile of the candidates who get selected to interview for the positions as junior lawyer are described as quite similar. The results of the study also show how the impression management practices of the firm and the profession has contributed to shape the candidates into becoming the individual the firm seeks. A conclusion from the paper is to suggest that the ways of becoming a professional does not only incorporate taking on understandings on a cognitive level but also the physical embodiment of selected experiences over time.

**21:03** Future challenges in human resources management in Finland. Results from Human Resources Barometer

Niina Koivunen^1^, Riitta Viitala.

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Our paper contributes to the discussion about the Nordic practices of HRM by reporting on a large study about the future challenges in the field of human resources management in Finland. Based on a large survey material, we analyze how managers and human resources professionals make sense of leadership work. The data were collected through Human Resources Barometer survey in Finland, in which practitioners were asked to share their views about the biggest challenges in human resources management in the next five years. The Human Resource Barometer was carried out by a web-based questionnaire, available to respondents for a one month period in October 2010. Invitations to participate in this survey were sent to a large number of people through a variety of channels. Participating organizations represented a wide spectrum of Finnish working life, including public administration and service sector (53%), private sector organizations (industry 14%, trade 4%, finance and insurance sector 3%, information and communications 5%, and in other private services sector 10%), and additionally a category of “other” including the third sector (10%). Participants included people from all organizational levels and departments.

We focus on analyzing the different meanings attached to leadership work and suggest five perspectives by which leadership work is made sense of by managers: classic dilemmas, current conditions, contradictions and paradoxes, contemporary trends and sincere wishes. Most of these perspectives are by far new; on the contrary, they are quite classic while some other perspectives highlight the current trends and sincere hopes for alternative futures. The newness of our analysis comes from the compelling mixture of old and new, from appreciating the circulation of ideas and their current and local rearticulations. In other words, we are interested in what kinds of meanings are presently attached to some classic leadership dilemmas. Or how are they made sense of by the managers of today?

**21:04** Emotional managers facing authenticity and inauthenticity in their leadership role

Ola Edvin Vie^1^, Erlend Dehlin^2^, Frode Heldal^3^.

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This study highlights the emotional dimensions of leadership, and is based on detailed qualitative data on the experience of practising managers. Starting from the acknowledgement of the need for manager to engage in emotional labour by being cheerful, considerate or keeping calm, we explore the consequence of emotional labour in relation to authenticity and inauthenticity. It is evident that there are varying degrees of effort involved in emotional aspects of managerial work; both through surface acting, deep acting and showing genuinely experienced emotions. However, is it possible to connect the experienced effort with perception of authenticity and inauthenticity? This is a particular relevant question in the context of Nordic countries, were employees tend to a high degree of support from their managers. We conclude that it is problematic to talk about authentic leadership in general separated from the deeply complex and emergent nature of social relations. Authenticity is not so much a concrete experience as it is a label marking some idea or value for real life living. For some it is authentic to live out every conceivable phantasy, for some it is authentic never to tell lies for others it is authentic to tweet or blog over private occurrences. The boundaries between what is authentic and not are blurry at best, non-existent at worst, and depending on the perspective.
of both managers and employees. For us those boundaries are continually negotiated within and between human beings in a work place, and in that sense authenticity is always at stake.

**21:05 The skills of human resource managers in Icelandic firms**

Ingi Runar Edvardsson¹, Evgenya Demireva².

¹University of Iceland; (IS); ²VR.

The aim of the paper is to explore what skills and competencies HR managers feel they need in order to be successful in their work. Their view is compared to general managers of smaller companies. A online survey method was used. A questionnaire was sent to 511 companies of various sizes, and the response rate was 30%. The research results indicated that leadership skills, such as people skills, active listening and giving advice to managers, were considered as key skills. The participants believe that the most important challenges in HR manager’s job are recruitment, creating a recruitment program, education, engaging in policy planning, conducting a job evaluation study, negotiating with unions, handling difficult persons and giving advice to managers. In many ways the general managers do agree with the HR managers on the main skills needed in order to handle the HR issues in companies.

**21:06 The floating signifier “talent” in talent management – and why talent management has become a religion**

Billy Adamsen¹.

¹University of Southern Denmark; (DK).

Within business life and sport the word talent and concept of talent has been used by business leaders and coaches for decades to describe young upcoming business men or athletes with certain skills and gifts. Within science the word talent and the concept of talent has been the fulcrum of most research and most research questions has had – for decades – it’s focus on how the environment, psychology, physiology influence talent. To a certain extent science today can explain how internal and external variables can influence the development and the performance of a talent, but is still unable to define talent itself. Despite the lack of definition scientists have kept using the word talent – together with other metaphors – as if there exist talents in real life and continued their search for a definition – but so far without results.

Through a critical, deconstructive analysis of the word talent or the concept of talent, we will show how the word or the concept of talent has turned into what Claude Lévi Strauss has referred to as “an empty signifier” and through it emptiness has seduced scientists into believing that talent actually exist in real life. The seduction has led to a scientific blindness where significant variables, such as situations, coincidences, experiences and visions that could have a decisive influence on a young business man or young athlete’s development, have been overlooked in most research. In this paper/presentation we would like to show how the word or concept of talent has turned into an empty signifier and how certain variables have been overlooked because of the emptiness of the signifier talent.

**21:07 Implementation and experiences of creativity and innovation in personnel policies in public organisations**

Svein Bergum¹.

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Innovation is on the agenda of the public sector. This is due to new technological possibilities, for example within welfare technologies, and also demographical changes leading to a larger proportion of elder people combined with a smaller number of people in the work force. These factors require new organisational solutions. According to Philips (2007) the most important person in a company where innovation is concerned is the VP of Human Resources (HR). Ulrich et al. (2012) also argue that innovation will be one of the six key competences for Human Resources in the future. But the importance and role of HR in innovation is to a limited degree described in the studies we have read. Larsen and Foss (2003), de Leeede and Looise (2005) as well as Zanko et al. (2008) all argue that HR researchers have largely tended to ignore innovation. The study by de Leeede and Looise (2005) also shows that public organisations have not been cases in the few studies completed. In Bergum (2013) we examined which HR issues and activities are regarded as essential for innovations in public organisations, based on a study in seven public organisations. The results show that the strategic plans’ explicit use of the concept of innovation is limited, but two of the organisations have, however, values related to creativity and change in their personnel policies. All our informants provided examples that innovation is included in major HR-activities. There is a gap between competence level today and the need in the future for more innovative competence. An innovative culture require leaders, incentives and structures that can tolerate risk and failures, but it might be a problem in a public culture staffed with people who have been recruited and controlled to be risk-adverse. Bergum (2013) says that future studies for example can go deeper into HR and innovation culture.

In this new study we want look more closely on the implementation of personnel policies or values, where creativity or innovation is one of these values. We want to see how such values are described in their personnel policies, and see how these are operationalised and implemented. We also want to find out possible challenges in applying and implementing creativity/innovation in their personnel policy, and eventually some solutions to these challenges. There have been studies on challenges in implementation of personnel policies before and also studies on challenges of implementa-
tion of values-based leadership, for example Viinamäki (2009), addressing topics such as organisational structures and authority, participation, communication, image and perception and integration of values, but we have seen few particular studies on the implementation of the values of creativity and innovation within the public sector. Our study will also focus on challenges on innovation as a value, where also potential negative aspects will be addressed. Such aspects might be negative motivational effects on people who are not evaluated to be innovative, or negative effects on people who held positions which should not be innovative. The empirical bases for this study will be four municipalities and counties in Norway which have all have creativity or innovation as one of their targeted values in their personnel policy. Our informants will mainly be HR-managers.

21:08 How do language skills shape and are shaped by careers?

Sami Itani¹, Maria Järlström, Rebecca Piekkari.

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This empirical study examines the effect of language skills – or the lack of them – on professional careers in a sample of respondents in Finland. It is based on a survey with closed and open questions which was sent to employees representing different industries, organizations and positions in Finland. The response rate was 12% and resulted in 177 usable responses. We categorized the respondents into four classes depending on the importance they attached to language skills in relation to their professional careers: no importance at all; occasional importance; significant importance; formal requirement. Unexpectedly we found that the respondents with limited language skills were on average more satisfied with their career progression, had had more promotions, were less ambitious and have fewer aspirations regarding their career progression. They may even self-select organizations that are not internationally oriented and where language skills are not required. Such organizations do not provide their employees with opportunities to improve their language skills either. In this regard, we argue based on the findings of the survey that the lack of language skills both shapes and is shaped by respondents’ career paths. Moreover, we find the topic important to investigate as language skills can be considered in a sense a paradox within globalization, and the lingua franca status of English needs to be approached and questioned versatilely.

21:09 Job satisfaction and cross cultural adjustment for Nordic expatriates in the USA

Svala Gudmundsdottir¹.

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The most basic definition of cross-cultural adjustment cannot be discussed in isolation of expatriate manager satisfaction. A manager who is not satisfied with the assignment itself, life abroad, or the personal consequences of the assignment may neither adjust nor last for the duration of the foreign assignment. Research studies have demonstrated that expatriate job satisfaction has a distinct influence on assignment completion but few have examined the influence job satisfaction has on cross-cultural adjustment. The unique cultural environment often encountered internationally may be viewed as interesting by expatriates. The challenge of learning about and adapting to different culture may result in higher levels of satisfaction particularly when such efforts are successful. Also, expatriates are often granted additional incentives such as compensation, housing, education, and travel allowances, which may lead to greater satisfaction. Thus, job satisfaction may be most appropriate in relation to cross-cultural adjustment and for international research.

This study applied a quantitative research design to determine the nature of the relationship between socio-cultural adjustment (general adjustment, interactional adjustment and work adjustment) and job satisfaction (intrinsic and extrinsic) for Nordic (Danish, Finnish, Icelandic, Norwegian and Swedish) expatriates in the U.S. The total number of expatriates located, and who received an invitation to participate, was 942. Of the 942 surveys that were distributed, 178 surveys were found to be a match with the targeted group and were usable.

The results indicate that job satisfaction was found to have a significant positive relationship with all of the sociocultural variables. When comparing extrinsic satisfaction between genders a noticeable significant difference was found. Males reported to be more satisfied with extrinsic rewards than women.

21:10 Decentralization of HR to the line organization – cure all or snake oil? Survey data from a Danish context.

Torben Andersen¹.

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This paper addresses the potential conflicting demands placed on line managers with the introduction of the requirements of practicing more personnel management. The successful introduction of human resource management during the latest two decades, globally as well as in the Danish context, is continuing to present “solutions” to management at a variety of levels (from strategic top management teams to operational first line management
level). This way HR practices have been devolutioned to broad variety of middle management jobs and now the definition of the good line manager is one who takes his or her personnel management job seriously, and manages through participation and cooperation, dialogue and coaching (see The Danish Management Barometer 2000–2008). The demand for visibility of the modern manager and the requirement on him/her to focus on communication and development rather than control includes many HR elements. However personnel management is a managerial task, which has to be carried out, besides all the other line management tasks, i.e. the requirement of a responsible personnel management roles has by some been leading to an ever increasing work load. Data from the Danish Management Barometer show, that 2/3 of the Danish managers claim to have too little time for their tasks and 3/5 experience their job to be psychological hard. This way the ideal of the good line manager creates a situation of potentially worse management for employees.

22:01 The role of accounting information systems in local contexts

Cecilia Gullberg¹, Jan Lindvall¹.  
¹Uppsala University.

This paper is devoted to the intersection between management accounting and information systems; an area in need of scholarly attention, considering the ever-increasing development of management technologies. More specifically, this paper addresses the idea that managers use both formal and informal accounting information systems to control their work. Although that being an interesting and well-established standpoint in the literature (e.g., Jönsson & Grönlund, 1988; Ahrens & Chapman, 2002), previous research has emphasised the distinction between central and local information use, grouping the actors of management accounting into two rather rough categories. We believe that further unravelling the potential diversity among these actors could advance our understanding of to what extent and how management accounting and information systems are connected. The aim of this paper is to clarify the role of formally produced accounting information among various groups. The paper draws on a case study of a construction firm including interviews with line managers and staff, observations of meetings, and internal documents. Sociology of worth (Boltanski & Thévenot, 2006) constitutes our analytical tool. Our study reveals on the one hand a strong company culture promoting efficient information flows, measurable criteria and results, but on the other hand there are divergent views of how to achieve this. Furthermore, the differing views do not only pertain to the work practices of various groups; tensions can be seen within groups and among the arguments of one single person. The view of accounting information and system-support hence takes many shapes and seems inevitably situated in a micro-context, rather than being generally valid.

22:02 New ICT changes working routines in construction design projects

Petra Bosch-Sijtsema¹.  
¹Chalmers Technical University; (SE).

In the Architecture, Engineering and Construction (AEC) industry new ICT is currently implemented and used in a wide context. The new ICT, called Building Information Modeling (BIM) supports the whole life cycle of a building and is currently used in the design and production phase of construction. BIM provides a platform for sharing information and supporting communication between different actors in the AEC industry. Currently the major focus of the new ICT has been on technical aspects, but neglects the changes in the organizational context like routines, work culture and new types of roles. The objective of the study is to understand how new ICT influences the way of working in temporary project organizations.

The study is based on a structuration perspective and focuses on changes in working routines and roles. A comparative case study is applied of three construction design projects (13 interviews and 36 hours observation). The data shows a change in individual (i.e. drawing routines) as well as group work (i.e., coordination, responsibility) routines. Furthermore, roles and power change with the use of new ICT in the design phase. The study contributes with empirical examples of the how new ICT changes routines and roles in temporary project organizations.

22:03 IT driven change: bridging the divide between the social and technical elements of sustainability

Einar Iveroth¹, Fredrik Bengtsson².  
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This paper addresses the question of how to change citizen-consumers behavior towards more sustainable practices using IT. This inquiry is connected to the notion that sustainable development is deeply connected to the way different forms of technology enables people’s live a more “greener” living in their everyday lives (e.g. making the choice and action in their everyday life of using more environmental friendly lights) (Shove and Walker, 2010; Spaargaren, 2011; Strengers, 2012). This is also a significant question for policy makers across the globe as the change of citizen-consumers towards more sustainable living is one of the key issues in attaining the common vision of a more sustainable society (Sonnenfeld and Mol, 2011; WCED, 1987).

Earlier research within industrial ecology suggests two different paradigms to approach the problem of changing people’s behavior: the techno-economic model that favors a top-down rationalistic approach, and the individualistic model that gives service to bottom-up approaches from the autonomous citizen-consumer (Jackson, 2005; Kollmuss and Agyeman, 2002). How-
ever, both approaches are problematic (Spaargaren, 2011; Strengers, 2012) and have been extensively criticized since they have hitherto “given rise, on the one hand, to a range of technological solutions which have not sufficiently or explicitly taken account of social practices and social contexts, and therefore have not resulted in the expected energy efficiency gains (e.g. pricing signals and energy efficient appliances) and, on the other hand, to the emergence of a plethora of behavior change programmes designed to assist individuals, households and businesses identify the steps they can take to reduce their energy, water and resource consumption” (Moloney et al., 2010, p. 7622). As a result, there are now an increasing number of researchers within the discipline of industrial ecology that are calling for studies that are informed by a social-technical perspective (Guy, 2006; Moloney et al., 2010; Strijbos, 2006; Verbeek, 2006) and social practice theory (Shove and Walker, 2010; Spaargaren, 2011; Strengers, 2012) that, hopefully, can offer one way to bridge the divide between the techno-economic and individualistic model.

Researchers within industrial ecology suggest that one way of tackling this problem is to apply a more multidisciplinary perspective (Verbeek, 2006; Young and Middlemiss, 2011) than earlier research has offered. This is precisely what the current paper does by showing how research from information systems and business studies can provide a way forward in the divide between the between the techno-economic and individualistic model.

More specifically, the paper applies the commonality framework of IT-enabled change (Iveroth, 2010) to a sustainability project in the municipality of Uppsala (Bengtsson and Ågerfalk, 2011) consisting of data from surveys, interviews and documents collected 2008–2012.

The results illustrate the entanglement of both social and technical elements of the IT-enabled change process across time. In doing so, the paper offers and answer to what Spaargaren (2011, p. 815) recently alleged: “Because of the limitations of both the individualist and systemic or structuralist approaches [i.e. techno-economic paradigm] in providing the deep understanding necessary for breakthroughs towards more sustainable consumption, there is a need to find a more balanced approach which pays attention to both agency and structure, which makes room for social exchange as a maker or breaker."


22:04 On challenges in collaborative innovation management: social exchange as a maker or breaker.

Malin Malmström1, Jeaneth Johansson1.

1Luleå university of technology; (SE).

Collaborations in innovation work between competitors have become a common practice in the ICT-sector and substantial investments are made in such collaborations. Significant rationales for these collaborations are the high expectations on rapid and front edge technology development and business exploitation. However, the degree of failure in reaching the expected outcome of such collaborations is high and may not only be explained by the challenges and obstacles in technology development but also by the social relations in the collaboration. The purpose is to explore the role of social exchange in explaining outcome of fuzzy-front innovation collaborations. More specifically, we explore on social mechanisms for exchange and how such mechanisms may influence the collaboration outcome. Social exchange theory is used for addressing this purpose. Despite that collaborations
for innovation expect to bring advantages to collaborative partners, findings in prior studies are mixed. This longitudinal study is based on a three-year collaboration project for innovation using qualitative methods (29 interviews, observations of 7 project meetings). Three phases of the social exchange in the collaboration are empirically identified. Further, three social mechanisms guiding social exchange are identified: trust, commitment and congruence. Risks of lock-in situations in collaborations for innovation are outlined in a knowledge exchange paradox. This study advances understanding of social mechanisms as facilitators in social exchange and their significance for success/failure outcome.

22:05 The actor to be – organising patient centered e-health

Linda Askenäs1, Klas Gäre2, Jan Aidemark1.

1Linnaeus university; (SE); 2Jönköping university.

A recent trend in health care is patient centered e-health, but are health care organizations ready to cope with that change? Changes at the patient level are one aspect but there is also a need for a reshaping of the organization of health care. There is a need to focus much more on prevention care, helping patient to cope to improve self management, with a focus on the patient process. Services concern being able to handle unstructured data, online/real time accessibilities, work together and empowering patients. The aim with this study is to understand the possibilities and obstacles of implementing patient centered e-health in a traditional organizational setting of health care. We use case studies from the heart fibrillation and heart failure care organization in Jönköping county council. The cases concern initiatives to accomplish better interaction for patients and organizing care with a patient centered focus. Both initiatives have now been partly abandoned, in contrast to research evidence and guidelines. The analysis of the different actors and how care is organized and managed shows that there are both unseen and unproved possibilities and barriers. The possibilities of IT solutions to be used by patients and professionals together are still just possibilities. Obstacles are to be found in the macro, meso and micro levels. In the common clinical processes we find difficulties in incorporating patient centered eHealth without changing priorities, changing control of care activities, changing attitudes towards more of patient centeredness, changing use of resources, and changing power allocation (empowering patients).

22:06 Managing alignment in enterprise architecture – four essential dimensions

Kalevi Pessi1, Aida Hadzic1, Ted Saarikko1, Thanos Magoulas1.

1Gothenburg University; (SE); 2Gothenburg University; 3Gothenburg University; 4Gothenburg University.

Facing the complexities of environmental contingencies, more and more corporations and public organizations adopt Enterprise Architecture as a means to manage its resources. Yet the guidance offered by research as well as practice is insufficient as the tools presented are suitable for the homogeneous system rather than the heterogeneous enterprise. This is particularly true of architectural alignment where research and practice seem preoccupied with aligning IT with business strategy. In an effort to develop the concept of architectural alignment, we draw upon a rich heritage of research into Enterprise Architecture as well as information systems in formulating and rationalizing four essential dimensions of alignment. We perceive the relationship between the business architecture and IS-architecture as comprised of functional alignment, structural alignment, socio-cultural alignment and infological alignment. While other dimensions may be justified, we emphasize that these four dimensions are essential to a sound, value-based architecture. This paper thereby contributes to establishing a more multidimensional view of architectural alignment.

22:07 The use of social media by employees for private reasons during working hours

Johanna Gunnlaugsdottir1.

1University of Iceland; (IS).

The objectives of the study were to find out: Whether Icelandic organizations allowed open access to social media (SM), whether the respondents used SM for private reasons during working hours, which SM they used, how much time they devoted to such use, and what was the attitude of managers and the employees themselves towards such use. The respondents were asked to disclose whether they worked in the private or the public sector and the type of organization that they worked for. This was a three-dimensional study: A questionnaire and a telephone survey that were both based on a random sample selected from the National Registry in February 2013, as well as open-ended interviews with top-managers and general employees in January 2013. A similar study has not been performed in Iceland before. Foreign studies of the same nature are not known, only related research. The main findings were that about half of the organizations allowed open access to SM, just below 50% of respondents took advantage of SM during working hours, which SM they used, how much time they devoted to such use, and what was the attitude of managers. The employees used a considerable part of their working hours for personal use of SM. The majority of respondents were of the opinion that managers objected to the use of SM during working hours and a larger majority, furthermore, believed that such use of themselves was unacceptable. The survey adds valuable information for a better understanding of the status of SM at places of work. The results could be of value to organizations that want to evaluate the pros and cons of SM for the organization.
22:08 Just How Gendered is the Use of New Media Technology? – IT depends!
Anna-Greta Nyström¹, Malin Brännback¹, Ron Lindqvist¹, Johanna Lindqvist¹, Timo Ketonen¹.
¹Åbo Akademi University; (FI).

It is generally believed that technology adoption and usage is gendered and one would think there is nothing more to study here. But technology is constantly evolving and consumer behavior is changing with implications for business. Early studies show differences with respect to computer usage. Later the same differences were found with respect to Internet usage. For example, studies show more negative attitudes towards computers and the Internet among women. Other studies show significant differences in use of specific applications (Weiser, 2000). Moreover, computer experience has been shown to have a positive impact on decreasing computer anxiety among men but not among women (Broos, 2005). Studies also find a significant difference in personality traits, gender and Internet usage (Saleem et al, 2011). However, to complicate matters, research results also find no gender difference in computer cognition, attitudes, and types of application (Shaw and Gant, 2002). Recent statistical data show that women outnumber men in the use of social media like Twitter and Facebook with respect to purpose and time spent. In other words, results are inconclusive and mandate further inquiry.

This study analyzes gender differences in the use of new media technologies with respect to technological platform and applications used in the context of online and print media. A survey was conducted among 979 Finnish respondents between the ages 15-80 with respect to the use of new media technology. Preliminary results show gender differences in purpose and time spent. Women spend more time online than men but men use new media technology for a wider variety of purposes than women. Further analysis of differences in antecedents of usage will be conducted for the purpose of identifying whether and to what degree these are also gendered. Implications for business, in particular marketing and advertising are discussed.

22:09 Changing landscapes: on new ICTs and strategic management
Ib Tunby Gulbrandsen¹, Andreas Kamstrup¹, Anders K. Madsen¹, Ursula Plesner¹, Elena Raviola¹.
¹Copenhagen Business School; (DK).

In less than a decade the role of information and communication technologies (ICT) has moved to the center of most economic and organizational activities. As such, organizations have become what some scholars term ‘network firms’; organizations that coordinate in ICT networks, both in regards to production, cooperation and communication. Following, we have witnessed a growing number of calls for attention to the effects of new ICT’s on the concept of strategic management and strategizing. Despite the numerous calls, few have answered.

In this article we aim at providing a possible response beginning with an analysis of the changing organizational landscape created by new ICT’s like Google, Facebook, Wikipedia, iPods, smart phones and Wi-Fi. Based on five netno- and ethno-graphic investigations of the intertwining of ICT’s and organizational work, we point to three features that have changed the scene: new ICT’s enable 1) mass collaboration and real-time co-creation, 2) visualization of work processes and data, and finally 3) create liquid boundaries between what is and what is not ‘the organization’.

Based on these three features, and drawing on the recent behaviouralist turn in strategy research, we then propose a way forward in understanding of strategic management and strategizing as being located in-between the material and the social, and as such pointing to the importance of seeing new ICT’s as intertwined with strategy and management, and not just devices for dissemination and implementation. Finally, an analytical framework, and its implications for future research, is presented.

22:10 Using Personas as a connection between design, business goals and customer goals
Helgi Valur Fridriksson¹, Stefan Cronholm, Eva Gustafsson, Anders Hjalmarsson.
¹Högskolan i Borås; (SE); ²Högskolan i Borås; ³Högskolan i Borås; ⁴Högskolan i Borås.

The purpose of this paper is to describe and understand e-services and its connection to company’s business- and customer strategy. The structure of this paper is built on different theories in the fields of business administration and informatics. We have covered different theoretical approaches to be able to create a theoretical model to better connect business and user goals with development of e-services. Research has showed that Business- and customer goals are often ignored when designing e-service misunderstanding between IT and Business can results in communication gap (Eckhardt & Rosenkranz, 2010). In this paper we will show that before IT designers start to design e-service a thoroughly analyse need to be done about the business strategies in different levels to understand why and how the web site should be design to meet business and customer goals. To overcome communication gap, the creation of the personas is seen as a prerequisite for designer to understand and recognize differences in user the human action and connection. The result of this study could be used as a way to analyse different e-service companies web site usability.

In this study, three different cases have been studied as a way to create an analytical model. The research implication is to complement existing models for analysing and implementing e-services in the fields business administration and information systems. This paper highlights some of the needs that organisations working with e-services need to take into account in different stages of when designing e-services.
Sustainable effectiveness in (public) service production

Leif Holmberg\textsuperscript{1}, Sören Augustinsson\textsuperscript{1}, Kristina Genell\textsuperscript{2}.
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The basic assumption is that sustainable effectiveness is about doing the right things the right way. Business enterprises offer (in principle) services which they know how to provide, while public organisations provide services that have been decided on – regardless of their knowl-edge. Therefore, to a varying degree, there is uncertainty about some (public) processes and their outcomes.

Here it is argued, that to accomplish long term sustainable effectiveness, organisations must diminish task uncertainty while providing required services and actually solve problems – instead of just ‘handling’ them.

The purpose here is to outline a conceptual framework to accomplish effectiveness in production processes with differences in the degree of task uncertainty. Such differences must be met with differences in organisational structure and be evaluated by different performance standards. Conclusions are formulated as general statements about what seem to be organisational requirements in relation to different degrees of task uncertainty.

A generalized view of the nature of Benefit of Information

Karin Ahlin\textsuperscript{1}.
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To seek and understand benefit of information is essential. For managers it is important to understand benefit aspects in order to communicate, prioritize and increase or decrease the rate of different areas. In these days digitalized information is one area that is increasing in enterprises and also the knowledge that information is of importance. Therefore there should be a demand for understanding and measuring beneficial aspects that information brings to the organization. Empirical material was collected from a literature study from MIS Quarterly Journals and used search words were such as ‘Information’ AND ‘Benefit’. The focus of the study was intra organizational. Purpose was to investigate how researchers in Information Systems have tackled the area during the past and discuss further interesting questions.

The results are discussed in terms of findings from how a benefit aspect (used as a term both for benefit and value) is defined and what perspectives should be used when discussing benefit aspects. Findings are that the term benefit seldom is defined or discussed, more just as a word covering everything logically good or useful. Aspects used to identify beneficial aspects are from whose viewpoint a benefit is seen, how it is measured and when a benefit appears. The results show that benefit aspects often are viewed from somebody’s viewpoint, seldom measured and rarely discussed in terms of different time aspects. From a practical viewpoint research in the area is not used, or let us call it of benefit. That is why more effort needs to be done when it comes to models for measurement of benefits of information and hereby strengthen the area on the management agenda.

Taking IT seriously: On the legitimating discourses of enterprise resource planning system adoption

LAURI LEPISTÖ\textsuperscript{1}.
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Enterprise Resource Planning (ERP) systems have gained an astounding ascendency in business life during recent years. ERP packages are increasingly becoming the standards for organising business activities because of their various alleged benefits. ERP systems are complex software packages that promise a seamless integration of all the information flowing through an organisation. The present study attempts to improve understanding on the discursive legitimization of ERP system adoption. Earlier research on ERP systems have mainly focused on their usage and performance effects in enterprises. Therefore, the particular research question is: How the sense of legitimacy is constructed discursively? The study approaches legitimization from the perspective of critical discourse analysis. Herein legitimization is regarded as creating a sense of positive, beneficial, understandable, necessary or otherwise acceptable action in a particular setting. The empirical data comprise articles on ERP system adoptions in Finnish enterprises that are published in a customer relationship magazine of a notable Finnish software vendor. The data cover 56 relevant articles, which are published during the years between 2002 until 2011. The study wishes to make two specific contributions on discussion on ERP systems in fields of accounting and organisation. First, the study distinguishes five legitimating discourses (rationality, mundanity, modernity, evolution, authority) that are mobilised by the software vendor to legitimate ERP system adoption. Second, the study also illustrates that the legitimating discourses appear as ambiguous.

Institutional industry herding: intentional or spurious?

Constantinos Gavriilidis\textsuperscript{1}, Vasileios Kallinterakis\textsuperscript{2}, Mario Pedro Leite Ferreira\textsuperscript{3}.
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The present paper investigates whether herding on behalf of fund managers at the industry level is motivated by intent or not. We measure herding using the empirical design proposed by Sias (2004) and assess whether it is intentional or not using the approach proposed by Holmes et al (2011); according to the latter, intent is reflected through the variations of herding significance between different states of the trading environment. We assess the presence of intent using both market and sector states based on three variables (returns; volatility; volume), in order to gauge whether
Performance of Government-Linked Firms Listed on the Two Stock Exchanges of United Arab Emirates: – An Empirical Study

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The governments of many countries hold ownership in corporate firms for various reasons. A number of prior studies have found that government ownership in corporate firms is significantly high in transitional economies such as Singapore (24%), Malaysia (34%) and China (31%). Such a phenomenon is also observed in the economies of the Arabian Gulf. For example, we find that the United Arab Emirates (UAE) government holds ownership in 48% of the all local stock exchange listed firms. The earlier evidence does not make clear whether the government linkage of any company via ownership holding is good or bad for its performance. In this regard, a review of the literature suggests two alternative hypotheses. First, the ‘agency hypothesis’ suggests that government ownership negatively affects firm performance. Second, the ‘support hypothesis’ suggests that government ownership helps a firm to improve its performance. Using a sample of 114 companies listed on two stock exchanges of the UAE over the period 2006 to 2010, we find that the government-linked companies (GLCs) perform better than the other companies that are not linked to the government (non-GLCs), at least on the basis of the return on assets and total assets turnover. This finding is generally consistent with the ‘support hypothesis’. However, despite good accounting results, the stocks of GLCs are underpriced compared with the prices of non-GLC stocks. Results show that the GLCs are also better in terms of the revenue and profit per employee and the revenue cost ratio, although the regression analyses do not confirm that the government ownership has any effect on these measures of the economic efficiency performance. Subsample studies reveal that the best accounting results are those of the group of GLCs in which government owns 20% to 50% of the total outstanding shares. If government takes control of a company by holding more than 50% of the ownership, however, the accounting results are not improved – yet stocks of the GLCs with controlling government ownerships are overpriced, unlike the other GLC stocks.

25:01 Ethical virtues in organizations: A shared context for well-being

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Objective
The aim of the study was to investigate the degree to which employee perceptions of ethical culture are shared within different work units of one organization. Ethical culture is a specific form of organizational culture, and as such a socially constructed phenomenon. However, no previous studies have examined this shared nature. In addition, we studied the associations between ethical culture and occupational well-being (i.e., burnout and work engagement), both at the individual and work unit level.

Methodology
The questionnaire data was gathered from one public sector organization, including 2146 respondents from 245 work units. The ethical culture was measured with the Corporate Ethical Virtues-scale, including sub-dimensions of clarity, congruency of management/senior management, feasibility, supportability, transparency, discussability and sanctionability. Burnout and work engagement were measured using 9-item scales.

Results
Multilevel structural equation modeling conducted with Mplus showed that 12–27 % of the total variance regarding the ethical culture dimensions was explained by the within-department homogeneity (shared experiences). Both at the within- and between-level higher perceptions of ethical culture associated with less burnout and higher work engagement.

Conclusions
Organizations should invest in creating ethical practices at a work unit level, and pay special attention to work units with low ethical culture, for these units can expose employees to burnout. This study is among the first to demonstrate the ethical organizational culture as a socially constructed phenomenon, and indicate the associations between ethical culture and occupational well-being also at a work unit level.
25:02 Integrating the family into the IA employment relationship – an integrated framework
Anna-Maija Lämsä1, Mark Smith, Suvi Heikkinen, Christelle Tornikoski.
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Integrating the family into the IA employment relationship – an integrated framework
The family has been shown to play a critical role in the creation of a positive or negative work-life relationship during expatriation. However, the family’s role in support during assignment and interaction with the company are often discussed, indirectly, through the employees themselves. In this paper we will argue for the recognition of the expatriate’s family as a stakeholder of the firm in the IA arena. We demonstrate why the expatriate’s family can be regarded as a stakeholder of the parent company and what kind of a stakeholder the family is. Additionally, it is argued that the parent company needs to develop and apply a holistic wellbeing orientation to show stakeholder responsibility in the IA arena.

The theory of stakeholder salience is applied since it provides a theoretical framework for integrating family into the expatriation process. Yet, the theory does not necessarily provide a framework for assessing social functioning of expatriates and their family members. Since expatriation often leads to a radical shift in family roles and living circumstances, family members (or indeed the expatriate themselves) cannot replicate all elements of their previous lives in the host country. The capabilities approach provides an evaluative mechanism which highlights how a socially responsible relationship between the company and family can be advanced to build wellbeing and quality of life for the family members and the expatriate her/himself even if their functioning is different to that in the domestic employment context.

25:03 The Moderating Role of the Ethical Culture of Organisations in the Relationship between Leader-member Exchange and Work Engagement
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Purpose – The purpose of this paper is to investigate the moderating effects of the ethical culture of an organization on the relationship between leader-member exchange (LMX) and work engagement in the context of Mainland China.

Design/methodology/approach – A quantitative empirical analysis was conducted on the basis of a survey of 720 respondents from three different industries in Mainland China. Descriptive statistics were reported, followed by factor analysis and hypotheses testing using hierarchical multiple regression.

Findings – Generally, and with a few exceptions, LMX was found to be significantly related to the work engagement, and the ethical culture of an organization played an important role in moderating this relationship in China.

Value – A comprehensive analysis was made in this study from an individual level, organizational level, and social level, so as to provide a wider and deeper understanding of the ethical organizational cultural factors that affect leadership and HRM results, specifically leader-member exchange and work engagement in this study; evidence which is scarce in existing literature. It is suggested that an ethical viewpoint to LMX and HRM should be developed to be an integral part of the theory. In the Chinese context the Confucian ethics might be a valuable viewpoint.

25:04 The dilemma between cost savings and employees' well-being? International business travelling as a service purchasing and as a part of one’s job
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Responsible companies strive for to support well-being of their employees. In this study, we focus on paradox faced in modern organisations: how to save costs and still maintain the well-being of employees? We focus on well-being of one specific group of employees, international business travelers who have found to have risk for stress and health problems, especially related to the employers’ aim to save costs. Business travel today represents substantial costs for internationally acting companies. Therefore especially large organisations implement specific travel policy to develop travel management practices, and purchasing policies in order to control and find ways to reduce costs of travel. Reduce of travel costs are typically sought by not diminishing the total number of trips, but the cost per trip. As a consequence, the retrenchments which impair travel conditions may have a negative influence on wellbeing of travelling workers. In addition, the end users are not involved in the purchasing process and the selection of suppliers. Therefore it is important for the corporate buyer to translate and communicate the traveler's demands on ongoing basis, and to monitor the supplier performance and travelers' satisfaction. In this study, we investigate how corporate travel purchasing policies effect on travelers' well-being and how purchasing policies could be developed without increasing cost (with reasonable costs) in order to enhance travelers' well-being. The data collection for this single case study is ongoing, and results based on in-depth interviews of the purchases and travelers, and corporate documents (e.g. travel policy) will be presented in a full version of this paper.
Company responsibility to employees: Top managers’ attitudinal changes in Finland from 1994 to 2009

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The paper gives a comprehensive view of responsibility issues in employee relations and investigates empirically how top managers’ employee responsibility attitudes have changed in Finland from 1994 to 2009. Most empirical studies in the field of CSR are cross-sectional in nature and a historical viewpoint to the topic is scarce. Our data set offers a fruitful and interesting setting to historical analysis since the Finnish society and particularly its business system changed in remarkably ways during the research period.

The research asks: (1) How do top managers’ employee responsibility attitudes change? (2) How do manager and company specific demographics influence top managers’ attitudes? To answer these research questions, we have conducted an empirical survey research in the years 1994, 1999, 2004 and 2009 in Finland. The data was collected by the means of census with a postal survey sent to all managing directors of industrial companies with more than 100 employees in Finland. The study population and response rates were 1,075/357 (33.2%), 1,047/325 (31.0%), 928/198 (21.3%) and 888/193 (21.9%) respectively.

Company employee responsibility was measured with 13 issues (right to just wage, right to privacy, right to participate, right to organise, hiring policies, firing policies, discrimination, working conditions, stability, security, developing possibilities, honesty and education). In general, respondents showed very positive attitudes toward these issues and a positive change occurred in the data, especially 1994 to 1999. In the final paper, the results will be analysed in more detail in terms of respondents’ demographics and discussed in the light of societal and economic changes of Finland.

Leader-member exchange quality and organisational innovativeness: The mediating role of organisational trust

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Innovativeness has become a critical factor in the success of many organisations. Prior research suggests that leadership is of significance in innovativeness. In addition, it has been found that organisational trust is linked to innovativeness. In this paper we examine the relationship between leadership and organisational innovativeness, and examine the mediating role of organisational trust in this relationship.

Organisational innovativeness is defined as a multidimensional construct that refers to an organisation’s overall innovative capability, a process whereby organisations invent and transform ideas into new services or processes in order to advance themselves successfully. It consists of five dimensions: product, market, process, behavioural and strategic innovativeness. Leadership is investigated through leader-member exchange (LMX) theory which focuses on the work relationship that is formed between the leader and the follower. Finally, organisational trust is understood as a distinction between cognition-based and affect-based trust.

The research data (n=719, response rate 51.5%) for this study were collected by means of a standardised questionnaire from three Finnish organisations. According the preliminary results, there are significant positive correlations (p<0.001) between leader-member exchange quality, organisational innovativeness, and organisational trust. High quality leader-member exchange seems to increase organisational trust (β=0.538, p<0.001), and organisational innovativeness (β=0.240, p<0.001). In addition, organisational trust seems to increase organisational innovativeness (β=0.412, p<0.001). Finally, organisational trust seems to mediate (p<0.05) the relationship between leader-member exchange and organisational innovativeness. In the paper we discuss these results in more detail.

Lost in translation – Understanding climate change as a business issue

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Management and organisation studies scholars have profiled climate change as a drastic large-scale system change that may force us to face the limits of business as usual. Indeed, climate change has become one of the most topical issues for companies, governments and the civil society in the 21st century. As a complex phenomenon it poses new challenges for organisations, managers and sustainability specialists. Environmental management and sustainability frames have been used to approach the issue, and these streams of research offer valid starting points for practitioners and researchers. Recently, it has been noted that these frames might not cover the full complexity of the issue. In the conceptual part I will discuss different theoretical aspects of corporate climate change engagement.

The empirical part focuses on Finnish companies that seek to contribute to the creation of a sustainable, low carbon future. Discourse analysis is applied to examine the ways managers and sustainability specialists understand climate change as a business issue. Research data consists of observations, semi-structured interviews, and company documents.

The results of this paper will discuss how climate change is understood and argued for in the business world. The findings suggest that businesses have identified climate change as an important issue and are
willing to engage with it. However, the issue is not discussed on a wider societal level and the unknown aspects of it are not acknowledged. These kinds of conceptions might hinder effective engagement with the issue. Thus, it seems that there is something “lost in translation” in corporate engagement with climate change.

25:08 Moral Neutralization in the Icelandic Financial Crisis
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How could they do it? This question is often posed in the aftermath of moral wrongdoing in business and society. One traditional answer is to say that the people involved are morally defective individuals. Their characters are flawed, setting them apart from ordinary, morally decent citizens. Recent developments in moral psychology point to alternative explanations, focusing on situational aspects leading up to the wrongdoing.

The aim of this paper is to use concepts and ideas from moral psychology to analyze aspects of the Icelandic financial crisis in 2008 onwards. Input regarding the crisis is gathered from interviews and textual studies.

The development of widespread and collective moral wrongdoing can be analyzed as a three step process:

1. Moral dissonance
2. Moral neutralization
3. Normalization of questionable behaviour

The process starts with (1) the appearance of alternatives which initially conflict with the moral convictions of the people involved. They can then (2) attempt to convince themselves that the alternatives are acceptable after all. The neutralization process can lead to the first transgressions and to (3) the establishment of new norms which allow individuals to act in conflict with their initial moral convictions.

This paper concludes that a pattern of this kind could be observed in Iceland in connection with the financial crisis. The practical implication of these findings is that a response of identifying and sanctioning individual culprits in the aftermath of the financial crisis is inadequate. In order to make a society or an organization more robust in withstanding individual and collective wrongdoing, efforts should instead be made to challenge attempts at moral neutralization.

26:01 When less is more: alternative banking in Scandinavia
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After the recent financial crisis (2008), banks have well understood the benefits of accommodating their communication strategy to the increasing demands of society as regards accountability and corporate responsibility. But have they also changed their everyday business practice? Within this context, the aim of this paper is to assess whether in the banking sector there is an effective coherence between corporate social responsibility statements frequently made in communication policies and banks’ actual practice. This will be illustrated by comparing Scandinavian banks’ CSR policies and the structure of their balance sheets.

The results show that new banking practices are not only possible but have been already in place for some time now. More specifically, it is with the example of a particular type of financial institution, which we call ethical banks, and their comparison with mainstream banks, that a new insight is proposed on how to understand the role of banks in society. Their main difference is that, beyond their communication strategy, ethical banking implies a real change of business model. But are all banks ready to do that? Is it even desirable that all banks change of business model? What would be the impacts for society?… These are some of the main questions that this paper tries to address from both a theoretical and practical perspective taking the banking industry in the Scandinavian countries as a most significant case-study.

26:02 Is institutional entrepreneurship about business as usual?
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Institutional entrepreneurship, as a concept, has recently gained popularity within business studies. Broadly speaking it denotes change activities that challenge prevailing institutions at various levels of analysis (Battilana, Boxenbaum and Leca, 2009). Since business-as-usual is underpinned by strong institutions; e.g., markets, property rights, consumerism, institutional entrepreneurship could potentially be used to theorize changes in relation to those institutions, paving the way for sustainable business activities. Here I understand sustainable business activities as activities that stay within eco-system boundaries (Rockstrom et al., 2009). Subsequently, the purpose of this paper is to discuss the concept institutional entrepreneurship and relate it to sustainable business activities.

In order to provide a base for discussing institutional entrepreneurship a review of the literature covering the concept was conducted. The review covered three top-tier management journals, i.e. Academy of Management Review, Academy of Management Journal and Organization Studies. Articles from 1988 (when DiMaggio (1988) first introduced the concept) until 2012, were chosen and analyzed.

The results from the review indicate that institutional entrepreneurship is mainly used to capture change at the level of the organizational field, e.g., industry, and as such do not describe changes in those institutions that embed fields. However, the concept as such does not designate this usage, rather this is how it has been applied in business studies. Given that institutions are defined in relation to the particular levels of analysis in focus, the concept could be used to describe changes more fundamental than those taking place within industries or communities of organizations. Hence, for those interested in
what drives or hinders change, I suggest that there could be much to learn from the institutional entrepreneurship literature.

### 26:03 Transparency apparently: becoming the “most transparent company in the world”

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The aim of the study is to apply critical perspectives on CSR by telling a story of a medium-size European fashion company that recently decided to become “the most transparent company in the world”. When translating the institutionalized rule of transparency into specific practices, the company skillfully exclude certain aspects of transparency (most notably aspects related to their own operations) by restricting transparency to the supplier part of their products and production. In this way, the company constructs a definition of transparency and CSR, which prioritizes their interests over others (e.g. the suppliers). This uneven balance is illustrated in for example by the suppliers only becoming involved once the company had developed its overall definition of transparency. In a pattern similar to other CSR projects (Khan et al., 2007), western consumers, and not the workers, became the primary objects of interests.

Material was collected in real-time as events unfolded using semi-structured interviews, observations and written documentation. The paper draws on a combination of new institutional theory and theories of organizational culture in order to discuss how the company translated the institutionalized rule of transparency to gain legitimacy by being similar (new institutional theory) and uniqueness by being different (organizational culture) (see Strandgaard Pedersen and Dobbins, 2006). In doing so, we contribute to the literature on transparency and CSR by critically discussing the path to transparency, and provide additional insights to the organizational mechanisms that shape how companies respond to institutional pressures.


### 26:04 Product reorientation and education of customers as strategy for sustainability – the case of Plusminusnoll

**Are Severin Ingulfsvann**¹, Kristin Haugland Smith¹.

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This paper describes the interaction between business and ethics and how Corporate Social Responsibility (CSR) strategy can be a part of a wellbeing company. CSR is the idea of corporations’ obligation to society beyond economic profit and is described through a three domain model of CSR, which includes economic, legal and ethical responsibilities. Through a case study, the founding and business philosophy in the firm Plusminusnoll we highlight how CSR strategy can include sustainability.

Plusminusnoll produces outdoor clothing of long lasting quality and safety, and is a reaction towards branch focus on fashion and new models. Plusminusnoll aim is to include sustainability and responsibility in their business model. First; the clothes must be reordered, as a conscious consumer you are expected to know when your old gear is worn out, not buy on impulse, and the company doesn’t produce more than they sell. Second; the product philosophy is based on quality and function, the products will only be changed if they are able to improve their practicability, not to be fashionable. Third; Plusminusnoll have decided that profit should be used to improve the conditions for outdoor life in Scandinavia.

The aim of this paper is to highlight a company’s perspective within responsibility for sustainability as a cooperative project between the producer and customers.

The paper concludes that the ideas behind Plusminusnoll are a step on the way towards a more sustainable textile industry, but they face a challenge to educate the customers in another direction than the consumer society.

### 26:05 The role of sustainability marketing in the business as unusual context: Implications from a textbook review

**Johan Jansson**¹.

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Within the traditional view of the business administration discipline perhaps the topic of marketing is responsible for promoting the most of unsustainable values and behaviors. Many are the marketing courses and textbooks that implicitly or explicitly promote increasing consumption, questionable sales tactics and unethical pricing strategies. Based on this, marketing has been perceived as part of the problem rather than the solution to societal problems such as the depletion of natural resources, overconsumption, pollution and unhealthy lifestyles. However, researchers and teachers in marketing at universities and business schools are realizing this problem and this realization sometimes carries over into courses and textbooks on green marketing, sustainability marketing, green marketing management, marketing ethics and ethical marketing. In fact, in recent years most of the large publishing houses are supplying textbooks for these types of courses to cater to this demand. In view of the sustainability discussion and the importance of researchers and teachers in business administration interacting...
with students on these topics the question arises what these types of textbooks communicate. What type of green or sustainability issues are presented in relation to marketing and from what perspectives? The purpose of this paper is thus to present a review of recent textbooks in the area of sustainability marketing and analyze how sustainability and marketing perspectives are presented in these. In short, in what way does this recent stream of textbooks in green marketing facilitate or hinder the development of business as unusual?

26:06 Market-based Mechanisms for Protection of Biodiversity

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The attention paid to market-based mechanisms for the conservation of nature has contributed to increased political support, as well as the emergence of markets for ecosystem services. However, many uncertainties remain over the side effects of broadening these mechanisms which can be manifested as changes in motivation for preservation and generalization of certain visions on the man-environment relationship.

Markets fail to highlight the value of the majority of the ecosystem services. Existing price signals reflect, in the best case, only a proportion of the total amount corresponding to the provision of food, water or fuel. Even in this case, prices may be distorted or produce benefits without having to have a trading value in the market. The value of the other ecosystem services is not reflected, the exception being services that support tourism.

The paper presents a analyses of market-based mechanisms to protect biodiversity and ecosystem services limitations.

27:01 The means and means; CSR and sustainable development

Brynhildur Davíðsdóttir1, Snjólfur Ólafsson1, Lára Jóhannsdóttir1.

1University of Iceland; (IS).

The concept corporate social responsibility (CSR) evolved from early writers in the 1950’s that argued that the responsibility of business was wider than simply to focus on “profit and loss statements”. The discussion continued in the 1960’s and the 1970’s defining the term, operationalizing it, and slowly broadening the responsibility stating e.g. “Corporation must take interest in the welfare of the community, in education, in the happiness of their employees, and the whole social world” (McGuire 1963).

During the same time the concept sustainable development emerged as a potential solution to the environmental vs. economic development dilemma. Over time the concept broadened into incorporating at least three dimensions; the economic, the social and the environmental as clearly illustrated in the Brundtland commission report, «Our common future», published in 1987.

The question we seek to answer in this paper is if the concepts CSR and sustainable development are derived from similar or the same ideology, and requiring essentially the same actions by the business community. Is CSR the vehicle of the business community towards sustainable development, or is it something more?

To address these questions, this paper explores the parallels between these two concepts, first in the context of the ideology behind each concept, in the context of CSR or SD reporting, and finally with a focus on the environmental dimension within each paradigm.

27:02 Is it just about the money? Exploring the managerial drivers of sustainability

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Purpose – A literature review is carried out in order to organize in a coherent and comprehensive manner the existing literature regarding what drives managers to pursue sustainability and identify lines for future research.

Design/methodology/approach – The author uses a literature review of the sustainability drivers from the perspective of the individual level of analysis in the principal sustainability and management journals, across a 10-year time period.

Findings – The field is highly fragmented, without one theory being the dominant one. Most of the research is concentrating on the normative motives. Most of the methodological approaches tend to be cross-sectional, describing a unidimensional aspect of sustainability and occurring at one level of analysis at a time.

Research limitations/implications – Although the author considers that the right search terms have been used, the adoption of these words might be a limitation of this study. The important knowledge gaps identified by this study allow us to develop a research agenda for future.

Practical implications – The human resource departments, involved in the recruitment, selection and retention of the sustainability managers could benefit from the findings of our study.

Originality/value – The paper provides a rigorous review of the managerial drivers for sustainability across a 10-year time frame.

27:03 A genre analysis of ISO 14001 from governmental documents to green marketing

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Aim: The aim of this study is to examine the market value of the environmental standard ISO 14001 in a chain of discourse genres from governmental documents to firms’ green marketing texts and investigate if the value changes when passing through the chain.

Short summary and conclusions: ISO 14001 is one
of the most commonly used ISO standards and it is a set of standards designed to improve a firm's environmental management and has mostly developed since the beginning of the 1990s. It can be a part of green marketing, which has developed during the same time period. The presence of ISO 14001 on the market as a voluntary standard is rarely questioned and is often justified due to the benefits in terms of governmental costs efficiency and an increased interaction between governmental actors and firms. The conclusions of this study are that the awareness of alternatives to the ISO 14001 is not present in the discourses that have been examined, also not in the beginning of the genre chain. Nonetheless, ISO 14001 seems to have increased the environmental awareness for firms using the standard and it has also increased environmental pressure on those that are not tied to the standard. However, the awareness of what actual environmental effects that can be gained through the standard of ISO 14001 is only visible in an early part of the discourse genre chain and almost not at all in the genres representing the firms on the market. ISO 14001 becomes merely a symbolic value to the market actors and its content of lesser importance.

27:04 Competitive advantage through environmental responsibility?

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Competitive advantage through environmental responsibility?

In recent years there has been increasing interest in the environmental impacts of aviation and some airlines have begun to address this issue more seriously. At the same time also the competition in the aviation industry has become much tougher. This study focuses on the question whether showing pro-active environmental behaviour could work as a differentiation strategy for airlines, which are acting more responsibly, helping them to improve their competitiveness. For this purpose one airline showing strong pro-environmental behaviour in the recent years was chosen as an example: Finland’s flag carrier Finnair. This paper presents the results of a questionnaire conducted among 148 Finnair customers on their opinions and attitudes towards environmental aspects of flying, such as a modern and fuel-efficient fleet, direct flights, carbon offset, emissions calculators, and environmental concerns of flying. The results showed that there are air passengers who consider the environment when booking a flight, although this was not the majority. The study also found that the participants see additional value in a modern fleet and direct flights, but not all of them were ready to pay any extra for that.

27:05 Spa industry- are there any environmental challenges?

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This article focuses on sustainability and environmental challenges in spa industry and describes motivations and possible barriers spas can face while addressing these challenges. Environmental issues are gaining on importance for spa industry, as visiting spa becomes a popular leisure activity, leading to steady growth of the industry and increased public visibility. Spa companies are known to consume natural resources such as energy or water, cleaning chemicals, personal care and disposable products, as well as to produce waste, in amounts related to the type of spa. Additionally, as customers' environmental awareness increases, they are becoming an important stakeholder group interested in receiving wellness treatments not burdened with substantial environmental impacts. The research related to this field is however still rather fragmented and not well represented in academic literature. This meta-analysis highlights therefore the sustainability challenges in spa industry by drawing upon existing academic literature related to this industry as well as to better established research fields of sustainability in hotel and hospitality industries. With use of comparative analysis it demonstrates the relevance of sustainability concept for spa industry, discusses the environmental implications of spa operations as well drivers and possible obstacles for companies to tackle them. It also highlights the potential role customers may play in the greening process of spas. This paper contributes as well to development of the research field by highlighting possible future research directions.

27:06 Tourists view on attributes for development at ski resorts in Sweden

Anna Sörensson¹, Yvonne von Friedrichs ¹.

¹Mid Sweden University; (SE).

The aim with this study was to investigate the tourists' level of satisfaction concerning different sustainability factors on ski resort in Jämtland Sweden, in order to find key attributes that can work as a driver for sustainable tourism development in the region. The data was collected by quantitative questionnaires consisting of 42 attributes that was graded on a likert scale from 1 to 6. The questionnaire was handed out to tourists at ski resorts in the county of Jämtland in Sweden. The result can be used for tourist producers in order to develop the sustainability aspects on the destinations. The preliminary result also shows that tourists do not find sustainability issues important when choosing ski resort.
27:07 CSR engagement in SMEs – a qualitative meta-synthesis
Ning Li¹, Zuo Min Wen², Anne Toppinen³.
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In this paper we outline the status quo of ethics and corporate social responsibility (CSR) in small and medium sized enterprises (SMEs). The initial findings of this paper are based on qualitative data derived from 150 existing studies to summarize what we know about the topic. The intent was to explore how SMEs respond to the CSR agenda and to highlight current best practice. Our preliminary results reveal that how, what’s and why’s CSR in SMEs: how do SMEs respond to the CSR agenda, why do they, what sort of activities are SMEs engaged in and what are the issues that they face in meeting the challenges of CSR? The results also indicate that the CSR practices and strategies of SMEs tend to be greater than expected and are distinguished from large firm approaches; the determinants of CSR among SMEs may be less rooted in local contexts than we are led to believe in the CSR literature. To demonstrate the variety in CSR strategies, we provide some firm-specific perspectives on CSR and SMEs with a closer look at market-, regulatory- and operation-based initiatives.

27:08 Innovation in new service development: Drawing on experience from implementing CSR strategies in a web design IT based company
Kjartan Sigurdsson¹.
¹Reykjavik University.

There are indications of increased pressure on SMEs to demonstrate CSR which may involve opportunities for SMEs to increase their competitiveness and broaden their portfolio of service offerings based on implementing a CSR strategy. The purpose of this research is to contribute to this gap and focus on CSR as a progenitor of new service development in SMEs. This research will examine the journey of an SME from its initial interest in CSR, through the implementation of a CSR strategy and on to the development of a new service offering based on the new thinking that came about. Furthermore, the intention is to shed light on the question of how SMEs can implement CSR strategies to good effect and in particular, how implementing a CSR strategy can form the basis for the development of new offerings that fall outside a SMEs’ previous scope of activities. For managers, the research will offer suggestions about what kinds of activities and decision-making are needed when implementing CSR. It will also give implication to how implementing CSR can instigate a change in corporate culture resulting in the development of new offerings that can appeal to new customers and market segments. An initial finding is that the main driver of one of the new service development projects in the SME studied was the new thinking brought about by the process of implementing a CSR strategy.

27:09 CSR implementation as Organizational change processes at La Poste
Christelle Havard¹, Marc Ingham¹.
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Objectives
This paper presents and discusses early results from a research on the genesis and evolution of CSR policies at La Poste.

- It develops a conceptual framework drawn from the literature on CSR implementation as a change process. The literature review focuses on Corporate Social responsiveness (Ackerman & Bauer, 1976) in a contextalist and process approach of change (Pettigrew, 1987).

Methodology. The analysis of secondary data complemented by interviews enabled to identify key steps in the evolution of CSR policies.

Results:
- The company has a long tradition related to CSR policies even if it was not formulated and professed (civil service as the essence of its mission and activity, dialogue with public authorities, social dialogue, HRM practices …)
- Changes in both the external and internal contexts led to formulate a company-wide CSR Policy that has been expressed in its mission and strategic plan (2009–2014)
- In parallel, the company has put in place managerial methods and tools to support social responsibility and responsiveness.

Conclusions
We conclude that the implementation of a CSR policy has to be considered as a process in which not only top but also line managers play a central role.

Acknowledgments
This work is part of a doctoral project on the implementation of CSR policies in SMEs being carried out at the University of Haute Alsace, France under the supervision of Prof. Dr. Jean-Marc Rose (Burgundy School of Business, France). We would like to thank all our colleagues and interviewees, especially the management of La Poste.

27:10 The role of employees when implementing CSR
Snjólfur Olafsson¹, Brynhildur Davíðsdóttir¹, Lára Jóhannsdóttir¹.
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Corporate social responsibility (CSR) is now high on the agenda of many companies because of external and internal pressure. If a company wants to be socially responsible, the first step usually is that top managers make commitment to do so. But that is only the start; the implementation demands much effort and is a long-term project. The paper seeks answers to the question of the employees’ role in the implementation.

The paper is mainly based on the Ph.D. study of one of the authors, which conducted a multi-case study.
including 16 Nordic non-life insurance companies, focusing on the environmental factor of CSR. Qualitative methods were used to collect data, including 74 interviews, observation, documents, reports, website information and so forth for triangulation purpose.

The results were to a large degree consistent with the literature on change management and strategy implementation, e.g. concerning the importance of the leader’s role. The interviews clearly showed that the implementation of environmental responsibility is a never-ending project, which requires a cultural change and the participation of many employees.

A part of change management is to deal with resistance to change and this surely is the case when implementing CSR. Some of the interviewees expressed the opposite view as well, i.e. they really want the company to be socially responsible. Thus, part of implementation of CSR should be to remove barriers, which employees see. It is reasonable to assume this to be true also for most other companies and CSR in general.


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This paper addresses the similar developments of strategic approaches to CSR and HRM. Even though the two frameworks partly have developed during different time periods, and only have referred to each other in a few examples, the similarities are considerable. They both operate within a very open systems approach; simultaneously works with an inside-out and an outside-in perspective, and finally both approaches have a highly focused and specific world view orientation. This way the CSR and HRM have much more in common than the highly separated research tradition justifies. In the paper, Danish developments within the two domains are mapped through desk research, and speculations are presented concerning the advantages and disadvantages of the strategic initiatives taken on CSR and HRM. This way the paper presents future scenarios for the two approaches and how this will lead to very different outcomes.

27:12 Insurance perspective on talent management and CSR

Lára Jóhannsdóttir1, Snjólfur Ólafsson1, Brynhildur Davíðsdóttir1.

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Purpose – The insurance industry is facing a problem in of attracting new talent. Insurers are competing with other industries for talent while clients simultaneously demand more service from insurers. The industry is regarded ‘un-sexy’, having poor reputation, and the talent pool is limited. The aim of this paper is to explore if CSR/sustainability can be used to attract talent to the insurance sector.

Design/methodology/approach – The paper is based on the PhD study of one of the authors, which conducted a multi-case study including 16 Nordic non-life insurance companies, focusing on the environmental factor of CSR or environmental sustainability depending on the company’s terminology. Qualitative methods were used to collect data, including 74 interviews with insurance executives and specialists.

Findings – The paper suggests that focus on social responsibility can be an enabling condition when attracting talent, i.e. if companies have higher agenda than gaining more profit today than they did yesterday.

Conclusions – Running a successful business requires companies to recognize the megatrends that will alter their business environment. If they incorporate and deal with issues that will be key concern for their future employees they are more likely to succeed in attracting talent.

27:13 Governance and Corporate Social Responsibility in insurance companies: Evidence from French insurance market

Jessy Troudart1, Eric Lamarque2, Pedro Arbulu3, Radouane Abdoune4.

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Abstract: The term of Corporate Social Responsibility (CSR) has been widely used in the business management literature these recent years in order to describe companies of all sectors and sizes that include socially responsible practices. The social and political changes caused by globalization have raised new questions as well as expectations about governance and social responsibilities. More and more companies of all sizes and sectors are recognizing the importance of their role in society and the real benefits of adopting a proactive approach to Corporate Social Responsibility (CSR) (Georgeta, 2008). In France, insurance companies (life insurance companies, mixed insurers and general insurers) are major social and economic players. The aim of this study is to investigate the effects of Corporate Social Responsibility on the French insurance companies regarding their organizational forms and their mode of governance.

It should be noted that two organizational forms dominate the French insurance market: The stock insurer and the mutual insurance companies. As the matter of fact, insurance companies’ aim is to maintain the economic agents’ security. There are significant differences between different insurers’ forms and also between CSR’s practices. In fact, in a stock insurer, the owner function is separated from the customer function as well as from the manager function. By contrast, in the mutual one the owner function is merged with the customer function.

Thus, in this study we try to understand the effects of Corporate Social Responsibility on both stock insurer and mutual insurance companies in the French market.
**27:14 Responsible investment – how is it framed by Finnish pension fund key decision makers?**

Riikka Sievänen¹.  
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Responsible investment is growing strongly and it is described to mean investments that account for environmental, social and corporate governance factors as well as transparency and long-term perspective (PRI 2012; Eurosif 2012). The implementation of responsible investment takes place by using approaches such as negative screening and engagement.

However, no studies have reported on whether these descriptions actually capture the way large institutional investors such as pension funds actually frame responsible investment. This is the core of our study. We use attitudinal variables from a survey data on Finnish pension funds (N=37). Factor analysis and LSD post-hoc tests indicate that responsible investment is framed by five dimensions. The LSD post-hoc tests and a variable measuring whether the pension fund has a responsible investment strategy show that there exists significant differences based on the existence of a responsible investment strategy only in one factor. The results indicate that the often used classification of investors based on the existence of a responsible investment strategy is not much related to the way responsible investment is framed, i.e. responsible investment is perceived in heterogeneous ways, irrespective of whether pension funds are engaged in responsible investment or not.

Our analysis brings results with novel aspects to responsible investment literature and support the view that responsible investment is a heterogeneous concept (e.g. Sandberg et al. 2009). The limitations include the weak generalisation of the results to pension funds in other countries. The findings can be helpful for decision makers, scholars and for institutional investors.

**27:15 Factors explaining French trade unions’ strategies in the field of CSR**

Christelle HAVARD², André SOBCZAK¹.  
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Objective: Since the beginning of 2000s French trade unions have negotiated international framework agreements on Corporate Social Responsibility with firms. Some trade unions developed also CSR policies on a cross-level industry. However few has be written in the academic literature on the role played by trade unions, more exists on the critical role played by companies. The paper tries to explain the way and why French trade unions can be drivers for developing Corporate Social Responsibility in France.

Methods: The paper is based on a literature review on CSR issues and factors influencing organizations strategies and on two rounds of interviews made in 2006 and 2012 with French trade unionists at cross-industry levels and one industry level.

Results: We identify different union strategies and different critical contextual factors for explaining these strategies.

Some unions developed pro-active strategies (CFDT and CFTC), while others adopted reactive strategies (CGT and CFE-CGC) and another had a critical strategy (CGT-FO) on CSR. But each trade union developed a discourse on CSR, and the more active unions engaged in real communication, developed training actions for their members and put in place dedicated experts teams.

Many kinds of factors can explain the different unions’ strategies.

- Institutional factors concerning the legal framework (mandatory social and environmental reporting, incentives to negotiate for social partners the industrial relations system) and the role played by public authorities in the organization of stakeholder dialogue on social and environmental issues since 2007.

- Strategic factors: CSR is a way to compete for membership, to be marked for the social dialogue actors.

**27:16 Sustainability reporting in a large Russian oil corporation. Production safety issues.**

Natalia Andreassen¹.  
¹University of Nordland; (NO).

The phenomenon of sustainability reporting has embedded the globalized concepts of «CSR» and «sustainability» into management and financial accounting. The introduction of the sustainability concept in the Russian context has been influenced by the unique socio-economic and political conditions in Russia and importance of energy sector during more recent times. Energy companies became leaders in integrating the sustainability reporting idea. Production safety issues have also gained importance due to major and severe accidents taking place in the energy sector. The recent catastrophe in The Gulf of Mexico has created worries about how oil companies deal with safety and whether corporate reports provide information about the companies’ actions. The focus of this study is: how are production safety issues represented in the sustainability reporting of a major Russian oil company?

This study views the sustainability reporting phenomenon in terms of norms and practice in the case of the largest Russian oil company Rosneft. Content analysis method uses the lens of production safety questions. The dominant theoretical approaches and study objects in the mainstream CSR accounting literature are discussed based on the empirical results.

The main findings reveal which sustainability reporting guidelines are more relevant in guiding production safety disclosure in this setting. It is also shown that the stand-alone sustainability report is more significant with regard
Managers’ perception of the role of business schools in ethics education

Throstur Olaf Sigurjónsson¹, Audur Arn Arnardottir¹, Pall Rikhardsson¹, Vlad Vaiman¹.
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This research deals with a multitude of perspectives on ethics education in business schools, seen by the eyes of top level managers. This paper deals with Icelandic managers’ perception of the role business schools can play in ethics education. The authors examine whether ethics education or more precisely, the lack hereof, played any role in the financial collapse of Iceland in 2008, and whether business schools should contribute to developing the moral characters of their students, who will ultimately become the next generation of business leaders.

By surveying a sample of more than 400 managers of the largest Icelandic private and public organizations, this research verifies that business schools are partly to blame for the unethical business behavior displayed by their graduates. Furthermore, managers demand that Icelandic Universities take active responsibility in fostering students’ business ethics by introducing and developing special curriculum integrated in various courses in every program. The respondents also argue for business schools’ participation in the society’s discourse on business ethics, perhaps in the forefront of these discussions.

Managers further admit that there is a need for them to improve their own stance through re-training and continuous education in business ethics. Finally, the research outcomes illustrate what may be needed to enhance ethics education at a University level.


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Business organizations often need to make tough decisions. How do we choose projects? How should we plan our projects? How should we execute our projects? How should we finalize our project? How can we identify the risk that the project might impose on us? The paper shows how such questions can be approached and answered with a new decision-making tool, the Project Ethics Tool (PET) that identifies risk (including ethical risks) in projects. The method can be used to analyze the risk of any undertaking from the perspective of the project leader, project team, project organization, society and future generations. The research question the paper aims to answer is: How can business organizations evaluate and deal with ethical risk in projects? The paper answers this question by putting forward the PET as a new online research tool. Our findings indicate that our method, based on classical ethical theory, can help project owners, project leaders, project teams, policy makers and stakeholders to identify, evaluate and make ethically sound decisions. The PET demands ethical thinking from stakeholders and invites them to view the ethical aspects of their projects as success factors. Hence, the PET promotes ethical awareness and encourages project leaders to develop their own approach to become more socially responsible and make more sustainable decisions in future situations. The data shows how the PET clearly helps in identifying project risk, assessing the relevance of this risk, and in how to successfully deal with it within the project, program and portfolio management.

A societal perspective on business and sustainability: a comparison between Nordic and Baltic countries

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The aim of the paper is to discuss similarities and differences with reference to how companies in the Nordic and Baltic countries deal with issues of sustainability and CSR, and how they in this respect relate to actors such as other businesses, governments, consumers and NGOs. Empirically the paper is based on company case studies from all the Nordic and two Baltic countries (Estonia and Lithuania) conducted during 2011, 2012 and 2013. A critical perspective related to the theoretical framework was used in the analysis of the companies and organizations. The methods used were interviews and document studies. The case studies demonstrate that the commitment for the companies to deal and engage with sustainability issues and CSR differ according to company size, industry and external factors (customers, NGOs and/or governmental legislation and procedures) which push the companies towards more sustainable behaviour. Differences are specially observed between the Nordic countries with a long history of attention towards sustainability compared with the less developed sustainability engagement in Estonia and Lithuania. In this respect, contextual and cultural issues related to the countries different historical heritage and the presence or not of a strong environmental movement are discussed as possible explanations. Push factors for Baltic companies to engage in sustainability issues and CSR seem to be foreign customer demand or issues of being perceived as modern and western oriented businesses. As such export oriented companies show greater interest and commitment to sustainability and CSR than those operating only in the domestic market which still seems to be influenced by the former Sovjet union mentality.
Corporate taxation has recently been at the forefront of media discussions, as the tax practices of household names like Google, Apple and Starbucks have been exposed to the glare of the media. The common denominator for these stories was the low amount of taxes these organizations were paying, either as a whole or in specific countries, and the lack of publicly available information. The media stories tended to involve descriptions of complex organizational structures and dubious arrangements, some of which were officially located in low-tax jurisdictions.

This case study seeks to contribute to the emerging debate regarding the interface of corporate taxation and corporate social responsibility. The paper describes in detail a tax planning arrangement of one multinational company that uses transfer pricing to gain considerable tax savings. This arrangement is contrasted with an examination of the company’s disclosures over a ten-year period from a taxation perspective. Despite its numerous policies on and public commitments to corporate impact, this company is found to have utilized an aggressive tax planning arrangement to improve its profitability. Despite its claimed commitments to accurate, fair and transparent communication, moreover, the company has made only limited disclosures on taxation over a ten-year period, and issues such as tax planning, tax risks and tax compliance have been omitted completely. The findings indicate that the veracity and integrity of company tax planning arrangements and related disclosure cannot be assumed, and this emphasizes the transparency of corporate activities and wide availability of public records as vital elements for public debate regarding the role of corporations in society.

Corporate social reporting in the Finnish forest sector – A political economy perspective

Hannele Mäkelä

Corporate social responsibility (CSR) has emerged as a critical concern in the business-society relationship and report corporate social performance. What kind of corporate impacts are identified, measured and reported? How and from what perspective? The study uses methods of content and discourse analysis to study the disclosures of two Finnish forest sector companies during 2000–2008, wherein a major structural change in the industry was experienced. From the political economy perspective the study analyses and problematizes the limited and partial nature corporate disclosure and makes explicit the political nature of it.

28:04 Stakeholder dialogue for accountability – a critical assessment of misleading functions

Salla Laasonen, Virpi Malin, Marjo Siltaoja

Dialogue as a concept has been brought to organizational discourse as a promising means advancing corporate responsibility (CR) and global governance. As the concept has become popularized, dialogue has become a taken-for-granted part of organizational terminology without necessarily conveying clear meanings. In this conceptual paper, we argue that the ‘positive popularization’ of dialogue has led to instrumental and normatively constructed models and methods that in fact are contradictory to the original idea of dialogue. We problematize the prevalent adoption of the concept of stakeholder dialogue by drawing on two distinctly different theoretical foundations on dialogue: critical pedagogy of Paolo Freire and deliberative democracy of Jürgen Habermas. We argue that the concept of dialogue embraces two different set of functions that have become blurred in current stakeholder dialogue models. Those two functions are a learning function and a decision-making function of dialogue, and we argue that explicit differentiation of these functions is essential especially in terms of accountability. Two conclusions are drawn: First, we call for a more explicit differentiation between the two different functions of dialogue within the current CR discourse. Second, we argue that the current furthering of decision-making based dialogue in connection with global governance and accountability mechanisms should be treated with substantive scepticism particularly in the developing country context. We therefore bring forth situational attributes that warrant consideration if and when promoting a certain type of dialogue in a given context.
28:05 On the anatomy of financialization: Construction of scarcity as a form of control

Johan Alvehus

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The concept of financialization has emerged as a way of explaining contemporary institutional changes in the workings of capitalism. Changes are perceived on a macro level as well as in everyday life. Within the context of work life it has been noted that financialized control forms have become increasingly common, transforming labour politics. Financialization enters into the everyday lives of workers, and becomes grounds for game-playing as well as control. This study engages with the concept of financialization at the level of everyday life, investigating the ontological foundations of financialized control and its relation to the logic of capitalism. It is claimed that in order to understand the concept of financialization, the construction of scarcity needs to be addressed.

In order for financialized control to appear as relevant, the object over which control is to be effectuated must first be constructed as scarce. In mainstream economics, resources are by their nature scarce, except in extreme cases. It is seldom addressed how they become viewed as scarce. This paper addresses the latter issue through an in-depth reading of an empirical case where financialized control has been employed. The case is read through the economic theories on excess of Bataille and the social psychology of Goffman. In order for financialized control at the level of everyday life, investigating the ontological foundations of financialized control and its relation to the logic of capitalism. It is claimed that in order to understand the concept of financialization, the construction of scarcity needs to be addressed.

28:06 User perceptions in socio-ethical sectors

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Purpose

This paper concerns the use of intangible variables (data on customer satisfaction and related perceptions) for performance assessment and comparison of delivery systems (private business vs. public sector actors). The focus is on benchmarks between different providers in service delivery within i.a. public transport, health, education and elderly care. Comparisons are done with input and output measures specified by different stakeholders.

The EPSI (Extended Performance Satisfaction Index) Rating initiative is taken as the empirical basis for the study. This is a Pan European program for developing and generating non-financial measures. Empirical results from the Nordic countries are used in context for the period 2000 till 2012.

Methodology and approach

Satisfaction and loyalty scores are derived from the EPSI structural equation model on corporate and establishment level, as well as for aggregated sectors and industries. In this study focus is on a comparative study of results from a set of socio-ethical sectors in the Nordic countries during a 10 year period. Possible differences between domains are analyzed and commented specially, as well as comparisons between input, output and performance measures. By this benchmark efficiency in the eyes of different stakeholders are assessed.

Main findings

The comparative study points at a number of significant differences in the performance as assessed by users, and in relation to input/output measures specified by various stakeholders. In both health and education the average satisfaction is higher for private providers, while the opposite is documented for elderly care. Significant time trends are also highlighted.

The paper makes contributions to the ongoing debate between public and private providers.

28:07 Differing modes of Co-Existence Between Two Conflicting Institutional Logics: The Story of MySQL, the database that runs the Internet

Mikko Vesa, Linus Nyman, Catarina Ahlvik

Hanken School of Economics; (FI).

This paper studies the practice of code forking. The right to fork code, that is, to copy, modify and release a program as a new product, is guaranteed by all open source licenses. Code forking is normally used for non-competitive purposes, such as the creation of a new version of a program with specific utility for a dedicated subgroup of users. However, code forks intended to compete with the original product for the same user and developer base are extremely rare and are commonly negatively received within the open source community. In 2009 one of the core database programs that run the modern, digital world known as MySQL was forked as MariaDB, which became a commercial challenger to the original. This paper documents the ensuing battle that raged between Oracle, who had acquired the controlling rights to MySQL, and the open source community who responded with the MariaDB fork.

Our study is based on a longitudinal, single-case study of the open source code database industry (Pettigrew 1990, Yin 2003). We utilize archival data as our primary data source, complementing our findings with industry expert interviews and both conventional and social media text.

This paper makes three contributions. Firstly, we explain code forking as a central strategic practice (Jarzabkowski, Balogun and Seidl 2007) in open source license- based software development. Secondly, taking a strategy-as-practice perspective (Whittington 2006) we longitudinally explore the effects of code forking in the development of the database software industry.
28:08 Advantages and challenges of digital service guidance in early childhood education

Eija Koskivaara¹, Päivi Pihlaja¹.
¹University of Turku; (FI).

The study explores current status of service guidance in early childhood education (ECE) and proposes concrete development frameworks to support families’ equal and even-handed treatment when they are deciding and selecting the ECE provider. Especially the study explores the advantages and challenges of digital guidance in order to increase democracy among families and children.

This is a case study from one big municipal in which it is anticipated that the amount of children in ECE will rise about 15% in the next five years from 6000 to 7000 children. This growth is anticipated to continue with the same growth rate the next ten years. At the same time the municipal is aiming at and collecting experiences of expanding service providers’ ecosystem with vouchers to private sector. To some political parties this is fundamental issue either supporting or not supporting the tendency. At the same time the total costs of ECE between different kinds of service providers are not totally comparative. This challenges decision making process. And in many cases not all the different kind of services nor their costs for families are easily to find from the municipal home page. This challenges information society where in the different kind virtual social networks rumors moves form one place to other exponentially faster than neutral information.

29:02 Temporality of boundary objects as a post-industrial mode of organising

Nina Fowler¹, Anna Larsson¹.
¹Uppsala University; (SE).

Project management may infer greater flexibility than ever before to industrial activities, yet still fails to describe the organic and flexible nature of organising (Lindahl et al. 2012); so we argue that projects exist only in relation to more stable and bureaucratic modes of organising. Star’s (1989, 2010) boundary object model incorporates the often highlighted notion of flexibility but also, central to our proposal, encompasses the aspect of time that so many miss in her analysis. Departing from this reading of her work, we propose that boundary objects and their life and death cycle offer new possibilities for conceptualising and framing a creative mode of organising. This mode of organising incorporates movement as a tacking back and forth between what we have chosen to label as feminine and the masculine functions in project work or a tacking between the ill- and the well-defined.

Two cases are used to narrate and illustrate movement and temporality in modes of organising drawing on the cyclical model of boundary objects. A common denominator in these cases is that they involve moving water, one addressing its industrial use (sun generated energy) and the other its regulation for protecting new developments (moon generated tides).

From these illustrations we propose that the infrastructural phase of the boundary object/project is resisted
through the natural threads of creativity, movement and flexibility inherent in the movement of work activities, and that the negotiation of structuring the boundary object is performed until it reaches either an univocal regulation found in industrial settings – in our cases the physical construction of a concrete and costly artefact – or a complete re-negotiation of the boundary object to birth a subsequent cycle and the continued existence of activities in movement.

29:03 Serendipity in business relationships beginning

Andrea Perna¹, Andrea Runfola², Simone Guercini³, Gian Luca Gregori⁴.
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This paper is dealing with serendipity in business relationship beginning. Serendipity as concept is most likely associated with episodes that have positive influence on certain events, such as in our study the initial phase of development of a business relationship. Serendipity has been defined as «the accidental discovery of something that, post hoc, turns out to be valuable» (Cuhna et al. 2010). This conceptualization has been exploited in a number of social sciences even though it has not been so much assumed in management studies where it might be considered as central aspect.

Hence, this paper will point out which role serendipity plays when a business relationship starts by looking at how events and accidents might affect the development of successful relationships.

Relationship beginning, mostly within the industrial context, appears to pose specific problems with important consequences for the management of the business relationships even though this topic seems being not enough discussed in management research (Edvardsson et al., 2008). One reason is that the economic benefits arise when substance is created after certain time that the relationship takes off. Another motivation concerns that the initiation is usually a blurred phase of the relationship. Methodologically we will refer to a single longitudinal case study. Empirically we look at the serendipity role when interaction begins between a supplier and a new customer in a cutting edge industrial field such as automation and testing.

The main contribution of the paper is to point out a different perspective of relationship start.

29:04 Ecodesign in electric and electronic waste, is the recycling industry the culprit or the victim of this framework directive?

Jolanda van Rooijen¹.
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In a world in which consumers buy, use and get rid of electric and electronic equipment (EEE) in an ever faster pace, this waste of electric and electronic equipment (WEEE) creates challenges. WEEE contains both hazardous and toxic waste but also valuable waste such as metals and plastics that potentially can be fully recycled. Waste is more and more considered as a valuable resource worth recycling. Electronic waste or e-waste is referred to as e-scrap in the recycling industry to express the value of it. The newest Ecodesign Directive (2009/125/EC) has included EEE, but which practical consequences has it had to this date?

Bound by frameworks and law, recycling moves in a field where producers and recyclers are not necessarily talking the same language. Producer responsibility, RoHs and REACH directives all have their basis in making the production of EEE less or no hazardous, but new products contain new materials that cannot automatically be recycled when they become waste. Then for whose benefit is the ecodesign for?

Who are the actors that determine the social construction of facts and artefacts that come to the public attention concerning ecodesign of EEE? In “New Directions in the Sociology and History of Technology; Bijker, Hughes and Pinch” (2012) describe this phenomenon which will be applied to WEEE in this paper.

Taken the basis in the revised WEEE Directive 2012/19/EU be implemented in Swedish law that had been on referral in Sweden winter 2013. 62 authorities, governmental agencies, non-governmental agencies and industry were asked to input. Their written input followed with in-depth interviews of several responses will be presented in August 2013.

29:05 The cloud, the factory and the mountain: reflections on the information society

Lennerfors Thomas¹.
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This paper aims at discussing visions of the post-industrial information society, and describe how ideas of the pre-industrial and industrial linger in it. The paper thereby aims to contribute to an understanding of the present information society as one the meaning of which is all but fixed. Rather, to understand and to construct the information society, people are drawing upon notions of the pre-industrial and the industrial.

I will make this argument by reflecting upon an empirical investigation currently undertaken about mainly Swedish data centers – large amassments of computer equipment (mainframe, mid-range, etc…). Discussions on data centers have been more prominent with the appearance of cloud computing – this is the movement into the cloud. Using the notion of the «cloud» indicates that the information society (or indeed information technology) is something immaterial – something opposed to industrial machines, pollution and noise, something indeed post-industrial.

In the empirical investigation, different discourses and practices about these datacenters have been noticed – one is to race towards large scale. The new Facebook datacenter in Luleå might be a good example of this. It is
big. It draws on hydropower and it uses the free air from nature to cool its content. Facebook Luleå is a newly constructed establishment, but other examples concern when datacenters move into an existing factory that has been shut down. Is this guided by an idea of the industrial?

A second discourse and practice is the movement back into nature. A particular datacenter in Gothenburg is hardly visible from air, it is in a Natura 2000–area, it allegedly contributes to the local environment and the wildlife in it – a datacenter that completely harmonizes with nature. Another trend is to move datacenters into the mountain, caves that often have been used as military facilities until the end of the Cold War. A datacenter in southern Stockholm is inside the mountain, it is perfectly safe, it also contributes with heat to a residential area, not spoiling its heat waste. Is the movement into the mountains just for the increased security, or are there more romantic notions at stake here, something pre-industrial?

**29:06 Social media in B2b marketing**

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The diffusion of social media has opened new avenues for businesses to gain customer insights and to manage customer relationships. The Internet has spawned a new and unique source of information and value creation not only for the businesses but also for customers and other actors in the market. Management apprehends the need to be “on”, but is confronted by the challenge of grasping the implications of growing use of social media among various stakeholders and of finding ways to cope with the consequences of the diffused use of social media.

While business-to-consumer companies that intend to approach social media can rely on several success stories and theoretical guidance, less of these are available for business-to-business companies. In this paper we explore how social media affects business practice in business-to-business companies. In particular we focus on the organizational challenges social media are imposing on company’s boundaries setting and re-setting so as to include the relevant players. The case study we present is exploratory and describes how a B2B company (Modecor Italiana) starts to explore the impact of social media use on their operations customer relationships and the market position and is set to identify opportunities to use social media in marketing. The main sources of data in our case were in-depth open interviews and Web monitoring aimed at observing the online presence of the company, its direct customers, customers’ customers and competitors. Sites, blogs, forums and various initiatives in related communities were also monitored. In conclusion we propose that engaging with social media means for the company to give up some of control over the communication because, everybody – industrial customers, final customers, and other stakeholders such as field experts and influencers – can contribute to the content and direction of communication flows in the relevant business network.

**29:07 Designing Functional Solutions: Managing Experiences of Industrial Customers**

*Hanna Luoto¹, Olga Perminova, Magnus Gustafsson, Magnus Hellström.*

¹Åbo Akademi; ²Åbo Akademi; ³Åbo Akademi; ⁴Åbo Akademi.

The concept of service in industrial management research has become broader and shifted from focusing on the customer’s equipment towards more holistic understanding of the customer’s assets and value-creation. For industrial suppliers this implies integration capabilities, as a factor for providing solutions to a different customer segments. In the light of the recent research solutions are designed based on the traditional goods-driven manufacturing practice, where the value-creation begins from the premises of the supplier company, ignoring the uncertainty that service as a part of solution stands for.

We are referring functionality as a mechanism for designing solutions supporting strategies of the target industrial customer. Functionality is related to solutions development and management including knowledge and understanding of the customer’s strategy, market environment and their interrelationship, i.e. defining the elements constructing customer experience. We present that uncertainty in functional solutions emerges due to a lack of knowledge of customer’s demand for operational support or market situation, combined with supplier’s inability to demonstrate the long-term value supporting customer’s strategy.

Further extending from the field of service management, we are discussing the role of service design as a practiced-based mode of research that pushes managers towards thinking how socially constructed and uncertain industrial solutions could be made to work.

In this paper we look for an answer in three cases from the energy, mining and shipping industries. As a result we present a practiced-based framework for designing functional solutions that has been constructed based on the qualitative collaborative research.

**29:08 Externalization of R&D – a competitive advantage for Sweden?**

*Magnus Gens¹, Eric Giertz¹.*

¹KTH (SE).

New technology can be the basis for new products, new services and new companies, but it is also a threat to existing companies. As a consequence great companies are challenged when new technology enters into their existing products. This was also true for large engineering corporations in Sweden when electronics made an entrance into their traditional mechanical products some 50 years ago.

How did early adopters in Sweden, like Ericsson and Saab, handle this challenge? They did not choose to rely entirely on in-house competence. They also hired very qualified IT consultants. A new IT consultancy industry, which was different from the ERP consultancy busi-
Observations from two companies

The IT consultancy industry, focusing on developing new products and services for their customers, still plays an important part in Swedish industry. In a recent quantitative study, made for the Swedish Governmental Agency for Innovation Systems, we identified more than 350 such companies, with about 15,000 employees. But the sector is dominated by a handful domestically owned and operated companies, which serve the Swedish engineering industry with development of embedded systems and software. In this article we examine how the customer base in those companies has changed over time.

The conclusion is that thanks to the externalization of R&D the competence has not been locked in. Instead engineering companies in one industry has been able to benefit from competence and experience developed in other companies in different industries.

**29:09 Challenges in setting up the sales process for services in international and industrial context – Observations from two companies**

**Toni Mikkola**

1 Tampere University of Technology; (FI).

During the past decade, servitization has got a lot of attention among the academics and practitioners (e.g. Ostrom et al., 2010; Gebauer et al., 2012; Kowalkowski et al., 2012). This infusion of services into manufacturing industries is driven by threats, such as market power of global rivals and ever more complex customer needs, but also by opportunities, such as potentially higher margins and differentiation based on the unique resources (Gebauer & Friedli, 2005; Davies et al., 2007; Ulaga & Reinartz, 2011; Biege et al., 2012). The strategic role of services is well recognized and studied, but there is still much left. In industrial context, for instance, the existing empirical research has focused on single services instead of controlling the whole service portfolio and offering. This study deals with the offering and going into the selling processes. The aim is to recognize the challenges in setting up the processes that capture the characteristics of services as well as the requirements of the distribution channels and customers in international context.

The research data is gathered from two companies which have recently increased the role of services. The study builds on the interviews with the directors responsible for the service development and sales as well as sales managers. The analysis also includes the relevant documents related to recent servitization and sales processes.

Our results contribute the service literature with an empirical insight into selling industrial service offerings. Especially, our results highlights that the true profitability arise from the customers, not from the services.

**29:10 A Science Going Indie, by Selling Sensations? Exploring the conditions and consequences of a micro-financed academia**

**David Sköld, Kristoffer Severinson, Petter Forsberg**

1 Uppsala University; (SE).

Over the past eight years or so, the interest in micro-financed business ventures has virtually exploded. Artistic activities and adventurous events, technological developments and other entrepreneurial initiatives, now try to win the public’s favor and its excess capital on crowdfunding platforms such as Indiegogo and Kickstarter. Even scientific research has begun to experiment with this financing principle, through the platforms just mentioned, and through platforms dedicated exclusively to this kind of activity, such as iAMscientist, Microryza, SciFundChallenge.

These developments have typically been hailed as a most promising way for peripheral actors to get their means of subsistence directly from those who are best suited to understand the value of the offering at stake – namely, potential customers and other interested parties. Appealing to the public will enable them, moreover, to retain a bit of autonomy from traditional financial institutions and their desire for a return on investments, and together the originator and its community of supporters may seize a bit of power over the forces driving creative and intellectual developments. In short, it will purportedly render the 99% a bit of influence over investments formerly controlled by the 1%.

However, within the realm of scientific research, where a certain degree of autonomy, and a detachment from the dynamics of intellectual and industrial capital is already an important component, such a democratizing movement does not necessarily appear to hold as much liberating potential as in less privileged realms of society. Supposedly, a proliferation of crowdfunded scientific research would subject it to the will of less experienced laymen, and to more of a mass-market logic, than do established academic funding procedures (whether they are based on peer review or expert evaluation by specific councils). And one could easily imagine that this post-industrial funding principle, to increasing extents, would subject research projects to market mechanisms that feed off of a sensationalist and opportunistic ethos, and that encourage involvement/investment on grounds that are covertly political – as a means for manifesting your unique identity by distinguishing yourself from the other, for instance.

Taking as its starting point three different crowdfunded scientific development projects (of which one is a virus for cancer treatment that will be named after the single biggest donor, for instance), this paper sets out to explore the conditions for micro-financed scientific research, and the ethical and political dimensions invoked by these post-industrial developments – which may well imply that scientific research succumbs to an increasing sensationalism, and exposes itself to more of a mass-market logic, associated with an industrial era, than...
it has traditionally been doing. Furthermore, it looks into the consequences, as experienced by the researchers involved in these projects, of accommodating their research to such conditions.

**29:11 Entrepreneuring for social change – together**

**Mathias Karlsson**

‘Linnaeus University; (SE).

Entrepreneurship activities have lately been acknowledged to exist in the whole society, and are often referred to as social entrepreneurship. However, most research still adheres to the traditional and economic discourse in which business methods, individual entrepreneurs, instrumentality and rationality prevail. In order to understand relational aspects and how many meanings and values compete and influence social entrepreneurship a further reconceptualization is needed. ‘Entrepreneuring for social change – together’ could yield new insights because: (1) ‘entrepreneuring’ puts emphasis on the relational and processual character of ongoing entrepreneurship activities; (2) ‘for’ underlines that some entrepreneurship primarily aim for social value creation; (3) ‘social change’ provides a more nuanced concept than social value since it acknowledges that entrepreneurship yield changes through both creating and destroying value; and (4) ‘together’ emphasizes that entrepreneurship should be mutual, as inclusive as possible, and accept negotiations in order to avoid dominating visions of social value/change. These reasons encourage researchers to apply sociological and anthropological theories.

The complexity of ‘entrepreneuring for social change – together’ is empirically illustrated through IKEA’s social initiative ‘the Next Generation Project’, which mission derives from IKEA’s vision: ‘to create a better everyday life for the many people’. Drawing upon ethnography, narrative analysis and relational constructionism several stories and voices are elicited through dialogues. The stories come partly from women beneficiaries who through ‘entrepreneuring’ struggle to empower and emancipate themselves. They also come from employees who through ‘entrepreneuring’ struggle to fulfill their desire of creating a ‘better’ world. The study argues for reconceptualization of ‘social entrepreneurship’ in the context of corporate social initiatives to ‘entrepreneuring for social change – together’.

**29:12 Consumer Cultures as Industry, and Cultural Industries of Consumption**

**Dymek Mikolaj**

‘Div. of Industrial Engineering and Management / Uppsala University; (SE).

This paper will explore how consumer cultures are increasingly being perceived as an industry – but are also shaped and influenced into being industries by an eclectic industry of marketing communication that comprises brands, advertising agencies, media, public relations agencies, digital agencies and many more.

This paper will shed light on the issue of marketing communication (advertising/public relations industry) as a type of cultural industry. By applying Caves’ (2000) stringent analytical framework of creative/cultural industries, and juxtaposing with Hesmondhalgh’s (2002) perspectives, it will be put forth that the most rewarding perspective on the communication industry is as a cultural industry as opposed to merely seeing it as an extension of a strictly industrial and business studies-oriented perspective – contextualizing the connection of brand-agency-consumer with a cultural perspective, and not merely with a business function i.e. sales. The communication industry is increasingly acting on knowledge of (sub)culture, its expression forms, and how its dynamics can be incorporated into a client’s symbolic ‘brand universe’. Cultural branding (Holt 2004) is becoming a reality in many communication agencies by positing consumer brands as complex ecosystem (Bergvall 2006) containing cultural production as its main fabric.

This paper will base this inquiry by exploration of the organizational dynamics of a contemporary “cutting edge” marketing communications agency in Stockholm, Sweden. This study aims to highlight several tenets that are held true internally by this organization, but also larger issues in a larger, industrial as well as societal, context, that the resulting actions, opinions and artifacts shed light on.

**29:13 A wider perspective on research utilization at technical universities in Sweden**

**Petter Johansson**

‘KTH; (SE); 2UU; 3KTH.

There is an ongoing discussion concerning how academic research is utilized in industry and society and how this can be measured and encouraged through performance based resource allocation. In Sweden, this discussion also concerns the professor’s privilege, meaning that much of the utilization activity can occur without the knowledge of the administration and management of their universities.

This study has been conducted with the aim of getting an insight into and describing the research utilization activity at technical universities in Sweden. The study has been conducted through interviews with researchers at 20 different research divisions in the field of energy at two universities in the Stockholm region.

The study shows that there is an overall high level of collaborative and entrepreneurial activity in the divisions, but that large variations are evident. The differences between the research divisions’ potential and willingness to utilize research in industry and society depend both on technological conditions and personal preferences. Divisions that lack high levels of industrial collaborations and entrepreneurial activity have shown higher levels of collaborations with governmental agencies.

The results also show that performance indicators
such as patents and business start-ups do not apply well to all research divisions. These indicators only reflect commercialization aspects and therefore only show part of the utilization activity for certain types of research divisions.

29:14 Transformations in the pharmaceutical industry – A story from the inside
Anna Larsson1, Göran Lindström, Allan Simpson.
1Uppsala University; (SE); 2Uppsala University.

The pharmaceutical industry is undergoing a major transformation. The changes are among strategy and innovation researchers conceptualized e.g. as new commercial strategies and business strategies (Galambos & Sturchio, 1998; Rao, 2010), collaborations, capabilities and strategic alliances (Hernández-Cuevas, 2007, Ohba & Figueiredo, 2007) new marketing approaches, industry policies and intellectual capital (da Silva & Oliveira, 2007; Hess & Rothaermel, 2012) and technological trajectories and globalization (Parayil, 2003).

However, how can we elaborate further on this transformation and these changes from a broader perspective than offered by the various models and perspectives illustrated above. We suggest that the theoretical models offer an in-depth understanding mainly of more delimited aspects of this transformation. A related argument to the limitations of our models for understanding what is going on in bio-pharmaceuticals is brought forward by Dougherty (2007), who provocatively asks if models are trapped in the 20th century?

What if we instead turn to the practitioners’ points of view for a story of the transformations of the pharmaceutical industry, from the viewpoint of a biographically situated actor with a different standpoint on strategy and innovation than researchers within the area? Thus, we argue that by inviting a practitioner point of view, a view from an insider, we can get a different view of the complexities of the transformation, possibly also more comprehensive. In this paper we present the development from the 1970’s leading to today’s situation, and our main objective in the paper, is to formulate key issues and themes that can serve as foundations for future multi model research.

29:15 Opportunities in industrial service networks: a service integrator perspective
Tiina Mäkitalo-Keinonen1, Tanja Lepistö1, Ulla Hytti1.
1Turku School of Economics at the University of Turku; (FI).

Pursuit of an opportunity is the central act of entrepreneurship. While the majority of effectuation research takes the perspective of the entrepreneur we adopt the network perspective. Interactions with stakeholders form an important part of effectual logic (Perry, Chandler & Markova 2012). According to Sarasvathy and Dew (2005) when creating new markets effectuators begin with who they are, what they know and whom they know and set in motion a network of stakeholders.

In this paper we study how service networks come into being. We will also map out the roles of different stakeholders in opportunity recognition activities and illustrate how service integrator can facilitate opportunity recognition in a network. Our objective is to elaborate on the dynamic model of the effectual network describing new market creation through transformation (Sarasvathy and Dew, 2005) by bringing in the network perspective on stakeholder management (Rowley, 1997; Vandekerckhove and Dentchev, 2005).

We will carry out a comparative qualitative study in two Finnish industrial service companies. First is a real estate and business facility company producing personnel support services, belonging to a global group and employing about 12 000 people. Second is a part of Nordic group and provides comprehensive solutions for automotive spare parts and accessories employing approximately 100 people. The empirical data is collected by interviews in both firms and their networks in March 2013. We will adopt a critical incidents technique in the investigation and analysis of effectuation in networks (Butterfield et al., 2005).

The study makes a contribution by combining industrial service network research and effectuation theory and by developing new knowledge of effectuation in networks.

29:16 Strategies for commercializing academic research in life sciences. Comparing the venture capital strategy with strategic partnering.
Göran Lindström1, Christer Olofsson1, David Sandlund1.
1Uppsala University; (SE).

Commercializing academic research in life sciences often requires long time and substantial resources before a sustainable venture has been developed. This is especially true for ventures where specific testing or certain regulations have to be met before a new technology can be launched on the market. In such cases the academic venture may need complementary resources from actors that can provide not only money, but also managerial and expert competence. (Lindström & Olofsson, 2001, Knoc-kaert et al, 2010)

One obvious strategy that has been described and analysed in academic research is to involve venture capital in the business development process. Certain key problems in such ventures are frequently focused and discussed; the high failure rates in these cases, the high risks involved, the mismatch in time frames for the development, the problems with unexpected need for additional funding, the exit problem for funding partners are examples of such problems (see Vohora et al; Olofsson et al.).

A second strategy for the commercialization of
academic research is to early in the process enrol an industrial partner that can provide capital, management expertise and marketing capacity. Strategic partnering is in some cases almost unavoidable (like in pharmaceuti-
cals), while it in other cases is more of a strategic choice for the entrepreneur.

In this paper we compare these two commercialising strategies using two in-depth, cases of attempts to com-
mercialise academic research. The two cases originate from Uppsala University and The Swedish University for Agricultural Sciences, one of which engaged several VC firms in the development and the other entered into a joint-venture agreement with an industrial partner very early in the development.

Core aspects that have been part of the analysis are a) the relative influence of the researchers in the decision making process and venture management, b) the legiti-
mate role for the researchers, c) the academic and financial rewards for the researchers, d) the venture’s crisis management and sustainability, e) conflict resolution.

Shifting CRM system from a tailored to a standard solution: organizational implications and effects.

Fabio Fraticelli¹, Andrea Perna², Gianluca Gregori³.

This paper deals with the organizational issues associ-
ated with the adoption and implementation of a CRM (Customer Relationship Management) platform in a SME. Particularly, we will analyze phases, roles and com-
petences involved in the replacement process of a tailored CRM system with another supplied by a vendor.

The process perspective may help to outline how the introduction of a new technology, such as a CRM system, impacts on people, routines and tasks inside an organization. In fact, the introduction of CRM into an organization leads to face several issues from both technical and organizational perspectives. Teams with multiple roles and complementary competences can solve these issues and successfully managing the change process.

In order to address our paper’s main aim, we will analyze the case of an Italian SME operating within the industrial sector of IT applications for robotics. Meth-
odologically we will adopt a longitudinal exploratory case study.

Our preliminary findings suggest that: 1. the embed-
ding of a CRM system is a non-linear process even though companies should follow either a pattern or a procedure; 2. the team involved into the process should continuously balance the required technical and manage-
rial competences.

The Value Generating Mecha-

isms of Open Government Data

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Recent trends towards openness and technical connectiv-
ity have offered the ability to drive massive social and economic change. We are gradually progressing from a polarized world where companies operate in economic markets while governments drive social progress, to an interconnected, networked world of shared resources and co-creation. One of the trends driving this change is Open Government Data (OGD). While the value generated by OGD has been widely discussed by public bodies and other stakeholders, little attention has been paid to this phenomenon in the academic literature. In order to contribute to this discussion we have developed a typology of four different value generating mechanisms that emanate from OGD: Efficiency, Transparency, Participation and Innovation. Our model suggests that openness, governance and connectivity enable complex and dynamic interactions between value creation and capture by the public and private sectors. We collected data from 61 countries in 2011, containing information on OGD initiatives as well as various indicators of social and economic progress. This paper presents the results of a PLS analysis on the relationship between OGD and social and economic value, mediated by the four mecha-
nisms. Surprisingly, our results do not show a significant relationship between OGD and transparency of govern-
ment. The analysis shows that OGD initiatives have so far mainly contributed to social and economic value generation through the mechanisms of participation and innovation and e-governance and technical connectiv-
ity are important enablers. Our conclusion is that OGD has important implications for prosperity and growth, through co-operation and sharing between the public and private sectors,

Freedom and forking in open source software: the MariaDB story

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Open source software allows anyone to modify a pro-
gram’s source code and release it as a new whole, a process called code forking. In the open source community, it is common for developers to fork code for non-competitive reasons, such as modifying a program to better meet a specific user’s needs or experimenting with ideas for improvements to be added back to the original if successful. Starting a competing fork is generally discouraged as it sows division and confusion among users and leads to redundant efforts among developers. Consequently, the threshold for starting a competing fork is considered high. While the practice of competitive forking is significant for developers and project managers alike, there is a scar-
city of literature covering the causes of this phenomenon.
Through an analysis of secondary online data sources as well as interviews with Michael Widenius, founder of the world’s most popular relational database management system MySQL, we detail the events that led up to Widenius deciding to fork MySQL to start a competing project, MariaDB.

Our findings confirm the previous notion that there is a high threshold for starting a competing fork. While Widenius encountered a number of obstacles and confrontations during his time with the MySQL project, none of these sparked a fork. Significantly, while the few existing studies on competitive forks find them to be spurred by disagreement among developers, the forking of MariaDB from MySQL was catalyzed by the corporate acquisition of the MySQL project and Widenius’ distrust of the new corporate owners. These findings carry significant managerial implications. Firms considering the acquisition of an open source project must take into consideration that ownership without the trust of the developers is exceptionally fragile. Specifically, the (real or perceived) threat of the future openness of the code base being compromised, and the belief that the governing company won’t act in the best interests of the program can be expected to trigger a competing fork.

**30:03 External designers rule outsourcing**

**Anne-Marie Jontoft**

External designers rule outsourcing

**Abstract**

Design researchers and managers are interested in what way an outsourced design function may influence the design and product development process. The paper presents a survey study of Swedish furniture design firms illustrating that outsourcing the design expertise has become the norm. Through outsourcing external consultant designers work in several projects in different firms and also in different design fields, resulting in more innovative design solutions compared to employed (in-house) designers. Moreover, the paper provides new insights concerning the collaboration between the design management and external consultant designers in order to create innovative and effective design. Contrary to what the literature report, the result shows that consultant designers collaborate closely with management and in some cases initiate and shape the more all-embracing discussions concerning design strategy. Close cooperation between the management and the external consultants are necessary to create design that fits the image of the particular firm. Managers may therefore focus on long term relationships with rather few consultant designers to ensure that the collaboration incorporate trust and the understanding of each other’s design language in order to accomplish innovative and effective design. Hence, these firms seem to be ruled by external consultant designers as much as the firm manager in order to create innovative and effective design.

**30:04 Open data industry in Finland: Case studies of the early open data entrepreneurs**

**Tomi Kinnari**

1 Aalto University School of Business; (FI); 2 Hanken School of Economics.

Open data is gaining momentum. The vast amount of data opened by governments and private companies is expected to generate new business by enabling co-creation and to promote open democracy by increasing transparency. However, despite its high expectations, little is known about the concrete ways in which commercial companies can use open data to create new business.

This paper narrows the research gap by presenting an open data value network based on empirical findings from 15 Finnish companies. The value network is based on a research corpus, which was collected by interviewing early adopters of open data during spring 2012. The interviewed companies were selected from Apps 4 Finland competition submissions and with snowball sampling.

The value network is vindicated with help of example companies, whose business models are described in more detail. These business models include saving costs with co-creation, creating new user interfaces by combining data from several sources, and analysing and visualizing data. The business model examples and the overall value network will help companies that are new to open data to understand how they could utilize it in their business.

**30:05 Leveraging on open innovation: A study of why organizations engage in open innovation collaboration**

**Maria Elmquist, Tobias Fredberg, Susanne Ollila**

1 Chalmers University of Technology; (SE).

The open innovation paradigm suggests that innovations do not necessarily originate from the organizations that commercialize them. Accordingly, organizations seek to find ways to obtain, integrate and commercialize knowledge from external sources. One way of engaging in open innovation is to be involved in open innovation arenas, where many organizations collaborate. So far, little empirical research has been done on why firms engage in such open innovation activities, beyond the obvious reason to access assets. Could there also be other motives? This paper investigates why organizations engage in open innovation collaboration. The setting is an open innovation arena involving 22 partner organizations collaboratively innovating in automotive safety. Data from interviews with each partner is the basis for the analysis. The results reveal many reasons for participating in the collaboration. Three main categories were discerned: business reasons (e.g. to improve image and recruit knowledgeable people), research reasons (e.g. to obtain better position within the area and access a broader knowledge
Abstracts

31:01 The bilateral trade agreement between China and Iceland, as a geopolitical pact

Ingjaldur Hannibalsson1, Örn D. Jónsson1, Pétur Yang Li1.
1University of Iceland; 2University of Iceland; 3University of Iceland.

A bilateral trade agreement between China and Iceland is on the drawing board; our study focuses on the geopolitical significance of such an agreement.

The last few years have shown a rapid increase in the presence of China in Iceland both on a political as well company level. An emerging superpower such as China is understandable. Access to the Iceland’s natural resources, the overall significance of its geographical location and the nations international ties are manifested but Iceland is and has been receptive to developing further the relationship and over twenty Icelandic companies are presently operating in China in diverse fields and their activities will increase in the foreseeable future. The political agreement for China is understandable but the relevance for Icelandic companies is is a more complex question. Our intention is to systematically analyse the nature of the present ties and what they imply in the foreseeable future.

The theoretical approach is inspired by the significance of co evolution discussed by John Cantwell, John H Dunning, Sarianna M Lundan.

31:02 Timing in small firms’ internationalization process toward emerging markets (China focus)

Ya Zhang1, Christina Grundström1, Anna Öhrwall Rönnbäck1.
1Linköping University; (SE).

1. Study objective:
To get a better understanding on how an interaction between small firms’ managerial intentions, competences, embedded networks and firms’ perceived opportunities from industrial and institutional environments forms their internationalization pathway over the time.

2. A brief statement of method:
Four longitudinal in-depth case studies were selected from 293 respondents to a survey in 2010 on Swedish SMEs’ China business experience and interest.

• Chosen cases are contrast in their previous international business experience and traits of product/service offerings.
• The study uses a mixed method to collect primary data and the data are collected several rounds along target market entry process.

3. A summary of results:
In a case of small service firm without pre-international business, influences from domestic intermediate actors in professional networks play a big role in firm’s opportunities discovery process.

Other cases show that an iterative learning process in emerging market entry. However, the opportunities searching process is triggered by internal motivations such as growth.

The study captures small firms changing managerial attentions under stimulations from external environment and internal motivations. The study shows that interaction between small firms’ internal means (resources) and attitude, and firms’ external environment plays a major role in forming a dynamic process of internationalization.

4. The conclusions
The pattern of smaller firms’ internationalization process is dynamic and non-linear.

In an exploration phase of internationalization process, external stimulators might impact a direction in terms of market selection and entry mode.

31:03 Can we construct convincing understanding about intercultural interaction in business relationships?

Maria Ivanova1, Jan-Åke Törnroos2.
1Åbo Akademi University, School of Business and Economics; 2Åbo Akademi University, School of Business and Economics.

Research within international business marketing has been mainly conducted through case studies with semi-structured in-depth interviewing as the main method for gathering information. The main topics in business marketing research have been business relationships and interaction between managers. Although based on stories constructed by managers, business relationships studies still downplay the individual manager’s perspective. Moreover, there is a need for thorough understanding of intercultural accounts between managers. The question we raise here is whether basic interview analysis is enough for constructing a convincing story of intercultural interaction in business relationships from an individual perspective?

The main aim of the paper is to explore qualitative methods in highlighting intercultural accounts of business relationships using individual informants. When examining potential methods, the ability to grasp the interactive and cultural setting of business relationships is taken into account. We conduct an in-depth critical analysis of selected methods, namely sensemaking approach, narrative research and metaphor analysis. The main contribution of the paper represents itself through a developed research model for investigating intercultural
business relationships from an individual perspective. Furthermore, the paper provides an illustrative example of applying the developed model and outlines its pros and cons, as well as implications for researchers.

**31:04 Dynamics of locality vs. non-locality in co-operative banking**

**Pasi Tuominen**¹, Iiro Jussila¹, Karl-Erik Michelsen¹.

¹Lappeenranta University of Technology, School of Business, (FI).

While globalization has been posited as a source of various benefits for business organizations (e.g., cost-based advantages of worldwide operations), there is also a growing amount of literature suggesting that geography still matters (Buckley & Ghauri, 2004). In fact, it is possible to gain competitive advantages from being local; embeddedness in local social structure creates contextual opportunities that exist within the local structure but are not available to others not embedded (Jack & Anderson, 2002).

A form of business that is argued to be fundamentally local is the co-operative. Tuominen and colleagues (2006) have taken a step towards uncovering what being local actually means in the context of consumer co-operatives, suggesting that the processes of locally focused boundary spanning provide co-operatives with absorptive capacity concerning reliable local knowledge and possibilities to react to changing customer needs more quickly than competitors without such capacity. However, their work does not conclude with comprehensive and rigorous definition of locality in co-operative business nor does it provide detailed understanding on the dynamics of local vs. non-local (regional, national, and global) with an outline of different environmental sectors penetrating the global-local nexus.

In this study, we advance knowledge on the locality of business by analysing qualitative data (in-depth interviews with managers and board members of six co-operative banks of Finnish OP-Pohjola Group). We elaborate the construct of locality in business by asking (1) how can locality be defined, (2) to what extent are particular elements and systems of co-operative banks seen as local, (3) how do these different elements and systems of co-operative banks (as local – non-local) contribute to their ability or inability to be their members' first choice (a pronounced competitive target of co-operative banks).

Our work makes an original and useful contribution to research on co-operatives (Tuominen et al., 2006) and co-operative banks in particular, but also serves to generate more general business knowledge – particularly around the discussion of glocalization (Matusitz, 2010). A rigorous definition of locality in business is a step towards measurement of locality. Additionally, our work helps understand the dynamics of locality vs. non-locality and to evaluate the extent to which any firm is local-non-local. Finally, it sheds light on the possibilities of local business in a globalizing world, thus questioning the hegemony of multinational firms.


**31:05 The knowledge-based resources of Venture Capital firms’ and Born Global firms’ internationalization**

**Jan Abrahamsson**¹, Anders Isaksson².

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The main aim with this study is to analyze how venture capital firm's (VCs) value-added activities affect the speed and scope of the internationalization and growth of born global firms.

Born Global firms have been studied in various ways in the past, often with a pre-dominantly resource-based perspective on the firms' development and growth (Knight & Cavusgil, 2004; Oviatt & McDougall, 1994; Rialp, Rialp, & Knight, 2005). There are however gaps in existing literature in regards to how and from where a born global firm may acquire and assemble the necessary resources for pursuing rapid internationalization and growth.

Venture capital (VC) is in general recognized as a key driver for creating value, economic growth and renewal by adding value to entrepreneurial firms with high-growth potential (Bygrave & Timmons, 1992). However, only a limited number of studies have analyzed VCs role in facilitating the internationalization of entrepreneurial companies (Pernhuber & McDougall–Covin, 2009), despite that international market potential is often a part of the high-growth company's characteristics. Hence, research are lacking on VCs role in facilitate the internationalization of entrepreneurial companies in general (LiPuma, Prange & Park, n.d) and on internationalization of born global firms in particular, for instance on how born global firms network partnership with VCs impact the firms internationalization process.

The study is based on a questionnaire sent to 600 VC-backed entrepreneurs in Sweden with a response rate of 24 percent before final reminders. Survey data is complemented with four years of annual report data. The relationship between VC value-added activities and the born global firms speed and scope are tested with multivariate statistics.

Hence, this study main contribution will be to adding new insights in what values are added by VCs to born global firms. As very few studies have been made in regards to the interplay between venture capital firms and born global firms, this study fills a clear void in the
current research landscape, both in regards to venture capital and entrepreneurial finance literature as well as in the field of international entrepreneurship.

31:06 The relationship between spot and forward and futures contract prices in the Nordic electricity market

Frode Kjærland¹, Andreas Drage, Berner Larsen², Svein Oskar Lauvsnes³, Espen Riibe.

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The problem statement is: What is the relationship between futures contract prices and spot prices in the Nordic electricity market, in light of the established theories about the pricing of forward contracts? We extend and deepen the study of Botterud et al. (2010) by analyzing futures and forward contracts for 2006–12 concerning convenience yield and risk premium.

We estimate OLS regression models and analyze 6 years (2006–12) of historical spot and futures prices (one week ahead and six weeks ahead) and 9 years (2003–12) of historical spot and forward prices (one month ahead). We find that on average, the convenience yield and risk premium are negative, which suggests that the market on average is in contango. Moreover, we find that the convenience yield is closely related to physical conditions in the system. With increased time for delivery, and increased delivery length, we find that the primary drivers of the convenience yield changes from expectations about future availability of water to the current inventory of water. We find support for the hypothesis that storage cost reasoning also can be used in the Nordic electricity market. We find an ambiguous relationship between the risk premium and the physical and financial conditions in the market. The average risk premium for the analyzed futures contracts and forward contract are -2%, -7% and -3.6%, respectively. We argue that the risk premium size indicates that it is still an asymmetrical relationship between supply and demand in these contracts and hence, the need for hedging for buyers. This also suggests that the presence of speculators in the market is not sufficient compared to other financial markets.

31:07 Decision Makers And Networks In Software Development Offshoring: Trust Constituents And Boundary Activities As Conduits In Times Of Change

Edward Gillmore¹, Fredrik Jeanson¹.

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Industrial software development offshoring means that parts of the control are given to an external partner and is a considerable change process. When considering offshoring there is a perceived need to design appropriate strategies so as to avoid consequential change failures and resistance. Offshoring leads to high levels of interaction between the internal and external actors when striving towards a joint goal but with the loss of control. This joint problem solving should require that the involved actors uphold a strong commitment that in turn is dependent on the development of trust (Granstrand, O., Häkanson, L., & Sjölander, S. 1992; Häkanson, L. 1990, Grossman G. and Helpman E. 2002 and Lewin, A. Y. and Cuoto, V., 2007). Further network analysis can support identification of connections between actors at different levels of the organization/organizations (in offshoring/outourcing) and the threats and opportunities to the change process seen in everyday interactions. This can help with prioritization of conflicting factors, and facilitate intervention at the right levels through the right channels.

The study is structured as a single case study with several “within cases” (Yin, 2009 and Eisenhardt & Graebner, 2007) that are carried out at a Scandinavian multinational company (MNC). Through the application of network pictures (Ford, D. & Redwood, M. 2005 and Henneberg, S. C., Mouzas, S., & Naudé, P. 2006) the findings capture the current perspectives of the involved actors involved offshore processes. The study shows that the MNC and its offshoring partners’ co-development of software are considered a problematic success. The network pictures allow us to understand how the involved actors perceive the interactions, the capabilities and resources in the interactions and the awareness lags between differing decision-makers involved in the enterprise. The study also shows that even though the offshoring processes is considered a success there are still fairly low levels of decision awareness and trust in offshoring interactions (i.e. between the MNC and the individual offshoring partners).

31:08 Co-operation as a business model in the logistics sector

Monica Nyholm¹.

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The aim of the article is to discuss the content of business models within the logistics industry, in particular considering co-operation as a main ingredient of the model.

Logistics companies are strongly dependent on co-operation with business partners. Co-operation can come in many forms, from strategic alliances and subcontractor networks to horizontal co-operation and individual social networks. The content of these diverse examples of co-operation vary immensely. What they do have in common is their importance for a logistics company’s possibilities to create efficient logistics service packages for its clients. Co-operation can in fact be seen as one of the main ingredients in the business model of a logistics company. The article uses data from a qualitative study made of 29 companies in the Turku logistics centre in Finland to illustrate the importance of various forms of co-operation between logistics companies and the findings are further theoretically discussed from a business model perspective.
31:09 Understanding relationships of Cooperation and competition between CDM Actors in a network of networks

Simon Okwir¹.
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Firms achieve superior performance by being simultaneously engaged in collaborative and competitive relationships. (Brandenburger and Nalebuff;1995)

The present study is primarily on airport –Collaborative Decision Making (A-CDM) system as an innovative, optimal, and efficient system for partnering in work and data exchange for such partners as airport operators, aircraft operators, ground handlers, ATC. These firms operate in a network and some are direct competitors. The search is mainly on what is their responsibility to each in sharing information and data. The benefit of CDM is in its ability to improve the overall efficiency of the airport operations. Moreover, it is seen as a contributing force to the en route and sector planning of the European ATM work enhancement. The central question is: who is responsible? How do firms in a networks with different structures interact with each other within the CDM initiative? The study aims to understand to what extent these organization cooperate and compete.

The present study will utilize the case study research design and the document/artifact analysis to achieve the research aim. The data for analysis is from Arlanda Airport will bring about the complete image of actors responsibility and relationship to each other. The findings of this study are expected to explicate the meaning of how firms should operate in and around the network. The empirical evidence will shed light on the actions and changes the actors that evolve with competition. At the end of the study, the issue of who is responsible and to what degree should be realized from the study. The empirical evidence of cooperation and competition will show how such understanding can be portrayed to integrate the CDM paradigm not only in the airport operations but also to academics theory.

31:10 Impacts of ceos' ambivalent interpretations on organizational responses to strategic issues

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A long-time focus within the strategy field has been on how top executives interpret changes in the organizational environment. Along with the increasing degree of uncertainty in the external environment, there comes coexistence of conflicting negative and positive thoughts and feelings. It posed an important phenomenon of ambivalence in strategic decision, on which very few empirical studies exist in the literature.

We apply the heuristic-systematic model, an information processing perspective, to examine how CEOs’ ambivalent interpretations of strategic issues affect organizational response speed and corporate entrepreneurship (CE). We use the strategic issue of the global economic crisis in mainland China during 2009 and 2010 to test our hypotheses. Ambivalent interpretations indicate that CEOs label strategic issues as both positive and negative. Based on a two-wave survey of 204 firms in mainland China during the late 2000s global economic crisis, we find that firms’ market capabilities moderate the relationship between ambivalence and response speed/CE. When both market capabilities and ambivalence are high, response speed decreases with ambivalence, but at a faster rate when CEOs get more ambivalent. When market capabilities increase, the positive relationships between CE and ambivalence become stronger.

31:11 Olympic Winners? – A study of how KIBS-firms position themselves relative to the potential mega-project of the Oslo Winter Olympics 2022

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Existing research on knowledge intensive business service firms (KIBSFs) has emphasized the prioritization of clients and projects as essential for competitive advantage (e.g. Bettencourt et al., 2002; Skjølsvik et al., 2007). However, we argue that this research has primarily taken a static perspective of the firm. Based on a dynamic capability perspective we argue that KIBSFs would benefit from developing a dynamic set of longer term strategic priorities – dynamic domain choices – that drive their client and project decisions. To develop a better understanding of the processes that underlie such a dynamic strategic orientation we address the following research question: How do future market opportunities impact a KIBSF’s current selection of clients and projects?

Through a qualitative study of the responses of both supplier and client organizations to the potential mega-project of the Oslo Winter Olympics 2022 (“OL2022”), we assess how KIBSFs attempt to develop sustained competitive advantage through their choices of clients, projects, and professionals. Our study includes interviews with key informants in management-, IT-, and PR-consultancies, as well as in engineering design firms. Our aim is to compare and contrast the responses across both firms and industries. To what extent do KIBSFs prefer to be first movers or followers in their investments in intangibles to enhance their probabilities of becoming contractual partners in OL2022, should Oslo gain the Olympic Games?

The municipality of Oslo has announced that they will spend approx.85 mill. NOK in the following three months, to prepare for a city council vote on whether or not to apply for OL2022. The paper represents work in progress.
Towards a Process Model of Field Creation: An Institutional Theory Perspective

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Studies of institutional theory are extensive and aid comprehension of the manner that social structures and processes acquire meaning and stability in their own right, as opposed to instrumental tools for the achievement of specific ends. Previous research in the area has mainly focused on the effects of institutions on organizations and when addressing field formation, it is often described as consisting of 4 parts. No discussion is made, however, with regard to what comes before these parts, i.e. whether they exist, a priori, in some sort of embryonic form. This paper attempts to take on these challenges and explore, what might be termed, the prehistory of an organisational field and development of the field itself. The purpose of the paper is, based on a process orientation, to describe and analyse how an organisational field comes about. Empirically the paper is based upon a 5-year long case study that examines Sweden’s Biofuel Region. The analysis is process orientated and seeks to create a development model that pays special attention to the conditions, which lead to the formation of the field. The paper concludes that there certain elements, which must be present, that precede the development of an organisational field, and it contributes to the institutional literature by investigating the institutional story, offering a more through overview of the background and development of organisational fields, viewing them as dynamic and processual and not merely black boxes.

Performance Measurement in market-driven and market-driving organizations

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Several scholars have dealt with the inherent differences between market-driven organizations and the emergent market-driving approach. While market-driven organizations apply the long established marketing concept by listening to customers and their wishes, market-driving organizations have unique capabilities to identify latent customer needs and translate these into customer value and offers that are successful in the marketplace.

In the theoretical part, we explore literature on market-driven and market-driving organizations to find a relevant perspective for understanding the mechanisms that make organizations, whether market-driven or market-driving, successful. In addition, models and methods to control market performance are explored. We conclude the chapter with a tentative model on measuring market performance of market-driven and market-driving organizations.

We researched a number of companies which are known to be market-driving, e.g. Hennes & Mauritz, IKEA, Apple and Amazon, in order to understand mechanisms that drive success and find patterns among the practice of these organizations.

Our findings are illustrated in a model for measuring marketing performance. While existing models are largely based on a classical market-driven approach, we argue that being market-driving is a dynamic capability and as such it requires management attention to a number of areas that we specify. Hence, our research introduces methods and tools for measuring performance of market-driving organizations.

Sharing Knowledge in SMEs: A New Disseminative Capacity Based Model

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The development of organizational capacities represents a significant source of competitive advantage; such capacities notably include the sharing and integration of the various components of intra-organizational knowledge. This is due to the great difficulty of imitating such sharing and such combinations (Zander and Kogut, 1995; Grant, 1996). The sharing of knowledge across organizational, institutional, and social boundaries presents a challenge: that of changing the knowledge possessed by the actors involved in the transfer (Reagans and McEvily, 2003). Efficient knowledge-sharing requires a collaborative effort which depends not only on the beneficiaries of the absorptive capacity (Cohen and Levinthal, 1990), but also on the attitudes and behaviors of the knowledge providers. Sharing then depends on the ability of the source to transmit the knowledge in a manner that the receiver can understand. This ability of the source is associated with prior experience, and with its capacity for formulating knowledge in different ways and for different purposes (Reagans and McEvily, 2003). By choosing a relational viewpoint, the authors find that an organization’s ability to disseminate knowledge is closely linked to its ability to develop and activate networks for sharing and collaboration in addressing issues of change. By favoring the approach of Büchel and Raub (2002), emphasis is placed on the linkages between three of the components of networks for sharing and disseminating knowledge, namely issues, mechanisms, and relationships, but in the context of large-scale organizations. Can this model be applied to SMEs? The authors show that not only the relational approach excellently fits for an SME, precisely because of the SME’s organic nature, but that it offers a credible alternative to Büchel and Raub’s model by suggesting a different distribution of the initial components.

Keywords: disseminative capacity, social network, knowledge sharing, relational approach, trust, SEM.
A contingency model on financial performance measures and effects by Icelandic Companies, their fit with decision making style to the decision problem being and carefully. In other words, they neglect to adapt their preferred decision making style. For instance, they tend of problems and contexts in marketing. What is more, Surprisingly little advice is available for different kinds of contingencies more generally (Beach and R. 1978). (e.g., Baum and Wally 2003) and others addressing vari- erences between contextual dynamism and decision making. The rationale is that the CFO as a member of the management team would have knowledge of both the strategic stance adopted by the company as well as the performance measures in use. Initial results seem to support the notion that compa- nies adopting certain strategic archetypes seem to favor certain performance measures. It seems however, that many Icelandic companies have a diffuse strategic profile and only focus on financial performance measures. Even when using a mix of performance measures Icelandic managers seem to place most importance on financial performance measures.

Marketing Decisions: A contingency model

Fredrik Nordin¹, Paul Vio.
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Much is written on different kinds of decision making and how strategic decisions are made. Decision making is often difficult nowadays since markets and technologies change rapidly and decisions have to address increasingly complex issues. There are some articles focusing on link- ages between contextual dynamism and decision making (e.g., Baum and Wally 2003) and others addressing various contingencies more generally (Beach and R. 1978). Surprisingly little advice is available for different kinds of problems and contexts in marketing. What is more, anecdotal evidence shows that decision makers have their preferred decision making style. For instance, they tend to make their decisions rapidly and intuitively or slowly and carefully. In other words, they neglect to adapt their decision making style to the decision problem being addressed. Altogether, there seems to be a need for further knowledge on how different decision making styles fit with different types of contexts. This is a knowledge gap that has also been noticed by Wierenga (2011).

The objective of the present paper is to address this gap and offer a conceptual model where different kinds of decision-making processes (heuristic/comprehensive, fast/slow) are linked to different kinds of marketing decision problems and contexts. It also suggests implications of adopting different decision types for different contexts and problems. The model is based on a review of the literature on decision making and connects this with the literature on problem management and marketing. The model’s potential application in marketing is illustrated with various examples of concrete decision problems.

e-HRM implementation from micro-political and institutional perspective

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Even though the investments on electronic human resource management (e–HRM) systems are increasing, research lacks behind the reality and there are suggestions that technology is largely forgotten issue in organizational research. E-HRM is no exception and it has received relatively low level of academic interest, as a result there exist no understanding of what kind of indi- vidual and group behavior happens during implementa- tion of e-HRM systems. Recent literature reviews also encourage future research to consider contextual variables like conflicting interests, social, cultural and infrastruc- tural pressures to be applied in research. Therefore this research combines the institutional and micro-political perspectives when studying e-HRM implementation. By adopting a qualitative single case study approach, this ongoing research will shed light on how micro-political and institutional issues shape the e-HRM implementa- tion outcomes in a Finnish multinational corporation.

Keywords: e–HRM, implementation, micro–political perspective

Work and family balance among Icelandic employees with young children

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Work-family balance is one of the major organizational challenges of the 21st century. Extensive research has been conducted that assesses the conflict standpoint, but in recent years, benefits, resulting from simultaneous participation in the work and family role, have gained increased interest. This research literature is much less developed and scholars have called for more international studies that simultaneously look at the posi- tive and negative sides of the work-family interface.
This study answers to that call and assesses work and family conflict and enrichment from the standpoint of Icelandic working fathers and mothers, who had taken parental leave in previous 6 years. Total of 1300 participants, 53% male, mean age 35 years (4.9 SD), 98% were married/cohabiting, and 79% worked full time.

Multiple hierarchical regression showed that Icelandic fathers experience more conflict and less enrichment than Icelandic mothers (controlled for age, number of children, and number of weekly work hours. Cohen's d from .52 to .72). T-test for independent samples showed that Icelandic fathers experienced significantly more time and behavior related conflicts than Icelandic mothers, and mothers experienced significantly more enrichment then men. Work-family enrichment and family-work enrichment were positively correlated to job satisfaction, emotional organizational commitment, life and family satisfaction ($r = .25$ to .45), whereas work-family conflict and family-work conflict were negatively correlated to the same variables ($r = -.18$ to -.37). Icelandic mothers report stronger positive attitude and support from employer and coworkers regarding taking time off to care for children than Icelandic fathers.

Abstracts

31.19 Knowledge creation in smaller firms

Susanne Durst¹, Guido Bruns², Ingri Runar Edvardsson³.

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Knowledge has become an essential source of value generation and competitive advantage in post-industrial society (Barney, 1991; Spender, 1996). In order to survive in an ever-changing business environment, companies have to constantly create knowledge that is both similar and different from that of competitors (Tolstoy, 2009). While knowledge is considered the most important source of a firm’s competitive advantage, the study of knowledge creation in general is lacking, particularly with regard to definitions and measures (Mitchell and Boyle, 2010). This refers to all organizations, regardless of size. If one addresses the study of knowledge management (KM) and knowledge creation in small and medium-sized enterprises (SMEs), however, there is a particular shortage of research (Durst and Edvardsson, 2012). Against the prevalence of SMEs, this situation is unsatisfactory. Accordingly, the purpose of our study is to increase our understanding of how SMEs create new knowledge.

Taking the study’s purpose, we selected an explorative (qualitative) research approach. We conducted 10 semi-structured interviews with executive staff of SMEs operating in the building and construction industry. The study’s findings advance the limited body of knowledge regarding knowledge creation in SMEs and contribute to the further development of the concept of knowledge management in SMEs. Based on the study’s findings we propose suitable measures to better manage the process of knowledge creation in SMEs. These measures may be useful for SMEs operating in other industries as well.

31.20 Organizational perspectives on a productivity and wellbeing intervention in a SME

Signe Poulsen¹, Christine Ipsen¹, Liv Gish¹.

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Most small and medium sized enterprises (SMEs) do not have in-house competences and resources to facilitate change processes. The aim of our project was therefore to investigate whether it was possible to make a productivity and wellbeing intervention in a SME where the worksites had to manage the change processes themselves without HR resources. One of the aims of the study was to identify organizational issues that were of importance in relation to a self-driven process such as this intervention.

Four Danish SMEs participated in the study. The changes at the specific worksite were identified at a Fishbone workshop. Prior to the Fishbone workshop two internal facilitators were appointed. During the interventions three surveys were conducted concurrent with interviews in order to identify organizational issues affecting the process. A Chronicke Workshop was carried out at the end to investigate progress regarding productivity and wellbeing.

We found that the organizational setting is of importance to succeed with a multi-level intervention using in-house resources at hand. Knowledge and previous experiences with change processes is an important prerequisite to understand what is about to start. Use of personal process skills among the employees has shown to be a key factor to secure focus during the intervention and facilitate the activities. Finally, the ability to work together in a multi-level effort has shown to be of great importance to secure focus and a sustainable process.

We can conclude that SMEs which draw on in-house resources, make tacit knowledge about problems and solutions explicit and use the knowledge systematically during the interventions, have great potential to increase productivity and well-being.

31.21 Work Based Learning: Research Framework and the Notion of Competence

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This article is a conceptual paper about competence and it outlines the theoretical framework for a research project on work based learning (WBL). The very reason for a university to engage in WBL is to give their students the opportunity to acquire skills and abilities that will make them better prepared for working life in an organization and hence make them more employable.

So the core of WBL is not to provide knowledge but to facilitate the activities. Finally, the ability to work together in a multi-level effort has shown to be of great importance to secure focus and a sustainable process.

We can conclude that SMEs which draw on in-house resources, make tacit knowledge about problems and solutions explicit and use the knowledge systematically during the interventions, have great potential to increase productivity and well-being.
31:22 Facing the turnover and the shortage of health care workers

Bertrand PAUGET¹, Andreas WALD¹.
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Health care systems in western countries face tremendous pressure caused by a steadily increasing demand, financial constraints and a shortage of health professionals. At the organizational level, one of the most alarming problems lies in the high turnover of health professionals. This turnover negatively affects the quality of care (Dill & Cagle, 2012) and the relationships with patients (Carpentier et al., 2012). In addition to high turnover, a shortage of healthcare workers poses significant problems to hospitals, elderly houses and related organizations (Burk & Ng, 2012). Given the severity of these problems, surprisingly few research has analysed the antecedents of turnover, the related social dynamics of the health professionals on the team level (Lane, 2006), and how organizations and individual actors adapt to this changes (Collyer, 2007).

In this paper, we follow a relational approach and analyse how the different actors react to the turnover and to the shortage of health professionals. Our aim is to study how the actors will face the changes by building and using their networks of social relationships. We presented the results of an empirical study, which combines network analysis and qualitative expert interviews to study the case of a French elderly house.

31:23 Conceptualizing organizational vitality

Tiina Tarvainen¹, Anu Puusa¹.
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In science, there is a fundamental need for concepts that instantiate the target phenomenon under study that illustrates its defining characters and relevant questions. Our objective is to analyze and compare the meanings related to the concept of vitality and to propose a concept definition for yet relatively poorly conceptualized organizational vitality concept.

The conclusions are based on second hand and empirical data. 62 scientific articles and 34 interviews of entrepreneurs and non-entrepreneurs were analyzed. We compared concept definitions used in scientific literature to “everyday” speech, namely to the meanings attached to organizational vitality.

Our research is a conceptual study. An established, eight-step analysis model is being used with slight modifications.

In the literature vitality was mostly associated with the disciplines of health and medicine. Vitality was conceptualized as concerning physical, mental and social well-being of individuals. In business studies the concept of vitality is rarely used. In this context the following characteristics seemed to define the organizational vitality concept: A vital organization is a pacesetter. It has an active leader or owner and it pursues strategic management. Moreover, the organization is dynamic, renewable and values human resources. When interviewing non-entrepreneurs, the meanings related to both vitality and organizational vitality were numerous, relatively diffuse and illustrating concept ambiguity.

According to entrepreneurs, a vital organization is future-oriented and it has a clear vision and goals. A vital organization operates with a long-term perspective. As a conclusion, it can be stated that the organizational vitality refers to an entrepreneur’s comprehensive future-oriented mindset.

31:24 Validation and the Perceived Value of Peer Assessments in Management Education

Tommi Mahlamäki¹, Toni Mikkola¹, Mika Ojala¹.
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Peer assessment is a current and controversial topic in management education. It can be very beneficial for students as a feedback tool and also teaches students to evaluate and assess others. Peer assessment has benefits for the educator as well and can provide a different view of the students’ performance. For example, peer assessment is a time-saving resource. Organizing peer assessment requires skills and tools. However, the critics of peer assessment may believe that the students are not skilled enough to assess their fellow students.

This paper studies students’ self-efficacy and value beliefs regarding peer assessments. The students are asked how competent they consider themselves in the assessment of their peers. The second goal is to uncover the perceived value of the peer assessments the students receive. The third and final goal is to analyze the reliability of peer assessments. The study analyzes 430 peer assessments, 78 self-assessments, and 78 assessments conducted by master’s-level management students. The results show that peer assessment is a reliable method of evaluation and feedback. Master’s-level students consider themselves proficient assessors, and the majority of the students also feel that peer assessment is valuable. The paper analyzes and presents the results in detail and gives suggestions for further study in peer assessment’s use in management education.

31:25 Leadership in virtual context: how do managers influence employees virtually?

Johanna Saarinen¹.
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As globalization continues, virtual work has turned into a common way of doing work. The main reason and enabler for this rapid change has been technology, which enables work from any place at any time. According to the recent studies on virtual work, the most important challenge and success factor of virtual work should be addressed into leadership.

This paper will present an empirical research on vir-
tual leadership. The earlier literature on virtual work has been first explored through leadership lenses; according to the previous research virtual leadership is understood through the themes managerial work, communication, trust and diversity. Communication and especially influence are pervasive, cross-cutting themes in virtual leadership. Although technology is a powerful tool to overcome time and distance barriers, virtual environment challenges a manager’s possibility to communicate and influence employees.

The study is focusing on leadership practices, especially on how managers influence their employees in virtual context. The qualitative data have been collected in two global companies working in virtual context: thirty managers and employees have been interviewed, all working in virtual teams. The findings show that trying to use same leadership practices in virtual context than in face-to-face context, managers find it challenging to influence employees. According to the empirical data, the same influence tactics don’t work in virtual context. When communicating through technology, managers have found new practices to influence their employees. These practices and tactics are discussed, as well as a need for a new leadership paradigm in virtual context.

31:26 The ecological fallacy of hofstede, the globe project, and their followers

Brendan McSweeney.

Both the ontological status of ‘national culture’ and its representation as value ‘dimensions’ have been the object of considerable criticism. This paper goes beyond that issue and instead addresses a misuse of national culture dimensions (concepts and data) in an immense amount of national culture research, teaching, and training. That misuse is a reliance on the ecological fallacy (Robinson, 1950): the invalid inference that the characteristics of an aggregate also describe those at the level of individuals. Relationships identified at one level may be stronger, weaker at a different level, may not exist, may be different, or may even reverse direction. Focusing on the literature which has sought to apply the national culture dimensions of Hofstede and/or the GLOBE project, the paper argues notwithstanding the man and the project’s criticism of the ecological fallacy both they and many of their followers rely upon it both for their findings and claims of usefulness. The invalidity of this cross level inference is largely challenged in the paper through an identification and critique of a host of implausible assumptions which underlie it. These assumptions include: the causal power of statistical averages (or alternatively of something ‘superorganic’); the attribution of deterministic power to values; the supposition of cultural coherence; the disregard of alternative or additional (cultural and non-cultural) influences on action; an oversocialized notion of individuals (Wrong, 1961); a confusion of nations and states; and the fixity of national boundaries.

31:27 Re-modeling the relationship between the concepts of trust and control and bridging (some of) the gap between theory and practice

Peter Beusch.

This paper conceptualizes the multifaceted relationship between the concepts of control and trust in an organizational context with focus on the area of management accounting and control. The major objective is to offer a fresh perspective on the different understandings in the field and to try to bridge a gap between theory and practice. This is done with help of two longitudinal case studies in a cross-cultural setting containing five multinational companies that were involved in two large acquisitions. The empirical data is the result of loosely structured interviews with 50 finance and accounting managers. The results are summarized with help of three particular illustrations. Firstly, trust and control issues are outlined in regards to an individual vs. an organizational (intra- respectively inter-organizational) level. Secondly, trust and control issues are related to change and change commitment (e.g. institutionalization, internalization, and acculturation). Thirdly, trust and control are brought into contact with the concept of reality and decision making for effective actions. The reality concept used here is the ‘pragmatic constructivism’ approach. This approach assumes that four dimensions of reality (facts, possibilities, values and communication) must be integrated in the actor-world relation if the construct is to be successful as a basis for effective actions. All together, the paper summarizes that sociological, cultural and value related issues have a strong impact on how the relationship between the concepts of trust and control are understood but also how such a relationship develops over time and in certain spaces.

31:28 The planning regime concept and its application to three examples organizations’ budgeting

Katarina Kaarbøe, Anatoli Bourmistrov.

This paper introduces the planning regime concept and applies it to three example organizations’ planning in order to understand the connections between budgeting activity and human behavior in their social and temporary embeddedness. The empirical part consists of three examples, one public regional health region and two companies in pulp and paper industry. The concept of the planning regime constructed in the theoretical part of this study proved to be relevant to behavioral budgeting research as it enables a study of elements decisive for planning practice. Using the planning regime concept makes budgeting more nuanced and therefore it is possible to interpret and understand, at least in part, the reason for the contradictory results achieved by tra-
Contemporary management accounting practices in Russia: the case of a subsidiary in a Russian Oil Company

Elena Panteleeva

Several studies of accounting in action have been conducted during the last decades aimed at providing a better understanding of the management accounting practices existing in companies. Some of these studies have focused on management accounting practices in a new and poorly explored research setting. Not many such studies have, however, been conducted in the Russian context. Therefore, the present study seeks to add new knowledge to this topic by describing and analyzing contemporary management accounting practices in Russia.

The study focuses on management accounting in the subsidiary of a large oil company. It was assumed that management accounting in practice can be better understood by developing a frame of reference based on the existing management accounting academic literature. The model focuses on three components of management accounting, i.e. organizational structure, budgetary control, and feedback.

The study reveals that management accounting deals greatly with control, and each of the examined components of the model contributes to increasing the complexity. The empirical examination showed a control model specific for the studied case and not elaborated on in management accounting academic literature. The specificity of the model can be summarized by way of three elements. These are as follows: (1) the use of personal budgets as a type of budgetary control practice, (2) the focus on budgetary control at transactional level, and (3) the use of two types of accounting measure simultaneously. Each of these elements contributes to increasing the complexity of management accounting.

Pros and cons with various forms outsourcing of municipality outsourcing: A management control perspective

Mikael Cäker and Kari Nyland

Municipalities in the Scandinavian countries today use multiple forms of outsourcing in execution of public service provision to inhabitants. Municipalities thereby take on a role to coordinate and control work outside their own hierarchical structure, and if for example joint ventures are used, in cooperation with others. This raises new challenges for the control of public services through the use of contracts. Various forms of outsourcing (alliances, joint ventures, fully owned companies, “pure” outsourcing agreements to external companies, etc) offer various possibilities for the municipality to influence the production of services. In this paper, our first purpose is to describe how different forms of outsourcing restrict or enable the ability of municipalities to control operations.

The form of outsourcing will be analyzed based on the legal contract underlying the service procurement. However, control of operations is also under influence from formal control installed after a contract is initially installed and the informal controls that develops during exchange in the outsourcing relation. Our second purpose is to describe the different forms of outsourcing may be complemented by formal and informal controls. We fulfill these aims based on a case-study of Trondheim municipality and four of their suppliers, based on various forms of outsourcing. Our observations point at a high
degree of differences regarding how the various forms of outsourcing enable or restrict the municipality to influence their counterparts. We also show how formal and informal controls may complement in translating the municipalities intentions regarding services provided.

31:32 Does the Swedish nomination model boost the rights of minority shareholders in listed companies?
Li Malmström.
1School of Business, Stockholm University; (SE).

Does the Swedish nomination model boost the rights of minority shareholders in listed companies

Li Malmström

Objective The study examines institutional shareholder contribution in the nomination process in listed companies in Sweden. Since they typically hold between 2-5% of the capital in any investee company gives them a position of minority shareholders. The concentrated ownership structure is characterised by one or two block holders followed by a group of institutional shareholders. A distinct feature in the nomination model is that the nomination committee consists of four to seven of the largest owners thus, providing the minority shareholders with a powerful tool that enables them to directly influence the composition of the board and the fees to its members. Methodology The sample consists of 17 of the largest institutional investors in Sweden and their participation in the nomination committees in 2011 and 2012 of major listed firms. Primary and secondary data sources are used to provide insights into the attitudes towards incentives as well as barriers of active participation in the nomination process. The purpose is to collect, test and present empirical evidence that will enable formulation of hypotheses on shareholder activism in different ownership settings for a more thorough investigation in future research. Results The empirical findings show that institutional shareholders contribute in the nomination process by analysing and evaluating board composition, performance and remuneration levels, providing networks and support. The main barriers are lack of continuity of ownership, insufficient qualification or knowledge and insider problems. Conclusion The study contributes to the international perspective on shareholder activism by examining minority shareholder rights within the context of companies characterised by concentrated ownership.

31:33 Exploring how to bridge the accountability gap in hybrid organizations The case of Malmö-Copenhagen Port
Giuseppe Grossi, Anna Thomasson.
1Kristianstad University; (SE), 2Lund University.
The purpose of this study is to explore if accountability is secured in hybrid organizations through the use of existing market oriented corporate governance systems or if a more context specific model is needed. In order to start exploring the question raised above we have done a pilot study of the horizontal relationship in a hybrid organization. The aim with the pilot study is to be able to highlight crucial aspects for securing accountability in hybrid organizations that can be used as input to further studies.

Due to the explorative nature of this study the qualitative oriented case study method was chosen. A case study approach is applicable for studies with the aim to understand the complexity of a phenomenon since it allows several aspects to be considered within the analysis (Bryman and Bell, 2003; Eisenhardt, 1989). The case study method is also something that Hodges (2012) recommends as one way forward gaining more knowledge regarding accountability issues, especially for understanding how accountability is influenced by specific circumstances. The first step of the study was to develop a framework based on previous research within the field of public accountability and accountability in hybrid organizations. Thereafter, this framework was applied to the analysis of the case chosen for this study, the Copenhagen Malmö Port (CMP).

31:34 Kings of Cash – Actual flow and Accounted flow in the Banking system
Asgeir Torfason.
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Majority of the biggest bankrupt firms in the world are banks or financial institutions. The top-ten have all occurred during the first decade of the millennium, and the biggest one, Lehman brothers investment bank in 2008, was for example ten times the size of the Enron bankruptcy in 2001, measured as total assets. This increase in both the size of the bankruptcies and the dominance of financial firms indicate serious problems in the global financial system that demands further analysis. The European banking system has been under severe liquidity constraints since 2008 and banks are still reluctant to lend to each other. The liquidity and cash flow numbers are hard to compare and a common language for the financial communication of financial institutions is lacking.

Many of the Nordic banks went through local financial crisis in the 1990s but during the global financial crisis ongoing since 2007 most of them avoided problems, (excluding Icelandic and some Danish banks). The accounting statements of Scandinavian banks were therefore selected as study objects. The study investigates the accounting in banks through four aspects; the international accounting framework, historical data, financial reports and the bankers own view on the statement of cash flow. It aims to make sense of the reported cash flow numbers in the banking sector.

The study describes flow of cash in Scandinavia’s biggest banks over fifteen years period to show failures in the existing international accounting standard and concludes with an urgent need for a new and special
accounting regime for banks. That will have to be based on transparency of the internal financial situation in banks and demand accountability of the bankers.

31.35 Intangible assets through profit and loss

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Is there an overuse of intangible assets? In this survey it is look at intangible assets in annual accounts at three points in time, at the end of 2001, 2006 and 2011, based on firms on the Icelandic stock exchange. The ratio of intangible assets compare to the total balance sheet is one way to measure. But are intangible assets only in annual accounts on the balance sheets? The Organization for Economic Co-operation and Development (OECD) published 2010 in an article what selected countries have invested in intangible assets in the end of 2006 through profit and loss. The ratio which OECD used was in relation to the gross domestic product (GDP) for each country. The survey’s aim is to find out the ratio for the Icelandic situation. By following the OECD measure the survey’s result can be compared to the amounts that are capitalized under intangible assets in the balance sheet of firms, listed or unlisted firms, and amounts through profit and loss.

Today the intangible assets are determined at market value, on the balance sheet, for example, patents, research, development, business, legal rights, and more. Not all firms use intangible assets based on their balance sheet, but more often through profit and loss, such as human resources, marketing or quality costs which is based on intangible knowledge or assets. This special status, intangible assets through profit and loss, often results in better competitive position in the market or probably leads to better financial results than otherwise. With this in mind, it is important to recognize the usefulness and the value inherent in intangible assets in the value chain.

31.36 Accounting and information practices in small firms

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The question addressed in this study is how small firms compensate for deficiencies in their accounting information systems and what other means they apply to handle uncertainty in their environments.

Data was gathered from six firms representing two different branches of the service industry: craft and craft industry organisations) to make pricing and development decisions.

31.37 Service transition strategies in service-dominant settings: reflections from the financial services industry

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In recent years, firms across markets have seek to grow beyond their traditional core business by developing value-added solutions. The decisive rationale behind this transition from traditional products towards more advanced solution offerings has been to turn away from the problems experienced in matured businesses; that is, to improve firm competitiveness and performance, fight commoditisation and respond to changing customer needs.

With its origins in industrial settings, service transition literature is marked by a strongly product-centric paradigm. However, in practice, the problems experienced by matured businesses, identified in literature as antecedents of solutions, are applicable not solely within the industrial sector but also in many fundamental service industries, such as financial services. As the extant literature is yet to sufficiently accentuate service transition within service industries, little is known on the means pure service providers are taking to response to these challenges.

Therefore, this paper studies service transition in service-dominant settings by investigating the phenomenon in the context of financial services industry. Relying on a conceptual approach based on service transition and financial services marketing literature, the purpose of this paper is to analyse the drivers, strategies and outcomes of the transition from basic services towards more advanced comprehensive offerings.

Thereby, this paper adds to current knowledge by providing a thorough review of existing literature related to the causes and the substance of service transition within S-D settings, and identifying new research opportunities in the area through revealing common patterns and limitations in the existing research.
The practice of service encounters in a district court, a home for the elderly, and a hotel
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Service management research places the service encounter in a central position. However, in this research there is a tendency to discuss the service encounter in overly general terms, and to consider it independent of its operation-specific context. I have studied the practice of service encounters in three disparate operations—a district court, a home for the elderly, and a hotel. Each type of operation involves a specific service logic that is shaped by the operation’s purposes, mission, tasks, and regulations.

The aim of this study is to investigate different service operations, and thus deepen knowledge and increase understanding of the significance of operational service logic for the content and design of the service encounter. The study answers the question: How is the service logic of the operation expressed in the practice of service encounters?

Through interviews, observation, and document studies, empirical data were gathered to illustrate the variation in practice and the multitude of ingredients that form such a practice. All of these ingredients have a part to play and they interact in various ways with respect to the content and structure of the service encounter. The service logic manifests itself in how employees speak and move, in how material artefacts are used, and in the shaping of day-to-day routines. Service encounters and service logics vary as a result of the operation’s specific logic. It is therefore more reasonable and relevant to think in terms of service encounters and service logics, in plural than in terms of the service encounter and a service-dominant logic, in singular. This study contributes to service management research by deepening our understanding of how service encounters are contextualised.

Customer satisfaction in public transit
Martin Löfgren1, Sara Davoudi1, Claes Högström1, Mikael Johnson1.

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Multi-modal travelling is complex. How can the relative market share of public transit be strengthened, especially given that the alternative transportation modes seem far more attractive? Previous research points at the importance of satisfying customer to succeed in highly competitive and differentiated environments (Fornell and Johnson, 1993; Fornell et al., 1996). A more inclusive view on the customer value creation process of public transit is needed to be able to understand its quality attributes. Public transit need to develop, design, and provide transportation with high customer-experienced quality across multiple service dimensions and segments.

This research aims to enhance the understanding of how attribute performance across different quality dimensions in public transit contribute to customers’ experienced quality and satisfaction. The authors use the theory of attractive quality to study whether 25 attributes circumscribing customers’ public transit experiences found through a qualitative pre-study have a linear and symmetric, or non-linear and asymmetric link to customer satisfaction (Anderson and Mittal, 2000; Witell and Löfgren, 2007). A questionnaire was sent to a sample of 2500 Swedish public transit customers of which 37 percent or 930 respondents completed and returned the questionnaire.

The theoretical contribution of this work is an extension of existing theories on how system, safety and service delivery dimensions all contribute to customer-experienced quality in public transit (Friman and Fellerson, 2008). The managerial implication is that it creates a deeper understanding of user preferences in public transit and how these can guide and help prioritizing efforts when designing future transportation offerings.

Professionalism and relationship quality in banks: Small and medium size enterprise perspective
Zahida Sarwary, Timurs Umans, Bengt Igeslström.
1Kristianstad University; (SE).

The aim of the paper is to understand how SMEs perceive professionalism its influences on the customer loyalty of the banks they work with. This is being explored through investigating the black box found in the relationship between these two concepts. The paper hypothesizes that corporate image and relationship quality are the intervening variables in the professionalism relationship to customer loyalty, while switching barriers are then serve as moderators of the relationship between corporate image and relationship quality and customer loyalty. The paper is based on a survey answered by 335 owners of SMEs in Sweden. The findings of the paper indicate that 1) increasing perception of banks’ professionalism has a positive impact on banks’ corporate image and on the relationship quality SME possesses, 2) increasing positive perception of the banks’ corporate image and increasing relationship quality leads to higher customer loyalty, 3) switching barriers do not moderate the relationship between perceived corporate image and relationship quality of the bank SME works with, 4) that perceived corporate image and relationship quality mediate the relationship between perceived professionalism of the bank in its influence on customer loyalty of SME to its bank.

Challenges in the creation of new service business – early phase service business development and changes in the value chain
Mika Ojala1, Tommi Mahlamäki1, Teemu Laine1.

1Tampere University of Technology; (FI).

Services are stated to be one of the key forms for manu-
facturing companies to remain competitive in the future. Companies one after another are developing service business and hope for better profitability, stable sales volumes and sustainable competitive advantage.

The purpose of this paper is to analyze the early phase service business development in two case companies and to find out where are the critical challenges in their service business development. The goal is to find out the general challenges that are needed in successful service business development but also to understand the contextual factors that make the cases unique. This means that we must understand the whole value chains form the end customers to suppliers and the changes and tensions in the relationships between different parties.

The primary data includes interviews from two cases that are construction material manufacturers. Interviews were done at case companies but also at their customers. Amount of interviews was 42 from which 22 were customer interviews. In both cases many functions were involved in the internal interviews.

The task of creating service business in traditionally product centric companies is demanding. There can be pressure to changes and inertia in many parties and areas. Service business means changes within company functions as well as in inter-company roles and power positions. Service provider must understand these changes in the value chain to be able to inform customers about the benefits of new services and simultaneously creating efficient operational practices to the service delivery.

**31:42 Inter-Organizational Cooperation**

**Leif Holmberg**, Nils-Gunnar Rudenstam. 1

1Kristianstad University; (SE); 2Kristianstad University.

**Aim**: Cooperation between organizations is an often-suggested remedy for handling unsolved borderland problems. However, actual projects aiming at cooperation are seldom very successful. The purpose here is to highlight obstacles related to cooperation between different organizations based on a case study of a rehabilitation project where health care and several social service organizations (social insurance, social welfare, and the local employment agency) were involved.

**Method**: Data were gathered through participation and interviews.

**Result**: Efficient cooperation seems to require an understanding of the participating organizations’ differences in work logic as well as work practices. Furthermore, only certain fairly standardized “normal” problems may be handled through organized cooperation while non-routine exceptional problems requires a more fully integrated work organization.

**Implications**: Obstacles to cooperation are highlighted and ways to improve the possibilities of cooperation between organizations are suggested although such generally are hampered by differences in work logic.

**31:43 Frankly speaking – Anthropomorphism in building brands**

**Maria Frostling-Henningsson**. 1

1Dept. of advertising and PR; (SE).

The purpose of this paper is to shed light on the appeal of anthropomorphism to marketers. This is done through reference to three relevant advertising models, the Symbolic Communications Model, the Symbolic Transfer Device Model, and the VisCAP Presenter Model, and one critical case study involving an anthropomorphized sheep presenter for a Swedish mobile telecommunications company. The advertising models are found to support the effectiveness of the symbolic presenter, Frank the Sheep, particularly explaining how meaning is transferred from the presenter to the brand, and the effects the presenter has on advertising communication effects such as brand awareness and brand attitude. We extend previous research on how linking anthropomorphic associations to brands can be employed to increase effectiveness of these common marketing communication tactics. We show that anthropomorphized animals can work effectively and quickly when presenting a new brand to the market, but also offer several cautions for managers.

**Summary statement of contribution**

We contribute to theory by drawing together three different but related strands of advertising to explicate how the anthropomorphic brand presenter can increase advertising effectiveness, particularly in quickly positioning or repositioning a brand and developing brand equity. We contribute to managerial practice by demonstrating, through the use of one critical case study, how the choice of anthropomorphic brand presenter must be considered process, but is one that can add to advertising effectiveness if managed appropriately.

**31:44 Developing a tool for customer involvement in solution development**

**Juho Ylimäki**. 1

1University of Vaasa; (FI).

Recent literature calls for focused research on relational management tools that are used or can be used in practice in cases of customer involvement in product or service development (Edvardsson, Kristensson, Magnusson, & Sundström, 2012). Most of the customer involvement tools that are described in academic literature are strongly focal company centric and they leave minor role for customer efforts in development work. Many times their role is actually limited to acting as a simple source of information. This being said, large variety of tools are criticized for the lack of real two way communication between supplier and its customer. In most cases tools include gathering of different types of information from customers but the feedback loop from focal company to customer is not applied. With these tools customer is not able to comment or revise corrections that are made to the developed service or product. Without duplex channels of communication
between customer and supplier full potential of customer involvement can’t be achieved.

Within our study we developed a tool that was used by two companies when they were co-developing a factory maintenance solution in tight and open collaboration. Both companies also participated in the development of applied tool.

Main idea of the tool is to facilitate discussion between companies to enable the selection of optimal specifications for the new solution. Tool provides companies with a structured basis for discussion from multiple viewpoints in terms of solution development. In particular, analytical approach provided by the developed tool guide companies to evaluate expected value and risk level of different components of the developed solution.

**31:45 Understanding small-scale entrepreneurs’ co-operation decision by analyzing expected social-psychological values**

Terhi Tuominen1, Iiro Jussila2, Sanjay Goel1, Pasi Tuominen1

1Lappeenranta University of Technology, School of Business; (FI); 2University of Minnesota, Labovitz School of Business and Economics.

In the field of entrepreneurship, scholars have incorporated entrepreneurs’ characteristics (Schumpeter, 1934), motives of entrepreneurs (e.g. Latha & Murthu, 2009) and the importance of both informal networking (e.g. Larson, 1992) and formal collaboration (e.g. Das & Teng, 2001). However, in entrepreneurs’ formal collaboration (Street & Cameron, 2001), 1) the “individual entrepreneurs” as unit of analysis and 2) social-psychological values which shape entrepreneurs’ collaboration decisions have been under-emphasized.

Aiming at inductive theory elaboration, we used social exchange (Blau, 1964) and co-operation literatures (e.g., Cornforth et al, 1988) to map the entrepreneurs’ decision regarding establishing a co-operative. Building on eleven thematic interviews (Braun & Clarke, 2006) on female small-scale entrepreneurs operating in home health care and home aid sectors in Finland, our objective was to analyze (1) What social-psychological rewards and costs (values) do the entrepreneurs expect from their collaboration in this context and why? Even though our data includes expectations of economic value we focus our analysis on social-psychological rewards and costs.

Social-psychological rewards (e.g., self-enhancement and the ability to release stress through division of labour, feeling of belongingness and psychological attachment to the certain social entity) motivate entrepreneurs’ to collaborate. However, various social-psychological costs of collaboration manifested in our analysis (e.g., fear of losing their autonomy, competence, reputation, increased stress and feelings of envy between entrepreneurs) that overwhelmed the expected rewards of collaboration. Our study contributes to research on entrepreneurs’ collaboration by highlighting the non-economic values that shape entrepreneurs’ decision.

**31:46 Dialectics: An Emerging Perspective on Entrepreneurial Marketing**

Frode Fjelldal-Soolberg1, Frank Lindberg1

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Research on marketing in new ventures (entrepreneurial marketing) has established that new ventures are challenged with an array of problems particular to them. These are associated with the new ventures limited experience, modest size, and uncertain and turbulent markets (Gruber 2004 gives an extensive review). Notably, these challenges are prone to be present in any industry (Blhidé 2000). Entrepreneurial marketing as a stream of research currently involves two main directions; 1) a normative school of entrepreneurial marketing that seeks to make marketing more innovative and creative, and 2) an interpretative study of applied marketing in entrepreneurial contexts (Siu & Kirby 1998; Chaston 2000; Grant & Perren 2002, Bjerke & Hultmann 2002; Hills & al 2008). New venture creation is one of many such contexts.

This research effort originates from the interpretative direction, as the marketing practices of new firms has been explored and interpreted. However, the question; “How is marketing performed in new businesses?” has been raised by several researchers, and numerous papers have been published on this topic. Yet, most contributions are heavily influenced by traditional thinking, and therefore frequently dub marketing in new businesses as unprofessional, unsophisticated, or DIY (Do-It-Yourself) marketing when compared to Marketing Management (Carson, 1985). This conclusion follows naturally from the analytical rational perspective, but it is nevertheless quite condescending. Recent developments within entre-
productive empirical work. The purpose of this paper is to contribute to a more holistic and less analytic rational understanding of marketing in new ventures, by reporting entrepreneurs’ marketing activities from a dialectic relational framework. Inspired mainly by practice theory (Schatzki, 1996; Reckwitz, 2002) we focus on the entrepreneur as dynamically situated within the intersection point of many practices that involve procedures, understandings what to do and say, and engagements through various projects, purposes, beliefs and emotions. Through empirical findings from 29 entrepreneurs we show how they face paradoxes and ambiguities when taking on marketing challenges.

31:47 Regional institutional capital of venture capital financed start-ups

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Venture capital (VC) providers have been recognized to contribute substantially with managerial expertise to the start-up firms that they have invested in. These contributions are generally seen as assistance in decision making and formation of business processes. However, earlier studies have shown that institutional factors can have a significant impact on a start-up survival and performance. Thus, in this study we hypothesize that the VC contributions to a start-up’s access to regional institutional capital have a positive effect on the start-up performance. We conceptually develop and operationalize the concept of regional institutional capital, following Oliver (1997), as start-up’s access to unique resources within its local institutional environment. We further proceed to examine VC-funded firm institutional capital on the level of municipality and the role of VC firms in formation of such capital. The data for the study is derived from two sources, a survey of 152 VC-funded firms and longitudinal annual report data. The results suggest that VC contribute directly to start-ups networking capability and indirectly to the start-ups regional institutional capital. Both effects are weakly associated with positive performance of VC-backed firms.

31:48 Bootstrapping as financing strategy for women entrepreneurs with growth ambitions in Scandinavia

Marta Lindvert1, Oystein Widding2.

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One of the most crucial barriers to growth in a business is lack of access to resources, which is critical since the very core of entrepreneurship has to do with the ability to combine resources through different innovative activities. Previous research has shown that ventures often use a number of different methods in order to solve the need for capital and other resources, without relying on external financing, such as bank loan or acquiring external equity capital. This financial behavior has been described as bootstrapping. It has also been shown that women entrepreneurs face greater obstacles in their search for capital and other resources, compared to male entrepreneurs. In this article, we examine which bootstrapping methods women entrepreneurs with growth ambitions use in order to obtain capital and other resources without relying on long term debt. We also discuss the importance of different actors in this process as well as how the bootstrapping methods are used in different stages of the development of the business. Data has been collected throughout a two year development program involving 24 women entrepreneurs in Norway and Sweden. During this time, we have, among other things, conducted interviews with the entrepreneurs. Overall, there was an action research approach in the program. We found that a variety of methods were used, but only to some extent in line with previous research. One important finding is the use of fellow community work, used by Norwegian entrepreneurs. Thus, there are both practical and theoretical implications in our study.

31:49 Gender equal entrepreneurship-prerequisite for regional competitiveness and innovativeness

Yvonne von Friedrichs1, Cecilia Dalborg2.

1Mid Sweden University; (SE); 2Mid Sweden University.

The objective of the paper is, from gender equality perspectives, to present an analysis of the impact on entrepreneurship of projects that has been granted by the EU Structural Funds during the period 2007–2013 in a Swedish county. The study has an explorative research approach using mainly data from public documents and reports. The study shows that much of the funding from the EU and the County Council has been allocated to corporate and business development initiatives. This result was found to be in line with the county’s explicit ambition to increase its regional competitiveness and innovative capacity. The study shows that there is a gender unequal distribution of public funding for entrepreneurship between women and men entrepreneurs in the region and that gender issues have received very little attention in the projects implemented. Few new companies have been started during the period despite the high ambition and the resources have in a much lower extent been allocated to new businesses started by women compared to those started by men. The study also showed that a focus on women’s entrepreneurship affect the total number of new business creation in a positive direction. Furthermore, that the financing mainly helps to preserve existing structures, while the region require renewal processes. As women dominate industries such as services, health and tourism a distribution of funding towards such “untraditional” industries could have a positive influence on regional competitiveness and innovativeness, especially in regions outside dense areas. The conclusion
is that to achieve gender equality in entrepreneurship, in order to increase regional competitiveness and innovativeness, it is crucial to have a gender equality perspective already in the project design.

**31:50 The lifecycle in women owned businesses – a qualitative growth perspective**  
Cecilia Dalborg

Entrepreneurship and business creation form the daily life for millions of people around the world. Despite the fact that the vast majority of these businesses remain small, in quantitative terms, numerous researchers have attempted to explain the development of businesses by using lifecycle models. By considering organizations as living organisms, the organizations are expected to face predictable and identified growth stages during their lifetime. The models in use only have a one-sided view of growth, where growth often is synonymous with increased turnover or increased number of employees. Critical voices have been raised against this approach to growth, particularly because they are not suited to the vast majority of businesses, i.e. the small businesses. Recent research indicates that growth also can be considered from a qualitative perspective. The objective of this study is to investigate the lifecycle in women owned businesses from this perspective. The results in this study are based on 852 Swedish and Norwegian women entrepreneurs. In line with previous research, the results show that women entrepreneurs form different qualitative growth platforms, where unique building blocks are put together and secured in order to achieve the next platform. Furthermore it is shown that the motivation of growth changed during the business lifetime. Initially, growth was extrinsic motivated for the entrepreneurs and later in the cycle it turned to be intrinsically motivated. The conclusion is that the perception of growth must be broadened to include both a quantitative and qualitative approach. By doing so it is possible to identify motives for growth in different phases in the lifecycle of women businesses and to develop supportive measures to stimulate this growth.

**31:51 Social capital in women entrepreneurship – designing projects for business growth**  
Yvonne von Friedrichs, Maria Bogren

Women businesses contribute to increased employment and sustainable growth and are therefore seen as a resource for regional growth. Recent research has demonstrated lack of access to financial capital as an obstacle to the growth of women’s businesses. But subsequent research has also shown that it is not only financial capital that has affect on the growth of businesses owned by women. The lack of role models and networking relationships also appear to be significant barriers to business growth. Therefore, it may be justified to ensure other kind of capital resources than just financial capital for growth. Entrepreneurs are highly influenced by environmental issues and networking possibilities. The importance of contextual prerequisites for the development of women businesses is an under researched subject and so is also the importance of business networks and social capital in networks. The objective of the paper is to study if and how social capital in the form of trust, commitment and social activity may be stimulated through development projects. The study uses mixed methods to examine a number of completed projects dealing with growth in women entrepreneurship in Sweden and Norway. The study is conducted in spring 2013. The study highlights the design of development programs – which parts should be included and what elements of social capital can be traced? In addition, the study follows post-processes in terms of the development of social capital for the women entrepreneurs who participated. The research results focuses on the processes of development of social capital, seen after completion of development projects where development program for women in business has been conducted. The results and conclusion of the study is yet to come.

**31:52 The Open Arena Intermediary: Facilitating collaboration for innovation**  
Carolina Andrade, Maria Elmquist

Accessing the most recent knowledge is a central point in the competitiveness of companies, since they cannot afford, by themselves, to develop all knowledge needed in-house. This is especially true in areas characterized by uncertainty. Further, markets are more dynamic and unpredictable than before; incremental and disruptive technologies may emerge very quickly.

Engaging in more open initiatives is part of most strategic discussions, and so is the need for business models developments to effectively accomplish that. The aim of this paper is to analyze Open Arenas as a method to facilitate collaboration. It also investigates how Open Arenas may evolve into Open Innovation Arenas.

Open Arenas are platforms in which complementary and competing organizations are gathered in order to identify industrial gaps to address collaboratively. Projects are then set up and developed to assure that and rules are made in order to create trust among the partners. Neutrality is assured since the aim of the Open Arena is not to be a competitor, but a partner. The focus is on the process of organizing the Arena, pointing out how organically is may evolve into Open Innovation Arena. Open Innovation Arenas also in themselves constitute an actor that enables open innovation within a specific field of expertise and envisages itself as a key player in that same field.

The paper is based on 14 semi-structured inter-
views that were run with the management representatives of Open Arenas at Lindholmen Science Park in Gothenburg, Sweden. By presenting how they are been organized, the paper also discusses challenges and opportunities for organization of open innovation by means of their emergent business models.

**31:53 Sources of external information in innovation processes: an empirical study among managers of Icelandic firms with international operations**

**Gunnar Oskarsson**

*University of Iceland; (IS).*

Increasingly, both academics and managers maintain that innovativeness will be the most important contributor to the sustainable competitive advantage of firms, and that access to and utilization of external information will have a profound impact on firms’ capacity for innovation. External information contributes to various phases of the innovation process and the speed of transferring, evaluating and using the information in innovation processes is of vital importance. It is, therefore, crucial to gain an understanding of the main sources of external information and how they are accessed by businesses. A number of research initiatives have provided an insight into information needed for innovation processes, but there is insufficient research that focuses specifically on the identification of the main sources of external information and how companies utilise them. Based on a survey of managers of firms with operations in international markets, this research identifies the main venues of external information, and how as how companies make use of them. The impact of manager profiles on access to different sources of information is studied as well. The research potentially makes an important contribution to the theory of continuous innovation in an increasingly competitive environment, and offers a useful insight into variables that contribute specifically to companies’ human resource management.

**31:54 Are Icelandic Consumers of Payday Loans Less Financially Literate?**

**Kari Kristinsson**, Davíð Arnarson.

*University of Iceland; (IS); Kredia.*

Considerable discussion has taken place in Iceland regarding the payday loans and the firms offering them. On one side people view these loans as adding to the choice of financial products available to consumers. While on the other side these loans are often viewed as loansharking as the annual interest rate is very high. However very little of this discussion has taken place in the Icelandic academic community and as a result no research has been conducted on this market. In this research we investigate whether consumers of payday loans are less financially literate than the general population. For this we use a sample of consumers of payday loans and compare to a sample of Icelandic consumers. We find that consumers of payday loans are less financially literate than the general population. They are also younger, more likely to be males, with less income and lower education.

**32:01 Leadership style in a context: In search of leadership gender patterns**

**Inga Minelgaite Snaebjornsson**

*Haskola Islands; (IS).*

The objective of this research is to close the knowledge gap identifying how national culture and gender influence the leadership style of (executive) leaders. At the aftermath of 2008 crises, it is important to focus on vital engine of the economies – business leaders. It is the time to provide holistic and complete view of leader behavior, contributing to management advancement.

This research will analyze interrelation between three fields: leadership style, gender and national culture. It will identify the main dimensions from the national culture and gender that influence leadership style and will answer how it influences business leaders.

Mixed methods will be used, providing a holistic and complete picture. Lithuania and Iceland were chosen for research geography – two homogenous countries, yet different regarding gender equality, that give better opportunity to detect influence of national culture and gender in leadership style.

This research will produce a unique and needed contextual view. It will fill the literature gap and advance existing knowledge. New data on underrepresented geographical regions will be generated. The research will use an innovative methodological approach, in a real-life setting, and time frame before and after the crises.

The results of this research will make a contribution to integration advancement in leadership research and wider application in management.

**32:02 Dimensionality of the perceived value of product color**

**Hanna Kiehelä**

*Hanken School of Economics; (FI).*

Scholars agree that product color is an important factor in product success, yet color is an under-studied element in marketing research. In particular, there is a paucity of research on the perceived value of product color, although studies show that product color is important in consumer perceived value. Understanding the perceived value of color is essential because value determines consumer loyalty and profitability. This paper addresses the previously
neglected issue by drawing theoretical implications from consumer stories of how consumers perceive the color of their cars and mobile phones. These products are appropriate for this study because in neither case can performance be affected by color; a black color on a car does not lead to greater horsepower or more fuel efficiency. The study is based on 39 semi-structured interviews. The findings of this paper show that 1) the perceived value of color consists of three dimensions (experiential, symbolic and functional), and 2) the outcomes of consumers' color consideration processes serve the purposes of at least one dimension at a time, but are likely tradeoffs between two or all three dimensions. For marketers, it is important to learn how consumers perceive the value of color because it helps them to offer right colors which, in turn, leads to reduced manufacturing costs and increased sales. For example, eliminating tradeoff by offering colors which are desired in all three dimensions would save the customers from having to compromise. And when tradeoff is inevitable, if marketers are aware of the color consideration processes of customers, they are able to participate in the purchase decision and assist customers in their choices, which will increase customers’ purchase intentions and customer satisfaction.

32:03 Leadership in change related communication: recipient’s point of view

Eeva Kiiskinen1.

1Tampere University of Technology / Department of Industrial Management (FD).

It is getting obvious that contemporary organizational analysis is being subjected to a linguistic turn. Debates on postmodernism (Alvesson, 1995; Chia, 1995; Cooper & Burrell, 1988; Parker, 1992) have brought the capacities, complexities and the power of language to the forefront of research. In organizational communication and use of language something that is plausible and convincing to one group may not work the same way for another group (Weick et al. 2005, 415.) When exploring the credibility of organizational discourse, two dimensions proposed by Mary Jo Hatch (1994) can be taken into account: is the speaker internal or external, and is the narrator of the story an actual character or not.

S sensemaking is needed when the organizational conditions turn into words. All communication can be seen as crucial actions and work as a medium through which institutions shape their management and implementation. (Gioia et al., 1994, 365.) Stories aid organizational actors in making sense of change and also contesting it (Gabriel, 2004), and therefore both shared interpretations of change and contested change stories are integral in managing change. To reduce feelings of uncertainty and anxiety, employees do their own story-work, “the transformation of everyday experience into meaningful stories” (Gabriel, 2000, 41). The alternative, contested interpretations are usually ante-narratives, i.e. fragmented and temporary stories (Boje, 2001).

Data for this research was collected in two Finnish medium-size enterprises in 41 theme interviews. Major strategic change had just taken place in both and employees had received messages concerning this change. During the interviews internal news and blog texts written by executive leaders of the company were presented for evaluation.

In the doctoral thesis different viewpoints are proposed and questions asked, such as:

- What is the structure of narratives in blog texts and intranet news in change related communication?
- How narratives used construe needs for sensemaking?
- How can the role of ‘the audience’ be seen in change related communication? (leaders as organizational storytellers, followers as interpreters)
- Managers as internal and external narrators, focalization of narrator.


32:04 The Travel of Place Brands: a more-then-human- more-then representational approach to understand the spatial-political nature of brands

Andrea Lucarelli1.

1Stockholm University.

The aim of the thesis is to attempt to conceptualize the way brands in general and place brands in particular, are becoming, emerging, developing, reproduced and used
in different way and different manner. In embarking in this challenge the thesis lays the foundation for a new approach that draws from recent several socio-geographical theories to understand the role, the deployment and logic of brands as well as the relationship brands—subjects in the circle of consumption and production where brands are crucial part. The method of inquiry follows an ethnographic—longitudinal research design and the empirical material upon which the thesis is built upon is about a particular place brand “Stockholm the Capital of Scandinavia”. The thesis enlighten on the spatial and political dimension of brands and based on the new approach here endorsed suggests that a) agency and relationship is based on politics of affect and hope that reflect a type of networked culture where communications, information and every type of other representation is characteristics of both producers and consumers of (brand) meanings simply because meanings production and consumption is not only prerogative of individuals, communities or groups, but also organization, the internet and other type of more-then-human agents (e.g. a bridge, a color); b) brand meanings and representations have to be differently studied because the link between materialization and visualization makes that the focus of study lay on the spatial and political practice of visibility and materiality in an ecology of brands; and c) the way brands evolve and the agents interacts is based on politics of space that reflect the political dimension of engagement.

32:05 Generation Y Describing Motivation and Leadership: What Can We Learn?

Susanna Kultalahti\(^1\).

\(^1\)University of Vaasa; (FI).

The aim of my doctoral dissertation is to provide information on the motivational factors and leadership preferences of the Generation Y. Generation Y, born between 1978–1995, is said to challenge working life and HR. The values, perceptions, and expectations they possess differ from other generations. Managers and supervisors are struggling with finding the ways to motivate this group of people, which is now entering the workforce with full speed.

I have collected data using role-playing method. In 1008 stories, altogether 252 Gen Y-ers describe motivation and leadership. The questionnaire was shared in Facebook. That proved out to be a fast and convenient way to collect data. I have analyzed the data and submitted already two papers based on this data. The results indicate that Generation Y is motivated by flexibility in work arrangements, work-life balance, and changing job description— to mention a few. These findings suggest that supervisors and managers need more information on the perceptions of Generation Y. This gap in research is filled with my thesis in the management field.

I am halfway through in my doctoral studies. I have made good progress with the thesis, and most of the doctoral courses are already completed. I am eager to present my findings and discuss this topic with fellow doctoral students. The methodological choices in this research are interesting, challenging and different. Thus, it would be beneficial for me to discuss them in the colloquium at hand.

32:06 A Service Logic Perspective on Strategic Flexibility

Danilo Brozovic\(^1\).

\(^1\)Stockholm University School of Business; (SE).

Strategic flexibility, defined as development and enactment of alternative courses of actions triggered by changes in the business environment, has received much attention in management, and some in marketing literature. However, only a few studies address the issues of strategic flexibility in the context of service, although it is assumed that flexibility leads to higher levels of experienced service. Therefore this proposal aims to apply service logic perspective to thinking about strategic flexibility. More specifically, the purpose is to explore how and why the creation and implementation of alternative courses of action is affected by the company’s focus on and understanding of customers’ processes.

The empirical study is designed as in-depth case study because of the lack of prior research addressing strategic flexibility within the context of service. More specifically, the empirical study investigates how and why industrial service companies handle various kinds of changes in their environments. The focus lies on the company ability of developing, adapting, and adjusting its offering to the particular needs of the customer. The industrial service settings seem particularly suitable for the study because they provide insights both in strategic flexibility and the orientation towards supporting customer processes. The doctoral process is approximately at the midway stage.

The expected conclusions should reveal how companies act when faced with different kinds of strategic changes and offer a revised perspective of strategic flexibility in the context of service logic.

32:07 Transparency apparently: becoming the “most transparent company in the world”

Gabriella Wulff\(^1\), Niklas Egels-Zandén\(^1\).

\(^1\)School of Business, Economics and Law, University of Gothenburg; (SE).

The aim of the study is to apply critical perspectives on CSR by telling a story of a medium–size European fashion company that recently decided to become “the most transparent company in the world”. When translating the institutionalized rule of transparency into specific practices, the company skillfully exclude certain aspects of transparency (most notably aspects related to their own operations) by restricting transparency to the supplier part of their products and production. In this way, the company constructs a definition of transparency and CSR, which prioritizes their interests over others (e.g.
the suppliers). This uneven balance is illustrated in for example by the suppliers only becoming involved once the company had developed its overall definition of transparency. In a pattern similar to other CSR projects (Khan et al., 2007), western consumers, and not the workers, became the primary objects of interests.

Material was collected in real-time as events unfolded using semi-structured interviews, observations and written documentation. The paper draws on a combination of new institutional theory and theories of organizational culture in order to discuss how the company translated the institutionalized rule of transparency to gain legitimacy by being similar (new institutional theory) and uniqueness by being different (organizational culture) (see Strandgaard Pedersen and Dobbin, 2006). In doing so, we contribute to the literature on transparency and CSR by critically discussing the path to transparency, and provide additional insights to the organizational mechanisms that shape how companies respond to institutional pressures.


32:08 How IKEA brand influence the working life in the organisation

Charlotta Karlssdottr1.

1Linnaeus University, (SE).

The thesis starting point is the intersection between organisation and branding. Study of the relationship between organisation and branding is traditionally been seen concerning corporate and product images related to the customers outside an organisation and the brand position in the market regarding competition. However, in the current research on brands a great emphasis is given to the importance of employers as brand advocates and promoters in their lives inside and outside working organisations, forming a facet of the brand. Exploring this point further, the influence of the brand on management and the organisation of the business has been left for little attention. The focus of the research project is on a strong brands’ influence on company employees, and to understand its effect on their working practice and everyday experience of their working organisation.

The research questions relate to how employed experience and ‘live the brand’ in their working and private lives. By understanding how employees experience, relate and embody to the brand, both at home and work, will shed light on how employees work as brand ambassadors and how their employees’ experience and relate to the brand inside the organisation. This will also reveal in which ways the employers and consumers experience of dealing with the strong brand is similar and where lie the biggest difference.

The approach draws from conceptualisation within organisation and communication theory using qualitative methods, i.e. observations and interviews. The thesis will result in a monograph presented in the autumn 2016.

32:09 Inter-firm cooperation in family firms: past research, methodological issues and way forward

Gershon Kumeto1.

1Jönköping International Business School; (SE).

The family business literature shows growing interest in interfirm cooperation involving family firms (Roessl, 2005). This is due to the recognition that interfirm cooperation enables firms to develop competitive advantage through enriched knowledge and access to crucial resources and new markets by cooperating with other firms. Particularly, efforts have been made by scholars to measure how family businesses compare with non-family businesses in different aspects of interfirm cooperation. While some scholars conclude that family firms are less likely to engage in and less successful in interfirm cooperation, other scholars find support for the opposite argument (Pittino and Visentin, 2011; Miller et al., 2009). In this article I reveal that this ongoing paradox in the literature is due to methodological challenges which make cogent understanding and grasp of interfirm cooperation difficult in the family business context. First, I organize previous studies that used ‘family influence’ as a variable in interfirm cooperation during the period 1982 -2012 based on the kind of interfirm relationship studied and measures employed. Second, I synthesize the research findings into a model of interfirm cooperation which provides a novel way of understanding the previous studies within their theoretical and empirical context. Third, I provide an interpretation of the literature based on the model to clarify the causes of the paradoxical findings and to show how previous studies provide complementary rather than contradictory conclusions. Fourth, I specify potential paths for future research.

32:10 Exploring strategic visions through a Tardean inspired associative method

A. Carina Bayerdörffer1.

1Copenhagen Business School; (DK).

The French sociologist Gabriel Tarde (1843–1904) has experienced a revival in the social sciences through scholars like David Toews, Bruno Latour, Christian Borch, Barbara Czarniawska, Andrew Barry and Matei Candea. So far Tarde’s notions have only been employed as particular analytic tools. In my PhD I use Tarde’s sociology of imitation as theory and method to explore the unfolding of management by vision in two medium-sized engineering companies in Southern Germany. How do managers on a daily basis work with the strategic vision and relate it to the employees and their daily activities? My data
collection includes interviewing and shadowing managers as well as auto-photography by managers. According to Tarde, sociality is constituted by association, which in human societies takes the form of imitation. He conceptualized imitation as an autopoietic and largely suggestive mechanism of differing repetition. Differing repetition is to be understood as imperfect copying due to minute modifications or opposition. Methodologically, I suggest that this principle of association can be brought into play by drawing on case study research, ethnographic fieldwork and narrative inquiry. The managers were asked to photograph typical work situations and the resulting images were discussed using photo-elicitation which attends to the suggestive aspects of imitation. Through a Tardean perspective managerial agency and power emerge as outcomes of minute and manifold moments of differing repetition. Managing people through visions turns into a management of micro-dynamics taking into account collective dynamics, suggestive forces and affect. Such a view challenges the dominant paradigms of deliberative human agency and personified leadership present in most research on strategic visions.

32.11 Taking IT seriously: On the legitimating discourses of enterprise resource planning system adoption

Lauri Lepistö¹.
¹University of Tampere; (FI).

Enterprise Resource Planning (ERP) systems have gained an astounding ascendency in business life during recent years. ERP packages are increasingly becoming the standards for organizing business activities because of their various alleged benefits. ERP systems are complex software packages that promise a seamless integration of all the information flowing through an organisation. The present study attempts to improve understanding on the discursive legitimation of ERP system adoption. Earlier research on ERP systems have mainly focused on their usages and performance effects in enterprises. Therefore, the particular research question is: How the sense of legitimacy is constructed discursively. The study approaches legitimation from the perspective of critical discourse analysis. Herein legitimation is regarded as creating a sense of positive, beneficial, understandable, necessary or otherwise acceptable action in a particular setting. The empirical data comprise articles on ERP system adoptions in Finnish enterprises that are published in a customer relationship magazine of a notable Finnish software vendor. The data cover 56 relevant articles, which are published during the years between 2002 until 2011. The study wishes to make two specific contributions on discussion on ERP systems in fields of accounting and organisation. First, the study distinguishes five legitimating discourses (rationality, mundanity, modernity, evolution, authority) that are mobilised by the software vendor to legitimate ERP system adoption. Second, the study also illustrates that the legitimating discourses appear as ambiguous.

32.12 Leadership within the Norwegian cultural context

Berit Sund¹.
¹Norwegian School of Economics (NHH); (NO).

Leadership in cross-cultural contexts have become a separate vein of research in the larger international management literature over the past three decades, and my PhD project seeks to contribute to this research domain by focusing on leadership within the Norwegian cultural context. One major assumption of the cross-cultural leadership literature is that effective leadership entails adapting one’s leadership style to the national culture in which one works, which presents the leader facing cross-cultural situations with new challenges but also opportunities. Leadership in Norway has received little research attention compared to its Scandinavian neighbors, and there is consequently little empirical research from which to draw when giving advice on how to lead in settings involving Norwegians and which problems and opportunities might be inherent in the Norwegian approach to leadership. Thus, my PhD study aims at using Norway as a “model system” of culturally adapted leadership and thereby describe its characteristics and implications for organizational effectiveness. I am half-way through my project, which draws on both qualitative and quantitative methods. I have carried out in-depth interviews with 41 leaders and subordinates and taken an inductive approach to generating thick descriptions of Norwegian leadership. These descriptions will later be used to build a survey, which will be distributed to a larger number of Norwegian leaders and subordinates with the goal of mapping Norwegian leadership characteristics and their effects in greater detail. By using Norway as a case or “model system” of culturally adapted leadership, I contribute not only to the cross-cultural leadership literature by providing data from Norway, but also to the same literature by focusing on the identification of potential costs of culturally adapted leadership. This is an important topic, but it has received surprisingly little attention in the literature.

My thesis is article-based. I am currently working on an empirical paper drawing on the in-depth interviews to describe Norwegian leadership style and how it relates to the extant literature, and I am also developing a conceptual paper on hidden costs of culturally adapted leadership. Other papers will be based on the survey and focus on effects of the Norwegian leadership style.

32.13 Leading for creativity: An examination of the relationship between servant leadership and creativity

Birna Dröfn Birgisdóttir¹.
¹Reykjavik University; (IS).

This research examines the relationships between servant leadership and employee creativity including the mediating effects of the characteristics of the work environ-
The role of entrepreneurial actions and social capital in small firms’ internationalization toward emerging markets

Ya Zhang.1

1Linköping University; (SE).

1. Study objective:
Investigate what are the important factors enable Swedish smaller size firms to develop their business internationally in a wider scope. A theoretical lens in this study is from a combination of entrepreneurship and network perspectives.

2. A brief statement of method:
This is the second phase of the Ph. D. study. This study plans to test a few important factors identified from earlier pre-study of literature, a survey and longitude in-depth case studies. The study will investigate which factors could explain small Swedish firms’ degree of internationalization (DOI) in an aggregate-level. A cross-sectional survey will be used in this study. Sampling fame will target Swedish small firms with less than 50 employees. The study will cover both manufacturing and service sections.

The study will compare conclusions got from this survey analysis with two smaller surveys conducted in the first phase of Ph. D. study in 2010 and 2012.

3. A summary of results:
In the first phase of study, international mindset, growth intention, traits of offerings, foreign market knowledge, perceived industrial environment and network connects (in both local and international networks) are dominant elements from empirical studies. From literatures entrepreneurial orientation and networks are often highlighted. This study will test a construct generated from the first phase of study.
32:16 MEDIANOMICS: Disruptive Business Models in the Changing Media Industry

Timo Ketonen

Abstracts

Research topic:
Media firms’ approach to find new sources of revenue in the digital ecosystem. For the purpose of my Doctoral thesis ‘Media firms’ are defined as Publishers of Newspapers and Magazines.

Research questions:
The following research questions have been identified: What are the strategic implications of technological change with respect to the Media Industry, individual firm and consumer behavior? What implications do those changes have on firms’ abilities to generate new revenue streams in order to sustain their profitability? What are the specific requirements within a firm to create the innovative new Business Models, and how is this leadership organized to ensure profitability?

Theoretical considerations:
My specific interest for the Doctoral thesis is to study how Media firms manage transformation from a print based Business Model in order to remain profitable in the digital ecosystem formed by the Internet and Applications for Mobile devices.

Whether the new Business Models in the Media Industry are truly disruptive or not is a core question to be addressed in the thesis. In this context we need to look at the process of innovation in Media firms backed by theory on how Business Model Innovations are different from Technological Innovations (The Innovator’s Dilemma: When New Technologies Cause Great Firms to Fail, Christensen, 1997; and Disruptive Innovation: In Need of Better Theory, Markides 2006). Strategic innovation is a fundamentally different way of competing in an existing business (Charitou and Markides, 2003). Example: the way Amazon competes in book retailing is different from a traditional retailer like Barnes & Nobles’ way.

The researcher has identified four Key Drivers of Change:

- Consumer Behavior (time spent on media and how media is consumed)
- Cost of Print & Distribution (particularly the cost of physical distribution)
- Disruptive Technology (the new ‘ecosystem’ with tablets and smartphones)
- The Change in Advertising (mass marketing vs. targeted marketing)

These Key Drivers will be discussed in more detail in one of the chapters of the thesis. They are all interrelated and this interrelation will be argued in the thesis. However, the change in consumer behavior (Audience Evolution: New technologies and the transformation of media audiences, Napoli, 2011) is the one key driver that affects all of the three others, even the way consumers are able to consume printed products in the future. The ‘Information Explosion’, i.e. how many messages per day can we actually handle, has a lot to do with consumer engagement in media and advertising content.

Methodical issues and potential results:
The aim is to carry out a qualitative study based on interviews with Media experts in four countries. A greater number of the interviews are taking place in Finland, with similar interviews to be conducted in Sweden, the U.K. and the USA. To date 68 interviews have been carried out in Finland, Sweden and the U.K. Interviews in the U.S. will conducted towards the end of March.

In short, by way of conducting interviews the researcher is trying to get a glimpse into the future of Publishing. To supplement this concept the researcher has put together an expert panel with non-industry experts to collect their views of the future of the Media Industry. This non-industry expert panel includes people from several start-up companies, featuring people with competencies in business development, branding and marketing.

32:17 The Icelandic horse industry; Characteristics and economic contributions

Ingibjörg Sigurðardóttir

Abstracts

Horsemanship is the basis of diverse business operations in Iceland as well as a popular leisure activity among Icelanders and foreign guests. Despite this, knowledge of the industry is limited, so carrying out strategic response has been difficult. The aim of this research is to analyze the evolvement of businesses within the industry and evaluate its economical contribution.

The main research questions are:

- What is the structure of the Icelandic horse industry like?
- What is the economic contribution of the Icelandic horse industry?

The academic background of the research, consist of theories of small business management, entrepreneurship and customer expectations. Mixed methods are applied as preliminary data are used along with findings from open ended interview with operators and a quantitative study of customer experience and economic contributions.

Preliminary findings indicate the variety of the industry and hazy bonds of business and hobby. Businesses have in most cases developed from operators interest in horses and can in most cases be defined as lifestyle businesses, but emphasis on maximizing financial profit seems to be a variable. Those findings on the horse industry concur with research findings from other countries. The operators seem to define the gain from their business in broader way than just a financial one even though operators aim for surviving financially. The research section on the economic contribution of
the industry is on an initial stage, but indicates a high number of horses per person in Iceland and considerable horse related activity.

32:18 How matter matters for governance. Insights from a study of the implementation of an electronic patient record system

Berit Kamp Kragh.

′Department of Business Administration, School of Business and Social Sciences, Aarhus University; (DK).

What happens when an electronic patient record (EPR) system meets existing sociomaterial practices? How, if at all, do differing enactments of the EPR system reflecting e.g. present habits, power relations and norms at different wards converge as users and developers respond to the intended and unintended effects of the system’s enabling and enforcing qualities (Leonardi & Barley, 2008; Orlikowski, 2000)? These are some of the questions that form the basis of a case study of the ongoing implementation of an EPR system at a Danish regional hospital in which first nurses and then doctors are required to use the new platform. I therefore shadow the EPR system (Bruni, 2005; Czarniawska, 2007) as it is taught, used, discussed and further developed with a view to account for the unfolding ontology of the EPR system (Knorr-Cetina, 2000) and in particular for how this unfolding is both constituted by and constituting the routines, power relations and norms that govern everyday practice.


Czarniawska, B. 2007. Shadowing and other techniques for doing fieldwork in modern societies: Libor AB.


32:19 Understanding the impact of changing information behavior on marketing education in universities – the case of generation Z

Johanna Lindström.

′Åbo Akademi; (FI).

Our society is undergoing major changes and this is reflected in the media industry. We can recognize quite dramatic transitions in today’s media environment, and my research focuses on understanding drivers behind these transitions. Rapid technological development and disruption in media firms and their business models are a few examples of key drivers. Another example is fundamental changes in social trends and in consumption behavior, especially among young people. This is the focal point of my doctoral thesis.

My research objective is to understand how generation Z’s (born 1994–2010) media consumption behavior and media perception will affect the media industry of tomorrow. Different studies show evidence of notable differences in media consumption between generation Z and earlier generations (Rideout, Foehr & Roberts, 2010; Rosen, Carrier & Cheever, 2010; Grail Research, 2011; Kiviluoto, Lindqvist, Ketonen & Brännback, 2012). For example, time spent consuming media among generation Z reaches a total of nearly 12 hours of media exposure a day, which is considerably higher than for others. There is also a clear difference between how much time is spent multitasking (using different media simultaneously) between generation Z and earlier generations. (Rideout et.al., 2010) Understanding this generation’s media consumption behavior (e.g. what media do they use? For how long? Why?) and media perception (e.g. how do they perceive the media they consume? What catches their attention? What do they remember? Why?), and their impact on the whole industry is important not only for media firms but also for example for marketers and advertisers.

Studying change and the impact of change requires a mix of different methods, both quantitative and qualitative. Pilot testing of different methods (survey, media diaries, photo interviews and focus groups) is conducted at the moment among students at Åbo Akademi University. Results from this testing round will be used to make further decisions on the methodological approach of my doctoral thesis and the results will also give an insight into the media perception and consumption behavior of people right on the edge between generation Y and generation Z.

32:20 The governance and the governing of the Swedish university colleges

Signe Jernberg.

′Uppsala University; (SE).

Swedish university colleges are young organizations; roughly speaking their history began as late as 1977. The university colleges past and present situation differ from that of the old, reputable universities. Amongst those differences is the university college role as a regional center for economic growth, the emphasis of the third task, past and present preconditions for research and the position as a central actor in the social democratic quantitative visions for Swedish higher education. Hence, there are circumstances that show that university colleges in Sweden are something partly “different” from the older universities.

With a starting point in the above-described notion
of difference, the objective of my thesis is to explore the university college’s institutional history. I will do this by asking two questions: What discourses has been governing the emergence of the organizational field of the university colleges? How have single colleges perceived the constitution of the field and their place within it? In my work I will give particular interest to governmental reforms, events in history that are assumed to be altering what kind of discourses may govern the organizational fields in the future; the starting point will be in 1977 when one of the great reforms of higher education was executed and then continue to present times and one of the most recent reform, the autonomy reform. By doing this I will contribute to the understanding of the role of the university colleges as well as the unique conditions they are operating within.

I aim to develop a theoretical framework from discourse theory, mainly Foucauldian works, as well as concepts from institutional theory, such as organizational fields. Data will mainly consist of archival public documents.

### 32:21 Interpersonal trust on business network level

**Mila Hakanen¹**.

¹School of Business and Economics, University of Jyväskylä; (FI).

Trust and networking is a wide research area, but there are only a few empirical studies examining interpersonal trust in a business network. In this research, an interpretive understanding about interpersonal trust in a business network is developed by interviewing network partners about trust building. The aim of this research is to (a) clarify the current state of interpersonal trust in the case network and (b) to give tools and guidelines for developing and managing of interpersonal trust.

This research is implemented with the method of case study. Case companies are from the field of pharmacy and health care, and the interviewees are the company partners from the case network. The first round of theme interviews was in the year 2012. Theme-based content analysis was used in analyzing the results.

This study highlights that trust building is a slow process but trust can be lost quickly. Trust increases communication, and rich and open communication is essential for the building of a business network. Communication should consist of genuine listening, straight talk, knowledge sharing, facts, needs, desires, feelings and emotions. Moreover, atmosphere and environment affect the trust-building process. With trust, the network members can co-create and develop new business. Interpersonal trust needs personal knowing and chemistry, respect, fairness, keeping of promises, and communication. Also, words should match with actions. In a business network, the responsibility of trust-building should be shared.

### 32:22 Public Evaluation within organizations: Being Salient or Being Sacrificed

**Niklas Bomark¹**.

¹Uppsala University; (SE).

Public evaluations of social activities have proliferated in contemporary society and become an ever-present issue for organizations to deal with. Evaluation is however nothing new to organizations; practices of accounting and audits are as old as the idea of the corporation. What is new is the way evaluations are conducted and distributed to an unspecified audience within and outside the boundaries of the organization.

Incorporating a third part (the audience) to the dyadic relationship between evaluators and subject is particularly elusive just because it change the inherent dynamic within (Simmel 1971). Since third parties, at distance, react to the evaluative system, those subject for the evaluation must react to it as well (Espeland and Sauder 2007). How these dynamics form reactions among those subject for evaluation have been explored at an organizational level by different scholars. However, less attention has so far been directed towards intra-organizational consequences of public social evaluations.

The focus of this thesis is to explore how public evaluations change intra-organizational dynamics and elicit certain group-level responses. The topic is explored through a study of a comprehensive research evaluation conducted at Uppsala University 2007 and 2011. Through a multiple case study, covering 18 cases between the period 2000 and 2012, it is shown how public evaluation change intra-organizational group dynamics through making some groups salient compared to others on certain dimensions. Changes in intra-organizational group dynamics elicits a variety of responses related to groups’ conception of who they are (their social identity), and what and how they should conduct research. The contribution of the thesis is two-fold. First, it advances our understanding of the link between public evaluations, intra-organizational group dynamics and responses. Second, it increases our understanding of an important aspect of contemporary organizational life; how organizations transform through public evaluations.

### 32:23 Creating engagement for healthcare professionals in Denmark

**Mette Strange Nielsen¹**.

¹Aarhus University; (DK).

Eldercare in Denmark is facing extreme challenges due to an ever-increasing life expectancy (Dansk Statistik, 2011; FOA, 2010; Simoens, Villeneuve, & Hurst, 2005) combined with difficulties with recruitment, retention, and long-term absenteeism (Borg et al., 2007). The “everyday rehabilitation model” (hverdagsrehabilitering) (ERM) has been proposed to address these challenges, however focus has primarily been on the economic gains. The objective of this project is to build a conceptual
model illustrating how implementation of the ERM also enables positive outcomes for the home healthcare provider in a Danish public healthcare organization. Specifically, the project builds on work design models (Morgeson & Humphrey, 2006) that are linked with employee engagement (e.g. Schaufeli & Bakker, 2005; Saks, 2006; Macey, Schneider & Young, 2009), emphasizing the important roles of psychological ownership (Dyne & Pierce, 2004) and perceived meaningfulness (Kahn, 1990; May, Gilson & Harter, 2004) to public healthcare employee engagement. Using a qualitative comparative case study research design, the developed model will be used to investigate how employee engagement can be understood in public healthcare organizations. As engagement among the people performing care for our dear ones is a central on both a societal and personal level (Boselie, 2010), the findings from the research have important practical implications in terms of addressing the challenges facing the sector.


32:24  Research Proposal: Exploring Emergent Temporary Organizing in Extreme Situations

Regina Ásdísardóttir 1.

1University of Iceland; (IS).

The focus of this doctoral research project is on studying emergent organizing in relation to projects or temporary organizations. In order to observe this phenomenon, the focus is on temporary activities in the context of extreme circumstances. Broadly outlined the addressed research problem is the limited knowledge we have on emergent organizing in general and on emergent temporary organizing in particular. By using empirical examples of temporary organizing under extreme circumstances presumably it will be possible to observe and track how emergent organizing unfolds in a given time and place. The empirical examples are from Iceland and the research will be conducted at three levels of analysis: group, organizational and inter-organizational. The research question is: How can experiences of urgent and time-dependent activities under extreme circumstances inform and cast a light on the principles of emergent organizing in temporary organizations? The main goal of this research is, from the ground up and through the Case Study Method, to bring forward a contribution to the theory of emergent organizing, especially in relation to temporary organizing.

32:25  Transformation of the company in the transitional economy: Implications for management control

Olga Iermolenko 1.

1University of Nordland; (NO).

“The ambition of modern times is, indeed, to understand and control change” (Chiaburu, 2006, p. 738)

Modern companies, operating in rapidly changing environments, experience significant changes in their organizational designs, their competitive environments and in their information technologies. Such changes have implications for management control (MC). The paper

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addresses the question of why and how MC changes are undertaken in Ukrainian, previously government-owned companies.

This has happened, that Ukraine’s post-Soviet political and economic reforms have now led to the changes in the ownership structure of many strategically important enterprises, as those operating in energy market. In a view of the recent transformations in the economy, state-owned energy companies are now being privatized and united by a company DTEK, which became the largest vertically integrated energy company in Ukraine in 2012. From being a state-owned company with the main goal – to provide a job placement for a significant part of the population, company now became a profit-generator for its new owner. Thus, company experiences dramatic changes, which may lead to the changes in MC. This provides an interesting context for studying MC changes in the view of the transformation of the company in the transitional economy.

The notion of management control (accounting) change appeared to be interesting topic for research in last 30 years (Vamosi, 2000; Siti-Nabihah & Scapens, 2005). New accounting and MC practices are often seen as a fixed outcome at a certain point in time, disregarding the organizational values at play and the micro-dynamics associated with it. The focus is on the stability of accounting systems and incremental change (Baling et al., 1996; Fogarty, 1996). Little attention has been given to study more disruptive changes and their organizational context. Most of the studies explicitly address only the macro level of the field, disregarding more micro perspectives or vise versa (Carruthers, 1995; Chua, 1995; Collier, 2001; Dillard et al., 2004). Major part of the studies on MC changes is done, based on the institutional or contingency theory and very often with focus on financial accounting (Hopper et al., 2012). The role of the management control systems (MCS) in transformation of the company is scarcely discussed.

I combine two theoretical approaches: institutional and contingency theories, which are rarely used in combination for studying MC changes. The framework focuses on a broad range of barriers and potentials to change (Modell, 2007), while seeing management control systems as rules and routines (Burns & Scapens, 2000). By combining several theoretical approaches and describing the rationales (motivators), techniques (MCS) and processes (barriers) of change, I intend to add some more understanding of why and how MC changes are being held in the context of the transitional economy, which was not studied enough by Western researchers (Peng, 2011; Carmona, 2010; Moilanen, 2008).

32:26 Translation of consultancy interventions within planned change processes

Kasper Trolle Elmholdt¹.

¹Aarhus University, (DK).

Study objective: By asking the question, “how is consulting interventions translated and legitimized in an organization?” This dissertation explores and creates new insights to intervention research and planned change processes in organizations. The focus is on consultants who are inspired by social constructivism (Czarniawska and Mazza 2012) and who are working within the tradition of organization development and action research (Bennis, Benne et al. 1969; Schein 2008). Many of these consultants are embedded in a soft and dialogical discourse and much of the literature written in this field is made up of consultants’ own descriptions e.g. Shaw (2002) and Mowles (2011). From a research perspective, this study is exploring change as it unfolds and gets translated in an organization and analyze how it affects identity and participation in the organization (Czarniawska 1997; Lave and Wenger 1998).

Methodology: The research is done through an in-depth empirical study of a change process in a public Danish organization. Through participant observation and interviews in the client organization and interviews among participants, several consulting interventions is investigated and analyzed.

The findings: The study is ongoing, but through the initial findings it is shown how the consulting interventions establish a sense of stability among participants in the organization. However the study also shows how the sense of stability becomes limited to specific communities of practice.

The conclusion: The conclusion is still emerging, but recent findings show how consultancy interventions do influence discourse and the identification within different communities of practice however it is difficult to translate this further into the organization.


32:27 Industry knowledge and corporate entrepreneurship: Do family businesses make the difference?

Giuseppe Criaco1.

1Jönköping International Business School; (SE).

Corporate venturing – the creation of new businesses within an existing organization – is an important driver of economic growth. While existing literature mainly focused on individual and firm-level determinants of corporate venturing in established firms, little attention has been devoted to understand how the industry where firms compete may enhance or hinder the corporate entrepreneurship phenomenon. Nevertheless, industry’s characteristics are important dimensions of corporate venturing as the perception of the environment frame owners’ definitions of the issues facing their company and the actions to be taken. We claim that the typology of knowledge embedded in industries influences firms’ capacity to develop corporate venturing. More specifically, firms tend to be more productive in corporate venturing if competing in industries characterized by high levels of knowledge breadth and depth. Moreover, we suggest that managing internal assets for corporate venturing is also relevant. To effectively mobilize resource stocks for enhancing corporate venturing, effective governance is needed. Family firms possess governance mechanisms that may enable such an action given its unique social context. We thus argue that the ownership and governance structure of the established firm mediate industry knowledge–corporate venturing linkage. Our empirical study is based on a large and representative sample of European firms. This research contributes to both entrepreneurship and family business literature. While entrepreneurship research will benefit from a new approach to assess corporate venturing based on industry knowledge, this study deepens the understanding of the yet unexplored phenomenon of corporate venturing in family business research.

32:28 Environmental Performance Disclosure in Russian Oil and Gas Companies

Zhurova Elena1.

1Universitet i Nordland; (NO).

“Environmental performance disclosure in Russian oil and gas companies”

Corporate environmental performance disclosure has attracted substantial interest and significant attention of researches in the field of business, accounting and management for more than 30 years. However, there is still lack of knowledge in this field and researches discuss what constitutes corporate environmental performance and which components it includes (Azzone et al, 1996; Epstein, 1996; Ilinitch et al, 1998; Jung et al, 2001; Curkovic (2003); Xie & Hayase, 2007; Islam & Deegan, 2008; Henri & Journeault, 2010; Mir & Rahaman, 2011; Cho et al, 2012).

The main purpose of the research is to describe and analyze environmental performance disclosure in the context of Russian oil and gas industry. The research question is formulated as “How and why do Russian oil and gas companies disclose environmental performance information?”. The project analyzes the type and extent of environmental reports and finds out which environmental performance key areas and indicators are selected by the companies to be disclosed and why. This will follow to the conclusion of what constitutes environmental performance in Russian oil and gas companies.

The research is qualitative and a combination of relevant methods is used in order to clarify the research question. To obtain the main data pool I analyze annual voluntary environmental reports of the biggest oil and gas companies in Russia. The period of time is last ten years since the time when companies began to announce environmental policy. The analysis and survey was supplemented with in-depth interviews with representatives of oil and gas companies (Gazprom), environmental agencies (Akvaplan Niva) and environmental NGO.

After one year and a half the research is in progress: several conclusions have been already obtained, but more data is required.


Magrini, A., & Lins, L. d. S. (2007). Integration between environmental management and strategic plan-
ning in the oil and gas sector. Energy Policy, 35(10), 4869-4878.


**32.29 Adaptation of MC tools among SCM interdependencies: Just-in-time system as output**

**Antonina Tsvetkova**¹.

¹University of Nordland, Bodo Graduate School of Business; (NO).

The paper discusses about control mechanisms and interdependencies within a supply chain network in the light of ANT. SCM integrates all businesses processes and links them across intra- and inter-organizational boundaries. Thereby, SCM a priori accumulates interdependencies around its activity. Here, we imagine SCM as a network of interdependencies in inter-organizational relationships (IOR) which aligns different heterogeneous elements where MCSs can act as certain “actors” who are active and innovative in developing a particular knowledge and technology.

Using the qualitative approach the paper is based on case study of MMC “Norilsk Nickel” which is an extractive & manufacturing industry located in the Russian High North. Recently this industry has had to modernize its supply chain design and build its own fleet to ensure regular transportation of metal products. MMC “Norilsk Nickel” built a MCS for regular delivery of goods and then this transportation system has turned into Just-in-time mechanism. This industry as one of other actors forms networks by circulating intermediaries among themselves (different cargoes, transported among actors). Cargoes align heterogeneous actors for the network’s own interest, help actors communicate with each other and are able to translate one actor’s control mechanisms into new tools in the process of interaction between actors.

However, what is happening when a new actor is embedded into a network, be it a new control mechanism or an own fleet for cargo transportation? how does a network respond in this case? These questions remain still opened in theoretical aspect.

_The paper aims to increase our understanding on how control mechanisms are retranslated themselves as well as translate by own will interdependencies between already existing actors when introducing (embedding) a new actor into a network of IOR in the context of extractive industries located in the Russian High North._

_The paper investigates actors and interdependencies between them within the network in 2 perspectives: INTRA-organizational and INTER-organizational relationships._

We focus on the network stabilization process to find out how this happens in the Russian High North context among real actors, either industries or MCSs in order to define whether there is a dependence of how a network originated on how the network ensures actor’s existence inside and its own survival hereafter.

**32.30 Measurement systems supporting business-driven strategy**

**Viktor Sundholm**¹.

¹Åbo Akademi / Department of Chemical Engineering / Laboratory of Industrial Management; (FI).

The aim of this research is to construct a model for measurement systems in project-based firms with strategy based on business-driven logic, a characterization of business logics for project-based firms in the business of delivering industrial investments on system or subsystem level, including services throughout the lifecycle of the investment (Wikström et al., 2009).

Business-driven logic involves that part of the business is based on a network of industrial investments, that are managed through different degrees of partnerships which are formed among the project-based firm, the investment owner (also operator if separate), and other possible key stakeholders of the investment (Wikström et al., 2010).

The overall monitoring of the firm (ex. financial and business monitoring) in implementing such strategy, and therefore measures, differs from other types of firms as the business is conducted beyond the firm’s boundaries. Researchers have also suggested that elements in customer relationships, such as customer satisfaction and retention are relevant measures for firms in service business (Galbraith, 2002).

Empirical research on measures in such firms has however remained scarce, whereas research in the area of measures is relevant, forming part of the model. Another central element of the model is the use of the measures, also answering the question in why the found measures are relevant in implementing such strategy. Therefore research is to be conducted on what implementing strategy based on business-driven logic involves.


**32.31 The use of information technology in innovation processes**

**Sabit Veselaj**¹.

The purpose of this doctoral research is to investigate the use of information technology in innovation processes. In order to observe this process the focus of this doctoral
Abstracts

research is to investigate the impact of factors which influence the extent to which managers utilize systems for the transfer of external information in innovation processes.

The research question is: Which factors have an impact on the extent to which information systems are used for the transfer of external information innovation processes?

The main approach used in this study will be quantitative, supported by qualitative methods, such as interviews and/or focus groups. The integration of these two methodologies provides an opportunity to gain both a broad and deep insight into research.

It is expected that results of the study will contribute to both theoretical and practical knowledge by providing a further understanding on using information systems and what factors contribute on transferring of external information to the innovation process. The study will, furthermore provide managers with useful information, contributing to the enhancement of their managerial processes and supporting the increased use of information systems in innovation processes.
**POSTER 1** From human resource champions to change managers – the role of Icelandic HR managers after the economic collapse  

Svala Gudmundsdottir¹, Gylfi Aðalsteinsson.  
¹University of Iceland; (IS); ²University of Iceland.  

While companies have long focused on resources such as financial, structure, product development and globalization, increased attention has been given to human resources as competitive advantages. Many academics have argued that strategically managed human resource function within an organization is one of the key parts of making a business successful and pointed out the importance of human resource management should be central to corporate strategy. The past few years have brought fundamental changes to the business environment. Therefore, the goal of this paper is to bring into light the main roles of human resource managers in Iceland. There is an indication that the role has taken some changes after the economic collapse in 2008. Many organizations have also had to go through major reconstruction and in many cases we can see that the human resource manager has been downgraded and is no longer part of the executive team. To investigate the possible changes we conducted a metaanalysis as well as content analysis. In brief, the main results indicate that Icelandic HR managers are still attending to traditional roles and that is accordance to Icelandic and international research within this field. However there are new roles that have emerged in the wake of the economic collapse and restructuring of Icelandic organization, tasks such as change management, crisis management, reconstruction, strategic planning and more focus is on customer than ever before. These new roles are in accordance with international research as well.

**POSTER 2** The relationship between cultural intelligence and adjustment among Nordic expatriates in the USA.  

Svala Gudmundsdottir¹.  
¹University of Iceland; (IS).  

This study investigates the relationship between the four factors of cultural intelligence (meta-cognitive, cognitive, motivation and behavior) and the dimensions of socio-cultural adjustment (general, interaction and work).  

This study applied a quantitative research design to determine the nature of the relationship between socio-cultural adjustment and cultural intelligence for Nordic (Danish, Finnish, Icelandic, Norwegian and Swedish) expatriates in the U.S. The total number of expatriates located, and who received an invitation to participate, was 942. Of the 942 surveys that were distributed, 178 surveys were found to be a match with the targeted group and were usable. The findings of this study reveal a positive relation between all facets of cultural intelligence towards general and interaction adjustment as well as between the meta-cognitive facets to general and interaction. A positive relation was also found between and the motivational facet of cultural intelligence and general and interaction adjustment. However, no significant relation was found between the meta-cognitive facet and motivational facets to work adjustment. This study further provides an empirical support for the cultural intelligence scale using a Nordic sample from Denmark, Finland, Iceland, Norway, and Sweden.

**POSTER 3** Variables Influencing Job satisfaction of Filipino Architects in Selected Private and Public Sectors  

Tomas Ganiron, Jr¹.  
¹University of Makati; (SA).  

This study was designed to measure job satisfaction among registered architects in the Philippines so as to identify issues which may influence recruitment and retention of architects in active architectural industry practice. A questionnaire measuring dimensions of job satisfaction was mailed to a stratified random sample of 50 private and 60 public sector architects selected from 2012 United Architect of the Philippines. There are various dimensions of job satisfaction that may be pertinent to issues influencing recruitment and retention of architects. Differences that exist between levels of job satisfaction among private and public sector architects, between male and female architects and architect of different age groups need to be addressed in order to improve recruitment and retention rates of architects in active construction practice in different sectors of architectural system.
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Vi vill ge fler chansen att lyckas med sina studier

PLANERAR DU NY KURS och söker anpassad och pedagogisk kurslitteratur som hjälper studenterna att lyckas med sina studier? I samarbete med våra författare utvecklar vi kurslitteratur som bygger på den senaste forskningen, samtidigt som den är pedagogiskt anpassad för högskolestudenter. Och våra mest använda böcker uppdaterar vi kontinuerligt.

Vi hjälper dig gärna med förslag på böcker som passar din kurs. Kom och träffa oss under NFF-dagarna!