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Welcome to the 21st NFF conference.

On behalf of the Nordic Academy of Management Board it is a great pleasure to welcome you all to the 21st NFF conference organized by Stockholm University School of Business. We hope the conference once again offers excellent networking opportunities among your Nordic colleagues. Those of you for which this is the first NFF conference we hope it is the springboard of your academic career as it has been for so many of us who have participated over the years.

We once again look forward to a warm and wonderful conference and doctoral consortium held at the beautiful campus at Kräftriket and the beautiful Stockholm Archipelago. Let’s make it a memorable conference!

Malin Brännback
Chairperson of the Board of Nordic Academy of Management
Welcome to NFF 2011 and to the Stockholm University School of Business.

It is a great pleasure to welcome you all to the 21st NFF-conference here at our beautiful campus at Kräftriket. There will be plenty of time for conversations with new and old colleagues during three intensive days with some 300 presentations organised in 30 different tracks. Colleagues from all facets of the academic discipline have answered our call for tracks and papers. This gives us a very interesting programme including research tracks in accounting, finance, entrepreneurship, marketing, organisation and management and tracks taking inspiring views on teaching and education.

On behalf of the organising committee and the faculty of the School of Business I invite you to make the NFF 2011 a great conference.

Jan Löwstedt
Chair of the Organising committee NFF 2011
The process of producing and teaching management knowledge involves much more than applying a certain method or theory. It is also a social process full of interaction between people in organisations, colleagues, students etc. According to the Nordic tradition in Business Administration, knowledge in the field of management is closely related to the day-to-day conduct in all aspects of managerial and organisational practices. In short, Business Administration is a practice about another practice.

The aim of the 21st NFF conference is to mirror this practice and the many challenging fields of research and education that researchers in business administration currently work in. The different sub disciplines of the subject (accounting, finance, marketing, organization, entrepreneurship etc.) as well as different research traditions and methodologies will be represented. In line with tradition the conference will gather a broad spectrum of researchers and teachers are represented, mainly from the Nordic countries.

Conference sponsors

Jan Wallanders och Tom Hedelius stiftelse - Handelsbanken
Liber (Exclusive sponsor of Monday evening reception)
Studentlitteratur
Keynote speakers

Trond Bjørnenak – Tuesday 12:30
Dr. Trond Bjørnenak is Professor at Norwegian School of Economics and Business Administration (NHH). His research focuses on the following fields: Cost and performance management, Strategic management accounting, The design and use of management control systems, Beyond Budgeting and the diffusion of management accounting innovations.

Title of presentation: Beyond Budgeting – a Scandinavian Perspective

Christian Grönroos – Monday 17:00
Dr. Christian Grönroos is since 1999 Professor of Service and Relationship Marketing at Hanken School of Economics Finland (Svenska handelshögskolan) and founder of its research and knowledge centre CERS Centre for Relationship Marketing and Service Management.

Title of presentation: På marknaden finns det bra service - vad kan vi lära av det? (Presentation will be held in Swedish)

Christina Garsten – Monday 9:30
Dr. Christina Garsten is Professor and the Head of the Social Anthropology department at Stockholm University. Her research interests are oriented towards the anthropology of organisations, with focus on the globalisation of corporations and markets and on emerging forms of regulation and accountability in the labour market and in transnational trade.

Title of presentation: Practices of mediation: organization studies, ethnography, and the art of bricolage

Keynote at the Ph.D. workshop
Dr. Janne Tienari is Professor of Organizations and Management at Aalto University School of Economics. His teaching and research focus on managing multinational corporations, cross-cultural studies of gender and organizing, strategy work, media discourse, and the future of management. He is the Editor of the Scandinavian Journal of Management.
Stockholm University School of Business belongs to Stockholm University. The University, which dates back to 1878, is a regional centre for research and education, set in a wonderful cultural and natural environment in the world’s first national city park.

The School of Business is responsible for educating business leaders and managers of the future in both the private and public sector. The school aims to develop the learning process in such a way that creative thinking and critical reasoning are the guiding principles for the entire study programme. Our courses are based on the latest research. Close contacts with the worlds of business and research, both at a national and international level, allow us to offer a transnational education.

We have more than 3,500 students, around seventy lecturers/researchers, some fifty doctoral students and about thirty administrative staff. We collaborate closely with universities in Sweden and abroad. The School of Business is located in restored buildings dating back to 1912 in the traditional “Kräftriket” campus area, beautifully located near the picturesque “Brunnsviken” lake. The area is within walking distance of Stockholm city centre, is easily accessible by public transportation and has plenty of parking facilities.
Programme

Monday

8:30–9:30  Registration and coffee in building 3
9:30–10:50  Welcome and keynote
  Practices of mediation: organization studies, ethnography, and the art of bricolage by Christina Garsten
  in Wallenbergsalen and on screen in Gröjersalen
11:00–12:30  Paper sessions
12:30–13:30  Lunch
13:30–15:00  Paper sessions
15:00–15:30  Coffee break
15:30–17:00  Paper sessions
17:10–18:00  Keynote
  På marknaden finns det bra service - vad kan vi lära av det? by Christian Grönroos
  in Wallenbergsalen and on screen in Gröjersalen
18:00–20:00  Evening reception with tapas and wine at Kräftriket.
  Sponsored by Liber

Tuesday

8:00–9:30  Paper sessions
9:30–10:00  Coffee break
10:00–11:30  Paper sessions
11:30–12:30  Lunch
12:30–13:20  Beyond Budgeting – a Scandinavian Perspective
  Keynote by Trond Bjørnenak in Wallenbergsalen and on screen in Gröjersalen
13:30–15:00  Paper sessions
15:00–15:30  Coffee break
15:30–17:00  Paper sessions
18:45  Dinner at City Hall
  Buses from Hotel Oden and Best Western Time Hotel leave at 18:30
  Dress code: dark suit
Wednesday

9:30-10:30  Paper sessions
10:30-11:00  Coffee break
11:00-12:30  Paper sessions
12:30-13:30  Lunch
13:30-15:00  NFF members meeting in Wallenbergsalen and paper sessions
15:00-15:30  Coffee break
### Programme at a glance

**Monday**

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<th>Time</th>
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<td>08:30-09:00</td>
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<td>Registration and coffee</td>
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<tr>
<td>09:00-09:30</td>
<td>Seminar room 3:230</td>
<td>Welcome and Keynote</td>
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<tr>
<td>09:30-10:00</td>
<td>Seminar room 3:231</td>
<td>Track 1: Perspectives on Service research</td>
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<td>Track 2: The practice of managing and organizing service production</td>
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**Track 1:** Perspectives on Service research  
**Track 2:** The practice of managing and organizing service production  
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**Track 16:** Management and management studies as textual practices
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# Programme at a glance

## Tuesday

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<th>Time</th>
<th>Track 1: Perspectives on Service research</th>
<th>Track 2: The practice of services – managing and organizing service production</th>
<th>Track 3: Brands &amp; branding - contemporary theories and practices</th>
<th>Track 4: Cooperation among competitors</th>
<th>Track 10: Soci(etal) Entrepreneurship: Current findings, challenges and opportunities</th>
<th>Track 30: Exploring demand &amp; supply of management knowledge as a collaborative practice</th>
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<td>Track 8: Market Microstructure</td>
<td>Track 4: Cooperation among competitors</td>
<td>Track 10: Soci(etal) Entrepreneurship: Current findings, challenges and opportunities</td>
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<td>Track 17: Nordic Practices of HRM</td>
<td>Track 11: Gender equality, diversity and inclusiveness practices in organization</td>
<td>Track 12: Unconventional Views on Entrepreneurship – A Return To Practice?</td>
<td>Track 21: Practicing Restructuring and Downsizing</td>
<td>Track 6: Interdisciplinary Perspectives on Auditing</td>
<td>Track 29: Entrepreneurship education</td>
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<th>Time</th>
<th>Track 9: Critical Finance Studies</th>
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<th>Track 14: The expert society and organisations</th>
<th>Track 10: Soci(etal) Entrepreneurship: Current findings, challenges and opportunities</th>
<th>Track 20: The politics of health and embodiment in organizations</th>
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### Tracks and scientific programme

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<td>Cooperation among competitors</td>
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<td>Interdisciplinary perspectives on auditing</td>
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<td>Unconventional views on entrepreneurship – A return to practice?</td>
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<td>Sustain-ability and human resource management: Merging aspects of CSR</td>
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<td>Self-control and self-organisation in post-bureaucratic organisations</td>
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<td>The politics of health and embodiment in organizations: The politics of health and backbone in organizations</td>
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<td>Practicing restructuring and downsizing: Practicing restructuring and downsizing</td>
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<td>Mergers &amp; acquisitions: A stakeholder perspective</td>
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<td>On the shoulders of giants</td>
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<td>Företagsekonomi som akademiskt undervisningsämne – komplexitet, utmaningar och utveckling</td>
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TRACK 1 -
Perspectives on Service research

The concept service has increasingly come to denote a perspective on value creation rather than a specific category of market offerings. Service research focuses not only on service companies but also on complex service systems. This track covers areas within management, marketing, organization studies, and other disciplines to contribute with innovative contributions in the field of service research.

Track organisers:
Bo Edvardsson (contact person), CTF-Servive Research Center, Karlstad Business School, Sweden, +46-70-6334478, Bo.Edvardsson@kau.se
Evert Gummesson, School of Business, Stockholm University, Sweden, Evert.Gummesson@fek.su.se
Anders Gustafsson, CTF-Service Research Center, Karlstad Business School, Sweden, Anders.Gustafsson@kau.se
Kristina Heinonen, CERS-Center for Relationship Marketing and Service Management, Hanken School of Economics, Finland, Kristina.Heinonen@hanken.fi
Christian Kowalkowski Department of Management and Engineering, Linköping University, Sweden, Christian.Kowalkowski@liu.se
Tore Strandvik, CERS-Center for Relationship Marketing and Service Management, Hanken, School of Economics, Finland, Tore.Strandvik@hanken.fi

Room 3:229

Monday August 22  11:00-12:30

01:01 Service Systems as enabler for Resource Integration and Value Co-creation
Bo Enquist; Bo Edvardsson

01:02 Research contributions and knowledge dissemination through textbooks and classrooms
Evert Gummesson

01:03 A flexibility perspective on services: A critical review and reconceptualization
Fredrik Nordin; Danilo Brozovic; Daniel Kindström

Monday August 22  13:30-15:00

01:04 Customer Dominant Logic as an approach to understand customer value dynamics
Tore Strandvik; Kristina Heinonen

01:05 An analysis of service innovation approached in theory and practice
Bo Edvardsson; Erik Sundström; Tore Strandvik; Kristina Heinonen

01:06 Licensing in international business-to-business markets:
The role of service-dominant logic
Olavi Uusitalo; Kjell Grønhaug

Monday August 22 15:30-17:00

01:07 Perspectives of risk - relationships in the Energy sector
Ross Ritchie; Iannis Angelis
Tuesday August 23 08:00-09:30

01:08 The service innovation concept - a literature review
Per Carlborg; Daniel Kindström; Christian Kowalkowski

01:09 Empirical research on the antecedents of trust in business-to-business relationships - Shifting the focus on small businesses
Leena Viitaharju

01:10 Towards the development of knowledge-based marketing; how the new market space reshapes marketing practice
Leon Michael Caesarius; Jukka Hohenthal

Tuesday August 23 10:00-11:30

01:11 Critical reflections on an interventionist research project in the social entrepreneurship domain
Christian Aspegren; Merie Joseph; Dhrubes Biswas; Marko Seppä

01:12 From development to delivery in industrial service innovation
Erik Lindhult; Carina Sjödin; Neil Urquhart

01:13 Co-creating VIPs - valuable, intangible and prestigious services
Henri Hakala; Marko Kohtamäki

Tuesday August 23 13:30-15:00

01:14 Core capabilities of a servitized manufacturing company
Tuomas Huikkola; Marko Kohtamäki

01:15 Servitization as strategic flexibility: insights from an exploratory study
Danilo Brozovic; Fredrik Nordin

Tuesday August 23 15:30-17:00

01:16 Categorizing the customer in the service encounter and its effects on customer satisfaction
Magnus Söderlund; Magnus Söderlund

01:17 Investigating prototyping practices of service designers from a service logic perspective
Johan Blomkvist; Stefan Holmlid; Segelström Fabian

01:18 Reasons for B2B break-ups -Perspectives of both buyers and sellers
Tommi Mablamäki; Doris Jansson

01:19 The buyer-seller paradox of professional service value co-production: From buyer to supplier participation
Frida Pemer; Tale Skjølsvik

01:20 Making a profit with R&D services—the critical role of relational capital
Marko Kohtamäki; Jukka Partanen; Kristian Möller
TRACK 2 -
The practice of services – managing and organizing service production

A growing portion of the economies of Western countries are attributed to the innovation, production, sales and purchase of services. At the same time, traditional production is reshaped and re-envisioned as ‘services’ in many companies. But services and service organizations are commonly said to be distinctly different from traditional industrial products and industrial companies. Considering this, what does the practice of service imply? How are these service organizations managed and organized? This track includes papers across theoretical and empirical fields that investigate these questions.

Track organisers:
Mats Engwall, Anette Hallin and Anna Jerbrant (contact person), Department of Industrial economics and management, Royal Institute of Technology, Sweden, +46 8 7906785, anna.jerbrant@indek.kth.se

Room 3:230

Monday August 22 11:00-12:30

02:01 The organization’s and network’s readiness for change in the transformation towards service business
Tapio Turta ; Miia Martinsuo

02:02 Development of industrial service business – quest for new capabilities
Mika Ojala

02:03 Value driven pricing logics for industrial services: relationship perspective
Natalia Reen ; Tomas Arhipainen ; Magnus Gustafsson ; Kim Wikstrom

02:04 Challenges in applying the practices of product development in managing service innovation
Jaana Näsänen ; Tea Lempialá

Monday August 22 13:30-15:00

02:05 Managers in professional services and their concept of managerial leadership
Ingall Holmberg ; Mats Tyrstrup

02:06 Standardization and innovation - the Janus-face of service innovation
Charlotta Linse ; Anette Hallin

02:07 International service marketing strategies - Standardization versus adaptation in Eastern Europe
Frida Nilvander ; Akmal Hyder

Monday August 22 15:30-17:00

02:08 The importance of strategic congruence, integrated control and coherent organisational structure in the production of service
Fredrik Nilsson ; Susanna Poth

02:09 Managing the service provision with the diversity of customers
-Spatial and social aspects of servicescape
Outi Uusitalo ; Ritva Höykinpuro
02:10 One hand clapping: Exploring mutual knowledge asymmetry in the value creation of professional service firms  
Karl Joachim Breunig ; Skjølsvik Tale

Tuesday August 23 08:00-09:30

02:11 Cognitive distortion accounted workload in service operations  
Fabian von Scheele ; Darek M. Haftor

02:12 How is service innovation organized in KIBS-firms? Towards a typology of service innovation practices  
Anette Hallin

02:13 A research model for sales force strategy the during product launch  
Haftor Darek ; Fraenkel Stefan

02:14 Service selling in industrial organizations: An exploratory study of challenges and opportunities  
Daniel Kindström ; Per Carlborg ; Fredrik Nordin ; Christian Kowalkowski

Tuesday August 23 10:00-11:30

02:15 Unpacking the tensions of IT service innovation: the case of waxbook  
Henrik Wimelius ; Jonny Holmström

02:16 Would service logic benefit retail banking? If so, why?  
Mikko Laamanen ; Henrich Nyman

02:17 Retailers’ strategic responses to institutional pressures and the effect on legitimacy and performance: the case of Finnish multinational retailers in Baltic States  
Alphonse Aklamanu

Tuesday August 23 13:30-15:00

02:18 Service organizations as open service systems  
Ritva Höykinpuro

02:19 Service Story Workshops: A procedure to reveal the customer’s logic to inspire service innovation on the company board level  
Tore Strandvik ; Henrich Nyman

Wednesday August 24 09:30-10:30

02:18 Swedish school meals - to develop trust and the appreciation  
Marianne Nilson ; Åsa Öström

02:19 Waste management as critical urban service  
Herve Corvellec ; Johan Hultman

Wednesday August 24 11:00-12:30

02:20 Services for sustainability: a transportation case.  
Anastasia Tsvetkova ; Robert Stoor ; Magnus Gustafsson ; Kim Wikstrom

02:21 Infra-Services: A Core Phenomenon for Service Science Research?  
Fredrik Lagergren ; Matti Kaulio
TRACK 3 - Brands & branding - contemporary theories and practices

Branding has gone from being thought of as one path towards differentiation amongst many to becoming the dominant logic of marketing. Brands have transcended the domain of marketing becoming relevant in the greater scope of society. This track covers papers from across the marketing discipline and beyond with a focus on branding and its meaning in marketing and in society.

Track organisers:
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Emma Gustafsson, Stockholms Universitet Företagsekonomiska Institutionen, Sweden, emma.gustafsson@email.com

Room 3:231

Monday August 22 11:00-12:30

03:01 A connectionist mode of association and the sense of place - implications for a theory of place-of-origin effects
Mikael Andéhn

03:02 The problem of focus on essence in place branding discourse and why it is all about perception
Sebastian Zenker ; Mikael Andéhn

03:03 Understanding city branding: a framework for analysis
Lucarelli Andrea

Monday August 22 13:30-15:00

03:04 Imagery and Ambiance in Multimodal City Branding
Hans Rämö

03:05 ‘Identity projects’ as branding of cities
Sara Brorström

03:06 Sensory positioning of metropolitan cities - Using food as an element in city branding
Emma Biörner (former Gustafsson) ; Per Olof Berg

Monday August 22 15:30-17:00

03:07 Image of the mega mall and attraction of the shoppers from the nearby towns
Maija Rökman

03:08 A critical perspective on ‘city branding’ as a managerial practice
Markus Walz
Tuesday August 23 08:00-09:30

03:09 Choice and the concept of free will in a marketing context
   Jens Martin Svendsen

03:10 Rationales for direct and indirect marketing channels in a branded society
   Anders Parment

03:11 The brand as a cultural network hub: acknowledging multiple parties in branding
   Elina Närvänen

Tuesday August 23 10:00-11:30

03:12 Branding and the consumption of brands as a virtual process
   Anita Radon

03:13 The employer branding process: an inside-out perspective
   Anders Parment

Tuesday August 23 13:30-15:00

03:14 The fashion brand
   Håkan Preibolt

03:15 Brand management and user-generated branding - A case study of a fashion retailer-manufacturer in Finland
   Nina Mesiranta ; Maija Rökkman ; Pekka Tuominen

03:16 Twitter’s role for brand management - taking part in the dialogue through CSR communication in social media
   Michael Etter ; Thomas Plotkowiak ; Adam Arvidsson

TRACK 4 - Cooperation among competitors

The interest for research focusing on the complex relationships between competitors that cooperate has grown quite fast as the issues have become a part of every company’s daily agenda. The former industrial logic with sequential and corporate innovation processes have to a large extent been replaced by an industrial logic based on the ability to through networking integrate technology and strategic skills in the possession of different firms. This has changed the previously clear anchorage of various activities within the boundaries of an organization, which makes the understanding of the network context important.

Track organisers
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   Sören Kock, Hanken School of Economics, Finland, +358 50 5256709, soren.kock@hanken.fi

Room 3:232

Tuesday August 23 08:00-09:30

04:01 Exploring the process of balancing cooperation and competition within SMEs
   Johanna Nisuls ; Sören Kock

04:02 The hidden co-opetitive agenda in standard setting - A study of conference attendants’ norms and tactics
   Jessica Eriksson ; Marlene Jobansson ; Maria Bengtsson
04:03  Cooperation and competition – examples from Iceland
Ingjaldur Hannibalsson; Runolfur Smari Steinthorsson

Tuesday August 23 10:00-11:30

04:04  Coping with tensions in coopetition
Annika Tidström

04:05  Development and change of cooperative interactions and co-opetition strategies among competitors
Johanna Nisuls

04:05  The dynamics of cooperation among competitors in a creative cluster - a learning process in the ‘Kingdom of Crystal’
Petter Boye

Tuesday August 23 13:30-15:00

04:06  Enabling collaboration among competitors: the open innovation arena
Maria Elmquist; Susanne Ollila; Anna Yström

04:07  Integrating knowledge between competitors - the case of a collaborative R&D project in the defense equipment industry
Cecilia Enberg

04:08  Integrating government authorities into a single EU agency - cooperation or competition?
Svenne Junker

Tuesday August 23 15:30-17:00

04:09  Opportunities and risks of the bonding and bridging form of social capital in network structures
Jens Eklinder Frick

Uppsummering
TRACK 5 - Management, information and technology

In a time where different types of ICT-solutions are of great and increasing importance in many aspects of ordinary life, we still lack academic studies about this technology, with all its applications, consequences for work and business. The focus in this track is on how new organisational solutions (roles, routines, rules) are inspired and supported by new ICT.

Track organisers:
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Ekon dr Einar Iveroth Företagsekonomiska institutionen, Nationella forskarskolan Management och IT (MIT), Uppsala universitet, Sweden

Room 3:238

Monday August 22 11:00-12:30

05:01 Making sense of information; A research agenda based on the promise and challenges of new information technologies and organizational arrangements
Leon Michael Caesarius; Jan Lindvall

05:02 An organizational perspective on best practice to the multi-core paradigm shift
Morgan Ericsson; Anna Wingkvist

05:03 Management control – increasingly a case of e-learning?
Alf Westelius

Monday August 22 13:30-15:00

05:04 The Implementation and Use of an Enterprise System as a “Process of Muddling Through”
Ulf Melin

05:05 The hen or the egg? IT innovations’ influence on business strategy
Mathias Cöster; Carl Petri

05:06 Crossing boundaries: Virtual agglomerations of industrial activity
Assia Viachka; Elia Giovacchini; Robin Teigland; Göran Lindqvist

Monday August 22 15:30-17:00

05:07 Management accounting change and the role of the professional identity
Johanna Hansson

05:08 Intelligence and organization. ‘Concepts’ as a process for organizational learning
Ravi Dar; Erik Bjurström
TRACK 6 - Interdisciplinary perspectives on auditing

Auditing is found in and of companies, non-profit organizations, at state, regional and local levels of government and at the supranational level. The practice of auditing also transcend the traditional borders of academic disciplines. Not excluding papers of a more traditional design this track therefore includes papers addressing questions interdisciplinary either in theory, method and/or empirical focus.

Track organiser:
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Room 5:31

Monday August 22 11:00-12:30

06:01 Risk organizers in quest of authority - Organizing for impartiality in the markets of inspection and certification
Kristina Tamm Hallström ; Ingrid Gustafsson ; Susanna Alexius

06:02 The enactment of audit - a qualitative field study of auditees
Emma Ek

06:03 Auditor Supervision as a Style of Auditability
Thomas Carrington

Monday August 22 13:30-15:00

06:04 Voluntary reporting on internal audit – independence scrutinized
Gunilla Eklöv Alander

06:05 Audit Committee’s
Gudbjartsson Einar

06:06 Corporate governance & ethics
Kachiraju Satish Kumar

Monday August 22 15:30-17:00

06:07 Professional and commercial tension in the accounting profession: A research note
Peter Ohman ; Gustav Johed ; Thomas Carrington ; Tobias Johansson

06:08 Icelandic auditors skating on a thin ice
Bjarni Frimann Karlsson

Tuesday August 23 08:00-09:30

06:09 Intangible performance in a theater: Directing the audience of reports
Andreas Sundström

06:10 The framing of performance in Swedish public performance measurement
Fredrik Svärdsten

06:11 Reporting methods in management accounting field research
Lili-Anne Kihn ; Eeva-Mari Ilhantola
Tuesday August 23 10:00-11:30

06:12  Developments in management accounting doctoral research
       Salme Näsi ; Lili-Anne Kihn

06:13  The archeology of an accounting adage: On what gets measured gets managed
       Bino Catasús

TRACK 8 - Market microstructure

Market microstructure is a relatively new branch of financial economics that seeks to explain how the supply and demand for financial assets are transformed into transactions, and how this process drives asset-pricing dynamics of the securities. Market microstructure research investigates the institutional structure of financial markets particularly information distribution patterns and incentives structure for market participants. Market Microstructure generally helps to explain the behavior of market, its participants, and the price discovery process.

Track organisers:
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Room 3:231

Tuesday August 23 15:30-17:00

08:01  Can financialisation of sovereigns fuel a crisis? The case of Greece
       Vassiliki Papaikonomou

08:02  Aftermarket risk and underpricing of initial public offers in the Arabian Gulf countries: An empirical analysis
       MD Hamid Uddin ; Mahendra Raj

08:03  A bivariate integer-valued long memory model for high frequency financial count data
       A.M.M. Shahiduzzaman Qureshi

Wednesday August 24 09:30-10:30

08:04  Testing for long-memory in equity markets’ return and volatility and its behavior toward global financial crisis
       Amir Kheirollah

08:05  Bivariate time series modelling for long memory financial count data
       Qureshi A. M. M, Shahiduzzaman

Wednesday August 24 11:00-12:30

08:06  Volatility, leverage effect and component of volatility fluctuations empirical evidence from international stock markets
       Asma Mobarek ; Michelle Li

08:07  Financial market contagion during global financial crisis - international evidence
       Sabur Mollah ; Goran Zafirov
Wednesday August 24 13:30-15:00

08:08  International perspective of indoor and outdoor co-movements of stock market: An extensive investigation
Asma Mobarek; Gustaf Sporrong

08:09  Intraday Value-at-Risk for high frequency irregularly-spaced data with application to MICEX
Amir Kheirollah; Artem Rybakov

TRACK 9 - Critical finance studies

Becoming critical means transforming one’s self in relation to the transcendental values through which this world is judged, in the course of producing new ways of thinking and existing. The desire driving this track is putting critique to work on financial ideas, theories and practices, in order to create concepts that will allow us to think finance differently.

Track organisers:
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Room 3:229

Wednesday August 24 09:30-10:30

09:01  Trust and competitiveness
Ingjaldur Hannibalsson

09:02  Hocus-pocus profit
Bjarni Frimann Karlsson

Wednesday August 24 11:00-12:30

09:03  Governing through standards: the rise of the international accounting standards committee
Brendan McSweeney

09:04  Strategizing and disclosure: Dilemmas and paradoxes in disclosing, communicating and analyzing business models
Christian Nielsen

09:05  Exploring metaphors and what they do in the financial crisis newspaper coverage: The construction of normality
Elena Raviola

Wednesday August 24 13:30-15:00

09:06  Portfolio modelling in practice – Experiences of the unexpected
Charlotta Mankert

09:07  Common corporate governance? The irrational quest for a particular kind of market for corporate control
Markus Kallifatides; Sophie Nachemson-Ekwall
The interest in soci(et)al entrepreneurship has increased rapidly during the last few years. A number of researchers are now publishing in the field and several academic institutions launch courses at different levels. Also policy makers start to relate to the challenging issues raised by soci(et)al entrepreneurship. Yet research findings are fragmented and practices are at times unreflected.

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Mats Lundqvist, PhD, Chalmers University of Technology, Sweden, +46 31 772 11 95, Mats.Lundqvist@chalmers.se

Room 3:238

Tuesday August 23 08:30-09:30

10:01 Prominent dialogues in social entrepreneurship research
Anne Pierre; Yvonne Von Friedrichs; Joakim Wincent

10:02 The institutional context of societal entrepreneurship - a comparative study of organizing practices
Bengt Johannisson; Elisabeth Sundin

Tuesday August 23 10:00-11:30

10:03 The intertwindness of everydayness soci(et)al entrepreneurship: Results from a broad interview study
Malin Tillmar

10:04 From Time to Time: Time as a resource in social entrepreneurship
Christine Revsbech; Monika Fæster

10:05 Altruism in business - An empirical study of philanthropy in the small business context
Merja Lahdesmaki; Tuomo Takala

Tuesday August 23 13:30-15:00

10:06 Social entrepreneurship for empowering young adults
Peter Dobers

10:07 What is entrepreneurial ability
Johan Rådmark; Erik Lindbrot

10:08 Fryshuset - The Non-fighting Fight Club. Societal entrepreneurship in and beyond civil society
Malin Gawell; Hans Westlund

Tuesday August 23 15:30-17:00

10:09 Milestone approach for fund raising of a social enterprise
Christian Aspegren; Merie Joseph; Dhrubes Biswas; Marko Seppä

10:10 Experiences from a soci(et)al entrepreneurship project in Uganda
Kristina Henricson
Wednesday August 24 09:30-10:30

10:11 Shifting entrepreneurial strategies to facilitate change and societal benefits  
Lena Andersson ; Elisabeth Sundin

10:12 On the dark side of societal entrepreneurship - the case of public promotion of small businesses  
Anders W Johansson

Wednesday August 24 11:00-12:30

10:13 Circus, music, theatre in the kingdom of crystal... entrepreneuring as a societal, ethico – aesthetic practice?  
Marja Soila-Wadman

10:14 Voices of the Suburbs - The paradox of social entrepreneurial initiatives addressing vulnerable groups  
Ester Barinaga

10:15 Strategies of spreading social innovations: The case of organic farming in Sri Lanka  
Jonas Lindberg ; Karl Palmås

Wednesday August 24 13:30-15:00

Concluding discussion

TRACK 11 -  
Gender equality, diversity and inclusiveness practices in organization

Despite many years of equality work there are still inequalities in organizations and not everyone has the same access to jobs, promotions or rewards in organizations. At the same time the changing demography challenges organizations to create more inclusive organizational climates. We therefore discuss papers on practices of gender equality, diversity and inclusiveness in organizations.

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Room 3:240

Tuesday August 23 08:00-09:30

11:01 Implementing diversity work  
Annette Risberg

11:02 Diversity in employment relations – Implications for job quality and job satisfaction  
Arne L. Kalleberg ; Torstein Nesheim ; Karen M. Olsen

11:03 Defining and evaluating gender equality - introducing the GEI. Gender equality within production and research in a high-technology company  
Anna Wahl ; Sophie Linghag
Tuesday August 23 10:00-11:30

11:04  A Swedish re-production: doing diversity work at a large manufacturing company  
Vedran Omanovic ; Deborah Litvin ; Vedran Omanovic ; Deborah Litvin

11:05  Gender work at the radio station - A story about journalistic practices and media's construction of reality  
Maria Norbäck

11:10  How some organizations select their narratives of diversity practices?  
Killemariam Hamde

Tuesday August 23 13:30-15:00

11:07  Feminist organisation studies and cross-cultural management: contributions from a dialogue  
Laurence Romani

11:08  Breaking the illusion: The gender diversity paradox in Norway  
Berit Sund

11:09  Irrational practices – towards a relational theory of diversity  
Sine Nørholm Just ; Robyn Remke

Tuesday August 23 15:30-17:00

11:06  Discourses of gender and inclusion: using women to make peace sustainable  
Anette Hallin ; Lucia Crevani ; Anette Hallin

TRACK 12 -
Unconventional views on entrepreneurship – A return to practice?

For more than three decades entrepreneurship has been a high-growth research area. But, what may seem as interesting academically, but how relevant is that to the practicing entrepreneur? What does the lived practice of the entrepreneur look like: This track discusses papers which challenges the conventional academic wisdoms. This track focuses on the So What! of entrepreneurship.

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Room 5:21

Monday August 22 11:00-12:30

12:01  A steady paycheck and self-employment: An empirical study of hybrid entrepreneurs in the creative industry  
Carin Nordström ; Aishie Osarenkho

12:02  How entrepreneurship experience is valued when applying for waged work positions? A study using focus groups  
Ulla Hytti

30
Monday August 22 13:30-15:00

12:03 Entrepreneurial success: The resolution of multiple identity conflicts
Magdalena Markowska; Johan Wiklund

Monday August 22 15:30-17:00

12:07 Entrepreneurs or not: How do operators for small horse based industries in Iceland define themselves?
Ingibjorg Sigurdardottir; Runolfur Smari Steinthorsson

Tuesday August 23 08:00-09:30

12:14 Discourses on growth: Focusing women entrepreneurs
Lenita Nieminen; Ulla Hytti

Tuesday August 23 10:00-11:30

12:16 Managing business network processes in women entrepreneurship - a challenging task
Maria Bogren; Yvonne von Friedrichs

Tuesday August 23 11:30-13:00

12:18 PapaHaydn and the Amadeus myth
Pierre Guillet de Monthoux; Daniel Hjort
TRACK 13 -
Practices in projects – Researching temporary organizations

Nordic research on temporary organizations has gained attention among academics worldwide. One reason is that researchers (social sciences and engineering) have integrated theories from their fields into project research. Also, researchers and practitioners in fact co-produce knowledge. This track relates to the theme of the conference and is intended to cover recent accomplishments as well as research challenges for the future.

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Room Visionen

Monday August 22 11:00-12:30

13:01 Temporary organizations and strategy – an Exploration
Runolfur Smari Steinthorsson

13:02 Strategies within public organization projects
Brorström Sara

13:03 The establishment of legitimacy under conditions of complexity: the case of the international project
Kirsi Aaltonen; Juuso Saarnikko

Monday August 22 13:30-15:00

13:04 The Constitutional Council in Iceland as a temporary organization
Snjólfur Ólafsson

13:05 Educating in Project Management: an innovative approach. A shared-experience among Spanish Universities
Joaquín Ordieres-Meré; Fernando Alba-Elias; Ana González-Marcos; Ángel Uruburu

13:06 A master program in project management experiences from combining hard and soft skills
Carin Andersson; Lennart Ljung
Monday August 22 15:30-17:00

13:08 Improvising in multi-project settings
Anna Jerbrant; Tina Karrbom Gustavsson

13:09 On the positive side of boundaries: The case of global product development
Marcus Lindahl; Markus Hällgren

Tuesday August 23 08:00-09:30

13:10 Project strategy formation in a project’s internal and external environment
Elisa Vuori; Sanna Mutka; Pertti Aaltonen; Karlos Artto

13:11 Institutionalization of firm-based projects: managing the balance between project decoupling and standardization of project management
Inger Bergman

13:12 Temporary project ecologies: bringing nature’s temporalities back in
Kjell Tryggestad; Lise Justesen; Jan Mouritsen

Tuesday August 23 10:00-11:30

13:13 Use of services to support the business of a project-based firm
Kuula Jaakko; Abola Tuomas; Satu Huikuri

13:14 Project stakeholder management practices - in the light of modern stakeholder theory and sustainability principles
Pernille Eskerod; Martina Huemann

Tuesday August 23 13:30-15:00

13:15 The role of governmental stakeholders in large projects – Evidence from nuclear industry projects
Liisa Sallinen; Inkeri Ruuska; Tuomas Abola

13:16 Global project leadership; Managing organizational challenges through RQ
Wenche Aarseth

13:17 External integration in industrial service development projects
Miia Martinsuo

Tuesday August 23 15:30-17:00

13:18 Lead users as heavyweight project managers: the software case
François Scheid; Florence Charue-Duboc

13:19 Different project governance structures in Finnish nuclear power projects
Magnus Hellström; Jāfs Daniel; Inkeri Ruuska; Kim Wikström

13:20 Project human resource management practices
Martina Huemann
Wednesday August 24 09:30-10:30

13:21 Boundary-spanning business models in project firms
Kim Wikström; Magnus Hellström; Thomas Westerholm; Olga Perminova; Magnus Gustafsson

13:22 Projects in practice: towards an understanding of time perspectives
Therese Dille; Jonas Söderlund

Wednesday August 24 11:00-12:30

Arvi Kuura; Rolf A. Lundin; Robert A. Blackburn

13:24 Borders and border crossing in construction projects
Tina Karrbom Gustavsson; Hayar Gobary

13:25 Business performance through procurement of complex projects
Jussi Heikkilä; Inkeri Ruuska; Karlos Artto

Wednesday August 24 13:30-15:00

13:26 Working in projects - a model on liminality practices
Elisabeth Borg; Jonas Söderlund

13:27 Addressing Uncertainty in Projects: A case of challenge management
Olga Perminova; Kim Wikström; Magnus Gustafsson; Robert Stoor

13:28 Projects and organizational prototyping - innovating the Time Manager
Thommie Burström; Tomas Blomquist

13:29 From projects and organizations to a chunk – a new form of business enterprise?
Karlos Artto

TRACK 14 -
The expert society and organisations

Modern organisations are surrounded by a great number of experts on management, quality, social responsibility, IT, accounting, investments, law etc. This track includes papers that see organisations as embedded in an expert society populated by various forms of experts offering different types of advisory services to managers and where questions are touched upon such as why organisations turn to experts, what they do with the expertise that is delivered, what the relations between organizations and experts mean for the development of expertise in particular knowledge areas, or what role experts play for organizations.

Track organisers:
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Room 3:232

Wednesday August 24 09:30-10:30

14:01 Manufacturing engineers: the interactive molding of occupational expertise
Gary Kokk
Although the rushed interest in the practice idiom among organization and management theorists has opened new theoretical horizons, more critical assessment of its contribution to our understanding of organizational aspects is highly timely. It is thus the aim of this track to critically assess the promises the practice idiom holds for organization theory and practice.

Track organisers:
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Monday August 22 11:00-12:30

15:01 Sociomaterial association: we are still not modern (and never shall be)
Kavi Dar

15:02 Paradox and practice of architectural design competitions
Mats Frick

15:03 Food, care and the logic of practice - A study of everyday dinner consumption among single mother households
Susanna Molander

Monday August 22 13:30-15:00

15:04 Management accounting practices at the Russian Oil and Gas Company
Elena Panteleeva

15:05 From social and environmental accounts to capital market knowledge: A study of an epistemic practice
Sabina Du Rietz
TRACK 16 -
Management and management studies as textual practices

Doing and studying management are to a large extent textual practices in which texts are produced and distributed in the day-to-day activities in organizations. Texts are not merely a reflection of management and management studies, but a practice in its own right. We discuss papers that explore the textuality of management, management studies and the relation between the two.

Track organisers:
Love Börjeson (contact person), Mälardalen University School of Sustainable Development of Society and Technology, Sweden, +46 76 1905 888, love.borjeson@mdh.se
Peter Svensson, Lund University, The School of Economics and Management, Sweden, +46 46 222 0186, peter.svensson@fe.ki.se

Room 3:239

Monday August 22 11:00-12:30

16:01 “We’re not writing no stupid book!”: Arts intervention and auto-ethnographic writing at a manufacturing plant
Jonas Fröberg ; Alexander Styhre

16:02 Management ideology of late-bureaucracy - development of the body of knowledge in academic management writing
Love Börjeson

Monday August 22 13:30-15:00

16:06 Reassembling studies of organizational practices
Nils Wåhlin

16:05 Organizational practices in strategic environmental innovation: a discursive take on biofuels
Inês Peixoto

Monday August 22 15:30-17:00

16:04 A dialogic perspective on managing practice
Christine Raisanen ; Ann-Charlotte Stenberg ; Sven Gunnarson ; Max Rapp Ricciardi

16:07 Att organisera medarbetare med sociokulturella normer och ledningen med incitament. En jämförelse av de ideologiska representationerna av begreppen Trust och Governance
Love Börjeson
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**TRACK 17 -**
**Nordic Practices of HRM**

Human resource management (HRM), and human resources (HR), are today accepted concepts for theories about people management as well as a term for the personnel function. This track includes papers that investigate the practical work with HR(M) issues in Nordic countries, and similarities and differences within these countries as well as comparing to other parts of the world. Is there a typical Nordic practice of HRM?

**Track organisers:**

Dr. Freddy Hallsten (contact person), Handelshögskolan, Göteborgs universitet, Sweden, +46 31 500 5081/506-304087, freddy.hallsten@handels.gu.se

Prof. Jonas Söderlund, Handelshøyskolen BI, Oslo, Norway, +47 46410862, jonas.soderlund@bi.no

Prof. Stefan Tengblad, Högskolan Skövde, Sweden, +46 500 44 88 54, stefan.tengblad@his.se

Dr. Johan Berglund, Handelshögskolan, Stockholm, Sweden, +46 8 736 9469, johan.berglund@hhs.se

**Room 3:240**

**Monday August 22 11:00-12:30**

17:01 Human Resource activities in Norwegian companies: stability or trend based changes?

_Svein Bergum_

17:02 HR-funksjonens rolle ved markante ændringer i verdikæn - erfaringer fra Fritz Hansen Furniture A/S.

_Torben Andersen_

17:03 The opportunities of a differentiated HR function for managing HR specialists' careers

_Freddy Hallsten ; Julia Brandl_

**Monday August 22 13:30-15:00**

17:04 HRM practices in Swedish retailing

_Thomas Andersson ; Ali Kazemi ; Stefan Tengblad ; Mikael Wickelgren_

17:05 Keeping track of talent: The use of ICT in the HRM of professional service firms

_Annika Schilling ; Jan Lövstedt ; Andreas Werr_

17:06 Managing phased retirement. Experience from a large Swedish manufacturing company

_Kristina Palm ; Agneta Planander_

**Monday August 22 15:30-17:00**

17:07 Dealing with liminality - an important part of HRM for the individual project worker

_Elisabeth Borg ; Jonas Söderlund_

17:08 The consumerisation of the labour market: Generation Y at work

_Anders Farment_

17:09 “From chief administrator to CEO: Transforming leadership in Swedish compulsory and upper secondary schools”

_Johan Hansson ; Martin Rogberg_
Tuesday August 23 08:00-09:30

17:11  The rise and fall of Kenningism in Norway
Berit Sund

17:12  Culture matters: Norwegian cultural identity within a Nordic context
Gillian Warner-Søderholm

Tuesday August 23 10:00-11:30

17:13  The myth of collective cultural communion
Brendan McSweeney

TRACK 18 - Sustainability and human resource management: Merging aspects of CSR

Sustainability generates an increased interest in business and organisation research, and is widespread in managerial practices. This track is a call for reflective, empirical and concept-driven papers that scrutinize practices and concepts of corporate responsibility in general, and CSR and HRM in particular.

Track organisers:
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Peter Dobers (contact person), Mälardalen University School of Sustainable Development of Society and Technology, Sweden, +46 21 10 73 52, peter.dobers@mdh.se

Room 3:240

Wednesday August 24 09:30-10:30

18:01  Corporate environmentalism and managerial interpretations
Saleem Farida ; C. Gopinath

18:02  Corporate sustainability reporting in a large russian oil company
Natalia Tronkina

Wednesday August 24 11:00-12:30

18:03  The employee as eco-moral self – the new objective of HRM?
Annika Skoglund

18:04  Shaping the (sustainable) citizens of tomorrow: an act of csr or hrm?
Tina Karlbom Gustavsson ; Anette Hallin ; Peter Dobers

18:05  Making the disabled able in the age of Corporate Social Responsibility - Practice and discourse on sustainability in employability-promotion
Ignacio Concha-Ferreira
Wednesday August 24 13:30-15:00

18:06 Developments of corporate social responsibilities to employees: a business media perspective in the context of transitional Romania  
  Oana Apostol; Salme Näsi

18:07 “Collaborations during times of disturbances” - An experimental investigation into the resiliency of cooperation  
  Marijane Luistro-Jonsson

TRACK 19 -  
Self-control and self-organisation in post-bureaucratic organisations

The principles of organizing and controlling work are alleged to have undergone a substantial “post-bureaucratization”, resulting in self-managed work procedures, blurred boundaries between work and private life and between production and consumption. This track therefore includes papers that investigate the new authorities, the new forms and techniques of management and control, and the new forms of work, life and consumption that post-bureaucratization implies.

Track organisers:  
Christian Maravelias (contact person), Företagsekonomi Stockholms universitet, Sweden, +46 8 162145, chm@fek.su.se  
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Mikael Holmqvist, Företagsekonomi Stockholms universitet, Sweden, +46 8 164627, mih@fek.su.se  
Per Skålén, Karlstad universitet, Sweden, +46 54 700211, per.skalen@kau.se

Room 5:32

Monday August 22 11:00-12:30

19:01 Identity construction in a multi-discursive setting – professional identification processes in a collaborative health care unit  
  Ulrica Nylén

19:02 Worksite health promotion and the management of self-managing employees  
  Christian Maravelias; Mikael Holmqvist

19:03 The concepts of work-life balance and everyday life in entrepreneurship research  
  Katri Luomala

Monday August 22 13:30-15:00

19:04 The subjugated authentic champions: a study on the new leadership paradigm in corporate health promotion programs  
  Janet Johansson

19:05 The political economy of news value and the commodification of the general intellect  
  Claes Thoren

19:06 Making the disabled able – Employability, employability promotion and the making of the employable self in the age of the active society  
  Ignacio Concha-Ferreira
Monday August 22 15:30-17:00

19:07 Making up the responsible gambler - organizing self-control education and responsible gaming equipment in the Swedish gambling market  
Susanna Alexius

19:08 Senbyråkratisk organisering: en pendling mellan distans och närhet  
Peter Vaigur

19:09 Beyond budgeting as an extensive control package  
Mikael Cäker

TRACK 20 -  
The politics of health and embodiment in organizations

Contemporary western societies are penetrated by efforts to shape and improve the health of employees and citizens, work organizations and populations. This track therefore includes papers across business administration that investigate how practices of management and control are mobilized to improve public and workplace health, and how people in organizations cope with and resist public and workplace health initiatives.

Track organisers:
Torkild Thanem (contact person), Stockholms Universitet Företagsekonomiska institutionen, Sweden, +46 8 16 46 34, torkild.thanem@fek.su.se
Charlotta Levay, Lunds universitet Företagsekonomiska institutionen, Sweden, +46 46 222 9851, charlotta.levay@fek.lu.se
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André Spicer, Warwick Business School, University of Warwick, United Kingdom, +44 24 7652 4513, andre.spicer@wbs.ac.uk

Room 3:239

Wednesday August 24 09:30-10:30

20:01 The subjugated authentic champions: a study on the new leadership paradigm in corporate health promotion programs  
Janet Johansson

20:02 The elephant in the room  
Charlotta Levay

Wednesday August 24 11:00-12:30

20:03 Bio-power and bio-struggle in workplace health promotion  
Torkild Thanem

20:04 Alienation – en bortglömd aspekt för att formulera arbetsmiljörisker?  
Lisbeth Rydén
TRACK 21 - Practicing restructuring and downsizing

In the wakening of the global financial crisis, media have frequently reported declining business for a range of corporations and organizations, having effects on a multitude of levels in the society and everyday business life. We discuss papers on various topics related to the downside of business focusing issues as decline, downsizing, closures, turnaround, sharp-benders, surviving failures and bankruptcy.

**Track organisers:**
Magnus Hansson (contact person), Orebro University Swedish Business School Centre for Empirical Research on Organizational Control (CEROC), Sweden, +46-19-303971/+46 709 450995, magnus.hansson@oru.se
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**Room 5:21**

**Tuesday August 23 08:00-09:30**

21:01 Shadow of trouble: The effect of pre-recession characteristics on the severity of recession impact
*Eirik Sjåholm Knudsen*

21:02 Iceland’s higher education in a financial crisis
*Ingjaldur Hannibalsson*

21:03 Organizing for knowledge management in transnational company: The role of structure
*Victoria Konovalenko*

**Tuesday August 23 10:00-11:30**

21:04 The personal costs for firm bankruptcy: One exit route, alternative implications
*Anna Jenkins*

21:05 Investigating qualitative changes in productivity, efficiency, employee motivation, and work climate, while contrasting between blue and white collar workers
*Lars Hägånen; Johnny Hellgren; Magnus Sverke*
TRACK 22 - Change & Intervention

The state of art in the research and practice field “Change and Intervention” is shaped by a paradox. On the one hand; models, tools, and prescriptions about change and intervention as well as on change communication are legion - even when the variation of the models and tools is not very large. On the other hand; studies about how they affect the daily practices and discourses of managers, employees or civil servants are scarce. In adherence to the action and practice turn in the social sciences, our track wants to focus on the interplay of Change & Intervention with other practices like communicating, administrating, managing, leading, opposing, challenging, evaluating, sense-making and reflecting. Therefore we call particularly for interdisciplinary studies of the shaped and shaping practices of Change & Intervention.

Track organisers:
Associate Professor Karl-Heinz Pogner (contact person), PhD, Copenhagen Business School, Department of Intercultural, Communication and Management, Denmark, kp.ikl@cbs.dk
Professor Paul du Gay, PhD, Copenhagen Business School, Department of Organization, Denmark, pdg.ioa@cbs.dk
Cand. Mag. Morten Krogh Petersen, PhD fellow, Department of Intercultural Communication and Management, Frederiksberg, Denmark, mpg.ikl@cbs.dk
Professor Torbjorn Stjernberg, PhD, University of Gothenburg, Department of Business Administration, Sweden, torborn.stjernberg@handels.gu.se

Room 3:241

Monday August 22 11:00-12:30

22:01 Work System transfer in the MNC: an extended case study in the Mexican Maquiladora
   *Anders Klitmøller* ; *Toke Bjerregaard*

22:02 A study of innovation and expansive learning in the public sector
   *Inga Jona Jonsdottir*

22:03 From green vision to green operational practice
   *Åge Gjøsæter* ; *Xie Chunyan* ; *Kjell Gronbaug*

Monday August 22 13:30-15:00

22:04 Organizational discourse and organizational change at KMD
   *Karl-Heinz Pogner* ; *Line Moeller Hansen*

22:05 Emerging clean-tech firms: What is the right mix of support activities?
   *Palm Kristina* ; *Kaulio Matti* ; *Ekman Rising Marianne* ; *Forsberg Britta*

22:06 “Like we’ve always said in this house, I think...” How stabilizing movements unfold in double-voiced utterances
   *Jenny Helin* ; *Maria Norbäck* ; *Elena Raviola*

Monday August 22 15:30-17:00

22:07 Organizational change through interactive research or a consultant’s intervention. Reflections about pros and cons
   *Pernilla Lindskog*

22:08 On the way to commitment in business relationship – Trust related factors as the key influencers in process of change
   *Hannele Suvanto*
A merger or an acquisition is in most cases a challenging endeavour with a single and ultimate aim: to create value for the owner(s). Officially such a strategy is often supported by arguments of how other stakeholders, for example customers to the new company, will benefit. We argue that a stakeholder perspective will show how a narrow and one-sided focus on owners can be detrimental to value-creation in general - not only for other stakeholders within and outside the organization - but also for the owner(s).

Track organisers:
Professor Helén Anderson, Jönköping International Business School, Sweden, www.jibs.se
Professor Virpi Havila, Uppsala University, Sweden, www.fek.uu.se
Professor Fredrik Nilsson (contact person), Uppsala University, Sweden, www.fek.uu.se, +46 18 471 00 00, fredrik.nilsson@fek.uu.se

Room 5:22

Monday August 22 11:00-12:30

23:01 Qualitative M&A research - A review
Fredrik Nilsson ; Lars Frimanson ; Michael Grant

23:02 Organizing the suppliers - Nokia within the telecom industry
Olavi Uusitalo

23:03 Power balance to explain customer strategies and reactions in acquisitions
Christina Öberg

Monday August 22 13:30-15:00

23:04 Customer retention in cross-border acquisitions: Empirical perspective on relational forces in bulk liquid distribution (BLD) company
William Degbey

23:05 Acquisitions in the car industry - complexity the reason for failed integration
Peter Beusch

23:06 The importance of industry - academia co-operation in developing new technology for competitive advantage
Johan Holtström ; Helen Anderson

Monday August 22 15:30-17:00

23:07 Intersecting chains of events: Corporate acquisitions in an industry context
Virpi Havila ; Peter Dahlen ; Aino Halinen

23:08 When stakeholder concepts collide: The double roles of managers of M&A integration
Svante Schriber
TRACK 24 -
Processes and mechanisms of knowledge integration

The generation and integration of knowledge in organizations is fundamental for production and innovation in goods and services. We are interested in contributions that address mechanisms and processes involved in knowledge integration, and possible antecedent conditions. This track includes studies on knowledge integration mechanisms and processes on different levels in and between organizations.

Track organizers:
Professor Fredrik Tell, KITE Research Group, Dep. of Management and Engineering, Linköping University, Sweden
Dr. Lars Frederiksen, Aarhus School of Business, Aarhus University, Denmark

Room 5:22

Tuesday August 23 13:30-15:00

Welcome
Lars Frederiksen and Fredrik Tell

Introduction: On the concept of knowledge integration
Fredrik Tell, Sweden

Track keynote: Operationalizing and measuring knowledge integration
Ludovic Dibiaggio, France

Tuesday August 23 15:30-17:00

24:01 Technological change, strategic renewal overlap and the imperceptible practice as operating mechanism
Joakim Netz ; Einar Iveroth

24:02 Organizational linkages in an investment program
Inkeri Ruuska ; Virpi Turkulainen ; Tim Brady

24:03 The need for knowledge integration in renewable energy innovation projects
Ola Edwin Vie

24:04 Strategic Learning – Conceptualization and Measurement
Charlotta Sirén

Wednesday August 24 09:30-10:30

24:05 The effects of knowledge integration on new product development performance
Jonas Rundquist ; Fredrik Tell ; Johan Frishammar

24:06 The Case against the Checklist Approach to IT Risk Management: Exploring Epistemic Strategies in IT Risk Management
Rönnbäck Lars ; Jonny Holmström

Wednesday August 24 11:00-12:30

24:07 Balancing exploration and exploitation: the moderating role of market dynamism
Per Åman ; Seyed Amir Siadat ; Sara Mirzataghi Chaharmahali ; Fredrik Tell
24:08 Knowledge creation in multinational corporations: The role of organizational structure
Pamela Izunwanne

24:09 Consumer value creation by network channel cooperation - myth or reality
Solveig Wikström

Track wrap-up
Lars Frederiksen, Denmark

TRACK 25 -
Managing the interactive organization

As the Internet has developed into an interactive marketplace of information, always updated and on top of the most recent developments in society, many organizations are struggling with how to integrate social media and open technologies into their operations and management. Therefore, this includes papers submissions that advance our knowledge of management response to open technologies and social media.

Track organisers:
Pär J. Ågerfalk (contact person), Uppsala University, Department of Informatics and Media, Sweden, +46 18 471 0164, par.agerfalk@im.uu.se
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Matti Rossi, Aalto University, Finland School of Economics, Finland, +358 9 431 38996

Room 5:21

Tuesday August 23 15:30-17:00

25:01 Right on track? Corporate Twitter use under pressure
Pär Ågerfalk; Anders Olof Larsson

25:02 The role of social media in corporate trust building: multiple case analyses about the ethical and csr practices in Finland
Mirja Airos

25:03 Digital convergence or digital clash?: exploring organizational adoption of social media in the newspaper industry
Jonny Holmström; Per Levén; Daniel Nylén

Wednesday August 24 11:00-12:30

25:04 Breaking the mould: From open to socially mediated service innovation
Jouni Markkula; Jyri Naarmala; Elina Amanperä

25:05 Open and closed technology and collaboration
Alf Westelius

25:06 Crafting an h-index to measure user contribution in social media
Jan Damsgaard; Nikhil Srinivasan
According to Henry Chesbrough “Open innovation” describes a new paradigm for the management of industrial innovation in the 21st century, in which firms work with external partners to both commercialize their internal innovations and to obtain a source of external innovations that can be commercialized. The concept was coined by Chesbrough based on his research on the innovation practices in large multinational companies. Studies of User Innovation have been pioneered by Eric von Hippel for more than 35 years. He and others have shown that users are a common source of innovation, especially in product markets due to their incentives to benefit from the use of an innovation and knowledge of problems and sometimes solutions. Both concepts has spurred a lot of interest from research as well as practice and even become national policy. Denmark adopted recently a national policy on user-driven innovation.

Track organisers:
Lars Bengtsson (contact person), Blekinge Institute of Engineering School of Management, Karlskrona, Sweden, +46 455 38 56 30, lars.bengtsson@bth.se
Helén Anderson, Jönköping International Business School (JIBS), Sweden, +46 36 10 18 25, ahel@jibs.hj.se

Room 5:31

Tuesday August 23 13:30-15:00

26:01 Exploring the open innovation: present status and future perspectives
Mokter Hossain

26:02 Openness and generativity in the innovation process
Björn Remneland-Wikhamn

26:03 Your innovation or mine? Exploring the decision-making process in private-collective knowledge communities
Robin Teigland; Elia Giovacchini; Paul DiGangi; Flåten Björn-Tore

Tuesday August 23 15:30-17:00

26:04 Managing corporate open innovation
Mats Edenius; Stefan Hrastinski

26:05 Playing the Game Leveraging artistic freedom and financial pressure in video game development
Peter Zackariasson; Ulf Sandqvist

26:06 Open innovation in health care services: Challenges and opportunities
Christina Keller; Mats Edenius; Staffan Lindblad

26:07 Experiences of open innovation in leading companies. Based on an empirical study in two leading global companies
Stella Stefansdottir; Runolfur Smari Steinthorsson

Wednesday August 24 09:30-10:30

26:08 Developing capabilities for web-based innovation with users
Natalia Ryshkova

26:09 Choosing open source software: Strategies behind and reasons for municipalities’ use of Open Office
Naghmeb M. Aghaei; Christina Keller
Wednesday August 24 11:00-12:30

26:10 Open source communities and telecom dynamics: A comparison between Symbian, Android and Iphone open source software strategy
Philippe Rouchy

26:11 User innovation toolkits in product development: qualitative study aiming to radical innovations in shopping center design
Juha Ainoa

TRACK 27 -
On the shoulders of giants

Invariably, our careers have been affected by influential individuals in our field that we consider “giants.” This track therefore includes papers in which colleagues are encouraged to identify and support the one individual that has affected his or her career. Papers cover the how, when, where and what that supports the choice.

Track organisers:
Tommy Jensen, Umeå School of Business, Sweden, +46 90 786 9553, tommy.jensen@usbe.umu.se
Timothy L. Wilson, Umeå School of Business, Sweden, +1 724 349 5473, tim.wilson@usbe.umu.se

Room 3:238

Monday August 22 15:30-17:00

Why stand on the shoulders of a giant?
Tommy Jensen, Sweden

27:01 On the shoulders of Bruno Latour
Peter Dobers

27:02 On the shoulders of giants - Paul Shewmon
Timothy Wilson
TRACK 28 -
Företagsekonomi som akademiskt undervisningsämne – komplexitet, utmaningar och utveckling

(Teaching in business studies – complexities, challenges and developments in teaching practices)

Track organisers:
Rolf Lind (contact person), Stockholms universitet, Företagsekonomiska institutionen, Sweden, +46 8 16 31 98, rolf.lind@fek.su.se
Ann-Sofie Köping, Södertörns högskola, Institutionen för ekonomi och företagande, Sweden, +46 8 608 46 13

Room 3:240
Tuesday August 23 13:30-15:00

28:04 Rethinking the business school curriculum and towards teaching sustainable capitalism
Peter Beusch

28:03 The bobsleigh approach in business administration education
Karin Jonnergård; Petter Boye

28:06 People-centered management and leadership: Design of an MBA-program
Johan Lembke; Darek Haftor

Tuesday August 23 15:30-17:00

28:02 Facebook - A new approach for educational practice
Eva Ossiansson

28:01 Real learning through real projects for management students: project-based learning for innovation and change
Pär Mårtensson; Ragnvald Sannes

28:05 In Search of Quality Criteria in Accounting Education: A Literature Analysis
Lili-Anne Kihn
Entrepreneurship education has globally gained strength apace with its fast growth in educational institutions and their curriculum development. Its recent research has moved from content questions to the processes of learning and teaching in diverse contexts. This track discusses findings of diverse aspects of entrepreneurship education to further develop its multidisciplinary research agenda.

**Track organisers:**
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Hans Landström, Institute of Economic Research/CIRCLE, Lund University, Sweden, Hans.Landstrom@fek.lu.se

**Room 5:32**

**Tuesday August 23 08:00-09:30**

29:01 Metacognitive awareness in the frame of entrepreneurial profile of students in Estonia  
*Hannes Ling ; Innar Liiv ; Martin Toding ; Urve Venesaar*

29:02 Blogs as learning journals in entrepreneurship education - enhancing reflexivity in digital times  
*Bengt Johannisson ; Leona Achtenhagen*

29:03 Differences in students' understanding of opportunity process matters for their learning!  
*Paula Kyrö ; Agnieszka Kurczewska ; Nana Osei-Bonsu*

**Tuesday August 23 10:00-11:30**

29:04 Societal entrepreneurship in the post-ironic epoch - challenges for lifelong learning  
*Erik Wallin*

29:05 Accounts of entrepreneurial futures: collective entrepreneurship for business, innovation, and life style  
*Heidi Forsström ; Johanna Mattila ; Iiro Juusila*

29:06 Obstacles to establishing venture creation based entrepreneurship education programs  
*Martin Lackéus ; Karen Williams-Middleton ; Mats Lundqvist*

**Tuesday August 23 13:30-15:00**

29:07 Threats and possibilities of the increasing professionalization of entrepreneurship education  
*Tomas Karlsson ; Hans Landström ; Marie Löwegren*

29:08 Towards team learning – Entrepreneurship supportive learning  
*Timo Limnosso ; Katarina Sandström ; Maria Westerlund ; Joachim Ramström*

*Holmquist Carn ; Rasmus Rahm ; Wennberg Karl*

**Tuesday August 23 15:30-17:00**

29:10 An entrepreneurial process model for the university  
*Karen Williams Middleton ; Mats Lundqvist*
29:11 Entreprenöriellt lärande - Gymnasieelevers skilda uppfattningar av entreprenöriellt lärande
Annica Otterborg

29:12 Facilitating entrepreneurial behavior development through learning
Karen Williams Middleton

TRACK 30 - Exploring demand & supply of management knowledge as a collaborative practice

Beyond all polarized rhetoric about the value respectively risk of academy and industry collaboration, there is a vast and interesting array of activities carried out more or less successfully dealing with the co-production and co-consumption of management knowledge. This track therefore includes papers aiming for the exploration and evaluation of the challenges and possibilities of an ongoing collaborative practice.

Track organisers:
Martin Rogberg (contact person), IPF, Uppsala Universitet, Sweden, +46 70 5573246, martin.rogberg@ipf.se
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Åke Freij, IBM Nordic, Financial Services Solutions, Kista, Sweden, +46 70 793 58 8, ake.freij@se.ibm.com

Room 3:239

Tuesday August 23 08:00-09:30

30:01 Bridging theory and practice in the humanities and social sciences: The case of a collaborative arena in Sweden
Sara Jernberg ; Birgitta Södergren

30:02 Samverkan mellan akademi och hälsosjukvårdssektorn: Leading Health Care - ett exempel på gränsöverskridande.
Hans Winberg ; Jon Rognes

30:03 Principles for ‘engaged management education’: Designing education programs for practicing project managers
Jonas Söderlund ; Christian Berggren

Tuesday August 23 10:00-11:30

30:04 Ledarskap och samverkan i starka forskningsmiljöer
Elizabeth Neu Morén

30:05 A collaborative research project and the role of the researcher
Ingibjörg Holmberg ; Ingela Sölvell ; Gunnar Westling ; Mats Tyrstrup

30:06 Same data, different stories - a personal experience of “dual mode” text production in the publication gap between academy and business
Åke Freij
Tuesday August 23 13:30-15:00

Workshop

Tuesday August 23 15:30-17:00

30:07 The Meaning of Depth in Practice Oriented and Interactive Studies
Leif Melin ; Anders Melander

30:08 Styrning av samverkan - exempel från två pågående samverkansinitiativ
Mikael Holmgren ; Maria Mårtensson

TRACK 31 -
Open track

It is custom to have an open track at NFF-conferences to make it possible for people to present papers on many different topics. If a larger number of papers are submitted to this open track, there is the possibility of organizing a number of session dealing with different themes.

Track organiser:
Professor Mikael Holmqvist, School of Business Stockholm University, Sweden, mih@fek.su.se

Room Styrelserummet

Tuesday August 23 08:00-09:30

31:01 The Advantages of industrial upgrading and convergency under the condition of openness
Fei Rong ; YongDa Yu

31:02 Examining the role of externally oriented capabilities, slack resources, innovation and performance: A study on technology-based small firms
Vinit Parida ; Daniel Örtqvist

Tuesday August 23 10:00-11:30

31:03 Exploring issues of managerial responsibilities in trade show marketing
Wondwesen Tafesse ; Tor Korneliussen

31:04 Innovations for sustainability of maritime operations in the Arctic
Antonina Tsvetkova

31:05 Co-existence of conflicting logics – A study of the recorded music industry
Margret Sigrun Sigurdardottir

Tuesday August 23 13:30-15:00

31:06 The success resources for a growth strategy - The port of Kokkola
Olavi Uusitalo ; Kjell Grønhaug

31:07 How important are various competencies for marketing managers?
Fridrik Eysteinsson
31:08 Learning-driven and performance-driven negotiators; propensity to negotiate for non-monetary resources
*Thora Christiansen*

**Tuesday August 23 15:30-17:00**

31:09 How to combine inflexibility of supply chain with flexibility of management control systems?
*Nadezhda Surovtseva*

31:10 Corporate entrepreneurship, fumbling in the dark?
*Kent Thoren; Terrence E Brown; Matti Kaulio*

31:11 Organisational innovativeness: The role of leadership and the ethical culture of organisations
*Elina Riivari*

**Wednesday August 24 09:30-10:30**

31:12 Cluster development as outcome of actors’ actions - a network approach
*Toni Mikkola*

31:13 The impact of age and drug use on the job satisfaction and emotional exhaustion of adult streetworkers
*Christina Cregan; Carol T Kulik; Dani Salinger*

31:14 Exploring lunar aspects of masculinity: The stock exchange as a context of situated male- male interaction
*Anna Larsson; Björn Kjellander*
Abstracts

01:01

Service Systems as enabler for Resource Integration and Value Co-creation

Enquist, Bo; Edvardsson, Bo
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The Nordic school of service has had a great impact on the evolution of service-dominant logic (S-D logic) (Vargo and Lusch, 2004, 2008; Gummesson, 2006; Gronroos, 2006). Gummesson (2006) is critical about the axiomatic pillars of marketing and argues that a broader view is needed. Laczniak (2006) suggests an expansion of the S-D logic has to include societal and ethical dimensions. Abela and Murphy (2008) have also found that S-D logic can "be a positive development for marketing ethics because it facilitates the seamless integration of ethical accountability into marketing decision-making". Freeman et al. (2004) conclude that business and ethics should be seen as connected. Furthermore, Edvardsson et al., 2010 have open up for looking at SD-logic from a social construction approach. In the Nordic research tradition, case studies and understanding the context are of importance; as well as for organization, as for accounting research (Alvesson and Skoldberg, 2000; Czarniawska & Sevón, 2003; Jonsson & Mouritzen, 2003). This article will go in the direction of the Nordic school tradition to expand the methodological understanding of S-D logic and investigating the role of interpretation (Alvesson & Skoldberg, 2000; Kristensson Uggla, 2002; 2010) and abduction for constructing a service perspective (Alvesson and Kärreman 2007), where empirical matters in service theory development.

01:02

Research contributions and knowledge dissemination: the case of service

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A cherished dogma is that we live in a knowledge society and that knowledge growth is the key for nations to stay wealthy. The service sector is presented as the growth sector. Is the dogma realistic or is it hype? Having been involved in service research since the 1970s I am concerned with the difficulty of addressing critical research areas and disseminating research results. Service research established itself in the 1980s and 1990s and the interest in service is now bigger than ever. Research was international; Sweden and Finland (“The Nordic School”) were among the pioneers. But US research dominated the research agenda. The Nordic School has kept its place in the forefront, both collaborating with the US and offering its own agenda. With service-dominant (S-D) logic in the 2000s, international contributions are given a more prominent place. Although S-D logic has been launched by US professors Bob Lusch and Steve Vargo they have openly collaborated on a global basis. Their contribution is theory generation through a synthesis of the best of service research and exclusion of unsupported claims. This renewal is also backed up by the huge IBM service science program. The focus has gone from the emphasis of services being different from goods and a preoccupation with surveys and satisfaction studies, to understanding that goods and services appear in tandem with a host of undefined phenomena, that they are interdependent, and that customers and other stakeholders are resources and value cocreators in complex service systems. Among my concerns are that service research is inadequately covered in textbooks on management and marketing but even worse that textbooks on service management, service marketing and the like present obsolete knowledge. It is claimed that the service sector keeps growing but it embraces everything from brain surgery to hamburger restaurants and is not a meaningful sector. Major service systems such as health care, the financial system, the legal system, and transportation are headaches for governments and citizens. The global financial meltdown shows how vulnerable financial systems are and that they are largely controlled by fraudulent people and organizations. Finally, has service become better since research started over 30 years ago? Nobody can tell as society has changed in so many respects that comparisons over time become inconclusive. For example, technology has changed, and the new infrastructure of the Internet and mobile communication keep changing the service landscape. This raises crucial questions, among them:

• How can service research become more relevant?
• How can service education programs more quickly absorb new developments?
• How can we support international textbooks to keep up with the times?

01:03

A flexibility perspective on services: A critical review and reconceptualization

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A rapid development of new technologies, globalization, and an upheaval among actors at industrial markets, has led to an increased uncertainty for companies acting on these markets (cf. Hitt et al., 1998; Sanchez, 1997). In such uncertain and turbulent business environment, it is important for companies to rapidly and efficiently adjust their business operations (e.g., their offerings and organization including production systems) to changing market conditions. In short, they must become flexible. This conceptual paper contributes to the service management and marketing literature by conceptualising how flexibility facilitates, and is a prerequisite for, the successful provision of services and solutions. The conceptual framework is illustrated through empirical accounts of industrial companies dealing with different sorts of flexibility in their solutions business. Flexibility exists on three levels, strategic, tactic and operational (Johnson et al, 2003), and companies generally need to address it on all levels to thrive. Operational flexibility pertains to day-to-day operations, tactical flexibility pertains to changes in the offering (products and services) design and in the offering mix, and strategic flexibility concerns an organization’s capability to identify changes in the external environment and to adapt to those changes. Previous literature related to flexibility has tended to focus on definitional issues and under which conditions different degrees and sorts of flexibility are feasible. Recently, the concept of flexibility has attracted an increasing interest in tandem with globalization and faster paced development putting new demands on companies. There is also a broad range of research that looks at the transition process from products to services and solutions (e.g., Gebauer, 2008, Oliva and Kallenberg, 2003) but none, to our best knowledge, that looks at this specifically from a flexibility perspective. We argue that such a perspective can open up for the development of theoretically and practically relevant new knowledge. Offering and delivering customized ’integrated solutions’ put particular focus on several aspects of flexibility. New ways of interacting with customers, new
integration interfaces internally between products and services, as well as an increased cooperation with different actors in the service system to extend the available resource base are some aspects that demand increased flexibility.

01:04

Customer Dominant Logic as an approach to understand customer value dynamics

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The strong interest in customer value as a key concept in marketing has prevailed for many years and led to a number of definitions and models. Recently customer value has been discussed as a centerpiece in different marketing and business logics. These logics represent different views on the roles of the service provider, the customer and the context in the creation of customer value (service logic, Gronroos 2000, 2006; service-dominant logic Vargo and Lusch 2004, 2008, Lusch and Vargo 2007; and customer dominant logic (Heinonen et al 2009, 2010, Voima et al. 2010). In this paper we contribute by portraying challenges and opportunities for companies of understanding customer value dynamics. The perspective in the paper is anchored in a Customer Dominant (Business) Logic (CDL). A Customer Dominant Logic perspective implies that the focus is on the customer’s logic and customer’s experiences, activities, and practices (Heinonen et al 2010). This interest in the customer’s logic goes beyond being market oriented or customer oriented (e.g. Narus and Slater 1998, Slater and Narver 2000, Blocker et al. 2010) that traditionally has focused on customers’ needs and wants as atomistic entities that can be separated from the customer context. A Customer-Dominant Logic stresses that it is not needs and wants that are driving the customer but rather the customer’s reasoning (logic) based on a configuration of customers’ aspirations, dreams, resources and earlier experiences and these lead to certain activities and practices and choices to use certain service providers and not others (Voima, Heinonen & Strandvik 2010). We believe this paper contributes in three ways to understanding customer value dynamics. Firstly, the meta-theoretical model used integrates earlier research, research that has been seen as contradictory and confusing, and makes it possible to benefit from it fully when refocusing on value change rather than on value structure. Secondly we have developed and clarified the position of a Customer Dominant Logic for business and marketing management. We demonstrate that customer value dynamics can be seen in different light and it leads to different conclusions depending on which logic is applied. Thirdly, the analysis of sources of customer value dynamics pinpoints that not only the service provider’s offering but also other contextual factors beyond the service provider’s vision and control may influence value formation.

01:05

An analysis of service innovation approached in theory and practice

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A service innovation should create value for both the company and the customer. Companies have to innovate in order to manage cost (supply side efficiencies) and revenue (demand side effectiveness). But companies do not have to choose between customer and provider value, rather a dualistic approach is needed. The value for the provider is often measured in terms of profit, ROI, markets share within a given time frame. The value for customer with an innovation is generally the solution that fulfills an expressed or latent customer need better than previous solution. Thus, an innovation should aim for newness, i.e. new value propositions, for either the provider and customer or both.

Service innovation can happen by chance, but is often supported by an expressed and conscious innovation process model or another approach. A model or an approach for innovating service should preferably result in a service that renders value for both parties. But are the prevailing models and approaches on service innovation able to accomplish this? There is a need for an analysis and structuring of existing innovation models and approaches.

The purpose of the article is to review, structure and analyze models and approaches on service development and innovation and discuss how to manage related innovation challenges. We accomplish this by reviewing and analyzing existing service development models and approaches published in scholarly journals and corporate innovation models used in practice by major telecom companies. The results show that the reviewed models mainly support service innovation with a bias toward provider efficiency and thus value for the provider. In general, customers are not present. The models have principally not an integrative approach to development, i.e. excluding important stakeholders like customers. When the customer is mentioned, they are mainly a passive party, not being actively and interactively involved in service innovation. A likely cause for this could be that the reviewed service innovation models are based on models and approaches from the development of physical products. Moreover, the reviewed models and approaches are put forward as generic; this means they tend to fit all types of service and context.

The authors suggest that customer integration could be a way to make the innovation process result in service that generates value for customers. It is also argued that major companies cannot rely on solely one innovation mode.

01:06

Licensing in international business-to-business markets: The role of service-dominant logic

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In commercializing a new technology access to international markets is a prerequisite. Because the market solution fails due to sticky information, and because the building of own sales channels is costly, licensing agreements with partners often is the only viable solution. However, licensing deals often fail and no success is guaranteed. We ask if the use of the service-dominant logic (S-D logic) (Vargo and Lusch 2004) may enhance the probability of success in applying int’l licensing agreements.

A license is a contractual deal (Salamick and Leblebici 1983). Contracts imply some future aspects, as what agreed upon will take place, depending on whether the contracting parties will fulfill their promises. However, most contracts are incomplete. “Contracts are incomplete. First uncertainty implies the existence of a large number of contingencies, and it may be very costly to know and specify in advance to all of these possibilities. Second, particular contractual performance, such as level of energy an employee devotes to complete a task, may be very costly to measure.” (Klein 1980). Thus, knowledge requirements and costs associated with measuring the contractual performance often prohibit complete contracts. This applies to relational contracts – such as licensing deals,
i.e. contractual arrangements established to transact a future stream of usually unspecified stream of activities (MacNeil 1985). From this it is evident that int’l licensing deals raise both informational and motivational challenges. Vargo and Lusch focus on the need to change from goods-dominated logic (G-D logic) to S-D logic. (Vargo and Lusch 2008). In the G-D logic goods are seen as the unit of exchange. The focus, from seller’s perspective, is on selling saleable products. In the S-D logic the focus is on value creation where both parties are assumed to be involved and benefit. This means that the contracted party in a licensing deal has to be treated as an equal and valuable partner in the joint value creation. Such a shift in perspective is believed to influence flow of information, mode of interactions, motivation and willingness/ability to see joint interests, and work for the same goals. To explore the impact of both logics in int’l licensing agreements, we describe and contrast two cases of agreements, a successful one applying the S-D logic and a failed one using the G-D logic. Implications for int’l licensing agreements and launching of new technologies are highlighted.

**01:07**

**Perspectives of risk - relationships in the Energy sector**

**Ritchie, Ross; Angelis, Jannis**

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The paper provides an understanding of the imbalance of risk perceptions between service partners and outsourcers. Discourses held between service relationships in this study demonstrate there is confusion introduced in risk definitions though subscription to financial risk classifications. An alternative framework for risk classifications is proposed. This framework becomes the process orientated perspective of risk classification. It offers a model for outreach and partner relationships to review both their internal balance of risk levels and a common approach to span the organizational differences when identifying risks to their operation. Empirical data was gained through semi-structured interviews, gathered from a European Energy company and two of its service providers. The sample space include risk professionals, those in roles controlling and administering the risk frameworks) and risk decision makers (line managers and those with operational budgets). The two service relationships present alternative relationship constructs. The first is a service outreach made up of individually agreed and priced projects and annually renewed outreach operations contracts. The second is a long term partnership deal, where both organizations invest in each others capabilities. The interview analysis identifies the different types of risk prioritised by the organisations and the relative order of importance assigned to each. The results show that there is a difference between outreach and partnership relationships. The risk assessment and perception is heavily skewed toward a financial consideration by the supplier, where the expectation by the service receiver is receipt of a more balanced assessment reflecting environmental, health and safety, reputational and regulatory risks. In the partnership relationship risk assessment is more balanced between the organizations, with greater consideration for non-financial risks. However risk assessment does not bridge the end-to-end process. This exposes a gap in managing interconnected and mutual risks in service operations. The results indicate that risks such as reputation, long term costs and health and safety are at best shared and considered to continue ownership with customers; and because of the lack of supplier authority and ownership in managing these risks types become de-prioritised by the supplier.

**01:08**

**The service innovation concept - a literature review**

**Carlborg, Per; Kindström, Daniel; Kowalkowsk, Christian**

Linköping University, Linköping, Sweden


**01:09**

**Empirical research on the antecedents of trust in business-to-business relationships - Shifting the focus on small businesses**

**Vitabary, Leena**

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From the relationship marketing point of view, one of the most critical factors in a business-to-business context is to be able to establish, maintain and nurture long-lasting relationships with business partners (Grönroos, 1994; Morgan & Hunt, 1994). In order to do that, there certainly are many critical features that are required, but maybe one of the most critical is trust, as a certain amount of trust is needed in order to establish a relationship in the first place. However, there are some marketing relationship dyads in which a power asymmetry exists and trust is not inherent, as is often the case in relationships between a small business and its larger customer. The antecedents of trust are preconditions necessary for trust to arise. According to previous studies, the antecedents of trust vary greatly by different business contexts and populations (Doney & Cannon, 1997; Geyskens et al., 1998; Gounaris & Venetis, 2002; Moorman et al., 1993).
The aim of this paper is to review the literature that empirically addresses the antecedents of trust in business-to-business relationships. Based on the review the role of small businesses in the literature is discussed. A further aim is to consider the implications this gives for future research in the small business context. A total of 44 peer-reviewed empirical articles, published between 1990 and 2009, are identified from different databases and analysed. The paper explains how different research topics have emerged in the field over the past 20 years. The literature review shows that although the academic literature concerning the antecedents of trust is vast, the empirical research in business-to-business relationships is not that common. Furthermore, there is a lack of small business focus in the research on the antecedents of trust regardless of small businesses’ significant economic role. In the future the research should concentrate more also in small businesses as there exists major differences between small and large businesses in many respects, and research results from the large business context are not always easily transferable to the small business context. By studying trust and its antecedents it is possible to contribute to the success of small businesses and further enhance the vitality of the areas they operate. Furthermore, more qualitative research is also needed in order to clarify the ambiguity of the concept of the antecedent of trust in the business-to-business context.

Towards the development of knowledge-based marketing; how the new market space reshapes marketing practice

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Recent advancements in ICT are reshaping the opportunities for firms to create and extract value in their marketing processes. The establishment of e.g. new interactive communication channels drawing on the Web 2.0 user-centered logic will affect how consumers search, find and make sense of information. These channels are designed to promote dialogue and collaboration between consumers; they empower them by entrusting them with the necessary production tools to create content. Social media rely solely on user-generated content allowing participants to share knowledge with each other. This development has laid the foundation for a new, dynamic and transnational digital arena -a new market space- where transactions of goods and services and in particular the exchange of information between different actors is taking place. A recurrent notion of marketing in both consumer and business markets is that its practice is fundamentally about information and knowledge. Marketing activities are associated with processes of gathering, processing and applying information and knowledge. The implications of the new market space on marketing practice are significant as they contribute to changing the conditions for how information is produced, made available and used by consumers. The new market space contributes to the change of the information asymmetry that existed between firm and consumer and promises thereby to redefine the firm-customer relationship. Essentially the new market space leads to a change in the approach to the customer and in the marketing logic itself. Acting in it means participating and collaborating with consumers in order to influence and get influenced by them through supporting their value creation processes. The new market space is pushing for the development of a more knowledge-based marketing practice as it represents an essential source to large amounts of information that systematically combined with in-house proprietary information can contribute to the firm’s advancement of knowledge. The purpose of this conceptual paper is to analyze the antecedents and consequences of the new market space for marketing practice. We do so by describing and discussing the logic of acting in the new market space. We argue that companies acting in it need new skills and new ways of organizing market communication to create and develop value for customers. We also argue that new types of actors are going to be involved in the value creation process.

Critical reflections on an interventionist research project in the social entrepreneurship domain

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Abstract Purpose - The purpose of this paper is to provide reflections on a specific interventionist business creation research project in the social entrepreneurship domain, utilizing a critical framework. Approach/methodology/methods - The approach of the research team is action research whereby the researchers take participatory roles of varying degrees. The study uses tasks of critical research to analyze the use of interventionist research methodology. Key challenges are; roles, access, data collection and emic vs etic concerns. Findings - The roles of the researchers are expanded to include practitioner and owner roles. Hence, access as such is not a concern in this research. Access issues relate more to “emic” than “etic” functions. Herein Interventionist research seems to be a proper definition for action research conducted in the social entrepreneurship domain. The aim is to solve health problems in underserved communities via business creation, where the focus of research is on creating value to community members. Interventionist research needs to develop a methodological approach specifically to manage the rich data received from the data collection. The findings of the study suggest that the active roles needed to be taken by the researchers require skills that academic researchers generally do not possess. Research limitations/implications - The paper examines a complex interventionist research project conducted over a one year period with the general ambition to develop a sustainable scalable business model. The results are significant for this specific setting. Practical implications - This paper provides a discussion of an interventionist research project where researchers participate in solving numerous key business creation problems and some researchers even act as co-entrepreneurs. There are advantages and disadvantages of undertaking such an approach. Originality/value - The paper provides insight for a Bottom of the Pyramid (BOP) social entrepreneurship venture and illuminates several key questions that concern researchers participating in creating sustainable solutions to some of the big problems in the world. The research is exploratory and unique as an academic exercise. Keywords: action research, interventions, social entrepreneurship, BOP, business design, HGV
innovation in different parts and contexts in and around the organization (Barkinshaw, Hood & Jonsson, 1998, Mu, Gryawali & Hatfield, 2007). Several aspects of NSD points to a heightened importance of service delivery as both a focus point in the process as well as a source of service development (Kindström & Kowalkowski, 2009, Chen, et al., 2009). A crucial dimension is issues of organizing service innovation. It is a matter of how to bring people, knowledge and resources together in service innovation effort, but in a broader perspective how organizational conditions can be supportive or restrictive of service innovation in a corporate context, that is, a context with a number of service producing and delivering units integrated by head quarter functions and centers. From an organizational perspective, taking into account the corporate and business context for these processes as well as the logic of services, the important role of delivery in service innovation is emerging as crucial. The purpose of the paper is to clarify the role and importance of service delivery in industrial service innovation. The paper has a conceptual focus, and develops conceptual resources for the understanding and clarification service delivery in service innovation in a corporate context, that can serve as analytical tools for further research and development. This is done by analyzing how different characteristics of services impacts the organization of innovation, and identification of the role that service delivery plays in innovation. Furthermore the way feedback loops from customer interaction and service delivery becomes more significant, leading to a more pronounced interactive view of innovation. Finally it is important to consider a broader range of types of innovation in service innovation, and their connection to service delivery.

Co-creating VIPs - valuable, intangible and prestigious services
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Prestige (brand) positioning strategies are adopted by firms seeking for better profit margins through specialized market offerings rather than through volume. The concepts of prestige, luxury or premium have been defined in numerous ways, but generally denote something that apart from functional utility also brings esteem to its owner or user (Vigneron & Johnson 2004), suggesting that some of the value is co-created. Since Veblen (1899), scholars have investigated the prestige seeking behaviors and attempted to understand what exactly makes things prestigious or what, beyond the apparent utility, makes people to pay more for luxury market offerings than their functionally equivalent counterparts. The paper contributes by presenting a framework for understanding different types of value co-creation that customers are engaged in and illustrates this with cases from the luxury sector. The paper suggests that prestige value is co-created also in inter-personal networks, beyond the supplier-customer dyad. This value co-creation is different for different type of networks or depends on the strength of the ties (Granovetter 1974). On another dimension, the mechanisms behind the creation of prestige values are split into two categories: First, people’s desire to associate themselves with a certain group, often connected with wealth and status, but also with things like environmentalism, responsibility or charity. Second, prestige value may also be borne out of a desire to appear uniquely individual, and thus, not to conform, but to distinguish themselves from the relevant others. (Vigneron & Johnson 2004)

The modern literature recognizes service as a perspective on value creation rather than a category of market offerings. Services are characterized by the co-creation of value, as well as the relational, interactive, experiential and process nature of services. (Edwardsson et al. 2006) Prahalad & Ramaswamy (2004) suggest that co-creation is about “creating an experience environment in which consumers can have an active dialogue and co-construct personalized experiences” (p.8).

The paper proposes that different consumers construct different experiences depending on the type of their network relationships, as well as on the dimension of conspicuous – unique value. By incorporating the ‘prestige’ viewpoint within the discussion on service dominant logic and co-creation of value, the paper considers the consumers in the context of their own social-networks.

Core capabilities of a servitized manufacturing company
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The purpose of this research paper is to analyze the capabilities needed to create competitive advantage from service business in product manufacturing companies. Even though the industrial services have been studied from several perspectives, prior literature lacks of empirical case studies and illustrative examples on the capabilities required to create viable service business. This comparative case study is based on the analysis of nine product manufacturers offering wide range of services to their customers. The companies were selected based on a quantitative dataset collected from Finland (115 companies out of total population of 404, SIC Classification 28, companies employing 20 or more employees) and the cases include firms such as Kone Oyj, Koncranes Oyj or Ponsse Oyj, all operating in Finland. We applied K-means cluster analysis following criteria to conduct clustering of companies: scale of four service dimensions, namely optimization, R&D, business and product information sharing services. The companies were clustered into four groups and the companies were selected from the most diverse service portfolio and highest service growth. After case selection, a qualitative and comparative case data was collected. The results show that successful product manufacturers need to understand the synergies and advantages from the traditional product-oriented world and customer-focused service businesses. Our data shows various practical examples from factors critical for these balancing acts. The paper concludes that the competitive advantage of these companies is based on combination of various resources such as human, intellectual, financial and physical resources. Particularly critical is the capability to utilize and coordinate the customers’ and suppliers’ resources. However, as also noted in prior resource-based literature, resources and competences, by definition, are passive. Hence, to create value, organizations need various managerial mechanisms, organizing methods, activities and processes for value creation. Finally, the combination of resources, activities and procedures constitute the core service capabilities. In addition, the study develops a model to analyze the core capabilities of a manufacturing company. This model can be used to reflect the resources and activities needed for development of a successful service business in a product manufacturing company.

Servitization as strategic flexibility: insights from an exploratory study
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Responding to significant market changes, many industrial companies have been pursuing the strategy of ‘servitization’, i.e. transition from selling products to selling an integrated
products and service offering that delivers value in use. Once undergone the first step in the process of servitization by adding simple after-sales service to their goods, the company can continue the transition towards more complex solutions. A fundamental premise of this paper is that service transition is regarded as an example of strategic flexibility in practice. However, in spite of the abundant literature on servitization, it remains largely disconnected from the literature on flexibility. The purpose of this paper is thus to explore the industrial companies’ transition towards services as strategic flexibility in practice and to expand the field of industrial service research by infusing ideas from another discipline. The parallels are drawn between strategic challenges of servitization and certain aspects of strategic flexibility, such as sources, antecedents, and market-focused strategic flexibility. A qualitative empirical study is presented, testing the propositions developed from the merge of the concepts. The paper thus opens new dimensions to understanding of the concept of servitization.

**01:16**

Categorizing the customer in the service encounter and its effects on customer satisfaction

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An important task for the service firm is to guide specific customers, with specific needs, towards specific offers in the firm’s assortment. This task requires well-developed diagnostic skills by the service worker. And such skills are contingent on the existence of various customer categories - in the service worker’s mind - to which an individual customer can be allocated.

Human beings are indeed hardwired to more or less automatically categorize objects, events, and other human beings. Yet the automaticity of categorization, together with the complex nature of a human being, who may be classified into many categories, suggests that errors can occur - particularly when categorization must be carried out quickly and without all the relevant data. We believe that such conditions are often at hand not only because many service encounters have a short duration and thus provide the service firm with only limited customer data. At the same time, social categories often have a valenced charge (e.g., “unemployed”, “slim”, “criminal”, “researcher” etc) which means that all errors (i.e., misclassifications) may not be psychologically equivalent.

In this paper, the purpose is to take some initial steps in exploring customers’ reactions to the service marketer’s classification attempts. More specifically, we are interested in the potential for differences in customer satisfaction levels when a customer in a service encounter is classified either (a) correctly or (b) incorrectly. We are also interested in the extent to which different categories have an impact on satisfaction and, more precisely, if all misclassification really are psychologically equivalent. To assess this in empirical terms, we used a between-subjects experimental approach in which each participant in the experiment was classified in a service encounter by a service worker’s mind - to which an individual customer can be allocated. The preliminary results suggest that different perceptions of buyers and sellers concerning the reasons why customers leave has a long tradition. Still little attention has been paid on the different perceptions of buyers and sellers concerning the reasons why customer relationships end. The current research clarifies the issue by investigating the perceptions of 100 sales managers and 84 purchasing managers in a Finnish business-to-business context. The preliminary results suggest that different emphasis is given to aspects like price, product quality and on-time deliveries as a reason for the relationship ending.
The buyer-seller paradox of professional service value co-production: From buyer to supplier participation

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Existing research on professional services (PS) has developed an initial understanding of value creation processes (Lowendahl et al. 2001; Skjølsvik et al. 2007). By building on seminal service research that points to the essential role of customers in service production (Barnard 1938; Lovelock and Young 1979; Mills and Margulies 1980; Bowen 1986; Mills and Morris 1986), existing research on PS has in particular pointed to the relevance of buyer-supplier co-production (Boström 1995; Auh et al. 2007; Chan et al. 2010). However, while existing research has focused on understanding co-production, the ex ante value creation processes (Lapierre 1997) – the buyer selecting suppliers – have largely been overlooked and existing research on PS is primarily supplier oriented (Lapierre 1997; Howden and Pressey 2008). The research presented here contributes to filling these gaps. While adding to our understanding of ex ante value creation in PS, this paper also takes the buyer perspective into account and asks: To what degree are suppliers included in the buyers’ process of purchasing professional services? By building on research (Chan et al. 2010) that points to similarity in buyer and supplier logics as important for value co-production in PS, the paper also asks the following question: To what degree are the buyer and seller dominant logics different in the ex ante value creation processes? Based on in-depth observation of two purchasing processes, in-depth interviews with 34 executive buyers and 20 sellers of management consulting services across Sweden and Norway, the level of co-production was found to vary across different types of purchasing processes. In particular, the level of formalization, professionalism and purchasing organization involvement seemed important for the nature of the buyer processes (Werr and Pemer 2007) as well as for the supplier participation. While centralized processes included very little co-production ex ante, decentralized processes were characterized by suppliers as co-productive partners. In the co-ordinated processes, the supplier participation varied. The buyer and supplier logics were also found to be different – and seemed to become more different over time. While clients wanted a competitive approach with limited supplier involvement, sellers wanted continued long-term relationships. This variation in dominant logics represents the paradox of buyer-supplier ex ante value co-production.

Making a profit with R&D services—the critical role of relational capital

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Service business is expected to become the key source of profits and competitive advantage for those industrial firms that can make the conversion from product-based business to products and services. On the core of this transformation are complex R&D-services. Yet, there is little research on the profitability of the supplier’s R&D-services. Our primary aim is to unveil the factors that influence the relationship between the R&D-services and a supplier’s profit performance in a customer relationship. Applying data from over 90 supplier-customer relationships, the study shows that relational capital forms a critical factor enhancing the supplier’s ability create profitable and successful R&D services. The results contribute to the discussion about servitization, R&D-services, and particularly on factors that facilitate joint value creation from supplier’s R&D-services. Furthermore, the results add value to the discussion on relationship integration and thus the theory of industrial marketing and inter-organizational networks.

The organization’s and network’s readiness for change in the transformation towards service business

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Industrial services are increasingly discussed among manufacturing firms as traditional product-centered firms are reshaping their business through service production. This transition has encouraged recent research towards understanding the overall phenomenon of industrial service production and its effects on firms. Much of prior research attention has been directed at the increased customer-centricity in a supplying firms’ business during service business transformation (Mathieu 2001, Oliva & Kallenberg 2003). As service business is seen to be different from traditional industrial production, many scholars have studied the organizations’ resistance for change and ways to cope with challenges during the transformation process (see e.g. Mathieu 2001). The interest has mainly been on the success factors of organizational change (see e.g. Oliva & Kallenberg 2003, Tsang 2002), the importance to adapt customer-oriented way of thinking (Grönroos 2006) and cultural changes (Mathieu 2001). Despite the growing interest in services, relatively little is known about the companies’ readiness for change when moving towards service business and the various management practices used in promoting the readiness for change in the organization and its network. The purpose of this paper is to develop a framework on practices that promote industrial firms’ readiness for change, both within the organization itself and in its supply network relationships. The goal is increased understanding on the early steps of industrial firms’ transformation towards service business. We focus on two research questions:

1. How, through what kinds of managerial practices, do industrial firms promote their readiness for change?
2. How do industrial firms ensure and maintain the supplier network’s readiness for change?

The research approach is qualitative, and the data are collected through a multiple-case study strategy mainly through interviews. Our focus is on three industrial companies in the engineering industry, seeking growth through new service business, and at the early stages of service business transformation. As a result we propose a framework of management practices relevant to promoting industrial firms’ readiness for change. Especially the attention will be paid to various ways to prepare the organization for change and sustain change readiness. Practices related to human resources, service production, and supplier and customer relationships will be covered.

Development of industrial service business – quest for new capabilities

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Changes towards more intensive service business is difficult and demanding especially in companies that traditionally have been concentrating on manufacturing operations and are dependant on machine sales. The transition towards service business means changes to companies’ capabilities. In the industrial
service business field are companies concentrating clearly on service business and companies that mainly see themselves as machine sellers that also provide services. The research around industrial service is rather new but rich. The background in service studies is from clearer service environments and service business at industrial field. Purpose of the paper is to clarify the capability challenges faced in service business development at companies providing industrial services.

One of the purposes is to find out the differences between the companies that are mainly concentrating on service and companies where the machine selling is still the main business function. The research is accomplished as a case study in seven Finnish industrial companies and in their service functions. Research data is collected in in-depth interviews at personnel in service business management or service business development.

In many firms, there was seen some difficulties in service business. These companies had a clearer way of developing and testing new service practises. They also saw themselves as service integrators and needed a network of partners to support their business. Machine selling companies' service departments worked more on their own and saw the machine side as their most important partner. Better understanding of the machine was stated as their strength compared to the service integrators. In many firms, there was seen some difficulties in service business respect within a company. It was often still seen as less important compared to the machine selling. Clearly in companies with longer history and better results in service business, the service department had slowly overcome these attitudes.

Value driven pricing logics for industrial services: relationship perspective

Despite of increasing attention towards ‘servicification’ of traditional manufacturing business in recent research (Davis, 2004; Reinaert and Ulaga, 2008; Wikström, Hellström, Arto, Kujala & Kujala, 2008) the shift to align business models towards services, the effort to identify relevant services, organize, sell and price them have been reported as challenging. In particularly the field of industrial service pricing seems to be underdeveloped and lacks empirical research (Indounas, 2009). In prior research (Reen, Hellström, Windschhofer, 2010) we have identified several reasons behind the pricing challenges with services developed in industrial companies: issues with trust in customer-supplier relation, low organization maturity as a service provider, high complexity associated with service offerings and insufficient competence for providing or consuming services. We became confident that the most of the issues with pricing are somewhat related to relational value. Proceeding with the research from relationships perspective, we have shown that by proper trust management the supplier can create additional value from a golden opportunity created by failure, an opportunity to increase relational value through enduring commitment based on trust in spite of temporary dissatisfaction. Many manufacturing companies still rely more on the success of single transactions than long-term relationships with customers; they apply mass marketing methods to service pricing, thus underestimating the significance of relationships. The distance between the customers and the suppliers, a lack of collaboration between them create ‘value gap’ when the supplier cannot properly communicate and deliver value and the customer cannot recognize and utilize it. But we believe that the servitization of industrial companies has led to a renaissance of relationship orientation in the industrial market place. In this paper we systematize our ideas about value of relationships and introduce value-driven logic for pricing of industrial service-enriched solutions. The data utilized for this paper consists of feedback results from over 20 000 customers of the industrial supplier; the analysis reveals how the customers perceives the value of the supplier’s service offering, how customer satisfaction and customer confidence in buying advanced services influence the actual development of revenues. We use actual sales figures in combination with customer satisfaction results.

Challenges in applying the practices of product development in managing service innovation

The ways in which innovation activities are managed and organized can be modeled through three modes of innovation systems which each takes a different perspective to the core activities of innovation process. A technology-based functional mode emphasizes technological development as the basis of innovation whereas a value-based entrepreneurial mode highlights the importance of entrepreneurial activity (also within an existing organization). A strategic reflexive mode highlights the firm’s strategy as the core of innovation process and is seen to be most applicable to explain innovation in service firms (Fuglsang and Sundbo, 2005; Sundbo, 1997). This paper discusses the challenges emerging from a situation wherein the practices stemming from a technology-based functional mode are applied to creating and developing a service innovation. In the organization studied, the outcome desired is a service innovation while the process with which this goal is sought is congruent with the way how a technological product is understood. While stage-gate processes much used in product development have been recommended to be applied also in organizing new service development (e.g. Cooper and De Brentani, 1991), this study presents potential challenges related to this attempt. This research is a qualitative case study based on empirical research in a R&D organization including 16 interviews and 14 hours of observation. The preliminary analysis suggests that considering service innovation in a similar way to a technology product might inhibit its development in three innovation activities: idea generation, idea evaluation and idea legitimation. We dig deeper into this issue by discussing the challenges the use of the technology-based functional mode as a referential frame poses in each of these activities. For example, we examine the challenges for service innovation when the practices of idea generating are based on the similar assumptions as generating a new technological product. Moreover, when evaluating service ideas through this frame the requirement for showing tangible development steps (such as building technological demos) is in contrast with the nature of the idea. Further, when the idea of service innovation is introduced in an organization customized to managing innovation in terms technology-based functional mode, the legitimation of an idea seems to follow the practices of product innovation instead of creating own service innovation practices.
Managers in professional services and their concept of managerial leadership
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Services provided by knowledge-intensive organizations (KIOs) are increasingly important to western economies (Castells 1996). In order to stay competitive, companies need to provide excellent coaching of co-workers as well as professional and personal development (Majeed 2009). The expectations on KIOs to innovate are extremely high (Hipp & Grupp 2005) as is the pressure to run their operations smooth and efficiently (Gadrey & Gallouj, 2002). The in-depth work which characterizes knowledge-intensive production makes it a true challenge to simultaneously meet the high standards in both areas. One reason emanates from the fact that it is difficult to single out activities concerned with improvement from production (Strambach 2008). The evident implication is that everyday work has to serve as vehicle also for change and development. Thus, two questions surface: What conditions facilitate for people in KIOs to simultaneously be engaged in production efficiency and vital renewal and improvement? And what is required in terms of leadership to uphold the balance between these two requirements? In this conceptual paper, examples from KIOs are used to illustrate some challenges facing leaders in KIOs in terms of being able to promote change and development. According to collaborative research undertaken with KIOs, it seems as role-expectations concerned with leadership as well as followership are important. Lateral communication seems to matter and so does organizational members attitudes towards organizational boundaries.

Hierarchical division of work and the degree to which people engages in informal contacts are also important. In general, though, the organizational ability to shift between modes of exploration and modes of exploitation seems to be extremely important. Whereas division of work has long been regarded as the primary organizing principle in organizations, the challenges in KIOs seem to stem primarily from issues of integration and a need of integrative perspectives. Thus, the aiming of this paper is to outline the contours of the integrative leadership, and the activities necessary for coming to grips with different kinds of organizational “gaps” and barriers (Tystrup, 2007, Crosby & Bryson 2010).

Standardization and innovation - the Janus-face of service innovation
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Innovation is commonly understood as the result of the development of something new and better; often a new technology, a new product or service, or a new method. How innovation comes about is a key question for many businesses today, so also for service companies. For cost-efficiency reasons, many companies work with standardizing their processes and projects which raises the question if there is room for innovation after having standardized the work-procedures.

In organization theories, the relationship between innovation and standardization is depicted as two opposing logics and hence problematic, but there is still a lack for empirical studies of how companies perceive this relationship and how they deal with it.

Our paper presents the result of a comparative, qualitative study of two professional service companies. The results show that despite the fear that standardization may be counterproductive for individual creativity and the creation and development of new ideas, standardization is perceived as a means for service innovation. Hence, standardization and innovation can be understood as a Janus-face, rather than opposites. The paper thus argues that the tension as depicted in organization theories between innovation and standardization is theoretical rather than empirical, but also points to the need of further studies in order to understand the role of the Janus-face in various service companies.
The importance of strategic congruence, integrated control and coherent organisational structure in the production of service
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Purpose: The aim of this paper is to enhance our understanding of the ways in which service production can reinforce an organisation’s competitive advantage. In research on service management, many aspects of service industries have been discussed, but service production has not received the attention it deserves. This should change, as service production is important for strengthening a service organisation’s market position. In service production research the emphasis has long been on the level of client interaction within service production, implying that all organisations offering the same service should organise themselves in the same way based on the level of client interaction needed to provide that specific service. This is not the case. The framework for service production presented in this paper therefore includes the additional dimension of the organisation’s market position.

Design: The framework presented is based on literature studies and results of an on-going longitudinal case study of an insurance organisation Framework – The framework developed is based on contingency theory. It analyses how service production can reinforce competitive advantage when aligned with the organisation’s market position. Alignment is along the dimensions of production strategy (strategic congruence between business and production strategies), production control (integrating control systems with one another and with strategy) and organisation of service production (coherent organisation of work consistent with strategy).

Results: The tentative results emphasise the need to align service production with business strategy. Also, multiple dimensions clearly need to be considered when the management of service production is analyzed. In other words, optimally managed service production should reflect both market position and multiple service properties. Strategic congruence, integrated control and a coherent organisational structure consistent with strategy are necessary but not sufficient conditions for creating competitive advantage.

Managing the service provision with the diversity of customers
- Spatial and social aspects of servicescape
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Fulfilling customer needs, as well as understanding the diversity of the needs is nowadays getting more and more challenging, and new ways of designing and implementing service provision strategies are needed. This study proposes a framework which helps managers identify the variety of customer needs and value creating processes, and apply these processes in service provision strategies. The framework focuses especially on the experiences that occur in the interaction between customers in shopping centre services. Particular emphasis is on the spatial aspects of the shopping centre on the one hand and the social aspects on the other hand. While the framework can be applied in a wide variety of service contexts, e.g. restaurants and events, the present paper illustrates its use in the context of a shopping centre. Shopping centres are consumption spaces in which commercial, non-commercial, festival and everyday meet. Various realms of experience and types of interaction are present in the consumption situations. The framework will consist of three dimensions: 1) different customer motives and service expectations; 2) environments, contexts and places 3) customer-to-customer interaction and customer value-in-use. This study contributes to the studies on service management by highlighting a case when the access to interaction with the servicescape is open for a variety of customers. A deeper understanding of different customers provides an underpinning to develop the service offerings and servicescapes in various contexts. Furthermore, this paper highlights the emerging discussion on customer diversity and the strategies to manage the diversity. The paper is conceptual in nature and it is based on service logic perspective on marketing. The paper builds on the previous literature on consumption space, a servicescape, and a service offering. We assume that as a result of the varying needs of the multiple customer segments, the service offering of the shopping centre has to be flexible. According to the service logic, the focus of business is on the value co-creation process conducted by customers and service providers. These are connected with the spatial dimensions and the social interactions that take place within the shopping centre. The study contributes to the current understanding of service management by illuminating spatial aspects and the variety of customers in the service context.

One hand clapping: Exploring mutual knowledge asymmetry in the value creation of professional service firms
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This conceptual paper explores assumptions underpinning our understanding of professional service firm (PSF) value creation, and proposes that there exists a mutual knowledge asymmetry across clients and professionals that has not been sufficiently addressed in past research. Existing literature suggests that information asymmetry is an important precondition for value creation in professional services (PSs) (Clark, 1993; Lowendahl, 1992, 1997). Information asymmetry (Nayyar, 1990) is used to illustrate a situation where the client has less knowledge than the PSF in the PSF’s area of expertise. This asymmetry is often linked to problems of moral hazard and adverse selection (Holmstrom, 1985; Nayyar, 1990, 1993) as well as client dependence (Greenwood, Li, Prakash, & Deephouse, 2005). However, the notion of information asymmetry as essential in PSs seems largely rooted in a ‘transactional’ mode of value creation – where expertise supplied by the professional solves the client’s problem. In this paper we rather integrate the notion of information asymmetry with more recent conceptualizations of service value creation as co-produced and where it is recognized that the credence nature of PSs makes value assessment largely determined by the client’s subjective quality assessment (Greenroos & Ojasalo, 2004; Vargo & Lusch, 2004). We suggest that to improve our understanding of professional service value creation knowledge in the form of contextualized information is more essential than the information itself. Thus, the essential asymmetry in professional services is that of knowledge rather than information. Additionally, the paper suggests that the knowledge asymmetry in PSs is not unilateral in the sense that the PSF knows more than the buyer. Rather, the asymmetry is mutual in the sense that while the PSF might have superior esoteric professional knowledge, the buyer has an advantage when it comes to knowledge of the context in which a given problem is to be solved. The paper details the concept of mutual knowledge asymmetry as essential to understand value creation in professional services. In turn, propositions regarding the relevance of mutual knowledge asymmetry under various types of conditions are proposed. As a final part of the paper, implications for theory and practice are included.
Cognitive distortion accounted workload in service operations
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Abstract Compared to the production of goods, service operations are typically more workforce intensive and use one of two very different kinds of contracts: current account or fixed price. This implies that the workload and the working time of human agents that produce services are central for the efficiency and quality of service operations and service economy. The present elaboration proposes a novel workload equation of human agents executing service operations. This workload equation incorporates the phenomena of cognitive time distortion, which is the difference between the physical time and the cognitive time for a given spatial event; the primer is measured by means of a physical clock while the latter is assessed by the human psyche. The proposed workload equation states that with a fixed relation between profit level and price, time distortion of the total contracted time is inversely proportional to the distortion of profit. This implies that variations in price and workload can be interpreted as the result of cognitive time distortion. This shows that the cognitive time distortion has a pronounced lever effect influencing price, profit and workload. Small errors in time assessment, made by the human agents engaged, may correspond to dramatic variations in price, profit or workload. The significance of the proposed workload equation is that, for the first time, the phenomena of cognitive time distortion, well known in the mental and medical sciences, is now incorporated into an economic conception of human activity systems, such as service operations. This, in turn, opens an opportunity for the development of managerial techniques that may help us to detect, predict and reduce the emergence of cognitive time distortion, and thus its consequences, such as human work overload, the human not well being, and the economic inefficiencies.

How is service innovation organized in KIBS-firms? - Towards a typology of service innovation practices
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During the past decade, a rapid increase in scholarly research on new service development (NSD) can be identified. Despite recent contributions, NSD remains among the least studied topics in the services management and innovation literature. So far most attention has been given to the success factors in NSD, and the majority of empirical studies have addressed relatively standardised consumer services such as financial services. Furthermore, much of the traditional NSD research principally tests the application and applicability of models for the product development process in the services context, and fewer attempts have been made to describe the versatile approaches that are actually practiced in service firms. In sum, little is known about how professional service companies in particular organize their daily activities in order to develop services for business-clients. The purpose of this paper is thus to explore how NSD/service innovation is organized in KIBS-firms. This is achieved through qualitative, multiple case studies investigating knowledge-intensive business service firms in Sweden and in Finland. By comparing service development practices across cases the paper seeks to identify different approaches for organising service innovation in KIBS firms. The outcome of the paper is a typology of service innovation practices where service innovation is understood as a result of organizational features such as organizational size and type of formal structure, as well as of service features such as degree of standardization and tangibility of the service. Whist the service literature suggests different marketing and management implications for different types of services, the nature of the service offering, or the features of the service organisation are seldom addressed as contingencies for service innovation practices. The study contributes to the literature domains of service innovation and NSD by increasing understanding on the context dependency of service development practices.

A research model for sales force strategy the during product launch
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The current call for, and focus on, innovation of new products, services and capabilities have a twin side: once a new product has been developed it needs to be introduced onto its targeted market. In many industries, a key tool for such a product launch is the company’s sales force. The latter’s configuration and management may determine success or failure of a product launch and in some specific cases the future existence of the whole company. Further, in several industries, e.g. the pharmaceutical, the sales force frequently generates the single largest operating cost. Given this dual strategic position of a sales force, a determinant for successful revenue streams and a key operating cost when launching a new product, it is unfortunate that there is very little research produced with regard to what constitutes the key success factors for a sales force strategy during the launch of a product – this is the concern of the present inquiry. By means of an exhaustive literature research the available empirical research results have been identified, including sales force strategies and new product launch strategies. Further, by means of conceptual elaboration, a novel model has been formulated based in the identified previous research results. The proposed model is constitutes of three kinds of categories: (a) the constructs that characterize the market conditions for a product launch, (b) constructs that account for the sales force configuration, and (c) the constructs for a product launch performance. The aim of the proposed model is to guide the design of empirical research into what constitutes key success factors of a sales force strategy during a product launch. The next step would therefore be to design such empirical research which will most likely requires some adaptations of the proposed research model to the industries and markets addressed. The novelty of the proposed research model steams from the synthesis of sales force management models and product launch models.

Service selling in industrial organizations: An exploratory study of challenges and opportunities
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An extension of the offering of industrial firms with services implies that several elements of their product based business models need to change to appropriate the promised benefits of such extension. One such important element is the sales function. Although much research focuses on the transition towards services, there is a void of in-depth studied of the effects and requirements on the sales function. This paper addresses this gap by exploring challenges and opportunities for the sales function in industrial firms when their offerings.
are extended services. A number of areas affected by such an extension were identified through a review of the literature and subsequently substantiated by an empirical study. They include e.g. the competences needed, the sales process, the changing role of the sales person, and the interaction with the customer. Empirical data was collected through in-depth qualitative studies of three global industrial firms.

Differences in these areas between different kinds of services were also identified. For instance, our result show that the sales process differ depending on the nature of the actual service sold, for example, between services supporting the suppliers’ product (SSP) and services supporting the customer’s actions (SSC), where the latter are more process oriented. Results also indicate that the competences needed in selling are shifting due to eg that high customer interface for service sales is different from the product sales interface, and that the sales person needs to become more of a problem solver. All these changes point to a shift in competences needed putting new demands on the sales person in terms of eg education and relational skills. Furthermore, we discern a change in the sales process. In particular when selling SSC, a team approach seems to be appropriate, which means that a specialist with expertise knowledge in the specific customer’s business processes complements the sales person. Findings also point at the changing role of the sales person towards a more consultative and value co-creating role. Furthermore, the sales force tends to become a solver of problems, also latent ones, rather than a traditional equipment seller.

By focusing on the sales process of industrial services this research contributes to the nascent literature on this topic. It also provides sales focused managerial insights, enabling firms to better align their sales function with their service extension e

02:15

Unpacking the tensions of IT service innovation: the case of waxbook

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IT have revolutionized the way in which companies offer services to customers as advances in computing have allowed firms to provide high quality IT services more easily and effectively than before. In keeping with these rapid changes, there have been calls issued for research on IT service innovations and management (Rai & Sambamurthy 2006). Our analysis of IT service innovation in the context of ski waxing show how there are critical tensions in the production of the specific IT service innovations - a web-based service and an iPhone application. Drawing from the Lyttinen and Rose's (2003) IT innovation framework highlighting the socio-technical character of IT innovations, we argue that the management of co-existing services requires careful attention to linkages between the service, the technological platform on which it is built, and the development process. Our analysis points at three tensions – services tension, development strategy tension, and platform tension – that emerge when producing IT services. First, the services tension points at the tension between the two services produced in the Waxbook case. Indeed, Information systems research tends to treat services and technologies as singular and independent. In the Waxbook case, the Web-based service was produced first, followed by the iPhone app, and they were tightly coupled. While they were thought to constitute a “family of services” complementing each other in a synergetic fashion, there were unintended tension emerging between them. Second, the two services produced were developed based on two different logics causing tension to the process. While the web-based version of Waxbook was developed based on a lead-user innovation logic at the early development stage, followed by a crowdsourcing logic in the later stages, the iPhone app was developed by a more traditional and closed development logic. Third, there was a tension emerging out of the base capabilities the services were built on. While rapid technology evolution has shortened the time interval between the introduction of successive generations of IT service platforms, a successful service family builds on the same platform. To this end, the Waxbook case contributes in illustrating and classifying the intricate tensions that emerge in the process of IT based service innovation and in this respect illuminates some of the central challenges that are related to the development of such innovations.

02:16

Would service logic benefit retail banking? If so, why?

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The earning logic of retail banks is traditionally based on profit maximization. This entails a production oriented approach to service delivery and standardised customer relationships management. In the wake of service logic of marketing service concepts such as volume-based customer programmes represent a transactional orientation to the management of customer relationships. Whilst such service concepts represent efficient means of collecting customer data and cross selling, customer inclination to interaction and expectations on personalised service are disregarded.

To investigate customer expectations in the retail-banking context, two interrelated studies were conducted. First we set out to study from the customer perspective the effectiveness and desirability of current service concepts with a quantitative study. Our first study is based on a large sample of medium and high volume customers associated to customer programmes in a leading retail bank in a Nordic country. The results show that the offering does not match the expectations of about 70% of the customers associated to the customer programmes. To further develop an understanding of the reasons behind this miss-match and to elucidate customer expectations, a qualitative inquiry was conducted. An analogy with the quantitative results was found and the results indicate weaknesses especially in service customization and the support of customers’ value creation activities.

The findings indicate a discrepancy between the offering of the retail bank in terms of service conceptualisation and customer expectations. Transactional relationships do not meet the customers’ expectations and the customer programmes were predominantly found to function as exit barriers, rather than commitment-inducing relational elements.

We suggest that a transition to service logic offers a possibility for market creation by attracting interaction-seeking customers. Interaction in customers’ value creation processes can offer invaluable information on customer expectations with possibility to improve value proposition and induce customer retention. This further signifies improved return on service concepts such as customer programmes.

Keywords: service logic, customer expectations, service concepts, retail-banking

02:17

Retailers’ strategic responses to institutional pressures and the effect on legitimacy and performance: the case of Finnish multinational retailers in Baltic States

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Retailing is increasingly becoming a global industry and many retailers are expanding to foreign markets. However,
as retailers internationalize, they face a number of conflicting demands from multiple constituents in the host institutional environment to which they must respond in order gain legitimacy and enhance their performance. Even though the importance of legitimacy is acknowledged as a requisite for success in international expansion, we know little about how international retailers respond to institutional pressures, and the ultimate effect of these responses on legitimacy and performance. This study applied institutional theory to assess pressures posed by the institutional environment in the context of retailing, and retailers’ strategic responses to these pressures, and the effect on legitimacy and performance. Institutional theory views organizations as being embedded within an institutional and attempting to achieve legitimacy for support and survival. This study has both empirical and theoretical objectives. In empirical terms, it aims at contributing to the knowledge on how organizations take deliberate strategic actions in response to institutional pressures in the context of retailing to enhance legitimacy and performance, as opposed to the traditional notion of passive conformance to isomorphic pressures. This empirical objective is achieved by studying strategies of Finnish multinational retailers in post‐foreign‐market entry in emerging economies of Estonia, Latvia, and Lithuania, countries whose history, culture, and norms of retailing are quite different from that of Finland. The theoretical objectives of the study are, first, to advance the institutional perspective of business strategy in emerging economies (Baltic States). This is achieved by introducing the organizational theories filed as a unit of analysis and linking the host institutional environment, and exploring the sources of variation in the strength of institutional pressures in the context of retailing, and the varying levels of retailers’ strategic responsiveness to these pressures, and the effect on legitimacy and performance.

This study theoretical contributes to the current theories in the field of international business by linking institutional theory and organizational strategic responses to institutional pressures to legitimacy and performance. Key words: Institutional theory, legitimacy, performance, multinational retailer, strategic responses, Baltic States

02:18

Service organizations as open service systems
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This paper introduces a framework on how service organizations act upon customer feedback in high touch services. Service organizations are characterized to be open systems in which there exists continuous interaction with customers. Therefore, service organizations are expected to act upon customer feedback on service experiences and adjust the action to customer needs in future service encounters. The study provides an alternative approach to the behavioral perspective on customer orientation, which is characterized by an information processing view on service organizations. An information processing model overlooks service organizations as complex entities of human actors with different knowledge of the service system and with different objectives for service encounters. Additionally, an information processing model is one‐sided and is based on the idea that service quality as perceived by the consumer is the number one driving force for the operations of the business. The other side of the same coin, the service productivity, has been overlooked. Therefore, the service organization perspective: how well the service organization succeeds in regards to quality, productivity and financial outcomes have been missing in the previous studies. The literature review of the study is based on literature on service recovery and complaint management, service system, customer complaining and non‐complaining action as well as studies on interactive service quality. The findings of the study show that the information from the customer does not always flow through the customer interface. The information from the customer is filtered, and the filtering may occur at each hierarchical layer. Hence, the concept of filtering I, filtering II, filtering III and filtering IV are introduced. Additionally, the findings of the study illustrate the concepts of a double service recovery and a triple deviation as extensions of the already existing concepts of a service recovery and a double deviation. The study is limited to high touch services. Unique to these kinds of services is personal interaction between customers and service employees. Additionally, in high touch services the service employees’ role as boundary spanners and information processors between the external and internal corporate environments is highlighted. Keywords: Service System, Service Recovery and Complaint Management, Customer Complaining and Non‐Complaining Action, multi‐perspective

02:19

Service Story Workshops: A procedure to reveal the customer's logic to inspire service innovation on the company board level
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There are many techniques for service design, for example, service blueprinting. These approaches, however, inherently reflect the intended service process from the provider's point of view. The intended service experience does not necessarily reflect the customer's experience of the service. This paper argues that one neglected reason for this discrepancy is that the service provider's logic is different from the logic of the customer. Furthermore, the service designer and service provider are usually unaware of the customer's underlying logic in using the service. Accordingly, there is a need to trace the customer's logic in order to design and develop truly customer oriented offerings. This paper proposes that the service stories can be used to trace the customer's logic. The customer's logic forms a customer‐specific pattern of how she lives her life or conducts her business in relation to an offering. The customer's logic is formed by her reasoning, actions, reactions, practices, experiences, preferences, attitudes, energy, and involvement, or lack of these. A service story is a customer's personal description of a service experience. It reveals how different things are related, in time, place, and mind. It explains why a customer does something, what she expected, hoped for, what she liked, and what she disliked. A Service Story Workshop is a procedure intended for introducing board level decision makers to the issue of customer logic and implications for service innovation in the company. The workshop is divided into three steps, each demanding at least 5 hours of work and interaction. The first step is based on each board member's personal service experiences concerning any service. Each board member is asked to write down one story in advance according to given instructions and to share this story in the workshop session with other board members. The group reflects on these stories and summarizes key points considering similarities and dissimilarities, cognitions and emotions, behavioral responses and finally makes an interpretation of the customer's overall logic. The second step involves analyzing 5-10 actual customer's stories related to the board members' own company or industry using the same procedure as in step 1 and based on the group's own model. The outcome of this step is a list of potential service innovation issues. The third step is based on analyzing what these issues might imply if considered as challenges related to the board meme
Swedish School Meals - to develop trust and the appreciation
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We examine factors that have an impact on how school meals are perceived, how the obvious interaction and strength of relationships between teachers, students and kitchen staff affects the acceptance of school feeding. We focus in particular on how practice, the sensory and linguistic aspects are handled. The intention is to identify factors that determine service and quality experience. The background to our interest is the criticism of the school meals served. Policy decisions and budget is usually discussed in the media. But students’ and teachers’ behavior is likely to affect how the meal is experienced. Circumstances like the kitchen and facilities, planned menus and purchased items, have obvious impact, as well as kitchen staffs’ knowledge. The interaction and the strength of relationships between students, teachers and kitchen staff should be of a very decisive meaning. Significant for this interaction are the actors habits and practice (Bordieu 1990, 1980), Reckwitz, 2002).

A crucial factor in man’s relationship to food is the ability to perceive flavors and aromas. Sensory analysis is the science that deals with this area. According to Koester (2003) is a great smell and taste ability strongly related to learning, experiences and memories. The sensory pay attention to how we communicate and relate to the perceived taste quality. Gherardi (2009) addresses the practice not only in terms of activities. Taste and values are also important factors in practice and a common vocabulary to express how taste is perceived is of great importance within a group. Even though the importance of school meal has been observed, the theoretical knowledge about sensory function and importance of language for school food appreciation has a negligible extent, attention. The importance of the interplay between the various partners involved in school meals have not, as far as we could judge, been against. Against this background, we started a study in autumn 2010.

We have found factors that may affect the perceived quality, relationships and the strength of the interaction between the three groups of players. The strength of the interaction seemed to have a particular impact and could be a possible explanation for the actors’ perception of service and quality and how it is communicated.

Waste management as critical urban service
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The purpose of this presentation is to bring together literature on service management (e.g., Grönroos 2008), critical infrastructure (e.g., Egan 2007), services of general interest (e.g., de Walle 2008), and urban geography (e.g., Latham 2009) to show that waste management can be considered as a critical urban service. Waste management is a service in the sense that it brings solutions to something that people experience as a problem, something that self-presentations of Swedish municipal waste management companies systematically underscore. It is a critical infrastructure in the sense that no consumption-intensive society can do without effective waste management, neither for a few days nor on the long term.

It is of general interest in the sense that waste management answers to a legal responsibility of public authorities to cater for societal and environmental needs regardless of whether the activity is profitable or not. And it is urban service in the sense that it is amongst the infrastructures that make densely populated cities at all possible. Defining waste management as a critical urban service is also a way to underscore the essential contribution that waste management companies can bring to sustainable modes of producing and consuming and a sustainable urban development.

This presentation is part of the Organizing Critical Infrastructure Services - A Case Study of Waste Management research program, Lund University.

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Services for sustainability: a transportation case
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In order to make industrial operations sustainable, their environmental impact needs to be minimized while ensuring the economic growth and social wellbeing. This can be addressed by effectively and safely cycling the material and energy flows between business enterprises. Due to the system-oriented character of such industrial organization there are challenges in organizing the cooperation and ensuring that it indeed contributes to sustainability. The article proposes a way to overcome the challenges related to the required business integration by developing specific services in the business models that eliminate the barriers and incorporate the missing actors into the sustainable business solution. The development of such business driven models focus on value creation of a large number of businesses for the overall sector growth, rather than only individual benefits. Services are explored in the article as the key tool in building and increasing the businesses’ sustainability by making them outward-oriented. The paper covers the results of the research project for developing a sustainable transportation system based on biogas. The distinctive feature of the system is that it involves various businesses from agricultural, energy, transportation and waste management sectors, which requires integration for the sustainable business to be established. The missing functions and processes outside the current business models or the interfaces between the separate business models were assessed during the research as the potential for new services for sustainability. These services are supposed to make the current business models outward-oriented or become the basis for new business models. At the same time the introduction of certain services for sustainability is intended to incorporate the missing or obstructing actors into the business model for the sustainable solution. The paper discusses the potential for new or improved services for the sustainable business.
integration, including communication management, feasibility studies, environmental material flow calculations, resource mapping, technical adaptation, new financing mechanisms, environmental consultation, and others. As a result, the proposed services for integrating the business models can serve as a tool for creating sustainable businesses in various locations.

02:23

Infra-Services: A core phenomenon for service science research? Lagergren, Fredrik1; Kaulio, Matti2
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Purpose Described as the world’s largest machine, large technological infrastructures embrace us with its services. Those infrastructure-based services enable communication, energy utilization, financial transactions, transportation, etc. In this paper we will label those services Infra-Services and argue that Infra-Services are a special class of services which falls into the intersection of the wide service domain and the domain of industrial/technology management. The specific aims of this paper are (i) to demarcate, define and illustrate what we refer to as an Infra-Service (ii) to illustrate key issues of Infra-Services by two illustrative examples: Energy operators and Telco operators and (iii) to present a research agenda for research on Infra-Services.

Design/methodology/approach The paper is based on selected literature, illustrated by examples from companies in Energy and Telecom industry and other Infra-Service industries.

Findings In the Findings section future research activities linked to: de-regulation, industry transformation, firm organisation, technology shifts, strategic challenges (innovation vs operations) and Europeization will be discussed.

Research and Practical Implications The research implication is a research agenda. The practical implication is that it will identify important issues for future Service Science research on Infra-Services based on a managerial perspective.

Originality/value The novelty of the paper are: the focus on a specific category of services – Infra-Services – which need special attention, and the suggested research agenda for this type of services.

03:01

A connectionist mode of association and the sense of place - implications for a theory of place-of-origin effects Andéhn, Mikael
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The country-of-origin effect has a long history as an academic field, with 400+ peer-reviewed articles having been published to date (Usunier, 2006). Recent conceptual rearrangement of the field has emphasized that the key determinant of whether a country-of-origin effect comes into play or not in an evaluation situation is the perceived association of a product, service or brand to a country (Samiee, 1994; Thakor and Lavack, 2003). Downplaying the location of manufacturing facilities in favor of a consumer-perception based approach as to how the country-of-origin effect comes into play. In his seminal paper on consumer-based brand equity Kevin Lane Keller (1993) suggested that brands derive their power from their capability to evoke associations to concepts that are relevant in evaluation. The country-of-origin effect is described by Keller as the result of a secondary association; in which the brand is associated to a country which in turn is associated to concepts which are then inferred onto the brand (Keller, 1993). While Keller brilliantly conceptualized consumer-based brand equity as a result of inferred characteristics (Huber and McCann, 1982) by drawing from an association-based theory of memory (Anderson, 1983) he stopped short of a full account of what differentiates the country-of-origin effect from other possible second order associations. It has been suggested that countries derive their importance as concepts from their role in how people divide, understand and make sense of the world (Jaworski and Fosher, 2003). Or in other words; countries can be said to enjoy an exceptional level of salience in the minds of the consumers (Holt et al, 2004). In a hypothetical network of associations a country-node would then typically enjoy a large number of strong associations, meaning that a strong association to a country-node would potentially lead to the appropriation of a large number of second order associations. In light of this “logic of association” the country-of-origin effect can be construed as the appropriation of second order associations by the evocation of an association to a country. This can and is regularly done by integrating country-cues in the image content of a firm-brand (O’Shaughnessy and O’Shaughnessy, 2000; Jostassen and Harzing, 2008). By extrapolation this conceptualization may actually provide a theoretical foundation from which the country-of-origin effect can be understood as a special case of association.
Understanding city branding: a framework for analysis
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Aims: The main aim of the paper is to render a framework of analysis for understanding city brands and city branding. Such aim is intended to be accomplished by pursuing two different but related ways; it firstly intend to uncover the different elements characterizing city branding and secondly it intends to shed the lights on the relations different city brand elements has concerning which methodologies has been adopted and which outcomes has been reported. Design/Methodology: The study builds upon the article database present in the previous state of the art review of city branding performed by Lucarelli and Berg (2011). From such database the author have a selected those research studies employing a more rigorous research design. Those studies have been systematically coded and subsequently analyzed thorough in order to find significant patterns. Limitations: The study is based only on published English written articles in the last 20 years that in some way or another deal with the phenomena of city branding. Findings: From the literature it results as city branding is understood by different scholars like characterized by both intangible and tangible elements such as heritage and artefacts, events and activities, process and institution, symbol and dimensions (attribute/perception); researched adopting in majority qualitative methods (compared to quantitative or mixed) and reporting outcome that concern both the more directly related image and identity of the city brand as well, at larger extent, the social and economical aspects of city branding. In addition, the study supports the idea present in the recent literature account of a very complex phenomenon. A major cause, this study points out, is the lack of a strong clear relationship between the different city branding elements, the adopted methods and the reported outcome. Originality/Value: The paper, by building up on previous studies, contributes on the emerging field of city branding by offering a framework to understand the characteristic of city brands and city branding. The study contributes both in increasing the awareness of the need of more systematic analysis in exploring the research field and in pointing out two different view of city brands, namely a static and a dynamic view. Type: Literature review/explorative

Imagery and Ambiance in Multimodal City Branding
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In the past decades, the growth of the city branding and destination marketing fields has been prodigious. Quite apart from its widening scope, specialist areas have proliferated (e.g. brand specialists, geographers, marketers, politicians, professional organizations, etc.). Yet one feature implicitly unites them: the disciplines incorporate various forms of visualization to illustrate attractive destinations, to support the textual information content, and to convey a feeling of the atmosphere and ambiance of the place. Still, the content of city branding and destination marketing communication has been analyzed more from economic, effectual and rhetorical viewpoints rather than focusing on the multimodal interplay between verbal and visual aspects of information dissemination. Although, images – both photographic stills and film clips – play an increasingly powerful role in how city branding and destination marketing communication are perceived by local and foreign audiences to provide attractive and supposedly convincing presentations. By focusing on the visual images’ interplay with written communication in contemporary city branding communication, this paper seeks to discuss and to make explicit how visual and written content is used, not only for purposes of illustration and information, but also in attempts to convey the atmosphere and ambiance of a place. Visual presentation influences how we experience the world. Recurrent motifs in city branding “show us what we already know,” thus reinforcing acceptance through the use of symbolic configurations such as brandscapes, cityscapes, landscapes and streetscapes. The symbolic signification of images in city branding communication resonates from the associations to which they are attached with a particular milieu (e.g. cultural, historical, institutional, etc.). By acting as visual ideographs, images in city branding can be seen as either representative anecdotes to raise awareness, or as symbols and promises that are associated with highly valued concepts and beliefs (e.g. beauty, cleanliness, life quality, safety, vibrancy, etc.). Ultimately, multimodal city branding attempts to function as place shapers in which local players’ use their creativity, influence and power to create attractive places where people want to live, work and visit. The specific empirical examples and illustrations in the proposed paper are taken from a recent case study on the multimodal branding of San Francisco.

Identity projects’ as branding of cities
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Branding appears to have increased within the public sector in Sweden and managers of local governments seems to have applied this to their everyday activities. But there is also a resistance to describe the municipalities through a brand (Brorsström 2006). This means that branding sometimes takes other forms, one way is to establish projects - buildings or events that aim to create, what city managers call, ‘identity’ and intends to attract visitors, businesses and citizens to the city. The aims of the projects and a brand are thus similar and as theoretical concepts organizational identity and branding is closed connected (Kornberger 2010), the projects can thus be regarded as a form of branding. There is previous research about city marketing. However, these studies are either normative where you can read about the best way to brand a city (e.g. Kolder et al 1993) or discuss city marketing more critically through a social perspective (Ek and Hultman 2007). However, there is a lack of research that discusses how a brand, here through a project, affects the actors involved. Weick (1995 p6) states that; “sense may be in the eye of the beholder, but beholders vote and the majority rules”. This indicates the importance of the sense created through the city’s new brand. The paper’s theoretical contribution is thus to consolidate branding theory with public sector projects and thereby answer the questions of how projects are used as branding of a city and how the actors involved makes sense of the new brand, i.e. how the brand affected the organizations. The paper thus also discusses the tricky part of summarize a place into a brand. The paper builds on a qualitative study of three ‘identity projects’ in the western part of Sweden, two buildings and one event. Forty-one in-depth interviews were carried through with actors that in different ways were involved in establishing the projects; politicians, high officials, business managers and interest groups representatives among others. As Kornberger (2010) argues, a brand doesn’t only sell a product - it sells a lifestyle, and what could be more lifestyle creating than where you live? The brand then becomes the lived experience, as Schulz (1967) wrote about and Weick (1995) adopted in order to understand how sense is created retrospectively. The sense making approach is therefore used as a way to interpret the respondents’ answers.
There is today an increased interest in using food in various forms to proactively and competitively brand and position cities in the world. This interest is however not in proportion to the expected revenues in the food industry or hospitality business, but, has to reflect some deeper and more fundamental properties of the place branded. To explore this void and research why and how the element of food is used to brand and position cities, we choose to study “food cities” by a joint netography and field study approach. We outline a number of different food related components (architecture and rhythms; events and festivals; rankings and icons) and argue that these elements are important, but insufficient, in explaining why cities use food as an element in city branding. In this paper we search for an additional explanation for the use of food when branding cities, use the concept of atmospheres, and present “sensory positioning” as the creator and fundamental communicator of collective experiences of a place and its atmosphere. As a consequence, we lay the foundation for a conceptual model to describe and analyse the relationship between food and meal based sensory branding interventions and city atmospheres. This study is a well needed contribution to the current literature, as there are few scientific studies dealing with the strategic use of food for the competitive branding and positioning of cities.

Heavy building of new shopping centres changes the structure of retail market and has effects on consumer shopping behaviour. The main question is should we allow new large megamalls outside population centres. This kind of development will inevitably mean problems for the shops in city centres. New megamalls try to build attractive image to compete with earlier stores. The problem is that they cannot offer different concept since the same retail chains are already in many towns. New megamalls may attract “wrong” customers and are then in problems in the future. Near Tampere the first megamall, called Ideapark, was opened in 2006 just before Christmas (www.ideapark.fi). The area is as large as about 15 football fields and includes about 200 new shops covering all kind of products and services. This Ideapark got the building allowance on the basis of the fact that no large grocery shops were included in the centre. The commune was actively supporting this new centre which is located outside towns, near the Helsinki-Tampere motorway. Anyway, Ideapark is nowadays offering varied range of shops as well as several restaurants and coffee shops also a large grocery shop. Over 10 millions customers visited the centre in 2007 which is more than was expected. This mega centre created a huge change in the area shopping field. The purpose of this paper is to present results of branding the megamall and how it attracts shoppers from nearby towns. There are two data sets: the first was collected from a small town in May 2007 and the second in a larger town in February 2009, both towns are located near Ideapark. Results show clearly comparison between typical Ideapark shoppers and home town as well as city shoppers.

The main place of purchase of groceries or the last place of purchase of clothing, sports and hobby as well as home appliances and furniture are included in analyses. In addition, data reveals what kind of image consumers have of Ideapark and its advertising. Three new Ideapark projects are planned in Finland but they are now in jeopardy, since the ministry does not accept them. All together 13 new shopping centre plans are waiting the allowance from the ministry. Some decision makers in provinces criticize strictly the plans for the new law which does not allow new large shopping centers outside towns.
The paper attempts to conceptualize marketing channels have used their marketing channels for branding purposes. Communication the brand. Successful companies particularly under competition and manufacturing overcapacity in many brands as an integrated part of consumption and personal rights and their brand loyalty is limited. They see and consumer choices. Consumers are demanding, aware of the branded society crowded with commercial messages of the manufacturer's marketing offer including its brand. In paid little attention to consumer willingness to pay, store companies were in power since there was limited competition and even product scarcity in some industries. At the time, markets were characterized by limited period fundamentally different from today in a number of key respects. Marketing channels were established in the 1950s and 1960s, a structure that essentially reflects market forces external to the organization, perform better financially than manufacturer-owned retailers. Despite this, manufacturers increasingly use direct channels and, to the extent they exist, exert strong control over indirect channel partners, thus running the risk of undermining their retailers' entrepreneurial advantages. Hence, there seems to be other rationales for designing direct channels than those suggested by marketing channels research. This paper seeks explanations to why manufacturers are using direct channels in the characteristics of contemporary markets, which are embedded in a consumption and brand oriented society. The criteria suggested in the literature on marketing channels were established in the 1950s and 1960s, a period fundamentally different from today in a number of key respects. At the time, markets were characterized by limited competition and even product scarcity in some industries. Companies were in power since there was limited competition and consumers were less informed and demanding. Theoretical approaches were derived from microeconomic theory and paid little attention to consumer willingness to pay, store experiences and the marketing channel's role as an extension of the manufacturer's marketing offer including its brand. In today's markets, consumers are under strong influence from the branded society overcrowded with commercial messages and consumer choices. Consumers are demanding, aware of their rights and their brand loyalty is limited. They see brands as an integrated part of consumption and personal image-building. Meanwhile, producers struggle with intensive competition and manufacturing overcapacity in many industries. While designing marketing channels was earlier seen as an optimization problem to minimize distribution costs, it has now become one of the key channels for communicating the brand. Successful companies particularly have used their marketing channels for branding purposes. The paper attempts to conceptualize marketing channels adapted for the characteristics of modern consumer markets in branded societies, while considering a number of contingency dimensions, e.g. brand profile and market area characteristics.

03:11
The brand as a cultural network hub: acknowledging multiple parties in branding

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Brands are a central part of our everyday lives and increasingly more important ingredients of culture. The strongest brands become cultural icons that address our core sensibilities such as national myths (Holt 2003). However, the success of such brands not merely the result of skillful brand management by the company. Instead, brands are co-constructed at the cultural marketplace. This paper analyzes the roles of multiple parties in the cultural construction of a brand. Seven different roles are identified using a qualitative case study of a Finnish footwear brand.

Today, it is increasingly argued that companies should recognize consumers as major contributors to their branding. Branding and the consumption of brands as a virtual process

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A manufacturer may choose to sell through own direct channels or through indirect channels, i.e. independent retailers, often controlled through a franchise agreement. Studies suggest that franchised retailers, guided by an incentive structure that essentially reflects market forces external to the organization, perform better financially than manufacturer-owned retailers. Despite this, manufacturers increasingly use direct channels and, to the extent they exist, exert strong control over indirect channel partners, thus running the risk of undermining their retailers' entrepreneurial advantages. Hence, there seems to be other rationales for designing direct channels than those suggested by marketing channels research. This paper seeks explanations to why manufacturers are using direct channels in the characteristics of contemporary markets, which are embedded in a consumption and brand oriented society. The criteria suggested in the literature on marketing channels were established in the 1950s and 1960s, a period fundamentally different from today in a number of key respects. At the time, markets were characterized by limited competition and even product scarcity in some industries. Companies were in power since there was limited competition and consumers were less informed and demanding. Theoretical approaches were derived from microeconomic theory and paid little attention to consumer willingness to pay, store experiences and the marketing channel's role as an extension of the manufacturer's marketing offer including its brand. In today's markets, consumers are under strong influence from the branded society overcrowded with commercial messages and consumer choices. Consumers are demanding, aware of their rights and their brand loyalty is limited. They see brands as an integrated part of consumption and personal image-building. Meanwhile, producers struggle with intensive competition and manufacturing overcapacity in many industries. While designing marketing channels was earlier seen as an optimization problem to minimize distribution costs, it has now become one of the key channels for communicating the brand. Successful companies particularly have used their marketing channels for branding purposes. The paper attempts to conceptualize marketing channels adapted for the characteristics of modern consumer markets in branded societies, while considering a number of contingency dimensions, e.g. brand profile and market area characteristics.

03:10
Rationales for direct and indirect marketing channels in a branded society

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A manufacturer may choose to sell through own direct channels or through indirect channels, i.e. independent retailers, often controlled through a franchise agreement. Studies suggest that franchised retailers, guided by an incentive structure that essentially reflects market forces external to the organization, perform better financially than manufacturer-owned retailers. Despite this, manufacturers increasingly use direct channels and, to the extent they exist, exert strong control over indirect channel partners, thus running the risk of undermining their retailers' entrepreneurial advantages. Hence, there seems to be other rationales for designing direct channels than those suggested by marketing channels research. This paper seeks explanations to why manufacturers are using direct channels in the characteristics of contemporary markets, which are embedded in a consumption and brand oriented society. The criteria suggested in the literature on marketing channels were established in the 1950s and 1960s, a period fundamentally different from today in a number of key respects. At the time, markets were characterized by limited competition and even product scarcity in some industries. Companies were in power since there was limited competition and consumers were less informed and demanding. Theoretical approaches were derived from microeconomic theory and paid little attention to consumer willingness to pay, store experiences and the marketing channel's role as an extension of the manufacturer's marketing offer including its brand. In today's markets, consumers are under strong influence from the branded society overcrowded with commercial messages and consumer choices. Consumers are demanding, aware of their rights and their brand loyalty is limited. They see brands as an integrated part of consumption and personal image-building. Meanwhile, producers struggle with intensive competition and manufacturing overcapacity in many industries. While designing marketing channels was earlier seen as an optimization problem to minimize distribution costs, it has now become one of the key channels for communicating the brand. Successful companies particularly have used their marketing channels for branding purposes. The paper attempts to conceptualize marketing channels adapted for the characteristics of modern consumer markets in branded societies, while considering a number of contingency dimensions, e.g. brand profile and market area characteristics.

03:12
Branding and the consumption of brands as a virtual process

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The view of branding as a two-way process has been questioned and views on the creation of brands and brand meaning from different perspectives have gained entrance in the brand research literature. Alongside concepts such as for instance that of brand community, research has viewed the consumer-producer dichotomy in new ways of co-production: the customer as co-producer (Wikström, 1996; Vargo and Lusch, 2004), the reversal of consumption and production (Firath and Venkatesh, 1993), the consumer role in production and consumption (Firath and Venkatesh, 1995), consumers as customizers and producers (Firath, Dholakia and Venkatesh,
The employer branding process: an inside-out perspective

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Since the 1990s, the interest for Employer Branding has increased significantly. Academics and practitioners alike are emphasizing the importance of Employer Branding, i.e. attracting, recruiting and keeping the right employees. Its importance for developing viable and profitable organizations is now beyond any doubt. However, the Employer Branding approach has been subject to some criticism, e.g. for focusing on skilled individuals – “top talents” – solely; for assuming an overall economy in good shape with numerous opportunities to change jobs; and for not considering the differences to consumer branding from which it has got its primary conceptual and theoretical inspiration. As a research field, Employer Branding is approaching sufficient saturation to be presented in a coherent way. One stream of Employer Branding research suggests process models which largely resemble models used for decades by marketers. However, these models, often inspired by traditional Marketing Management thinking, show some deficits, particularly since the top-down approach is inconsistent with the very meaning of a sustainable employer branding approach. The strong focus by many researchers on employer branding as a management process may hide the inherent characteristics of an employer brand as a result in managers being too optimistic and superficial in their attempts to develop the organization’s employer brand. This paper conceptualizes the Employer Branding process, i.e. the sequential or overlapping phases an organization is working with in its attempts to build, maintain and develop a strong and attractive Employer Brand, from an inside-out perspective. Qualitative and quantitative data on Generation Y and Young Professionals and how they perceive and relate to employers are used to identify critical functions in the Employer Branding process. As this paper suggests, an employer branding process approach should take the organization’s identity and inherent bases of attractiveness as starting point in developing a viable and sustainable employer brand that is rooted in the organization’s identity and shared by its workforce.

The fashion brand

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The analysis in this study is based on observations regarding what fashion companies do to flirt with society in their marketing communication. The main observation here is the fact that fashion brands cannot, as before, be protected by their use of the media, when the uncontrolled collective media is in control. This might have an impact on how firms operate in the future in their marketing communication strategies.

Brand management and user-generated branding - A case study of a fashion retailer-manufacturer in Finland

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Recently, in the editorial for Journal of Brand Management, a call was made for further research in user-generated branding (UGB). It concerns “the handling of all kinds of voluntarily created and publicly distributed brand messages undertaken by non-marketers” (Burmann 2010). This call is further stimulated by a new branding paradigm of brand co-creation (e.g. Hatch & Schultz 2010; Merz, He & Vargo 2009). Currently, millions of consumers publish their own brand-related content online in peer-to-peer interactions. This has lead to an increase in consumer power, and a loss of control for companies to manage their brands. Consequently, brand management in companies needs to change to address this issue. The purpose of this paper is to examine user-generated branding from a point-of-view of a company’s brand management. Fashion industry has been one of the industries most heavily affected by Web 2.0 and C2C interactions. With user-generated content, such as blogs, reviews, and video sharing, consumers are now powerful promoters of fashion brands, even to the extent of dictating fashion trends. For example, during the past few years fashion blogs have become a highly popular form of user-generated brand content. Today, fashion bloggers are recognized by the fashion industry as an increasingly important marketing tool. For example, influential bloggers have been invited to attend New York Fashion Week. Therefore, fashion industry offers a fruitful ground to examine contemporary brand management and user-generated branding. This paper presents a case study of an internationally-operating fashion manufacturer and retailer in Finland. The focus is on their brand management in the era of user-generated branding, i.e. on their handling of non-sponsored or natural UGB as well as on the measures they have taken for sponsored or stimulated UGB. Interestingly for user-generated branding research, the case company currently has their own brick-and-mortar store chain, but lacks an Internet presence in the form of an own webstore. As they are also a manufacturer, their online branding has to take also their resellers into account. The main research data consists of interviews with company representatives, supported by evidence from company documents and Internet material. This exploratory study contributes to branding literature, especially to discussion about online branding, and how brands are managed in practice in the era of user-generated branding.
In recent years the junction of two long-term trends, branding and CSR, could be witnessed moving from the organizational periphery to its centre. Thereby CSR has been proven to have a positive impact on brand performance, consumer attitudes and purchase behavior (Auger et al., 2003; Brown & Dacin, 1997; Sen & Bhattacharya, 2004; Sen, Bhattacharya & Korschun, 2006).

However, to gain brand performance CSR involvement has to be communicated (Dawkins, 2004; Morsing, 2006). Marketplace polls report that consumers not only expect businesses to be socially responsible, but they also want to be informed about what firms are doing, and will support firms that pursue CSR initiatives (Drumwright & Murphy, 2000; Ginsberg & Bloom, 2004; Lewis 2003). Recently, the emergence of the Web 2.0 has changed the way of communication and interaction between businesses and consumers, by increasing the flow of unfiltered information co-streamed by a previously disenfranchised audience (Shirky 2008). The social web gave birth to a new breed of “professional consumers” or “prosumers” (Davis & Moy 2007) leading to a pertinent question: “Who is branding whom?” (Jones, Temperley & Lima, 2009, P. 928).

Marketing scholars therefore propose to achieve maximum reach and impact on-line reputation by gearing brand management processes towards engaging company stakeholders in online conversations (Jones et al., 2009; Fernando, 2007; Scott, 2007). Discussion of the impact of Web 2.0 on marketing is current and topical (Gelles 2009; Arnone, Geerts & Scoubeau 2009; Hair, Rose and Clark 2009). Among existing social media Twitter - an Internet-based micro-blogging service allowing users to publish short messages - has become one of the most popular tools, used by companies and consumers to publish messages and conversationally interact through computers and mobile phones, not at least discussing brands and products (Krishnamurthy, Gill & Arlitt, 2008; Honeycutt & Herring, 2009; Java et al, 2009; Zhao & Rosson, 2009). By analyzing the CSR communication of thirty corporate accounts, the like as Starbucks and Ford, we contribute to the understanding of the role of Twitter for brand management. Using social network analysis (Wasserman & Faust, 1994; Borgatti, 2005) and content analysis of 41’000 tweets, this study examines to what extent companies are using Twitter to communicate CSR efforts and thereby employ social media as a brand management tool in the interaction with consumers and opinion leaders.

Exploring the process of balancing cooperation and competition within SMEs

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Since the 90's, when co-opetition was launched as a term for simultaneous cooperation and competition, the increased complexity and competitive nature of the environment has revealed itself through a more and more frequent occurrence of a co-opetitive character among the inter-firm interactions. Moreover, along with the empirical evidence and conceptual frameworks embracing the simultaneous occurrence of cooperation and competition within the inter-firm relations the field of co-operation research has advanced. However, in order to bring this field forward and to further clarify the concept of co-opetition the advancement of our knowledge of the actual nature of the co-operative relations and the development of the content and the dynamics herein have been highlighted (Mariani 2007; Yami, Castaldo, Dagnino, Le Roy & Czakon 2010). In fact, Bengtsson, Eriksson and Wincent (2010) recently argued that the basis of the complementary character of the co-operative paradigm lies within the interplay between the cooperative and the competitive interactions and the benefits derived from a state of dynamic tensions herein. Based on these notions the authors advance previous assumptions, concerning how the value of the cooperation is reflected through the level of competition and vice versa, in their conceptualization of dynamic co-opetition based on moderate and balanced levels of cooperation and competition respectively (Bengtsson et al. 2010). In an attempt to further contribute to this discussion this paper seeks to explore how the content of the co-opetitive relations takes form through a process of experiential learning within the dyadic relations, as well as through the emergence of external challenges over time. Moreover, the study aims to advance our current knowledge on some of the challenges in balancing the levels of cooperative and competitive interactions specifically within an SME context. The empirical material is based on semi-structured qualitative interviews with respondents from different units, in altogether four competing house-manufacturing SMEs engaged in a formal cooperation. The study takes a retrospective approach towards analyzing the development of the nature of the competition-dominated co-opetitive relations found between the case companies through their joint exploration and exploitation activities. More detailed references are available on request.

The hidden co-opetitive agenda in standard setting -

A study of conference attendants' norms and tactics

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Technological firms frequently cooperate on standard setting as products and services within technical systems require interoperability and compatibility between components and protocols. In order to be competitive firms also need to influence the standards, and studies of standard setting have increasingly focused on the co-operative aspect (e.g. Garud, Jain & Kumarswamy, 2002). The literature on co-operation has largely focused on interaction at the organizational or inter-organizational levels, yet co-operation is ultimately an act carried out by and affecting individuals. Recent studies on standard setting, e.g. Leiponen (2008), have described how individuals’ and firms’ external cooperative relations outside the standard committees increase the likelihood of successfully influencing the standard setting process. In this paper we explore the micro processes and tactics through which participants shape standards to the advantage of their organizations, illustrating how co-operation at the inter-organizational level is expressed through individuals’ engagement in standard setting.

We draw on observations from a three day conference organized by the 3rd Generation Partnership Project in the telecommunications industry and on 20 interviews with delegates. We identify norms of behavior, such as a consensus approach to decision making. These norms are contrasted with tactics employed before and during the conference. One set of tactics is “Playing with the space in the room”, e.g. if a particularly important issue is to be discussed, a firm’s delegates can spread in the plenary room. If critical opinions...
are expressed from various directions in the room, it gives the impression that many different actors oppose the suggestion. “Playing with the agenda”, illustrates for instance how firms with few delegates try influence the agenda to enable them to participate in all relevant discussions. A third set of tactics, “Discursive play”, is used to legitimate suggestions, and to reach or block a decision. E.g., technological arguments and system dependencies are used to defend or condemn suggestions and to delay the discussion; Some delegates argue at several occasions that they needed to check technological aspects suggested in a session and that the decision must be postponed. Overall, the findings show how attendants use the arguments of the common good to simultaneously pursue the interest of their organizations; the hidden agenda of co-operation.

Cooperation and competition – examples from Iceland
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In Iceland there are many examples of competition between competitors. What could be the explanation? Too what extent can the frequency of this phenomenon in Iceland be explained by the limitation of resources and lack of skills. To what extent can this cooperation be seen as a result of the small population or the remoteness of the country. Is the coexistence of cooperation and competition higher in economies that are less developed or more advanced? Is this phenomenon more frequent in countries with more mature cluster activities than less? This paper deals with these questions based on following examples. One of the examples discussed in the paper is Icelandic Shipping. The history of shipping in Iceland spans 100 years. Hf. Eimskipafelag Islands (Eimskip) was established in 1914. In the shipping history there are many examples of both competition and cooperation, not least in maintaining services between Iceland and USA. Eimskip became the stronghold in the industry and had many bitter fights with the competitors, but has also at the same time been a cooperation. Another example is from the financial sector that for most of the time in Iceland has been relatively small. During the sixties computerization of banking services had started in Europe. The Icelandic banks were too small to computerize individually. In order to take part in this new development it was decided that a central computer center for all the banks was the only solution. This computer center was also to act as a clearing house for payments made by check speeding up all transactions involving checks. The third example is from the fishing industry as Iceland’s most valuable resource is the fishing ground around the country. The fishing sector developed in small fishing villages located around the country. Each company was small and had limited resources. As a consequence most of the fish processing firms established a joint company that was to take care of product development and marketing in foreign markets. For centuries Iceland has also had many sheep and the farms were small and isolated. Later small knitting and sewing factories were built all around the country. To process the wool into yarns is a relatively capital intensive and one company did produce all the yarns which was used in the country. That company which was also a major exporter always knew which colors it’s competitors were going to use when their product development started.

Coping with tensions in coopetition
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Coopetition, or the simultaneous existence of cooperation and competition, has recently gained increasing attention among scholars within strategic management (e.g. Rusko, 2010; Yami et al., 2010) and business network research (e.g. Tidström, 2006). However, coopetition is still a new field of research and at present we are only at the start of its investigation (Padula and Dagnino, 2007). Traditionally research within the business network approach has been focused on cooperation, and therefore there is a need for more studies including competition (e.g. Cunningham, 2008).

Coopetition consists of a continuous tension between cooperation and competition. In order for coopetition to be beneficial, it is important to cope with this tension. Although a few scholars within coopetition have elaborated on tensions (e.g. Bengtsson & Kock, 2003), there are scarce studies focusing on how to cope with it. The purpose of this study is to increase our understanding about how to cope with tensions in cooperation between competitors. Focus lies on types of tensions, the method or style of coping and outcome of coping as well as how all these are interrelated.

The empirical part of the study is based on various studies of intercompetitor cooperation. Personal interviews have been used as a research method and the findings have been derived through content analysis.

The findings of the study show that there are two general methods of coping with tensions: a) coping prior to the occurrence of a tension in order to avoid it and b) coping as the tension is perceived. Moreover it is possible to identify types of tensions, methods and outcomes of coping on several different levels: network, relationship, organizational, operational and individual levels.

The contribution of the study is twofold. From an academic perspective the findings contribute to research about interorganizational coopetition and more particularly how to cope with tensions related to the simultaneous existence of cooperation and competition. From a managerial perspective the findings indicate different methods and outcomes of coping with coopetition.

Development and change of cooperative interactions and coopetition strategies among competitors – Exploring change processes underlying a gradual development of the coopetition process
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The overall aim of this paper is to explore the establishment and development of inter-competitor cooperation and coopetition strategies from an experiential learning perspective. In order to reach this purpose the paper sets focus first at approaching current conceptualizations and empirical evidence of how and why the content of the co-operative relations, in terms of the strength and the interdependence cooperative and competitive interactions, unfolds over time. This discussion is developed from the arguments by Van de Ven (1992: 172) on the need to explore the underlying activity or stage sequences to grasp organizational development and change and the strategy formation process. More specifically, current conceptualizations are explored in the background of the life-cycle-, evolutionary-, dialectical- and teleological-oriented characteristics of the
activities and events found to underlie changes in the co-operation process. In approaching the co-operation process from a learning perspective attention is particularly directed in this paper at the development of inter-organizational experiential knowledge and intra-organizational co-operative routines as underlying means of change. Moreover, in the light of these characteristics the potential interplay between the teleological and evolutionary sequences and sources of change underlying the gradual development of cooperation and co-operation among two or more competitors is highlighted. Lastly, stemming from the existence of periods of co-operation building on more life-cycle oriented sequences and sources of change, with predetermined goals underlying changes in the content, the causal characteristics underlying the co-operation strategy formation process are discussed. Simultaneously, the effectual characteristics (Sarasvathy 2001) of this process are discussed in the background of the potential influence of various contingencies arising through the interplay between the teleological and evolutionary sequences and sources of change.

04:08

Integrating knowledge between competitors - the case of a collaborative R&D project in the defense equipment industry

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The FCAS project is an R&D collaboration involving five competitors in the defense industry. The project’s target is to identify the operational requirements of a Future Combat Air System (FCAS) and propose components and technologies to meet them. This is a complex and uncertain task that requires the integration of specialist knowledge, preferably by communication- and interaction-based mechanisms allowing for the creation of a common platform of understanding (Huang and Newell, 2003; Newell et al., 2005) or the creation of common knowledge (Grant, 1996). In the FCAS case, the fact that the firms involved are competitors complicates the situation as project members are not allowed to openly share information and knowledge. This raises the question of how knowledge integration (KI) is enabled in this case of collaborative R&D project between competitors.

The study shows that the mechanisms relied upon to enable KI in a complex and uncertain R&D project between competitors differ from those often used in in-house R&D projects. The processes of KI also differ. Whereas KI in complex and uncertain R&D projects, is often described as a collective and interactive process (e.g. Enberg, 2007; Nonaka and Takeuchi, 1995), the constraints on what information and knowledge be communicated and shared in the FCAS project make such a process of knowledge integration impossible. It is suggested that to understand KI in this case of collaborative R&D project between competitors, processes of individual problem-solving must be separated from processes of collective decision making (c.f. Grant, 1996). Further, no common platform of understanding or common knowledge is created. From the perspective of authors who suggest that commonality is essential for KI (e.g. Huang and Newell, 2003; Newell et al., 2005; Adenfert, 2008), this appears as a problem. Then, how is KI enabled in this case of collaboration between competitors? Weick (1995) suggests that “shared meaning is not what is crucial for collective action”. Kellogg et al. (2006:39) use the concept of trading zone to “highlight how the local coordination of ideas and actions may take place despite differences in community purposes, norms, meanings, values, and performance criteria”. Crossan et al. (1999) argue that action informs understanding and thus, repeated decision making can be made sense of retrospectively when people are able to see what they’ve decided.
Integrating government authorities into a single EU agency - cooperation or competition?

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In most cases, government authorities have the exclusive control over policy areas. Normally, there is only a single Tax Agency per state, one Police Authority and one Transport Authority. However, the expansion of common regulation in the EU and the principle of mutual recognition between member states have pushed national authorities to becoming competitors of regulatory work. In the current building of executive power at the European level new institutional arrangements have emerged, challenging the monopoly power of national authorities.

Almost 30 EU regulatory authorities have been installed since 1994. A notably feature among these is the strong representation of national authorities (Majone 2002; Egeberg 2006; Martens 2009). The ‘EU agencies’ were created for functional reasons, mainly to improve the establishment of the Single Market (Fligstein and Stone Sweet 1998; Majone 1998; Fligstein and Stone Sweet 2002). The general idea is that the national authorities cooperate in a more coherent manner in these new network organizations. However, the setting also implies competition, mainly over regulatory agency (cf. Drori and Meyer 2006). Which authority shall perform the implementation? Which authorities’ procedures are considered as the most efficient? Which country has the most profound knowledge?

Drawing on theories of meta-organizations (Ahrne and Brunsson 2008), i.e. organizations having other organizations as members, this paper deals with two questions. First, how are dimensions of competition and cooperation between national authorities managed by the EU agencies? Second, how is knowledge shared within the EU agencies?

Meta-organizing is the assembling of independent organizations with similar and partly competing interests to accomplish cooperation. Ahrne and Brunsson (2008) argue that meta-organizations such as industry organizations (e.g. Business Europe) and political associations (e.g. the EU) are more similar to each other than to individual-based organizations. Explored theoretically in the paper is the type of tensions and conflicts that may arise in meta-organizations, and how these are managed to achieve cooperative interaction.

I have conducted a wide range of empirical studies of decision-making processes and conflict management in the European Medicine Agency (EMA). During three months I conducted field work at the EMA, gathering data from documents as well as from interviews, observations of procedures, and ‘Shadowing’ of staff.

Opportunities and risks of the bonding and bridging form of social capital in network structures

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Not only firms compete, regions are also considered to compete with each other (Gomes-Casseres 1994). "Innovation systems", "clusters", and "regional strategic networks" are concepts used all over Europe in spurring regional growth (Sölvell 2009). Understanding the local socio-economic context is considered by Koschatzky and Kroll (2007) as a precondition for a well designed regional strategic network (RSN). Social capital is often used in research when analyzing the socio-economic context within a region (Adler and Kwon 2002, Westlund 2006). Understanding the function and creation of social capital is therefore vital for implementation of policies on cluster initiatives and RSN.

Social capital may involve norms and trust, but can also serve as a lock-in that isolates from the outside world by over-embedding a network in its own social context (Uzzi 1997, Gargiulo Benassi 2000, Parra-Requena et al 2009, Molina Martínez 2009). Social capital might therefore not only bring positive effects to regional development. Molina-Morales and Martínez-Fernández (2009) and Adler and Kwon (2002) claim that there is a lack of empirical research particularly on the negative effects of social capital.

Adler and Kwon (2002) claim that there are two different ways of creating value through social capital stemming from James Coleman and Ronald Burt, two key contributors within the field. Coleman (1988) claims that closure of the network structure (bonding) facilitates the emergence of effective norms maintaining the trustworthiness of others. In contrast to Coleman, Burt (1992) does not stress the utility of consistent norms as the main usage of social capital. He argues that a sparse network consistent of few redundant ties (bridging) often provides greater social capital benefit as the subsequent brokerage opportunities is the source of value inherent in social capital.

A more balanced view that incorporates both the effects of the bonding and the bridging form of social capital is needed. This paper explores the potential effects of social capital used in bonding and bridging activities. By means of conceptual analysis both the positive and negative aspects on these two forms of social capital are investigated in order to obtain...
sense of information. This transformation of information into actionable knowledge is however paired with numerous challenges that are slowly manifesting themselves as firms develop organizational arrangements that focus on organizing around information. This paper is therefore occupied with framing, defining and describing the promises of these technologies and the challenges they pose on organizational arrangements. Our purpose is to analyze, debate and present possible avenues for a new stream of research in organizational studies.

An organizational perspective on best practice to the multi-core paradigm shift
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In the early 2000s, processors hit a speed wall; it was no longer feasible to increase the clock speed due to fundamental physics. The power density of the processors simply became too high and clock frequencies beyond 5GHz melted the chips. Previous to this, clock frequencies had increased by about 30% each year, which in essence, was a free performance gain for any software. Moore’s law continues to hold, but performance now scales by increasing the number of processing cores per chip. From a software perspective, this means that the free lunch is over. In order to leverage performance gains, there is a need to increase the concurrency of software. This is a revolution akin to that of object-orientation.

Multi-core is a disruptive technology, and is causing a new software crisis. Current software will not continue to scale without large changes to the code to make it concurrent. These change pose a problem, since concurrency is difficult, and the tools, from algorithms to languages, are generally not up to standards. The issue is further complicated by the great differentiation of multi-core architectures; even if we had an algorithm and language, the implementation details would differ with respect to both algorithm and other architectures. In this paper, we study the impact of multi-core from three perspectives. First, we study the research and development community, and how the state of the art is advanced during the disruptive time. Second, we study the impact on the software development organizations from a resource perspective, for example the need to re-train staff. Third, we study the problem from an organizational perspective with a focus on how the multi-core change will affect it, for example with respect to IT investments, gain, and risks. Each perspective contributes with best practice.

From an organizational perspective, we find that a move to Cloud computing, i.e. Software as a Service and Platform as a Service, can be beneficial. These allow the organization to move away from internal software and/or hardware, and the costs related to development, maintenance and so on. Cloud solutions will also offer a greater scalability, reliability, agility, and so on, at a lower economic risk.

Management control – increasingly a case of e-learning?
Westleius, Alf
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Traditionally, management control has been a question of reporting and analysis of (monetary) data. Management has been a realm for visioning, boundary-setting and dialogue. The increasing use of computers in organizational administration – and actual performance of organizational tasks – has lead to an increased availability of (non-monetary) data, that could be used to support “fact-based” management - and perhaps help controllers become more business relevant, when viewed from line management and grassroots perspectives. It is not obvious that this has led to an actual change in what constitutes management, or even how management control is actually enacted and experienced. Partly as a response to this, partly as an attempt to turn the e-learning hype into something useful, some organizations are now attempting to use the power of digitization and the pervasiveness of computers in contemporary life as ingredients in a novel way for management control purposes. E-learning is designed to instill awareness of, and knowledge in, top-management-approved corporate values and practices and combined with e-quizzes. Thus, management directives asking employees to study and accept particular values and practices can now be realized to a greater degree, and the actual employee attention and retention of such messages can be easily monitored. How much of the novel – and successful – image of this addition to the management control repertoire remains after closer scrutiny? In this article, I present my attempts to investigate such systematic attempts to employ e-learning and e-based monitoring of e-learning for management control purposes.

The implementation and use of an enterprise system as a “Process of Muddling Through”
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Enterprise systems are the backbone of many firms of today. The implementation process is complex; so is the system itself. We need frameworks and concepts to understand complex implementation processes and use of enterprise systems. This paper analyse what we can learn from an enterprise system case of an Engineering Firm, using central concepts and line of thinking from “The Science of Muddling through”, e.g. two approaches: by root and by branch. Elements of a rational-planning approach (by root) are identified in the case concerning the handling of enterprise system maintenance. However the identification of elements compared to the second approach (by branch), the process of muddling through, is more outstanding. The rational-planning approach is evident in the rhetoric encompassing the system. The muddling through process is more evident in the everyday life with the system. Concepts in the process of muddling through can help us to understand and highlight a number of choices and actions when implementing and using the system (e.g. values and objectives, means and ends, decision making, alternative choices and the use of theory vs. practice). However these concepts are not sufficient alone, we need to focus on other concepts and phenomena discussed in this paper.

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The hen or the egg? IT innovations' influence on business strategy
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Concepts on business strategy and management control often underscore the necessity that companies in their strategic process strives to first set goals and strategies and thereafter conduct investments in organization and technologies. Studies on the value of IT investments often come to an opposite result though: IT enables and induces strategic change and these changes are necessary in order to gain value from the investment. Based on empirical studies of the Swedish graphic industry this paper concludes that strategic development is often an outcome of ad-hoc solutions that arise when IT is
introduced. In a strategic context IT may be viewed as a main driver of change and business strategies often gradually become adjusted to the opportunities that the technology offers, rather than the other way around. Therefore models for strategy development and management should try to include such kind of ad-hoc elements. A starting point for transformation could therefore be to define the possibilities IT innovations may offer. It is important though in such a model not to be dazzled by technological gadgets, but to keep a steady course based on the strategic compass of the business.

05:06
Crossing boundaries: Virtual agglomerations of industrial activity

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The development of information technology and progressing globalization are leading to an increasing number of agglomerations of economic activities in the virtual space. Value creation is broken into pieces and conducted via the Internet by a variety of pro-ams, freelancers, entrepreneurs, not-for-profits, and firms. This is typically done through a web platform that hosts the communication, collaboration, and transactions among the actors. In most cases, the platform is led by one organization that generates the conditions for the development of this ecosystem. Such ecosystems resemble industrial clusters in the traditional geographically bounded Cartesian sense. However, unlike a cluster, these ecosystems comprising individuals, organizations, and firms are not necessarily in geographical proximity to each other. The motivation for the present study comes from the fact that these virtual ecosystems are still poorly understood. However, they have a tremendous potential not only as a new competitive strategy but also as an innovative approach to regional economic development. To better understand the logic behind virtual agglomerations, we conducted an exploratory study of the OpenSim ecosystem consisting of in-depth interviews among key stakeholders. OpenSim is an open source multi-platform, multi-user 3D application server that enables developers across the globe to customize their virtual worlds based on their technology preferences. We chose OpenSim due to its global reach and its diversity of actors: individual users, pro-ams, freelancers, non-profit organizations (e.g., universities), and both small and large for-profit firms (e.g., Intel and ReactionGrid). Our aim was to discover not only the drivers and enablers making this collaboration and value creation possible but also to investigate how virtual platforms provide the facilitating conditions for the development of cluster-like systems that are not limited by geographical boundaries. The findings of the study have implications for both theory and practice. First of all, we make a contribution to the strategy literature by analyzing the rationale behind virtual agglomerations. Secondly, we turn the attention of practitioners and policy makers towards the potential of virtual agglomerations for innovation and growth. Instead of targeting one regional cluster, policies can be tailored to promote sectoral development in several regions via a centralized crowdsourcing strategy.

05:07
Management accounting change and the role of the professional identity

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Extant research on management accounting and change often implies that participation in such change processes is of outmost importance. From one perspective it is often claimed that success cannot be obtained without engaging both employees and other stakeholders at one point or another. When a change occurs, in this case the implementation of a new management control system (MCS), previous literature have shown that actors that take part in the change process seems to generate a more positive attitude and engage more willingly (Bridges, 2003). Perceived controls over the actors own situation also seems to be of importance when changes occur (Carnall, 1982) as well as a purpose and part to play throughout the change process (Bridges, 2003). In this paper I show how two groups of professionals, here represented by accountants and (manufacturing) production, act and react differently to an overall change of rules and routines following an implementation of new technology. However and more importantly, this paper outlines an analysis and identification of factors, others than stakeholder participation, that plays important roles in how the management accounting change and new technology is received and perceived among professional groups. It is evident from this paper that there are major differences in-between both professional groups. The accountants that were involved in the change and implementation process were more negative to the change as such, compared to the positive affirmation that represented the production. I show in this paper that the medium through which the change was mediated as well as the professional identity (Walsham, 1998) are two critical factors for consideration when analyzing acceptance of management accounting change. Key words: Management accounting change, Socialization, Professional identity, Social actor and Information System

05:08
Intelligence and organization. ‘Concepts’ as a process for organizational learning

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Staggering amounts of data evoke new business needs. The key term of intelligence (with a product terminology of competitive intelligence and business intelligence) attracts attention from people within strategic management and within IT respectively. Investing in such intelligent products is to hold the conviction that great knowledge can be tapped from data sources; based in the certainty that knowledge is cumulative and unequivocally objective. In this paper, we question the product-based conceptions and vendor rhetoric of intelligence. Many information system projects have been found wanting as their inability to keep the promises made in the sales process have led them to be labeled failures. With a theoretical basis in practice theory and lodged in a process perspective within Information System research, we describe the knowledge work done within the Swedish Armed Forces. The purpose of study is to investigate and describe an alternative implementation process for information systems in order to find processes that embrace uncertainty rather than pretend it away. The high-tech vision of warfare in the last decades has spotlighted the relationship between precision in action and precision in analysis and communication. The gathering and analysis
of information into a knowledge base has been increasingly understood as key to success. The Swedish Armed Forces chose to complement this view with a ‘both-and’ approach, distrust the very notion of a ‘common situational picture’ as well as a ‘shared language’. The Knowledge Support project has sought to form a dynamic process facilitating an ongoing discussion on -concepts- with parallel taxonomies and analyses as well as technologies to bridge discrepancies in meanings of terms and grasp novelty in local experience, concept processes rely on «folksonomies» and multiple interpretation rather than scientific approaches to classification. This approach has shown promise in complex contexts where solutions necessarily include collaboration beyond organization borders. The experiences of the Armed Forces inspire the possibilities for and the potential of strategic management and information management without succumbing to simplistic notions of One Truth. As a model for IS implementation, dynamic concept processes situate intelligence work in local settings, build on existing activities and competencies, and empower users into process drivers.

06:01

Risk organizers in quest of authority - Organizing for impartiality in the markets of inspection and certification

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Recent crises and bankruptcies of auditing firms illustrate the destabilization of trust caused by legitimacy losses by both auditing firms and public supervisory authorities. Today’s postmodern risk-society state is expected to guarantee individual freedom and prepare people for competition in a market society but also to protect people from the risks posed by the very same society (Richter, Berking & Müller-Schmid 2006:7). This paradox is key to our analysis of the strategies and degree of state regulation in auditing markets. There are two ideal-typical strategies for the risk-society state: prevention (legislation, legitimized norms & standards) and precaution (liberalization, deregulation, privatization & delegation of responsibilities) (ibid; Haufler 2001). The recent trend for governments has been to use precaution. In the risk society (Beck 1992) organizations and individuals organize to demonstrate that they work actively to prevent risks of all sorts (Power 2004). But as industry self-regulation often lacks credibility governments are still called for and in practice preventive and precautionary principles mesh (Haufler 2001, Richter et al 2006). The paper contributes to this dynamic yet unexplored field through analysis of the various regulatory strategies used both by the state and firms themselves to avoid social risks and legitimacy crises in auditing markets and we explain differences in the degree of state control. Document studies and interviews are used to compare risk regulation initiatives in the Swedish market of motor vehicle inspection, de-regulated in 2010 after decades of controversies, and the market of management certification that has grown considerably since the 1990s. We apply an interdisciplinary approach combining an institutional framework, a market constructionist perspective and political science theories.


06:02

The enactment of audit - a qualitative field study of auditees

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This paper explores how audit (the term used in a broad sense here) is enacted in practice. Several interpretive/ethnographic studies have shed light on audit as a process of making things auditable (e.g. Fischer 1996; Radcliffe 1999) and of giving comfort at the micro-level by certifying the ‘unknowable’ (Pendland 1993). However, these empirical studies have ignored the audit practices taking place in audited organizations. A small number of relatively recent papers have shed light on what Power (2003) calls ‘auditees’ at an empirical level (e.g. Skárbek och Thorbjörnsen 2007; Arnaboldi och Lapsley 2008; Justesen och Skárbek 2010). Following this research tradition, the aim of the paper is to explore the practices of auditees, extending the understanding of how audit is enacted, by following actions and events taking place in audited organizations.

In the paper I focus on a particular audit practice - state inspection. The paper builds on an ethnographic inspired fieldwork in two empirical settings - schools and elderly care - focusing on how these organizations encounter the Inspectorates and the inspection process. Actions taking place during the inspection process have been traced through observations (about 60 hours), interviews (25) and documents. Using concepts from Actor Network Theory and Narrative Theory the analysis highlight the translations and negotiations taking place and how the inspection report- the inscribed version of the ‘inspectee’ - is used and challenged.

06:03

Auditor Supervision as a Style of Auditability

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Auditability is an idea central to a traditional understanding of auditing as it denotes whether the financial statements are auditable, verifiable, possible to give an opinion about. As such it is a concept that is part of attempts to develop “philosophies” of auditing (see e.g. Mautz and Sharaf, 1961) but rarely problematized and in many cases taken for granted as synonymous to verifiability. Auditability is thus a concept entailing the pre-existence of verifiable accounting data. This view has however been challenged by a sociologically inspired tradition of audit research (Power, 1996; Eklöf, 2001). Taking a constructivist approach Power (1996) comes to a conclusion opposite to that of traditional audit research by suggesting that auditability is something that ought to be understood in terms of the audit being a response to demands of accountability, meaning that for the audit to work the organisation has to be made auditable. This means that auditability is no longer synonymous to verifiability as it is pre-existing the financial accounts and the result of the construction of auditable measures of performance, systems of control and reliance on other experts. Far from being a neutral and derived activity auditing in this understanding is something that takes part in the construction of the audited financial accounts (Power, 1996) and by extension the organisation (Hopwood, 1987; Hines, 1998; Morgan, 1998; Power, 1992). Power (1996) thus makes a compelling case analysing how things are made auditable. But what about people? Not everything made auditable are non-human. Especially as auditing travels beyond
its home turf of financial reporting out into the wider audit society (Power, 1997) many of the ‘things’ it makes auditable are people. Is the auditability process in these cases different when people instead of things are made auditable? Do we see the same tendency of construction of auditable measures of performance, systems of control and reliance on other experts or does it differ somehow? In this paper I explore this process of making people auditable.

06:04

Voluntary reporting on internal audit – independence scrutinized
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The presence of internal audit departments in an organization can be perceived, among other systems and functions, as a signal to investors and other stakeholders that the organization is well governed. External auditors are expected to use the results of inspections undertaken by internal auditors. Whether the work of internal auditors is solid enough to be of good value to the external auditors highly depends on the quality of work and integrity of internal auditors, both as individuals and as a function. There is always a risk that internal auditors, despite investigating directives and objectives perceivingly being set independently of management, are under pressures by management with consequences on their reporting to the Board and external auditors. If so, the work of internal auditors may not be useful for external auditors. Further, concerns may be expressed that external auditors may be under fee pressures by audit committees in so far as external auditors are expected to cooperate with internal auditors in order to decrease its risk assessments and the amount of testing. It is important to understand to what extent internal audit functions in the Swedish environment are well organized, in order to understand the preconditions faced by external auditors in this environment. In this article, the voluntary disclosures on internal audit functions provided in Corporate Governance Reports 2009 by entities with shares listed on Nasdaq OMX Stockholm Large cap list are studied through a text analysis. The aim is to explore fundamentals in these reports on how such functions are organized (the governance body in charge, how responsibility is described, reporting lines etc), the task formulation, and risk analysis as a basis for planning the inspections. All these matters may be of interest to regulators when deciding on whether external auditors can work with internal auditors through direct assistance, as suggested in the development of revised ISA 610, and otherwise. Results may also be of indirect interest to the wider public when trust is being invoked by entities for their efforts concerning this rather important governance function.

06:05

Audit Committee’s
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The AC will have a big impact in accounting regarding the financial statements for respective entities and the audit process. The terms an independent board director and the function of audit committees’ are keys elements regarding to the directors board (an executive director board or a supervisory director board). Is there a difference between the terms “an independent board member” and “a member independent from the entity”. Part of the paper is concerning the laws in the Nordic countries on the subject of the audit committees with focus on the term “independent”. Should is the audit committee be independent from the board of director or should it be a mutual cooperation. The main task of the AC is to increase confidence and quality in financial reporting. The main purpose of the paper is to discuss the “independent” role of the audit committee towards the executive board and the supervisory board, according to EU L52/1 and the task of the AC to increase the confidence towards the financial market.

06:06

Corporate governance & ethics
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Corporate governance refers to matters affecting the structure and composition of board of directors, issues of corporate policy and last but not least the involvement of human beings in all these stages. Initially ethics has appeared as it belongs to the field of philosophy rather that to business. But the recent developments in business community showed considerable importance in the way they tackle ethical issues in the business front also. An ethical policy is a good governance practice that assures all the stakeholders about the company and its various risks. Corporate performance depends on the consistent application of values and principles. The values and principles that are adopted in an organization can be good or bad. In other words, they can contribute the ability to achieve objectives or can act as a hindrance. It is only the values and principles that are used to shape an organization’s ‘climate’ or ‘culture’. The key role of the directors is to help in creating the conditions and competencies through which values and principles can be imbued in a way to serve the corporate mission.

This paper makes an attempt to identify what an organization has to do to flourish, especially in times of change, then it must manage its values and principles in a way that provides a stable foundation for growth and development. A humble attempt is made to identify pivotal role to be played by the directors in the process of building ethical values and principles for corporation.

06:07

Professional and commercial tension in the accounting profession: A research note
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This study analyses the degree to which change in the organisational context, content and location (both of the individual within the organisation and the organisation within the field) of professional work in auditing has contributed to variation in attitudes toward professional ideology and institutions. Through a survey of all Chartered Accountants (CA) in Sweden (with a response rate of 41%) we observe that contrary to media accusations and anecdotal evidence from interview based research, but similar to previous survey based research, a majority of accounting professionals remain committed to their profession, despite profound changes in the context, content and location of their work. In Sweden only auditors can carry the CA designation, which makes this finding even more thought-provoking as previous survey based studies have found the strongest deviation from professional values among the core of the accounting profession. Auditors of listed companies, almost exclusively Big Four auditors, espouse a stronger commitment to the profession than other auditors. Within the Big Four there are however considerable variation.
Icelandic auditors skating on a thin ice

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The paper will give a brief overview of the auditing market in Iceland before and after the collapse of all the major banks in October 2008 and the financial crisis that followed. In Iceland there are 370 persons who hold a state authorization as auditors (CPA), whereof only 230 are occupied in the audit business. Last two decades have shown a strong trend towards oligopoly in auditing. Of those 230 CPAs there are nearly 60% working in the BigThree audit firms, who earn almost 70% of the turnover in this business. The paper will discuss the consequences of this trend - possible threats and opportunities - and in this context the controversial audit rotation rule. After the banks’ collapse in October 2008 Alþingi established a special investigation commission (SIC) to investigate and analyze the processes leading to the collapse of the three main banks in Iceland. SIC delivered its report in April 2010. One of its conclusions were that the auditors did not perform their duties adequately when auditing the financial statements of the banks for 2007 and their semiannual statements for 2008. The paper will take this assertion further and look at the auditing of the financial statements of the biggest 60 companies in Iceland for the period 2004-08, i.e. until the financial breakdown. All these companies were audited by the BigThree. It is remarkable that of these roughly 300 financial statements there are only two with qualified auditor’s opinion. This seems very strange with respect to that already in the 4Q of 2006 there were clear indications of problems in financing these companies. Another astonishing finding of the research is that some certain auditors signed the auditor’s report for several of these companies at the same time. This raises a question about those auditors’ independence. In addition to all this there are examples of a close relationship between auditors and CEOs of certain companies. It is clear that today the audit profession in Iceland as a whole suffers from these flaws. The paper will conclude with a discussion of what can be done to secure the independence of auditors. The legalization of audit firm rotation is proposed as an effective solution of this problem.

Intangible performance in a theater: Directing the audience of reports

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In an organization where performance is perceived to be difficult to measure, the paper studies how the performance information producer relates to the measurement dilemma in reporting by numbers to information users at different levels of distance. The paper is a case study of measurement practices, from the perspective of the information producer, focusing on the top management level in a publicly funded theater. The qualitative research design incorporated interviews, participant observations and document analysis. The analysis draws mainly from literature in measurement and intangibles. In the study, an anxious use of numbers in reporting to distant information users illustrates how the confidence in reporting numbers regarding intangibles is related to the (distrust in external users’ second-order measurement practices, and the lack of) control of users’ framing of measurement. The case reveals efforts made for controlling external users’ framing of reported numbers, implicating how accountability relations and long-distance control by numbers may work bi-directional. Key words: Intangibles, Measurement, Use of Information, Distance, Arts and Culture Organizations

Performance measurement - A framing process

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During the last decades, performance measurement in the public sector, or public performance measurement (PPM), has been one of the most researched topics in public sector accounting literature. Social studies of accounting and auditing have shown that these central technologies of PPM not just reflect realities; rather they have the ability to create realities. In this matter the calculative practices of accounting and auditing and their ability to shape social reality have been emphasized in several accounting and auditing studies. However, within the PPM research field the formative role of calculative practices, i.e. the measurement of public performance, has not gained much attention. Drawing on Goffman’s (1974) frame analysis and his concept of keying, this paper provides an empirical account of the use and functioning of the calculative practices of accounting in a Swedish Central Agency. Since 2009 the agencies in the Swedish Central Government have obtained new regulations and instructions for their annual reports. Previously the agencies received detailed report requirements in annual regulation letters. Now the agencies are given the authority and responsibility to decide how to account for their performance themselves. The empirical evidence has been obtained through a longitudinal case study of the framing of performance in the Swedish Energy Agency. What is of interest in this paper is what the rim of the frame consists of, i.e. which conditions need to be fulfilled for everyday activity to be transformed into performance by the calculative practices of accounting? How is the line drawn between everyday activity and performance? Thus, by empirical evidence, the aim of this paper is to extend our knowledge of PPM by emphasizing the constructive role of the calculative practices involved in the PPM process. The present study shows that the calculative practices of PPM are not merely technical aspects surrounded by social processes; rather that they are social processes in themselves and that calculative practices influence social reality through their specific qualities. When the calculative practices of PPM transform everyday activity in public organizations into performance, their associated framing of performance give rise to both limitations and possibilities in PPM and affects how we perceive public performance.

Reporting methods in management accounting field research

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One of the most notable developments in management accounting research has been the growing use of various forms of field research methods, such as single and multiple case studies and cross-sectional field studies. As research problems, theory and data have been designed and brought together in new ways, the studies have provided novel ways of thinking about problems and solutions. In doing so, field research has not only become an important tool of accounting research, but may have helped practitioners to become aware of, and resolve, their problems. The question as to how to report the use of qualitative research methods has, however, been identified as a problematic issue; yet, relatively few academic studies have examined the issue in management accounting research. The objective of this study was to explore the ways in which field research methods are reported in qualitative case and field studies. Systematic analysis of this question sheds light on how management accounting researchers convince readers about the scientific nature and trustworthiness of research. The results
of this analysis can also help to improve the reporting of field studies. In the remainder of this paper, we first introduce the theoretical framework for our content analysis. We then present the dataset—i.e., articles published over a 5-year period (2006-2010) to yield an analysis of the most recent frontiers of knowledge. The articles have been carefully selected from three journals, which frequently publish articles in the field of management accounting. Thereafter, we present results, followed by conclusions. Overall, our findings support the usefulness of the framework adopted and imply that it is of great importance to report field research methods in sufficient detail. In doing so, our findings further understanding of the issues that are important to take into consideration in the reporting of management accounting field research.

06:12

Developments in management accounting doctoral research
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Management accounting practice, research and education have changed over time. In this paper we focus on developments in management accounting research and doctoral education using doctoral dissertations published in Finland as our data. The purpose of the study is to interpret and analyze which management accounting research themes, traditions, methodologies and forms of publications have been found new and innovative for doctoral research at different times. Higher education in business studies in Finland, and in other Nordic countries, started with the establishment of the first business schools in the early decades of the 20th century. In Finland, the first business school (School of Economics in Helsinki) was founded in 1911 and the first doctoral dissertation was defended in the field of financial accounting in that school in 1937. The first dissertation in the field of management accounting was completed at the University of Helsinki in the 1940s. During the past 65 years more than sixty dissertations have been accomplished in this field in a total of ten universities in Finland. Analysis of the topic areas, research traditions and methodologies chosen by the doctoral students reflects and provides a picture of the developments and innovations of management accounting. In addition to an introduction, the paper comprises four sections. The second section introduces classifications of management accounting research themes, traditions of research, and methodological approaches. Our data and research methods are described in the third section. We next analyze and synthesize the doctoral dissertations produced in Finland according to their research themes, research traditions, methodologies, and type of publication. The final section presents a summary and our conclusions. Our preliminary results suggest several trends in what has been found innovative at different decades and times. Overall, the selection and use of research themes, methodological approaches and traditions of research has become much more diversified over time. Internationalization of academics is clearly seen in that the dissertations have been increasingly written in English and published as collections of international journal articles or essays. Keywords: Doctoral education, Innovations, Management accounting research, Research methodologies, Research traditions.

06:13

The archeology of an accounting adage: On what gets measured gets managed
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This paper is an investigation in one of the most quoted adages in management and accounting: "what gets measured gets done." A performative view of accounting corresponds with the idea that language, as used in everyday situations, does or accomplishes things—rather than simply says things (Austin, 1962). According to this performative conception of language, speech is a form of behavior, an accomplishment of acts, governed by structured (normative and constitutive) rules that enable (and constrain) interlocutors’ understanding of and influence on each other (see also Searle, 1969). While Speech Act Theory was developed by philosophers of language like Austin (1962) and Searle (1969), it has had a wide-ranging influence on other domains in the social sciences and humanities. For example, Latour (1986, 2005) showed how speech acts may be used to explain the emergence of social aggregates. Such aggregates are made by the way they are said to exist. In the same vein, Bourdieu (1982) argued that language has the capacity to structure, constitute, or accomplish social order because it prescribes how things ought to be. The paper is framed by a discussion on how adages can be viewed as artifacts that are as paramount as any other artifact in the organization. Or even, linguistic artifacts, like "what gets measured gets managed", have an even greater potential to be transported in place and time and is therefore an object that needs further investigation. The adage is, arguably, a commonsensical view of numbers and is one of the strongest allies to the quantification of society (Espeland and Stevens). The adage promises a specific performance after the act of measurement and, no less, the relationship is stable. Adding to this, the concept of action is particularly hailed in the managerial discourse and it is therefore not surprising that a "golden relationship" that the adage promises is often used in both accounting and management literature. This paper presents an archeology of the linguistic artifact and is a study that starts with the Taylor and Fayol inspired full-scale implementation of measurement activities in the beginning of last century, The study traces the adage through management theorists throughout the 20th century and finds that the adage first was integrated in quality management, pedagogy and in the sustainable development discourse. Surprisingly, the adage was not embraced by accounting scholars until the end of the century.

08:01

can financialisation of sovereigns fuel a crisis? the case of greece
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We note a serious asymmetry concerning the financial market regulatory framework. On the one hand, the special treatment of states as issuers of financial instruments and on the other hand, the treatment of the markets relating to the debt instruments they issue or other derivatives of them. The global financial crisis enlightened numerous regulatory loopholes. The recent severe crisis in Greece’s and most “PIIGS” countries’ public finances, has clearly put forward another regulatory at least, neglect: the sovereign markets. From this perspective, state finances seem strongly influenced by the financialisation phenomenon. In order to explore the latter, we will first, review the approach retained by the related European regulatory framework. We will then focus on the particularities of these specific financial markets. Finally, we will identify the areas
where new grounds of thought and research are warranted towards a detection and concretization of the financialisation phenomenon in sovereign markets. An approach along these lines should aim to reconcile on the one hand the central role of states in the country’s economy and society and on the other hand, the way these entities are financed. In order to put forward the asymmetry mentioned above we will first, review the approach retained by the European financial market legislation concerning government debt instruments, their issuer and their markets, focusing on specific particularities. In the absence of an adequate “issuers’ duties regulatory framework”, the opening of sophisticated financial markets for sovereign debt, render the country’s public finances and debt sustainability dynamics extremely vulnerable to market shocks. By assuming that the asymmetry put forward can be reflected in the form of financialisation premia in sovereign yields, we will attempt to identify from a European regulatory framework perspective, the areas where new grounds of thought are warranted in order to head towards an approach of a containment of the financialisation phenomenon in sovereign debt and reconcile on the one hand the central role of states in the economy and society and on the other hand, their financing requirements.

08:02

Aftermarket risk and underpricing of initial public offers in the Arabian Gulf countries: An empirical analysis
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This paper addresses two research gaps: firstly, tax free return is applied to examine the relationship between IPO ex ante uncertainty and underpricing. Secondly, aftermarket beta is used as proxy for ex ante uncertainty. Literature mentioned about the effect of income tax on underpricing, but hardly any study used tax-adjusted return to examine IPO underpricing. Arabian Gulf countries (Saudi Arabia, United Arab Emirates, Kuwait, Qatar, Bahrain, and Oman) provide an opportunity to apply tax-free return, because personal incomes are tax free in these markets. Earlier studies recognized that proxy for ex ante uncertainty risk should be one that is priced in the market, but were reluctant to use aftermarket beta as a suitable proxy by arguing that ex-ante risk is different from market risk (beta). However, Hamada (1972) found that beta is linked to company’s operating and financial leverage. If IPO firms’ leverages do not change significantly after its listing then aftermarket beta may be used as a suitable ex post proxy for IPO ex ante uncertainty risk. Based on 147 samples, it is found that IPO underpricing in the region is about 230 percent that is comparable to that in China. Regression results depict that aftermarket beta is positively related with the level of underpricing in all the markets of Arabian Gulf region. Subject to further testing the matter in other markets, paper concludes that IPO ex ante uncertainty primarily originates form the operating and financial leverage of the company whose equity is to be floated.

08:03

A bivariate integer-valued long memory model for high frequency financial count data
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A bivariate integer-valued ARFIMA (BIARFIMA) model is introduced and applied to high frequency stock transactions data. The BIARFIMA model allows for both positive and negative correlations between the counts. This model can be seen as an inverse of the conditional duration model in the sense that short durations in a time interval correspond to a large count and vice versa. The unconditional and conditional first and second order moments are obtained. The CLS and FGLS estimators are discussed. The model is capable of capturing the covariance between and within intra-day time series of transaction frequency data due to macroeconomic news and news related to a specific stock. Using the BIARFIMA model for AstraZeneca and Ericsson B it is found that there is positive correlation between the stock transactions series. Empirically, we find support for the use of BIARFIMA models for the two series.

Key Words: Intra-day, High frequency, Estimation, Fractional integration, Reaction time.
JEL Classification: C13, C22, C25, C51, G12, G14.

08:04

Testing for long-memory in equity markets’ return and volatility and its behavior toward global financial crisis
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Long memory is an area of interest in market microstructure research. Despite a long debate on the issue of long memory behavior of international stock markets, the anticipated market scerario during an abnormal market condition like the global financial crisis between 2008-10 could have been quite different. Applying both parametric and non-parametric tests on the the MSCI dataset, this research attempts to investigate whether predictability components of international markets during the crisis were different in general and whether asset prices have been different during crisis in the sense of incorporating information and leverage effect than pre- and post-crisis period in particular. All the markets exhibit slowly decaying autocorrelations, presence of heteroscedasticity and non-normality. These results indicate the non-linearity of the financial time series in MSCI data and the persistence long memory in return and volatility during the crisis.

08:05

Bivariate time series modelling for long memory financial count data
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A bivariate integer-valued ARFIMA (BIARFIMA) model is introduced and applied to high frequency stock transactions data. The BIARFIMA model allows for both positive and negative correlations between the counts. This model can be seen as an inverse of the conditional duration model in the sense that short durations in a time interval correspond to a large count and vice versa. The unconditional and conditional first and second order moments are obtained. The CLS and FGLS estimators are discussed. The model is capable of capturing the covariance between and within intra-day time series of transaction frequency data due to macroeconomic news and news related to a specific stock. Using the BIARFIMA model for AstraZeneca and Ericsson B it is found that there is positive correlation between the stock transactions series. Empirically, we find support for the use of BIARFIMA models for the two series.
The objective of the paper is two folded; firstly, to test the presence of volatility and leverage effects and secondly, to investigate whether that volatility is common or country specific in the Asia, Europe, Africa and Latin American regions. The study employed the daily closing stock market indices for twelve Asia-Pacific countries, eighteen European countries ten Africa countries as well as six Latin America countries, collected from the Data-stream database. The full sample period for the study has been chosen from Jan, 1998 to Dec, 2009. It has also been divided into two sub periods to distinguish the effects of the current financial crisis to find out whether the current financial crisis has an impact on the fluctuations of volatility. The results from GARCH and T-GARCH model reveal a significant volatility and asymmetric effect on the selected Asia, Latin American and European countries compare to African countries. Moreover, the study applied the time varying weighting methodology to determine whether the volatility fluctuation is country specific or common across the countries. The results show that the volatility of stock returns is due to regional or common factors rather than country specific; and this common component is more stable in the European region and Latin American countries than in the Asia Pacific region and African regions. Furthermore, the results also suggest that this leverage effect and common component have been enhanced during the current financial crisis. The study has an implication to the policy makers, domestic and international investors and portfolio managers. Key Words: volatility, leverage effect, GARCH, Common Component, financial crisis JEL Classification: G01, G15

The primary objective of the study is to investigate whether and how the international stock markets are interdependent. Up-to-date, there are plenty of segmented research on market integration, contagion and co-movements including a particular crisis with a particular region. Eventually those research are suppose to be incomplete in a sense that none of those research answer fully the subsequent questions; whether there is constant or time varying co-movements around the world, how we can measure the pattern and level of co-movement over time including different global events? The proposed study attempts to investigate the complete answers of those questions with International market longitudinal data including major global shocks. Firstly, by using a sample period of 29 years including 11 crisis it gives room for an extensive comparison of co- movement before, during and after global shocks and also makes it possible to investigate what importance the origin of the shock has on co- movement. Secondly, our study will not only use country indices but also several industrial indices to investigate if and how they co- move within and across countries. Finally, we will investigate the time- varying aspect of correlation of the above mentioned indices applying non-linear modeling in the nonlinear financial world that gives room for identification of asymmetries in co- movement. Our study will employ the Asymmetric, A-DCC-GARCH, model allowing for the revision of correlation estimates based on immediate past conditional variances and the asymmetric effects. We will extend the study by adapting a VAR framework to investigate both bilateral and multi- country linkages. The proposed study will contribute to the modeling of International Capital Asset pricing Model (ICAPM). Practical implication of the study is that being the complete picture of the co-movements in international stock markets will provide cross border investors and overseas fund managers a roadmap for their investment decision and policymakers with valuable references to investigate whether different global shocks have remarkable change in the pattern of co-movements.

The studies of market microstructure and high frequency data are getting a growing popularity. There are a number of models to describe the behavior of high frequency (trading) data for such purposes as volatility prediction or capturing duration clustering effect. While more and more trading strategies are applied to tick-by-tick data, the intraday risk management lacks the scientific attention. The goal of this article is to research the implementation of ACD-GARCH and UHF- GARCH models for Intraday Value-at-Risk (IVaR) building. We first fit the models to high frequency irregularly time-spaced data and then employ Monte Carlo simulations to construct IVaR. The models are applied to Gazprom and Sberbank stocks traded at Moscow Interbank Currency Exchange (MICEX) and then back tested. The results show the models’ adequacy and suitability for intraday risk estimation.
Trust and competitiveness
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Each year The World Economic Forum publishes a report on the competitiveness of nations, “The Global Competitiveness Report”. Data was collected in 139 countries for the 2010-2011 report. In 2010 Switzerland was the most competitive country in the world and Sweden held 2nd. place, Finland 4th. place, Denmark 9th. place and Norway 14th. place. Iceland which was the 20th. most competitive economy in 2008 was the 31st most competitive one in 2010. It surprises noone that the macroeconomic environment in Iceland has suffered following the economic crisis moving from 56th place in 2008 to 138th place in 2010. I also is not surprising that financial market environment that was in 18th. place in 2007 was in 122nd place in 2010. In several areas minor changes have taken place such as health and primary education, higher education and training, labor market efficiency and innovation. Even the infrastructure is considered to have improved considerably since 2007. The paper adresses one area where a very surprising development has taken place which is the deterioration of institutions in Iceland. Institutions in Iceland held 5th. place in 2007 but 18th. place in 2010. In many cases a major change may not have taken place but weaknesses which were not clearly visible became widely known. The trust of politicians has plummeted, the confidence in board members of private firms has been hurt badly and the auditor’s profession has been heavily critizized for not working according to auditing and reporting standards. Many investors believe that their interests are not protected. Generally the ethical behavior of firms is under scrutiny. The paper discusses how the trust in politicians, governmental organizations and private industry can be restored. Which changes in laws and regulations are needed. It may be a more difficult task to restore the trust than to improve the macroeconomic environment and the financial markets, but the trust is needed to increase investments, economic growth and improve the competitiveness of Iceland.

Hocus-pocus profit
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The paper will discuss how to make a super-profit just by changing accounting policies. It is well known that companies can manipulate their income statement by applying creative accounting in for example overestimate the inventories, underestimate depreciation and allowances for doubtful receivables etc. all these gimmicks are like boomerang, because they will punish the company next year. But is it possible to make a sustainable profit by changing accounting policies? The paper describes how a company, which has for some years harvested profits and more valuable financial assets by using the fair value through profit and loss, can omit a downturn in the stock market just by reclassifying its equity assets into associate companies’ shares, and shift over to the equity method. There will be given an extreme example of this. The biggest investing company in Iceland did this in the year 2007. In its financial statements for that year it announced the biggest profit ever in Iceland. However this raises many questions. One of them concerns the application of the equity method. Can investing companies use this method? Other questions concern a possible abuse of accounting standards, even then can rise a question of a fraud.

Governing through standards: the rise of the international accounting standards committee
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Governing through standards - rather than mainly through law and regulation - emerged as a trend in industrialized countries in the 1980s and 1990s. This occurred against a background including the rise of idealized market paradigms in the public sector, an unfolding of new discourses concerning governmental transparency and accountability, and the rise of new political actors. This paper seeks to explain the transnationalization of financial reporting by corporations. Specifically it considers how the status of International Financial Reporting Standards (IFRS) - constructed and issued by a private organization: the International Accounting Standards Board (IASB) changed from being highly marginal to almost global adoption. Following in the tradition of Allison’s study of the Cuban Missile Crisis, this paper interrogates a range of explanations for the rise of the IASB both drawing insights from these explanations but also critiquing them.

Strategizing and disclosure: Dilemmas and paradoxes in disclosing, communicating and analyzing business models
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There are markedly different perceptions of what is ”good” or ”appropriate” disclosure practice in relation to corporations’ strategic efforts. In financial reporting circles, the mentioning of strategy and strategic narratives is not much noticed despite 5 years of IASB work with management commentary. Here the interests lie with verifiability and correctness. In communication circles we might claim that there is not much interest either, as strategizing and disclosure it is taken for granted as something ”everybody” understands equally. The premise for an equal understanding would be that the sender and receiver of the disclosure have the same background, perceptions and rules of thumb for applying the information in decision-making. Further, there exist a multitude of concepts interested in contributing to the same playing field. However, many of these related concepts have markedly different ambitions. In this paper we discuss how such unequal ambitions and stakeholder orientations among related concepts of ”voluntary disclosure” affect our understanding of what is being communicated.

Exploring metaphors and what they do in the financial crisis newspaper coverage: The construction of normality
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This paper focuses on the financial crisis newspaper coverage and aims at understanding through the exploration of metaphors how crisis and normality have been constructed. In an increasingly mediatised society (Hjarvard, 2008) and increasingly commercialized and business-oriented media (Bourdieu, 1996; Graffström, 2006; Graffström & Windell, 2010), the system of metaphors with which the crisis is narrated in the newspapers constitutes a particularly significant actor in performing a certain reality and a certain normality. Departing from the idea of performativity of media discourse – yet not only as a speech act, but as a part of a socio-technical arrangement (Butler, 2010; Callon, 2010) – this paper focuses on the media narration of Sweden and Swedish banks during
the recent financial crisis. The international media discourse about Sweden and its banks during the crisis is particularly interesting because it can be seen as the crossroad of two movements: On the one hand, Sweden is the country exporting to the US and to Europe its original model for saving banks, designed during the 1992 financial crisis; on the other hand, Sweden has been hit by the global crisis. In this paper, I analyze how the international financial press – Financial Times and Wall Street Journal, both printed and web editions – has narrated the banking sector crisis, by focusing in particular on the Swedish case between September 2008 and December 2010. I do this by specifically looking at the metaphors used to narrate the Swedish banks during the crisis: I identify and analyse two main metaphors – crisis as illness and crisis as storm – and reflect on the implications of these metaphors in terms of construction of normality and performativity of such a construction. Overflowing from the US and passing through the Baltics, the crisis has shaken the Swedish banking sector: like a virus coming from outside and challenging the immunization system, which had already been reinforced in the early 1990s and like a storm challenging the stability of Swedish buildings. By reflecting on their similarities and differences in narrating the crisis, it concludes by offering a reflection on the different constructions of recovery and normality that these systems of metaphors imply. Whether their performative agency is successful remains an issue open for discussions and reflections.

Portfolio modeling in practice – Experiences of the unexpected
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The Black-Litterman model develops the Markowitz traditional model for portfolio optimization to make it more usable in practical portfolio management. Rooted in modern finance, the research concerning the model is quite traditional in character. Frankfurter (1997) criticizes modern finance for its lack of communication with individuals and argues that the worst aspect of modernity is that research draws conclusions about the motivation of individuals without talking to people about what their motivations are. In accordance with the criticism of modern finance from Frankfurter, MacKenzie (2005) means that the only way of opening a “black box” is to interact with those involved in its construction. This paper aims at opening the black box of portfolio management by interacting with those working with this task. The paper is based on an action science inspired case study concerning the implementation and use of the Black-Litterman model in practical portfolio management at a large Swedish bank. The paper takes an about approach. It is a study about a model within modern finance and not a study within modern finance. It seems essential to extend the analysis of practical portfolio management and use of the Black-Litterman model with a real-world study taking the social and organizational context into account. Such research can add important dimensions to the knowledge concerning the practices of portfolio management. The research takes a constructionist approach and aims at being descriptive while also allowing results of more normative character. Thereby fulfilling some of the demands of organizational finance research described in Blomberg (2005). Results show, among others, that the differences between the practice and what is assumed within theory are fundamental. It also illustrate that the model is not isolated, but is embedded within a social system. Hence, factors outside the model affect the implementation and the use of the same.

Common corporate governance? The irrational quest for a particular kind of market for corporate control
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In this paper, a critical view of the quest for a particular kind of ‘market for corporate control’ is elaborated on the basis of an extended case study of a contested corporate hostile takeover, and a birds-eye view of a number of research traditions. Comparative corporate governance research, increasingly marked by institutionalist rather than neoclassic conceptions and assumptions, together with heterodox macroeconomic theory emphasizing endemic financial instability, are used to build an addition to the case for cultural and political reversal in Europe. This case points away from recently dominant theory and practice related to US/UK financial(ized) capitalism, and pointing towards alternative economic policies capable of generating sustainable, long-term value creation, highlighting the centrality of reconfigured functioning of institutional investors as corporate governors. The global financial crisis of 2008 has brought with it a shift in academic and political discourse on the European level with regards to corporate governance. Following three decades of effective political and interpretative dominance on the part of mainstream financial economists, the foundational notion of ‘efficient capital markets’ as the catalyst for a ‘level playing field’ of corporate governance, has now come into disrepute. Even in the epicentre of globalizing financial capitalism, the official Turner Review (2009) authored by the head of the Financial Services Authority in London, unequivocally declared that capital markets might well be “efficient” but certainly not “rational”. This conclusion should have profound theoretical consequences with regards to corporate governance, as this puts into serious question what the effects are of having (actors on) capital markets govern corporations, especially when such actors are one-sided proponents of the particular discourse of “shareholder value”, to be contrasted with alternative discourse such as that of “stakeholder value”. If capital markets are held to be largely “irrational”, it may be that corporate actors, in their preference for ‘shareholder value’, systematically drive short-term agendas (contrasted to long-term value creation) in implementing corporate governance mechanisms such as complex senior management remuneration packages, board work through formalistic codes of corporate governance, and a market for corporate control through friendly and hostile takeovers. Here, we draw on the growing body of institutionalist literature on comparative corporate governance and heterodox macroeconomic theory, to develop what these theoretical positions may entail for the prospects of converging corporate governance in Europe, limit tendencies to short-termism, and to promote sustainable, long term value creation. With the exemplum of an a contested cross-border hostile corporate takeover, in the institutional setting of Sweden and its particular shareholder friendly corporate governance regime, we illustrate some of the philosophically more informed questions that would probably have to be addressed for any ‘convergence’ to take place. The creation of a “level” and beneficial playing field for corporate governance in Europe would probably, we argue, depend upon a pendulum swing in both theoretical and practical discourse back towards an alternative philosophy of value, thus bringing the Swedish corporate governance model closer to once dominant stakeholder value-ideals.
Prominent dialogues in social entrepreneurship research

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The institutional context of societal entrepreneurship - a comparative study of organizing practices

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In Sweden, a welfare economy where the social responsibilities are shared between the market, the public sector and the voluntary sectors, societal entrepreneurship as a social phenomenon often involves all sectors. Accordingly it is ‘societal’. The way societal entrepreneurship presents itself as organized activities is very much dependent on the institutional setting. Societal entrepreneurship is, for good reasons as a new academic field, often scrutinized discursively and often with contrasting conclusions as regards the need for a unifying paradigm. The field is, though, still lacking systematic empirical research that goes beyond stating that societal entrepreneurship has ends and means which are different to entrepreneurship in the market. The approach we adopt here in order to deal with this shortage is to present a comparative study of two social ventures with similar objectives and activity repertoires albeit operating in contrasting institutional contexts as regards their regulatory agencies and the way they enact societal norms.

Macken is located in a medium-sized town in Southern Sweden. A journalist instigated a local debate on the need for recycling waste. User-value is thus re-created through re-conditioning in workshops staffed by marginalized native Swedes and excluded new Swedes. Over the year this new-venturing logic has for example produced a ‘social’ incubator where new Swedes can test there business ideas, formally as a part of Macken’s operations, only to be allowed to spin out once the operations turn out to be profitable. The City Mission (Stadsmissionen) is a Swedish “ecumenical, non-governmental organization for public benefit”. The City Mission in Linköping is, among other things, running a second hand shop and social enterprises which e.g. produce wooden furniture, clothes and other textile products. Many of the individuals working in the social enterprises are immigrants with a short, or no, formal education which means that they are also part-time students. As a processual phenomenon entrepreneuring, lends itself to a practice approach. Adopting a qualitative, narrative, methodology we will thus especially scrutinize the practices adopted by the two Macken and the City Mission. The practices studies include the internal structuring of activities as regards both governance and hand-on operations, as well as the two social enterprises’ collaboration with different stakeholders in the private, public and voluntary sectors.

The intertwindness of everydayness societal entrepreneurship: Results from a broad interview study

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Societal entrepreneurship takes place in the third sector, but also in the commercial and public sector. Furthermore, the sectors are often intertwined and societal entrepreneurship inter-sectoral (Sundin & Tillmar, 2010, Johannisson et al, forthcoming). As put by Austin et al (2006 p 2) “social entrepreneurship as innovative, social value creating activity that can occur within or across the nonprofit, business or government sectors”. Many empirical examples of societal entrepreneurship focus on “great men”, but we need more knowledge about the everydayness of social entrepreneurship (cf Parkinson & Howorth, 2008; Steyaert & Katz, 2004). This paper aims to illustrate and discuss to what extent and how different sectors are intertwined in everyday societal initiatives on grassroots level. This is done through reporting from interviews with 30 societal entrepreneurs in two small and two middle-sized municipalities in Sweden. The empirical cases cover a broad variety of organizational and legal forms as well as purposes. Operations represented among the interviewees range from rural development and social work to culture, sports and tourism. This diversity in everyday societal entrepreneurship is an interesting result as such. Although analysis of the material is currently ongoing, preliminary results indicate that many societal entrepreneurs strive towards self-sustaining but are most often through different innovative solutions funded by the public sector. Intertwinedness of the three sectors seem more evident in the smaller municipalities. All this will be analyzed and discussed in more detail in the paper.
The social entrepreneurial field contains both the social and economic. These two concepts are often described as each other’s opposites yet they coexist within social entrepreneurship. Social entrepreneurs are challenged to maneuver in this complexity which co-decides both personal and organizational skills needed as well as the learning cultures around these needs. The question is how actors integrate social and economic interests? Through a presentation of the theories of Pierre Bourdieu and Marcel Mauss, the concepts of social and economic capital are described as a basis for the analysis; in this case, the analysis is a theoretical debate, discussing the dichotomy between the social and the economic field. Despite differences, both Bourdieu and Mauss contribute to a sociological/anthropological perspective beneficial to understanding what non-monetary and non-market economic goods are in play on a micro- and meso-sociological level, and the influence this has on the dynamics of social entrepreneurship. The debate in the paper will concentrate on an anthropological understanding of economy, involving the concepts of ‘social capital’ and ‘reciprocity’. This perspective offers its own illumination to the complications seen as a consequence of social entrepreneurship’s positioning between private, social and market values. The debate will also elaborate on the suggestion that there are no free gifts, nor in social entrepreneurship. In this perspective both Bourdieu and Mauss argue that the social field is not subordinate to the economic field, nor is the economic field “uncontaminated” by the social. This paper’s contribution to the social entrepreneurship field is to integrate a new concept, as social entrepreneurship is, with established theories to describe how the concept brings new dynamics and perspectives to established theories such as Bourdieu and Mauss.

Altruism in business - An empirical study of philanthropy in the small business context

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Altruism is a term that is not very widely used in business. An unselfish concern for others does not fit in well with the capitalist ideas of economic efficiency and profit maximization. Over the last few decades, however, there has been growing interest toward corporate social responsibility both in business life and academia. The role of businesses is changing from one focused on profit maximization to one with broader responsibilities. Although businesses are expected to take care of their social and ethical responsibilities, they are not expected to operate altruistically. Consequently, this article focuses on the question: Is altruism even possible in business? The idea of altruism in business, understood as a concern for the well-being of others, is discussed here in the context of small business corporate philanthropy. The studies of corporate philanthropy are still very sparse, particularly in the small business context. Based on 25 thematic interviews with small business owner-managers we argue that reactivity, an emphasis on personal interests, the willingness to utilize philanthropy as part of marketing and a lack of planning are typical of philanthropy in the small business context.

Our study further shows that small businesses should not be regarded merely from the economic viewpoint as a means to owners’ economic benefit, but as more versatile social systems that also respond altruistically to external human needs. Indeed, we argue that philanthropic decisions are sometimes based on altruism and altruism does exist in business. The existence of altruism in the small business context is also a rather unproblematic phenomenon, because of the convergence of the roles of owner and manager. Consequently, there are no ethical problems to donate the firm’s resources to charity, since the small business owner-manager can reflect his/her own values in such business decisions. The growing interest in corporate social responsibility may suggest that philanthropy is becoming a more visible part of business. This does not necessarily mean that altruism in business will increase, and we clearly discovered this in our study. Instead of altruism, contemporary businesses, including small businesses, often emphasize strategic philanthropy. This has become widely accepted as a solution that allows a business to satisfy its philanthropic impulses to contribute to charitable causes while simultaneously serving the economic objectives.

Social entrepreneurship for empowering young adults
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Some studies on local and regional development take an economic perspective (Johannisson, 2007; Westin, 1987). While the economic perspective is important for members of so-called triple helix constellations (Etzkowitz, 2005), such as leading politicians, managers in the business field, and for growth-oriented scholars, these developments are rather top-down oriented and not do not always take on sustainability values or programmes. Social and cultural development, seen as two dimension of sustainable development - economic and environmental being the other two of the often mentioned four dimensions of sustainable development (Packalén, 2010) - enable a bottom-up view on local development thus creating empowerment and entrepreneurship on the local level. This paper wants to shed light on one recently emerging project on social and cultural entrepreneurship called Suburbs in the centre (“Förorten i Centrum”) in the outskirts of Stockholm. The project wants to empower young adults to discuss their identities and then with the help of artists, put them to life in mural paintings. The paper also discusses the project from theoretical underpinnings such as social sustainability, cultural sustainability, and social entrepreneurship.


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What is entrepreneurial ability
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With a broadened understanding of entrepreneurship, moving away from starting and developing a business as a sure sign of it, we believe entrepreneurial ability is an important concept in recognizing entrepreneurship. The authors are partly researchers but also reflective practitioners in the field of support of entrepreneurial development, e.g. through courses and development processes for nascent entrepreneurs, through community development by active citizenship, as well as through projects for disadvantaged people needing entrepreneurial ability for creating a livelihood. From this practical point of departure we are challenged by the question: what is entrepreneurial ability, and how can you recognize its level of development? A question we do not see as yet a distinctive answer in entrepreneurship research that can distinguish itself from other established concepts like empowerment, self-efficacy and the like. Thus the purpose of the paper is to make an effort to make a distinctive conceptualization of “entrepreneurial ability” useful for practitioners, as well as a contribution to entrepreneurship research. Methodologically the research takes a pragmatic approach (Dewey, 1937) where the authors as practitioners perform reflective dialogues in order to articulate and synthesize the tacit, experiential knowledge of practitioners (including the authors) working in incubatory and supportive organizations for entrepreneurial development. Narratives, exemplaries, conceptual cues, metaphors and other visualizations expressing the meaning and character of entrepreneurial ability will be documented and analyzed. As practitioners, we already have some conceptual cues, e.g. Blooms taxonomy of learning (1956) as expressing steps in the development of entrepreneurial ability and this ability as embedded in performance of creative practice (Steyaert, 2007, Sarasvathy, 2003). Methodologically we will keep our cues in suspense in order to listen to the wordings of others. The research includes practitioners at Idea Lab, an early stage university incubator, Macken, a social enterprise, projects with practitioners working with individuals in so called phase 3 placements, as well as experiences in projects by the authors with disadvantaged youth in Nacka municipality, as well as in societal entrepreneurship education. Based on this rich experiential basis, an aphoristic condensation of conceptual practices of entrepreneurial ability will be made.

References

Milestone approach for fund raising of a social enterprise
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A group of researchers had the ambition to do something tangible to solve health problems in rural India. Lead by a passionate Professor they established a Social Society for Entrepreneurship and started selecting and training entrepreneurs for, initially 10, and eventually 15 self-sustainable pilot health kiosks in West Bengal. Researchers from US and Finland were invited to assist the Indian researchers in developing a scalable business model that would extend the reach of health kiosk services throughout India. The ambition to cover all of India means that the researchers have the ambition to develop a chain of several thousand kiosks. They aspire to create a high growth social entrepreneurship venture. Any new venture needs resources to grow from its initial stage to the next level. Traditionally for a venture with profit motive and high growth aspirations, the resources are provided by business angels or venture capitalists. The challenge for social enterprises is that much bigger as the traditional HGV funding sources have not been available as social enterprises are enterprises which cater to previously underserved markets with primarily a social motif. A social enterprise in such a locality that wants to grow to a national or international relevance needs a completely different strategy. In this paper we are analyzing how we as action researchers participate in co-creating a milestone based strategy for the
Experiences from a social entrepreneurship project in Uganda

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Educating and promoting entrepreneurship is an increasingly common way of improving economies and helping less developed countries to reach a higher standard of living. The students of Chalmers School of Entrepreneurship initiated a project within social entrepreneurship in Uganda in 2007. The basic idea was to establish an incubator and in addition share knowledge in entrepreneurship with the people of the village Bubulo. The incubator was powered with solar panels placed on the roof of the incubator and would give opportunity for locals to work also during dark hours of the day. Success factors and success dimensions on which projects are evaluated have been discussed widely in literature together with the analysis of the perceptions of coordinators of international development projects in Sub-saharan Africa (Diallo 2004, Gow 1988). This paper aims to tell the story from another perspective through this specific societal initiative. It aims to show how the different stories and desires of the actors have come together and created something new over time. Through the individual stories from different stakeholders it is possible to understand why the original idea had to be adjusted to the new context and what opportunities this change brought. The paper also deals with the challenge of the expectations and ideas we have of others, put in the context of this project. What can we learn from the meeting between the students and locals? Trying to take the perspective of our unconscious expectations and demands into consideration and include them in the analysis of the interviews with different stakeholders (Mullings 1999). The last part deals with some reflections of what the project contributed with and what we can learn from what was shared in the interviews. The paper is based on a case study which will not be telling one objective truth but rather different narratives presenting the various views of the events (Dawson & Buchanan 2005). Data was mainly collected through interviews in August 2010 but the case has been studied continuously since 2007. By analyzing the case with a narrative approach it will be possible to also include the author’s own narrative as one of the voices describing what happened and including the understanding of how that might affect the interpretations made (Czarniawska 1999, 2004).

On the dark side of societal entrepreneurship - the case of public promotion of small businesses

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As discussed by Johannisson e al (forthcoming) societal entrepreneurship typically take place in the intersection between different sectors of the society. For example New Public Management can be seen as an entrepreneurial initiative to translate management principles from the private sector into the public sector. Entrepreneurship policy can be seen as such an entrepreneurial act stemming from the public sector with a main focus to promote private businesses. The public sector is acting by way of producing policy programs as well as allocating financial resources to carry through these programs. Each year about 10.000.000.000 SEK is spent on direct measures to promote entrepreneurship (Lundström, forthcoming) in Sweden alone. Many of the policy text departs from the presumption that the allocators of financial resources have a capacity to “pick the winners” (Johansson, 2009) which means that they can discern where public money best could be spent on private businesses in order to make them grow and as a result the whole society will be gain by way of a faster growing economy. Much research resources have been allocated towards evaluations of policy programs. The aim of this paper is to summarize the most important findings about the effects in one branch of programs, programs directed towards advising small businesses. Much of previous studies, especially rigorous evaluations, shows no or only marginal effects of these policy programs. Some studies even indicate negative correlations between measures and expected results.
There are also studies indicating a substantial effect. In the paper different explanations to the divergence in the results are discussed. The difficulty involved with performing valid evaluations is one explanation to why results diverge. There is also a need for further research to find out why some programs seem to have an effect while other do not. Earlier research (Bill et al, 2009) indicate that policy program tend to attract recipients even if they don’t expect any effects of taking part in the program. This means that there is a demand for these services even if the there is no direct value in terms of the purpose of the services. This demand could also be related to a discourse of entrepreneurship assuming a value which cannot be verified but instead is a waste of resources.

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Circus, music, theatre in the kingdom of crystal... entreprenörer as a societal, ethical – aesthetic practice?

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Words such as creativity, innovation and entrepreneurship are repeated in these days like a mantra, and the phenomena are viewed as a means to solve varying sorts of problems in our world. This can apply both to business competitiveness and development of the society in general. The aim of this paper is to explore what we can learn from the arts in order to understand the named phenomena? The empirical material comes from an event in the Kingdom of Crystal in Småland where the artist Åsa Johansson orchestrated something what could be named as a multi art work; several artists from different art forms worked together in order to create and perform art in a specific social context. Besides the artists, representatives from both business and municipalities were involved in the realization of the project. Research from some universities was combined with the project, too. This kind of organizing shows an openness to try to find new ways of organizing an artistic event. Consequently, the question arising from the past experiences is to ask what kind of ideas can be thrown to future. How to go further? What kind of experiences this entrepreneurial enterprise has given in order to inspire for future art events? How to initiate a new entrepreneurial project? As Weiskopf and Steyaert (2009) put it, entrepreneurship then can be viewed as ethical – aesthetic practice. It is about connective creativity (Styhre & Sundgren, 2005). There is the desire to find new ways of organizing an event, probably not like “a creative destruction”, but to open up for opportunities that can be unfolded through the everyday practices when people from different spheres are acting, given a commitment. The method for this study is a kind of collage (Kostera, 2005). The text will be woven from different sources. Focus is in open and semi - structured interviews with the artist Åsa Johansson. Secondary material like web pages, research reports and film will be used. Preliminary References Gawell, M., Johansson, B. & M. Lundqvist. 2009. Samhällets entreprenörer. Stockholm: KK Stiftelsen Kostera, M. 2007. Organizational Ethnography. Lund: Studentlitteratur. Styhre, A. & M. Sundgren. 2005. Managing Creativity in Organizations. Houndsmills: Palgrave Weiskopf, R. & C. Steyaert. 2009. “Metamorphosis in entrepreneurship studies: towards an affirmative politics of entrepreneurship.” In D. Hjorth & C. Steyaert. The Politics and Aesthetics of Entrepreneurship. Cheltenham: Edward Elgar

10:14

Voices of the Suburbs - The paradox of social entrepreneurial initiatives addressing vulnerable groups

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“Social entrepreneurship” is used to describe everything from revolutionary leaders in the third world to business innovators starting a socially responsible business in the West. Behind such an eclectic use of the term lies a still nascent field of research in which neither definitions nor approaches have been settled. Grounded on an ethnographic study of the first one-and-a-half years of a social entrepreneurial initiative, the article offers both a perspective on and a definition of social entrepreneurship. Further, it highlights a paradox inherent in social entrepreneurial initiatives aiming at changing the situation of vulnerable groups. Voices of the Suburbs is a social entrepreneurial initiative aiming at introducing mural art as a tool to work with the socio-economically burdened residents of Stockholm’s suburbs, the youth in particular. The paper follows the process from the origin of the idea in similar initiatives in San Francisco, to its translation into the Swedish context, engaging partners, finding initial funds and carrying out a first community-based mural. The paper uses Callon’s notion of the qualification of goods to deploy the efforts of the social entrepreneurial initiative to qualify its target group. Accordingly, the process of engaging partners, searching funds, and refining the initial idea becomes one of defining the target group to be addressed as well as the social change to be pursued. That is, what is at stake in negotiations between funding institutions, potential partners and the entrepreneurial initiative is the qualification of the vulnerable group whose situation is to be changed and the services to be offered to that aim. A paradox evidences here. In order for a group to be deemed deserving social investment, it needs to be qualified as vulnerable, thus performing and reproducing its very vulnerability. In other words, the definition of the target group perpetuates the very issue that is to be addressed, reinforcing the target group’s attachments that the social entrepreneurial initiative will later work at detaching. In sum, social entrepreneurship appears as a process of qualifying both the social entrepreneurial capability (methods of working, competences of those directly involved with the target group, social changed aimed at) and its target group. This process of qualification develops through the building of alliances between the entrepreneurial initiative, funding institutions and other partners.

10:15

Strategies of spreading social innovations: The case of organic farming in Sri Lanka

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Soci(etal) entrepreneurship is often referred to as a process of scaling up - as a process of replication, as a process of spreading a social innovation. However, how do actors themselves conceive of this process? What strategies are pursued by social entrepreneurs wishing to promote social innovation? Moreover, what ontologies of spread are enacted by such actors? This paper reviews research material from an ethnographic study of social entrepreneurship within organic farming, based in Sri Lanka. The text is based on the social theory and theories of innovation diffusion developed by Gabriel Tarde. However, it also follows an ethnomethodological line of reasoning, asking what theories the social entrepreneurs are using when trying to diffuse their
innovations. Thus, the paper discusses the work of three major actors: Social entrepreneurs and NGOs promoting 100% organic farming, the companies selling inorganic fertilizer, and the government-sponsored agricultural structures. The paper also traces the ethnomet hodologies of innovation diffusion back to the American tradition of land-grant colleges and cooperative agricultural extension. It will be argued that this view of social innovation and societal entrepreneurship, following the work of Tarde, will lead us to new understandings of the interface between society and economy, and to a new way of construing the “political” in the economy.

11:01
Implementing diversity work
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Diversity literature talks about the necessity of top management support to successfully implement diversity management in organizations. But what does that mean? A case study of diversity work in a Swedish municipality reveals that top management support can be interpreted in different ways. The municipality puts lots of efforts in its diversity work and almost all managers (and politicians) at top levels talk about how successful the organization is with its diversity work. The managers points to statistics and initiatives supporting their claims. At the same time, the staff doing the diversity work (diversity workers) experiences that the work they do is not supported by the top management for different reasons. This paper will explore further the different experiences of top management support and possible reasons for this. It will investigate how the diversity workers experience the situation and what affect their experienced lack of support might have on the diversity work. In the end, the paper will critically discuss the meaning of top management support for successful diversity work.

11:02
Diversity in Employment Relations – Implications for Job Quality and Job Satisfaction
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In this paper we examine how triadic employment relationships shape job quality and job satisfaction. The use of workers from Temporary Help Agencies (THA) introduces complications into work arrangements by creating a triadic employment relationship between; the THA, the client organization, and the individual worker. The worker is employed by the THA but works at the client organization. Employment intermediaries, such as THAs, have a crucial role in assigning workers to jobs. In matching individuals to jobs, employment intermediaries may facilitate change or preserve inequalities in the labor market. The way THAs reward and assign agency workers to clients have been found to reinforce gender segregation in the labor market. The data we use consist of a survey of a representative sample of workers employed by THAs in Norway (N=2,678). Our main purpose is to examine how triadic employment relations, directly or indirectly through job quality, shape job satisfaction. According to conventional wisdom THAs provide workers with short-term, low-quality jobs, mainly providing flexibility for the employers at the expense of workers. However, in recent comparisons of job satisfaction between permanent and temporary workers, one has reported inconclusive findings, suggesting that agency workers not only have ‘bad’ jobs. By examining job quality and job satisfaction among employees of THAs, we aim to improve the understanding of the role of employment intermediaries and client organizations in the labor market. We conceptualize triadic employment relations into four sets of factors: (1) employees’ role in the client organization, (2) support and time frame in client organization, (3) support and time frame in the THA, and (4) the relations between the client organization and the THA. We examine how these four sets of factors, directly and indirectly through job quality, influence job satisfaction. Measurements of job quality include skills utilization, autonomy, pay, intrinsic rewards, insecurity, and career opportunities. In addition we include to what extent individuals have a preference for temporary work. Preliminary findings show that there is a tendency for client organization being more important in shaping the content of job quality, whereas THAs is more important with regard to job quality reflecting the relation to the labor market. Both of these sets of factors are important to overall job satisfaction.

11:03
Defining and evaluating gender equality - introducing the GEI
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What experience is there in gender equality, GE, and what conceptions do women and men in different parts of the same organization, namely within production and research, have about gender equality? Ways of thinking and talking about GE forms different prerequisites for working for change in relation to GE policies in the company. This paper is based on six group interviews with men and women respectively, in a large transnational male dominated company in technical industry. A gender equality index, a fictive scale from 1 to 10, was created for and used during the interviews. The index was a fruitful methodological invention as it helped participants in different groups to both articulate and interpret GE issues. The different ways of thinking about gender equality showed for example in the answers to the question of whether the company should try to recruit more women. The female research scientists have a positive attitude to recruiting more women. They believe that the management should lead the way by bringing in more women at the top thus creating a symbolic value for the entire company. The male research scientists are also positive to a more even gender distribution. However, they often hedge themselves by adding that this must be built from below and that competence is important. The women in production are very positive to more women in all types of positions and especially amongst managers. The men in production are positive in principle, but reserve themselves for hindrances existing with the women themselves and with the company. The view of GE within the company can be interpreted and summarized in a few points: • Women see that gender equality results in increased competence • Women in all categories are positive to the company trying to increase the proportion of women • Men see faults in women and therefore perceive a risk that competence requirements will be lowered with gender equality • Women feel guilt when faced with investments in gender equality and are forced to prove their right to position through performance and loyalty to the culture • There is a divided attitude amongst men in general; in principal, they are positive to gender equality but perceive greater competition and a loss of opportunities, confirmation and culture. Problem areas identified in the study, and discussed in the paper, include gendered notions of competence, consequences of homosocial cultures and the impact of management on GE initiatives.
A Swedish re-production: doing diversity work at a large manufacturing company

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A Business Case for diversity - appeared in the context of the U.S. - asserts that "Diversity pays!" A company will improve its business performance by implementing changes designed to increase its "workforce diversity" and improve the management of its resultant "diverse workforce" (e.g., Litvin, 2000; Trux, 2010). Institutionalization notwithstanding, recent studies find that the transport of US-born management vocabulary and texts into new territories does not result in local cloning of US concepts, reasoning, and practices. Instead, local, socially embedded actors appear to transform the meanings of imported vocabulary and rhetoric into meanings and practices particular to their own personal agendas as embedded in their organizational and societal contexts (Omanovic, 2009; Meriläinen, et.al 2009). This essay presents our critical discourse analysis (CDA) of an organizational change initiative at one site of conflict and ideological struggle over meaning about "diversity", a well-known, historically Swedish company. In need of strategies by which to achieve the company's "stretch" goals, the Top Management Team (TMT) committed the company to a centrally-coordinated, company-wide change program intended to improve its ability to "capitalize on diversity." Through its Diversity Director, the TMT attempted to "manage" this change initiative by channeling all business units onto "the same page" through the dissemination of a common set of diversity meanings and planning templates. Nevertheless, six months into the initiative, participating business units' adoption of these meanings and application of these templates varied greatly. To make sense of this variability in business units' implementation of its Diversity Business Programme, we assembled primary data, made up of relevant taped, transcribed meetings and personal interviews, and observational field notes created by one of the authors. Consistent with our CDA approach, we also collected relevant Swedish governmental and European Union publications, newspaper articles, and the company documents. These secondary data helped us put together a picture of the historical and contemporary social, economic, and political forces at play in Sweden and within the company at our time of interest.

Discourses of gender and inclusion: using women to make peace sustainable

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This paper discusses the introduction of gender advisors in the army in order to problematise the discourses of gender, diversity and inclusion in the corporate world by comparing their construction in the two settings - the army on a UN mission and work organisations. The UN has relatively recently voted a resolution, resolution 1325, introducing a gender perspective in the processes involved in preventing war and in working for peace. Women are, as known, often victims in war conflicts on several levels (from systematic rapes to more subtle violence) and, even when the UN intervenes, their situations do not necessarily improve. Not only women's precarious situation has previously not been taken into full consideration, but they have not been actively involved in the process of re-building a society after the war conflict ended, which can be considered an undemocratic way of treating a population. The Swedish army has therefore started working according to this resolution and established a position labelled "gender advisor" as part of the force sent to countries in which the UN troops are active. This paper builds on an interview with a person that has served as gender advisor in Afghanistan, and more in general on documents regarding resolution 1325, in order to analyse how this work for emancipating and protecting women is described and legitimised. While arguments built on ideals of democracy and equality may be mobilised, it is striking how the language of inclusion as an efficient solution is drawn on, something that can be seen in parallel to the move from discourses of gender equality (claiming that equality is to be striven for because it is ethically right and is achievable if structures are considered and changed) to discourses of diversity (often based on an efficiency perspective promising higher results) in the corporate world. A gender perspective is thus seen as an effective tool for a more efficient work for establishing peace, making peace more sustainable and making the UN troupes work safer and easier. Implications are discussed.
Feminist organisation studies and cross-cultural management: contributions from a dialogue
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Under the heading of “diversity management” or “inclusive leadership”, studies and trainings on the management of gender and national culture differences meet. Contributions of both feminist organisation studies (fos) and cross-cultural management (ccm) research are combined. Yet, these two research streams present striking differences on the way they view gender, culture or power. For example, culture is almost exclusively talked about as national culture in ccm, whereas in fos, it is as organizational culture. Gender is a key element of fos but insignificant in ccm. Power differences are core to fos analyses, but considered as a culture contingent variable in ccm. Researchers and practitioners of both fos and ccm already meet in forums, on-line discussions and conferences, yet, they may not fully exchange and use the learning potential of these various views. This paper is an attempt to examine how an active and respectful dialogue can foster a creative and productive conversation between fos and ccm. It is a theoretical piece. It builds on an accommodating ideology in favor of multi-paradigm studies. In other words, it posits that fundamentally different views on science (as it may be found between ccm and fos) can be contrasted and lead us to learning. With a special focus on the themes of culture, gender and power, the paper examines how, in particular, ccm can contribute to fos. The paper is structured as follow. In a first section, terminology (fos and ccm) is clarified and limits the range of studies that are considered. Then, the ideology in favor of a dialogue between the most different views on culture, gender and power that can be found between fos and ccm is explicated. A second section presents the respective views on culture, gender and power in fos and ccm, with an emphasis on the way ccm differs from fos. The dialogue that is engaged in the third section underlines how ccm can contribute to fos, especially regarding the theorization of cultural/societal change and the cultural relativity of fos’ view on power and its research agenda. In fos, a strong focus is placed on processes and change, when ccm centre on stability. In view of ccm, fos could better explain societal stability if it considered national culture. Another contribution from ccm is to reveal to fos the cultural contingency of its views on power and its research agenda on change.

Breaking the illusion: The gender diversity paradox in Norway
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Gender diversity as a topic has attracted much attention over the years, and this begs the question: What is left to say about it? This paper presents a literature review which identifies some of the points that have been made, and “truths” that have been established, about gender diversity in general and gender diversity practices in particular. Researchers and company leaders alike seem to agree that gender diversity is something that there is too little of, but that there should be more of. Diversity has a moral side to it; we should believe something that there is too little of, but that there should be more of. Diversity has long been of interest to organizational scholars and practitioners alike; in part, because we acknowledge the importance of recognizing and encouraging diversity, but have had neither success in understanding the diverse workplace nor implementing effective diversity management policies. This paper argues for an alternative approach to understanding organizational diversity – one that seeks to position diversity as a form of organizational practice best understood from a relational standpoint. This perspective indicates that diversity practices often result in organizational irony, paradox, and contradiction and calls for a revaluation of these precarious positions. An analytic lens rooted in theories of organizational irrationality may further understanding of the paradoxes and contradictions of diverse organizational life and develop productive responses to these. Organizational irrationality, or the everyday practices that pull organizational members in different and sometimes competing directions, is a constitutive building block of organizational processes and structures (Putnam, 1986; Stohl & Cheney, 2001; Trethewey & Ashcraft, 2004). Importantly, organizations are ripe with contradiction, much of which goes unnoticed or unacknowledged by members, but nevertheless impacts their ability to work. Upon recognition, members’ initial response may be to neutralize the irrationality for fear of its negative consequences. Yet organizational irrationality can be productive. As such, adopting an organization-irrational analytic framework situates organizational members as agents within the organization and can, therefore, highlight the emancipatory potential created by irrationalities. Viewed thus, irrationalities become opportunities for organizational transformation (Martin, 2004; Tracy, 2004); for viewing diversity as relations rather divergences. The paper develops the irrationality approach to diversity and highlights its analytic potential through a comparison of two NGO/public service organizations that operate within the larger field of civil education. Diversity (management) is both a challenge and a goal to these organizations, Head Start in the United States and Folkevirke in Denmark, wherefore they may serve as apt illustrations of the interrelations of irrationality and diversity in organizational practices.
This paper aims at describing how and why certain cultural organizations narrate the ways in which they organize or plan to organizing diversity issues in their workplaces. The main focus is on examining and analysing the concepts (on diversity and identity) and their possible implications to the purpose of integrating individuals and groups with minority status to the Swedish society. Specifically, the questions dealt in are: whether and the extent to which what cultural organizations say they do and what they in fact do lead to the formal purpose of integrating individuals with minority status to the societal cohesion (expressed as integration in the Swedish debate)? Formulated a bit differently, what knowledge is required - relevant, useful, constructed - if cultural diversity processes (projects, debates, panel discussions) lead to sustainable diversity, or sustainability? The main research question is: Can it be considered to be a gap between official rhetoric and implemented practice of diversity in cultural organizations? How to relate transnational processes with local cultural diversity initiatives and practices? The first impression was the loose link between rhetoric and practice but when we consider the variety of different organizations we could find that some organizations work with diversity and inclusive practices without using the official concepts and rhetoric. In this paper, by “cultural organizations” are meant those publicly financed organizations working with theatre, museums, the opera, and arts, and which are required by the state to include diversity initiatives in recruiting, maintaining, and developing employees with minority status in the workplace. Diversity is described here as a context-sensitive, relational as well as power-laden. The method consists of interviews and data gathered from four conferences conducted under the general topic of diversity and integration. Much of accounts (data) were video-filmed with the permission workshop and conference organisers as well as individuals speakers. A preliminary transcription is being made from which certain patterns on the way diversity practices are reported can be identified

12:01

A steady paycheck and self-employment: An empirical study of hybrid entrepreneurs in the creative industry

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This paper focuses on a new kind of workforce: hybrid entrepreneurs (Folta et al. 2010) who, according to the scanty existing studies, recognize that one job are not the only option. This paper aims to elucidate who becomes a hybrid entrepreneur and how they allocate their time between wage work and self-employment. In contrast to previous studies, we rely on primary data. Thus, questionnaires were sent to all sole proprietors in the creative sector in a rural district of Sweden. A multinomial logit model was used to test for hybrid entry using variables such as income, employment situation (both as wage-worker and self-employed), family situation and other demographic data. The basic premise of existing studies on hybrid entrepreneurs is that individuals often transit incrementally toward entrepreneurship by retaining their wage-work while gradually entering into self-employment without losing the face if something were to go wrong with the company (Petrova, 2005; Delmar et al, 2008; Folta et al, 2010). In addition, the empirical settings of these studies consist mainly of white male wage-workers simultaneously self-employed in high-tech, knowledge intensive sectors. This paper builds on existing studies by focusing on the creative sector. In addition, individuals included in the sample were chosen regardless of gender and socio-cultural or ethnic background. While previous studies show that the decision to choose between corporate career and entrepreneurial self-employment as opportunity cost, it is shown in this paper that hybrid entrepreneurs are individuals who take advantage of the best of both worlds: A steady paycheck with a full-time career and the fulfillment and wealth building that can be achieved through new business ownership. In addition, we recognized in this study that entrepreneurship is a scholarly field that embraces many diverse themes linked by an overarching focus on leveraging innovation, taking proactive initiatives, and accepting and managing risks to create value. The appeals of entrepreneurship typically include financial rewards, independence, and a strong sense of achievement. Some implications of this study are that it has broadened the scope of the concept of “entrepreneurship” to reflect modern realities, thereby helping us to make sense of this ever-changing world and succeed within it. Furthermore, this study has profound implications for policy makers that make regional development interventions.
Entrepreneurial success: The resolution of multiple identity conflicts

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Role identities constitute an essential aspect of the means that guide entrepreneurs’ behavior (Sarasvathy, 2001). Entrepreneur’s identity is largely defined and bounded by roles played in society and by membership in social groups (Tajfel & Turner, 1985). The inherent linkage between identity and action enables exploration of entrepreneurial practices. With increased salience of the role identity, there is a heightened awareness of the behavioral expectations ascribed to that social role. It has been shown that individuals maintain multiple role-identities (Pratt & Foreman, 2000) and conflict between those identities occurs when the behavioral expectations associated with two or more salient but distinct role-identities diverge (Settles, Sellers, & Alphonse, 2002). In this paper we suggest that there can be an inherent conflict between on the one hand the role identity of a successful entrepreneur providing radically new offerings to the market and on the other hand the role identity of a businessperson well adapted to the rules of the game of the local arena. Using comparative case methodology in Scandinavian, high-quality, rural restaurants where the owner and chef represented the entrepreneur experiencing the identity conflict we explore how entrepreneurs resolve conflicts between multiple role identities and how these actions influence outcomes of the entrepreneurial process. These gourmet restaurants are operated by chefs with strong professional identity, but rural restaurants also stress their local origin expressed through e.g. the use of local ingredients and recipes. Thus, the rural gourmet chef not only has to find a way to reconcile the professional identity with the role identity of an entrepreneur, but also with the region-based identity. Our analyses find that entrepreneurs are likely to experience both strong professional and local role identities and that their ability to resolve potential conflicts between these roles is closely related to the success of their businesses. This paper provides a basis for understanding the importance of entrepreneurs’ role identities for new venture development. We suggest that the resolution of conflicting identities is a major challenge for entrepreneurs who pursue new endeavors and that the successful resolution of such conflicts is crucial for innovative outcomes. Thus, resolution of role conflict provides a novel perspective of examining entrepreneurial success.

From opportunities to business models - an effectual approach

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Extensive research from several academic fields has investigated discontinuous innovation and the roles of incumbents and entering firms during times of change. An emergent unit of analysis in this debate is the business models applied by the firms (e.g. Cheshbrough, 2010, Magretta 2002). The concept of business models has been both questioned and criticized by management scholars (e.g. Porter 2001) and it still lacks of a consistent framework. However, practitioners have used it extensively since the dotcom era and it flourishes in the daily practices of technology entrepreneurship. According to Doganova & Eygquem-Renault (2009) “…investors and entrepreneurs continue to consider it a key ingredient of their economic endeavors” (p 1559). Within entrepreneurship literature, the creation perspective on opportunities is gaining in popularity. Researchers in this stream challenge the traditional notion of opportunities existing ‘out there’ ready to be discovered by people who possess idiosyncratic information (e.g. Kirzner 1997). Instead they argue for opportunities being created by observing how consumers and markets respond to entrepreneurial actions and emphasize the importance of information and knowledge generated from the process of enacting an opportunity (e.g. Sarasvathy 2001). This ‘inventing-as-you-go-along’ approach to opportunities has proven to be especially applicable in altered and unpredictable technological environments. The challenge for any firm in such an environment is also to [re]develop its business model in order to capture value from the new opportunities associated with the technological change. In the strategy literature, the business model design is described as instrumental to the commercialization of opportunities and will hence determine the success or formation of the firm (Teece 2010, Sosna, Trevinyo-Rodriguez et al 2010). However, within the field of entrepreneurship research little has been done to explore the role of and interplay between opportunities and business models (e.g. George & Bock 2011). This paper seeks to address this gap by investigating how and why business models emerge from enacting entrepreneurial opportunities and why business models are perceived so important from the practitioners’ point of view. The paper draws on empirical insights from a study of established and entering firms in the Swedish video game industry – a sector currently undergoing disruptive technological change.

Entrepreneurial universities seeking new ways to commercialize science: The case of Uppsala university’s AIMday

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Swedish universities are increasingly required to play an entrepreneurial role in supporting innovations and the government recently mandated them to actively contribute to the national innovation system. Swedish universities reacted to such regulatory pressures with the creation of "offices of technology licensing" and holding companies. The purpose of these new entrepreneurial organizations is scouting commercially relevant scientific discoveries among researchers and commercializing them by licensing a patented technology or spinning out a company. However in the Swedish context, characterized by the so called "teacher’s exemption", this linear process for commercializing science depends strongly on the disclosure of discoveries from scientists to the offices of technology licensing. This approach can be viewed as "reactive" and leaves a restricted room of maneuver to universities. Therefore, as an alternative to this reactive model, Uppsala University introduced recently a more "proactive" approach aiming to create long-term cooperation platforms with industrial partners. The purpose of this paper is to analyze a key component in this proactive model called AIMday (Academy Industry Meeting day): instead of waiting for a discovery disclosure, the purpose of AIMday is to arrange a platform that enables common interests between scientists and companies to be identified through open discussions around questions formulated by companies. In this way, scientific knowledge can come to a direct utilization within concrete cooperation projects involving industry. Most research on entrepreneurial universities and commercialization of science focuses on the traditional linear
Riskkapital och akademiskt entreprenörskap
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Den diskussion som förs kring kommersialisering av akademisk forskning fokuserar ofta på svårigheter att i tidig fas få tillgång till finansiella resurser. Ibland kan man forledas att tro att tidig marknadskoppling endast handlar om tidig finansiering. Inte minst gäller det för många aktörer i de innovationssystem som byggs upp kring universitetet och högskolan att de gärna återkommer till behovet av en ökad tillgång till riskkapital eller såddkapital för tidiga faser i entreprenörssprojekt som har sin bas i akademisk forskning. Också i forskningslitteraturen är det svårt att finna texter om akademiskt entreprenörskap som inte samtidigt behandlar frågan om finansiering av de tidiga utvecklingsfaserna. Därvid handlar det till allra största delen om tillgången till venture capital, m.a.o. exteriört ägarkapital, men även samhällets medverkan genom såddkapital i form av bidrag och lån brukar tas med i beskrivningen av det finansiella systemet. Samtidigt kan vi konstatera att kunskapen är begränsad vad gäller intresset för att investera i projekt som knoppar av från högskolan hos aktörer inom riskkapitalområdet och hur detta intresse hänger ihop med erfarenheter från de investeringar som gjorts. Med tanke på det stora intresse som under många år visats den akademiska forskningen som leveranter av ny teknik och nya företag och det fokus som lagts på tidig VC-finansiering samt den relativt dåliga kunskap vi har om denna koppling, så finns det skäl att skaffa bättre kunskaper om hur VC-aktörerna ser på ett engagemang i företag som baseras på forskning från högskolan. Inte minst kan detta motiveras av statens ökade satsning på att skapa innovationsstödande miljöer runt universiteten. En viktig fråga för studien är hur de innovationsframjämmande aktiviteterna i sådana system påverkar det professionella riskkapitalets syn på sin roll och sitt engagemang i särskilt tidiga faser av entreprenörssprojekt med bas i akademisk forskning.

Projektets syfte är att bidra till vår kunskap om vad som påverkar relationen mellan riskkapitalister och entreprenörssprojekt med bas i akademisk forskning, med ett särskilt fokus på riskkapitalisters attityder och bedömningar av projekt med sådant ursprung. Huvudfrågor:
- Vilken bild har man av den akademiska forskaren och dennes roll i kommersialiseringssprocessen?
- Vilka är de speciella övervåganden som görs vid kontakter med akademiska entreprenörssprojekt?
- Hur ser man på medverkan från det universitetsnära innovationssystemet

Entrepreneurs or not: How do operators for small horse based industries in Iceland define themselves?
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The fragmented and not so apparent yet entrepreneurial horse related activities in Iceland have been developing considerably in the last years. The number of horses per person in Iceland is extremely high compared to other countries. In the region in Iceland with the highest density of horses there are 2600 horses per 1000 persons. In that region and throughout Iceland there are many legendary stories on horses and the entrepreneurs of horse breeding activities. There are also many examples on increased professionalism and business development in the field. The development is also characterized by efforts in education and research for decades, with two universities that focus on agriculture and both with specialization related to horses. Horsemanship in Iceland is for many not just a hobby, but increasingly a profession and a business. But very little is known about this development. The research of horse related entrepreneurship or the horse industry in Iceland has so far been very scarce. A research that has been done among operators in horse based tourism in Iceland indicated that they perceived their full time horse related activities more like a way of life than as a business. A common fact seemed to be that they had started a business to be able to have their horses, rather than to make it into something more than just a living. Similar findings have emerged globally among entrepreneurs in horse based tourism. Nevertheless we see a clear development in Iceland towards a well functioning horse related industry. But how in fact do the operators in various fields of the Icelandic horse industry define themselves and their businesses? And how does it affect the management of their businesses? Those questions are among subjects of an ongoing research on Icelandic horsemanship as an industry. This subject is propulsive, as research findings have indicated low profitability of businesses within the horse industry world wide. The aim of this research that is presented here is to take a further look and analyze how the entrepreneurs in the Icelandic horse industry actually experience and define their role within the industry; whether they see themselves for example as managers, entrepreneurs, farmers or “horsemen”. Indeed we want to look at this development with an open mind and take into the account the unconventional wisdom that perhaps guides the individuals and collectives that truly are active and building up horse related industries in Iceland.

A practice perspective of transgenerational entrepreneuring in the context of a family business
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Entrepreneurship is starting to gain recognition in the field of entrepreneurship (Johannisson, 2009; MacMillan, 1986; Steyaert, 2007). In the field of family business the family members influences on the business has been overlooked (Dyer, 2006; Litz, Pearson, & Litchfield, 2011; Rogoff & Heck, 2003). This paper explores entrepreneuring in the context of a family owning a business, through a case study using interviews over four years and shadowing, during a shift of CEO. The empirical material is part of my dissertation study. Entrepreneurship is conceptualized through Bourdieus’s praxeology. This paper argues that entrepreneuring becomes
part of the owning family members life, where practices are
directed but not determined by their transgenerational habitus.
Through socialization, preferences of flavor is embodied
and the way of thinking in countering is shared within the
family. This paper contributes with defining social capital as
membership of a group, suggest cultural capital being the
practices of family habitus, and embrace and ontology of
becoming in the field of family business.

12:09

Doings in Strategic Entrepreneurship - A study of how practitioners draw on practices in the opportunity- and advantage-seeking process

Nietzschean transcendence as core entrepreneurial challenge

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In accordance with the agenda of track 12 we like to challenge the conventional view of entrepreneurship by stressing the importance of entrepreneurship in established mid-sized to large firms and their ability to drive growth and economic change. Entrepreneurial action is becoming more dependent upon new products and new markets to satisfy unrecognized and unmet customer needs. In this area, there are those who suggest it is larger firms that are most successful in commercializing new products and enter new markets, not start-ups and small firms as the conventional view of entrepreneurship often stress. In our paper we take on a view of strategic entrepreneurship (SE) when discussing entrepreneurship in established firms. SE can be seen as a process containing entrepreneurial action (opportunity-seeking) with a strategic perspective (advantage-seeking). The relationship between strategic and entrepreneurial action are not a new phenomenon, but it has only recently been crystallized into a construct of practice through SE. The concept is seen as important, thus effective SE practices result in managers being able to balancing between opportunity- and advantage-seeking. However, the field of SE has left out the practitioner and their doings. Therefore we suggest the use of strategy-as-practice and the concepts of praxis, practice and practitioners in order to learn more about SE practices in firms. The data is collected from 4 firms in Sweden in interaction with practitioners. Another, conventional view in entrepreneurship literature is also to separate the Shumpeterian and Kirzian view on creation and discovery of opportunities. However in our data we have found that firms, that can be seen as part of the SE-process, have a practice of combining the two of them i.e. they are both trying to achieve advantages by the discovery as well as creation of an opportunity. Another practice we have found connected to the aspect of growth and profitability is the use of consultants to stay agile, by the hiring of consultants firms can expand or slim down quickly. Furthermore, there is a practice to have close connections with Universities to secure availability of right competences. Last, an example is a practice to work close with the customers in product development in order to continuously renew existing product range and/or create new to the market products.

12:10

Nietzschean transcendence as core entrepreneurial challenge

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Over the last thirty years or so, an enterprising discourse has taken a firm hold over western society, and its corporate landscape (see e.g., du Gay, 2004). Entailing a shift away from bureaucratic organizing ideals towards enterprising and entrepreneurial as means for reform, the manager-gone-entrepreneur has thereby entered center stage, and often been hailed a universal remedy to stagnating business operations. Constantly on the look-out for opportunities, willing and autonomous enough to venture into unexploited, highly uncertain territory, the competence and risk-willing mindset of the manager-entrepreneur has been posited as an asset capable of vitalizing private as well as public organizations, quite regardless of either size or scope of the affairs. Having entered a hegemonic position in contemporary society such an enterprising discourse has of course not been left unproblematized. The critical voices that have addressed it appear to have commented mostly, however, on either macro-level issues concerned with its effects and consequences for public management practice. Or on micro-level issues concerned with peoples’ experiences of being subjected to this kind of discourse—and to the exploitative dynamics supposedly inherent to it. In contrast to these two major stands of debate, we concentrate in this paper on how such an enterprising discourse, during the 1980’s, came to manifest itself in the upper management tier of privately held Swedish shipping company Salén Invest. Providing a retroactive interpretation of
how the organization was shattered by all too entrepreneurial, risk-willing managers, and of how various ventures rose from the ashes through the relentless efforts the same managers-entrepreneurs, the paper takes to discussing the ambiguity involved in the entrepreneurial ethos of ‘keep going’—how the enterprising spirit involved in relentless pursuits for autonomy, leaves wretched villains in its wake.

12:12
Entrepreneurship in the shade of a multinational corporation - a story of fancy footwork
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This paper takes a case study of an engineering company named FlexLink as a point of departure. The company, that produces conceivable applications of conveyors in industrial settings, has no production, no stock and no distribution within the legal boundary of the firm. It has developed as a network organization with organic growth both in the shade of, and ahead of, the global multinational corporation, from which it springs. In order to understand the emergence of this network organization, and the visionary and strong entrepreneur who maneuvered it to where it stands today, and its rationale, we elaborate on a dialectic model of thesis, anti-thesis and synthesis. We also discuss the rational and rhetoric explanation of the organization’s emergence through the examination of critical incidents as well as reactions towards more structural limitations and restrictions, as well as windows of opportunity in the shade of the multinational corporation. This article brings up a case of an extreme outsourcing strategy that has been depicted as an internalized business concept, but in our case study the rationale and the current picture is continuously undergoing change. In the analysis we also show how the emergence of the organization can be understood in the light of theories on Schumpeters concept “creative destruction” as well as in terms of the structuration and the process of change as a duality between actor and structure. In this paper we argue that the emergence of FlexLink can be described as dialectic interplay. The network structure emerged by opposition to the mother company’s rigid structure and ideology. In the story of emergence it seems to be the unforeseen consequence of tactics played by one single and dominant actor, navigating in the early days to circumvent obstacles of internal policy. Thus the new organization emerges as an antithesis to the corporate policies and modes of operation. The new business was not produced according to a pre-established strategic plan, but rather evolved from a spirit of contradiction and a more or less explicit revolt and ambition to act differently. One important contribution from this study is that entrepreneurship has many faces and applications and also describes the practice of the entrepreneur as a problem solver and a master of fancy footwork. This is elaborated in the paper together with a contribution from this study is that entrepreneurship has many faces and applications and also describes the practice of the entrepreneur as a problem solver and a master of fancy footwork. This is elaborated in the paper together with a.

In particular we will focus how the perception of negative consequences of growth is made visible in their talk. We will also analyse whether there have been any changes in their ‘growth talk’ before and after the programme.

Design/methodology/approach - A discourse analysis was conducted based on interviews with nine Finnish female entrepreneurs/self-employed participating a training and development programme. The interviews were held before and after the training programme.

Findings - The results of a discourse analysis of nine Finnish female owner-managers show that they are capable of illustrating the ways to achieve growth even if they are not aiming at doing anything about it. The entrepreneurs may be capable of understanding, for example the need to new recruits and entering new markets, but at the same time they are constrained or motivated by their own key role in the firm, which does not allow growth. For many of the participants independence and the freedom involved in entrepreneurship was motivation for becoming an entrepreneur, and they wish to simplify life by keeping their business small and more easily manageable.

Research implications - The results from the study are informative for theorizing about growth, especially for understanding the link between the individuals and growth. Practical implications - The results demonstrate why not all entrepreneurs perceive growth as important and under which conditions growth is framed as an important goal for the firm.

Originality - This paper makes a contribution to research on firm growth by analysing it from the perspective of the individual decision-makers, rather than as an intentional growth strategy of the firm. In addition, focus will be given to the understanding of negative consequences of growth as perceived by the female entrepreneurs. Finally, the study will contribute in developing understanding whether the training programmes can influence the participant views of growth or whether they are arenas for reinforcing their perceptions through the social exchanges between the participants.

Key words: Growth, women entrepreneurs, discourse, Finland

12:14
Hur ser kvinnor på tillväxt? Visst de brinner, men inte bara för sig självt
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Both networks end due to lack of funding. Critical factors besides financing were such as organizing, leadership and the focus of activities within the networks.
The theoretical field of project management and temporary organization has developed considerably in the last decade or two. The literature has expanded and the field is now more comprehensible and accessible than before. Temporary organizing has indeed become a well known and frequently used approach in the structuring of organizations, although it has not made redundant the more conventional forms. The aim of this paper is still not to go into details with the strengths or weaknesses of temporary organizing as a structural phenomenon, but to explore what needs to be considered and understood about temporary organizing and projects when considered in terms of strategy and strategizing. What is known about strategies of projects and temporary organizations and to what extent can projects and temporary organization be seen as strategic instruments. The connection between strategy and organization is well accepted and each one as been explained in metaphorical terms as either the left food or the right food in a journey to a destination, one comes after the other and it is difficult to say in what order. The research question is therefore what is known about this relationship between temporary organization and strategy. Strategy generally outlines what is to be achieved and how, where, with what, for whom, when and why. Organization is generally understood as the way strategy is implemented or realized. As strategizing somewhat combines strategy and organizing, the main curiosity in this paper is to explore and discuss this phenomenon of strategizing in temporary settings. Is there anything that could be seen as temporary strategizing and what value could such a conception bring to the study of temporary organizations.

**Strategies within public organization projects**

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Big projects in local governments are often criticised for being risky and uncertain when it comes to expected incomes, costs and future use. They are also criticized since they often take longer to establish than expected (Flyvbjerg et. al 2002). Even so, the projects are carried through based on vague motives e.g. that the projects will create ‘identity’ that will attract visitors, investments and new citizens. Thus, what makes a local government stand out in contrast to others is difficult to determine in advance. The paper discusses explanations to why the projects get established after long planning processes due to the vague motives and how actors use different strategies to carry them through within the project organization. The paper is based on a case study of three local government projects that took place in the western part of Sweden; a shopping mall, a tourist establishment and a yearly culture event. A starting point is that part of the explanation to why the projects get established lies within the organization of the projects, i.e. temporary organizations that occur around the project’s legitimacy during the preparation phase of the project. The rich empirical data for the case study is drawn from public sources. The results of the study increase our knowledge of the use of legitimation strategies in projects with fragmented institutional environments. Based on the empirical analysis, various legitimation techniques, ranging from more passive conformance to more active selection and manipulation strategies, are identified. The involvement of former high-level politicians from affected countries, systematic engagement of salient external stakeholders and the change of the originally planned route of the pipeline serve as examples of the project’s legitimacy enhancing efforts. The results of the case study also reveal how the employed legitimation strategies were skillfully tailored to fit the institutional logic of each affected country.

**The establishment of legitimacy under conditions of complexity: the case of the international project**

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Literature on large projects asserts that legitimacy is a central resource on which projects are dependent for survival and that legitimacy should be strategically managed throughout the project lifecycle. The issue of legitimacy management, however, is particularly complex in the context of international projects that cross national boundaries and involve a host of stakeholders and institutional environments, each with their own operating procedures, rules and norms. In such fragmented project environments, the multiplicity of legitimacy dynamics requires skillful employment of legitimacy management strategies. Legitimacy management refers to techniques that ensure that the project is perceived as desirable, proper and appropriate within its cultural context, i.e. is socially accepted. Despite the central role that legitimacy plays in large project success, scant attention has been devoted to empirically identifying and describing managerial techniques that are used for gaining project legitimacy. By drawing from stakeholder and legitimacy theory, this study addresses the process of building legitimacy in the context of an international project. Through an empirical case study of a unique and contested natural gas pipeline project Nord Stream (from Russia to Germany), we identify and describe different strategies that were employed to build the project’s legitimacy during the preparation phase of the project. The rich empirical data for the case study is drawn from public sources. The results of the study increase our knowledge of the use of legitimation strategies in projects with fragmented institutional environments. Based on the empirical analysis, various legitimation techniques, ranging from more passive conformance to more active selection and manipulation strategies, are identified. The involvement of former high-level politicians from affected countries, systematic engagement of salient external stakeholders and the change of the originally planned route of the pipeline serve as examples of the project’s legitimacy enhancing efforts. The results of the case study also reveal how the employed legitimation strategies were skillfully tailored to fit the institutional logic of each affected country.
the Constitution of the Republic of Iceland. The assembly was supposed to meet on 15 February 2011 and work for up to 4 months. Three people challenged the legality of the elections and on 25th January 2011 the Supreme Court ruled that the elections were illegal and not valid. On 24th March 2011 the Icelandic Althingi approved a parliamentary resolution stating that an advisory Constitutional Council should be appointed by Althingi to review the constitution and the members of council should be the same that were elected in the elections of the Constitutional Assembly. The first meeting of the Constitutional was 6th April 2011 and it is to deliver the Council’s propositions of a new constitution to Althingi by the end of July 2011. Many interesting questions arise regarding the Constitutional Council. It would for example be interesting to study this as one step of development of the constitution or one of many consequences of the financial collapse in 2008. In this paper, the focus is on describing the Constitutional Council as a temporary organization, including how it decided to work on the task it was given. The paper gives an overview of this unique and truly temporary organization and provides some general comments, but does not analyse it using some particular theories.

13:05

**Educatig in Project Management: an innovative approach. A shared-experience among Spanish Universities**

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This work presents an educational formal initiative aimed to monitor the acquisition and strengthening of competences by students that are being taught in project management subject. Groups of students belonging to three universities, embracing different knowledge areas such as engineering, biology, etc., were selected to run the experience. All of them had nevertheless a common and basic starting point: inexpeience in project management field. Educating in project management is a challenging matter under new higher education Bologna framework. A main reason is due to the fact that problem-solving approach has been considered traditionally as only-one-right and well-defined solution. As a result, student competences acquisition has been deeply characterized by years of training on detailed technical problems and specific solutions. Time constriction is another issue from educating point of view. Course length is just 4.8 ECTS, a short time considering the lack of experience on this matter and the fact that the students have to share their effective time with other subjects requests. In this scenario, we propose a new theoretical and practical approach oriented to reinforce problem-solving and related competences in a project management subject context. For this purpose, a Project-Based Learning (PjBL) initiative has been specifically designed and developed. The main idea is to bring a real-world engineering project management case into the classroom, where students must face up to a completely new learning approach —groups in different locations, collaborative mode and unspecified solution— supported by a powerful internet platform: project.net (http://www.Project.net). Other relevant aspects such as project climate, knowledge increased, have also been monitored during the course. Results show and overall improvement in key competences. The obtained information will be used in two ways: to feed the students back about personal opportunities for improvement in specific competences, and to fine-tune the experience for further initiatives.

13:06

**A master program in project management: Experiences from combining hard and soft skills**

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Project management skills are needed in a growing number of areas, all with specific requirements regarding technical, social and emotional competencies. Still, the vast majority of project management training is focusing on basic tools and techniques, emphasized in standards suggested by global professional project management associations. Uncertainties and unique social settings require a managerial approach different from the linear, rational and analytical view of the world provided by international standards such as the PMBOK Guide. A new approach to project management education is needed that deals with the complexity of today's project environments. This paper describes a one year master program in project management at the Karlstad University in Sweden. The program is general and focuses on issues regardless of business area or project type, and mix both "hard and soft" skills. The main goal is to make students more employable.

The program was initiated in 2002 and more than 200 students have until today been part of the program. In addition to the mandatory courses in the program some students have also, on voluntary basis, passed the IPMA D-level certification. The paper also presents results from two different types of evaluations showing that the majority of the students have great use of their education in their current employment.

13:08

**Improvising in multi-project settings**

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The dominating part of multi-project management theory focus on rational tools and models on how to form and manage a project portfolio, i.e. project portfolio management (se for instance Van der Merwe 1997; Gordon & Tulip 1997; Hendriks et al 1999). Project portfolio management (PPM) is often executed through project management offices (PMO's), which are a prominent feature of many organizations (Aubry et al 2009). This paper builds upon previous research on multi-project work. The findings from 43 interviews with project professionals working in three multi-project organizations show that rational formal tools, checklists and models are not perceived as sufficient support by project professionals when trying to manage their work. Instead, they intentionally create informal support tools such as the task list which supports the creation of control by reducing ambiguity and uncertainty and thus bridge the gap between organizational demands and individual resources providing room for improvised action (Karrbom Gustavsson & Jerbrant, 2010).

Previous research on improvisation in unique and single project settings (for example Lindahl, 2003) stresses that improvisation is a vital skill and an important feature of successful project management. The research on improvisation in multi-project settings is however limited and in need of further development. This paper aims at adding to this development by addressing and elaborating on improvisational structures and improvised actions in multi-project settings. Multi-project management theory is object to a standardizing trend governed by for instance PMI and IPMA. This trend strongly affects different actors apprehension of what is perceived as rational actions
or not (compare with Hodgson & Cicmil 2006) and it threatens to limit the awareness and integration of contextual factors. This trend also provides a limited perspective that reduces complexity, denies deviating interpretations and make professionals focus even more on planning and control. It is therefore necessary for multi-project management theory to evolve based upon empirically anchored case studies of multi-project work in practice. This paper will add to this by elaborating on improvisation in multi project settings as a way for multi-project professionals to manage the dynamic, ambiguous and constantly changing work setting.

13:09

On the positive side of boundaries: The case of global product development
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The challenge of boundaries is well known in practice. Every boundary represents their unique challenge to be overcome. This paper reports on a globally situated product development project with its unique challenges (Orz and Scott, 2008). Previous efforts in the product development literature has allowed for important contributions in terms of developing an increased understanding of theories, models and processes, and descriptions thereof. Carlile (2004) for example focused on the problem of understanding each other across boundaries, Orlikowski (2002) suggested that this separated activities from knowledge and focused on the practice to understand how coordination was achieved. The literature however still lacks understanding of the challenges that boundaries represent for different actors with their unique view of the boundary itself. The view that is commonly adopted is hence from the single project team’s point of view and not from a holistic perspective (Carlile (2004) recognizes a recipient problem but not that the actors may in fact have different views of the boundary itself). The project management literature suffers from the same lack of consideration. Within the literature the project are one hand typically launched and seen as a tool to isolate a task, such as developing a new product, from the surrounding organization (Lundin and Soderholm, 1995). Any proposed change or boundary that gets in the way should be managed, commonly by the project manager. On the other hand, projects are increasingly contextualized and considered with flexible boundaries against actors in the vicinity (Engwall, 2003). Although projects are seen as tightly coupled by an often detailed plan and bureaucratic logic (Kreiner, 1995) integration and coordination between the boundaries are far from easy (Kellogg et al, 2006). This indicates that there is an element of coupling between the organizational entities that have to be managed (Brusoni and Principe, 2001). Traditionally boundaries should be overcome and managed (Carlile, 2002). Loosely coupled systems theory however suggests that boundaries protect the project and the permanent organization from significant changes (Weick, 1976). This positive notion of boundaries has received less attention in the literature. From the discussion above the purpose of this paper is to investigate and analyze the consequence of boundaries that actors find in one product development project.

13:10

Project strategy formation in a project’s internal and external environment
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The majority of the existing project management literature considers a project to be subordinate to the parent corporation. The business-focused role of a project is being recognized but the role of a project is still often suggested to restrict to the efficient accomplishment of a specific pre-set task according to a pre-set plan (Loch 2000). Contemporary project management rarely focuses on ensuring beneficial business outcomes (Morris 2009). The project may recognize its parent corporation as the most powerful stakeholder and the strategy formation of the project is often limited to executing a predetermined plan derived from corporate strategy (Shenhar 2004). This paper addresses the strategy formation and autonomous strategic behavior of an individual project. In particular, we look at an individual project’s environment, where the project derives its goals and directions from multiple sources and operates in an environment consisting of internal corporate environment and external business environment. The stakeholder environment, with possibly conflicting interests, affects the formation of a self-established project strategy (Arto et al., 2011). We use a view on stakeholder theory (Freeman 1984) and stakeholder networks (Jones et al. 1997) to analyze the project’s environment. A project is also compared to a venture, and findings on environment and strategy of a venture are utilized. The research question is: How does the environment, where a project operates in, affect to the creation of the project strategy? Internal corporate venturing concept is addressed in the literatures of corporate venturing and entrepreneurship (Naranayan et al. 2009). The literature suggests that internal corporate ventures are internally staffed new business development projects, which allows us to regard a project as an internal corporate venture. The empirical data is collected within a single embedded-unit case study of a customer delivery project in a project-based firm’s business unit. The data consists of interviews with key actors related to the project. We found mechanisms in the project’s strategy formation that were related to stakeholders in the external environment (e.g. customers and competitors), and internal environment (e.g. top management). Due to the corporate internal and external stakeholders the project’s strategy formation resulted to adopting a project-specific business model that was self-originated and disconnected from the corporate strategy.

13:11

Institutionalization of firm-based projects: managing the balance between project decoupling and standardization of project management
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The current interest in the project work form and project management as a profession is accredited to an increasing use of projects in society, reflected in, for example, the large number of giant infrastructure initiatives all over the world. However, the major increase is observed in the number of firm-based projects taken on by companies to implement changes in their product portfolios, and in their structure, processes and workforce. It is this type of projects that have caused the project work form to affect almost every professionally active person in the work place today. This paper is one in a series of observations and conclusions drawn from a longitudinal case study in a large, international company with a long project history. The stance taken in the study is to define firm-based projects as embedded, partly decoupled temporary organizations. The projects relation to its parent organization is described in alignment with Weick’s theory on loosely coupled systems. The company history shows that projects - initially seen as means for decoupling activities that were not fitting in the company’s regular activities - now are considered as a standardized way of performing a major part of the company’s operational activities, and tightly coupled
Use of services to support the business of a project-based firm

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Project-based firms that have traditionally focused on product-centric project deliveries in their core business have increasingly complemented project deliveries with different type of services (Kujala et al., 2011). Service offerings cover the whole life-cycle of the product (or solution) and they are often classified based on whether services are offered before, during, or after the sale (Mathieu, 2001; Artoo et al., 2008). Example of these services along project life-cycle include services such as consultation, conceptual design, feasibility studies, project management, training, commissioning, site supervision, operation support, maintenance and production optimization. These services have versatile role in the business of a project-based firm, which goes well beyond just providing profitable business from financial point of view. Previous research has recognized several ways how services are integrated as part of business in project-based firm. In this research we aim to fill the research gap by analyzing actual practices which are used to integrate and gain benefits from services in project-based-firm. The empirical research is carried out as a single-case study within a large project-based firm in system solution business. The preliminary results indicate that services have significant role in supporting business activities. These benefits are gained for example by using project services personnel in the sales and project implementation work to utilize their in-depth customer related knowledge. Our research results can be used to design business process and organizational arrangements that take full benefit of services in project-based firms.

The role of governmental stakeholders in large projects — Evidence from nuclear industry projects
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Large projects are complex networks with several external stakeholders, such as public organizations, authorities and decision making bodies. In addition to a common goal, such as the construction of a nuclear power plant, each actor is directed by its own, often partially implicit objectives. In large projects with public interest a central stakeholder group are the authorities whose power over the project and their power is legitimized by laws and regulations. Legal authorities, government departments and agencies are mentioned in literature as influential external stakeholders. Also descriptions of stakeholders whose objective is to take care of societies’ interest over projects; and who have moral and ethical motivations to the projects have been presented. However, this literature doesn’t discuss enough the role, character and influence of these specific stakeholders, which we name as governmental stakeholders. We fill this gap by focusing on their role and influence on large projects using nuclear projects as empirical example. The two research questions are: 1) What role do governmental stakeholders have in large projects? 2) What means do governmental stakeholders use to influence large projects? We use literature on large projects and stakeholder theory, complimented by the institutional theory to explain the nature of governmental stakeholders and their role in large projects. The combination of three attributes – power, urgency and legitimacy in the salience framework by Mitchell et al (1997) suits our perception of governmental stakeholders. Their influence is mainly based on legitimacy, and we need to understand the regulative framework guiding governmental stakeholder’s actions. We apply institutional theory (Scott, 1995) to understand how three elements – rules, practices and values explain projects’ regulatory environment.

The empirical data is based on the interview results from the research within Finnish nuclear industry actors; the Finnish energy company Fortum Power and Heat Oy and the Finnish Nuclear Safety Authority (STUK). We suggest that when it comes to society’s safety and the regulating framework, governmental stakeholders have extremely significant power over projects. They are like bystanders, monitoring the project, but they still have the right to interfere in projects. What the regulating framework actually implies and what is the role of governmental stakeholder is not always clear to the firms in projects.

Global project leadership; Managing organizational challenges through RQ
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Collaborative strategies have been attracting attention as a means to address organizational challenges (Astley 1984; Harrigan 1985; Bresser and Harl 1986; Carney 1987; Bresser 1988; Kanter 1990; Hardy and Phillips 1998; Bititci et al 2003; Gadman and Cooper 2005; Tencati and Zsolnai 2009; Aarseth and Sorhaug 2009) but when it comes to organizational challenges and collaborations between organizations in global projects, very little research can be found. This a paradox since globalization and business trends moves towards more global alliances and collaborations in the future (Bititci et al 2003) - such as global projects. The concept “Global projects” is a relatively new phenomenon and can be defined as “A Global project is a temporary collaboration between organizations across nations and cultures with the intention to jointly deliver a unique product or service in a complex external context requiring relationship management.” To understand challenges in global projects and how they differ from traditional projects, the paper starts by presenting organizational challenges in collaborations in traditional domestic projects found in a three-year research project. To reduce organizational challenges in traditional projects a collaborative tool model was developed and the concept “cooperative power” was established. Then, the paper broadens its view and looks at organizational challenges in collaborations in global projects. Through a survey sent to 550 project team workers and managers in global projects in 38 countries, the organizational challenges in global projects were found. The new GCM model was developed followed by a framework for handling organizational challenges in global projects. The purpose of the research effort is to gain a deeper understanding of challenges in global projects and how to address the challenges in future projects. A framework and model to deal with the organizational challenges are presented as part of the results. The research presented in this paper is based on an extensive literature review, 75 interviews, focus group work and a survey response from 246 global project team workers and managers. The case company is a large international oil giant with projects in 39 different countries. Research questions to be answered in this paper RQ1 What are the organizational challenges in (traditional and) global projects? RQ 2 How can the global project manager address these challenges in future projects?

External integration in industrial service development projects
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Industrial companies initiate service development projects to promote new service business and sales. Service development projects may deal with new offerings as well as new business models, and they require external integration with customers and suppliers. Previous research has emphasized customer interaction in many ways as an important factor to service development success (Goldstein et al. 2002, Alam et al. 2006, Carbonell et al. 2009, Edwardsson et al. 2008). Also, collaboration with suppliers during service development has been identified as important (Syson & Perks 2004). Although the entire supply network may be affected by technology-based firms’ strategic move towards services (Saccani et al. 2007), little research concerns the practices of supplier and customer
integration particularly in the context of service development projects. Companies' interest in integrated solutions would call for understanding external integration holistically. This paper explores the practices of external integration in service development projects. We investigate ways in which industrial firms integrate their customers and suppliers into industrial service development projects, and the possible relevance of external integration in developing integrated solutions. We will compare the practices of customer and supplier integration, and consider the possible implications that customer integration has on the supplier side. We use a qualitative multiple-case methodology with four engineering firms that have a strategic interest to expand their business towards services and integrated solutions. We focus on recent or ongoing projects where service-centered offerings were developed, with different degrees of involvement by customers and suppliers. We carried out 14 semi-structured interviews with business directors, unit managers, and service development project managers. A theoretical analysis framework was developed based on earlier research, and it was used to analyze the interview data systematically. The results reveal that firms approach customer and supplier integration differently in their service development projects. We discuss how the interface with suppliers and customers is established and maintained, and consider the role of external integration in the companies' pursuit for more complex integrated solutions. As key contributions, we suggest a framework of the practices used in external integration, and report implications to integrated solutions.

13:18

Lead users as heavyweight project managers: the software case
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We study the case of an innovation designed by two software companies, innovation that combines their respective software to achieve a new type of platform. These publishers have implemented this innovation for two clients. We conducted a longitudinal study of these two implementation projects to analyze the role of the first customers. This leads us to define three types of role and thus enrich the concept of lead user.

13:19

Different project governance structures in Finnish nuclear power projects
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Nuclear power is experiencing a renaissance. Investments in new capacity are again on the agenda of many western governments. However, as the investment activity has remained low since the accidents in Harrisburg in 1979 and Chernobyl in 1986, much of the capabilities gained before the accidents is now gone. Already for that reason it is bound to be merit indicated by the tension between short term interests and long term interests. The initial results of our study show that the earlier and the current projects have used quite different governance structures. Both have faced severe problems, but for quite different reasons. The differences cannot merely be attributed to the choice of contractual form (turnkey or split delivery), but to the governance executed through relationships and responsibility sharing. Our study will show that in particular the role and responsibility offered to and accepted by the domestic engineering works industry was unique and decisive in many ways.

Project human resource management practices
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While traditionally projects are considered as complex tasks, contemporary definitions lay out projects as temporary organizations (Lundin and Söderholm 1995; Turner and Müller 2003), and social systems (Gareis, 2005). As in any other organization, Human Resource Management (HRM) is of relevance in projects, but there are specific challenges because of the temporary character of the project (Huemann, 2011). Project HRM includes practices of assigning project personnel to projects, appraising, developing, rewarding and dispersing them from the project (Huemann, 2011). While since long project HRM practices are recognized in project management standards PMI, 2008), HRM literature has provided little attention on projects. Project HRM practices are rather based on traditional views and focus rather on the team than on the individual. Paauwe (2004) project HRM may be defined as managing the relation between a member of the project organization such as project manager or a project participant and the project. The exchange relationship involves not only labour, money, and time but also competences, knowledge, information, learning, participation, and well-being (Paauwe, 2004, p. 3). This definition offers a broader perspective on project HRM practices. The objectives of this conceptual paper are to:

• contribute to a better understanding of HRM practices on projects,
• analyze HRM practices of project managers and project owners on projects
• reflect the possibilities and limits of HRM on projects, indicated by the tension between short term interests and long term interests
Boundary-spanning business models in project firms

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Boundary-spanning business models are becoming more apparent for organizing deliveries in project firms. To clarify how these business models differ from the traditional models for solution or EPC (engineering, procurement, and construction) deliveries, project deliveries of two firms were analyzed and compared. The empirical data has been collected in two stages. In the first phase 13 different deliveries where analyzed through interviews. Further, a sample of 200 project deliveries were analyzed by quantitative methods revealing two main types of deliveries which require different approaches or as we prefer to describe it, two different business models. One business model type represents deliveries where a supplier firm is leading the whole delivery (one firm) with a network of suppliers and can be characterized as a more traditional EPC approach. The second type involves several firms accompanied by their respective supplier networks. These firms are mostly acting as equal partners with different responsibilities in the delivery. In the second type of deliveries the participating firms have separate strategies and capabilities, still working for a common investment objective. This type is particularly characterized by different types of challenges than traditional EPC deliveries; a high degree of uncertainty stemming from the external environment. This type of value creation can be described as an open system where much of the value emerges by the interaction among the various firms. Thereby interaction becomes a central mechanism in these deliveries.

The aim of the paper is to identify in what way the second type of business models differs from the more traditional one and thereby to understand how the business models of these deliveries are formed and managed and what are their characteristics. The analyses are done by assessing the challenge in the analyzed projects. The focus is on what the critical issues are in the span of inter-organizational relations, who will benefit from the value created in these intertwined and inter-organizational business models, what are the needed integration mechanisms, collaboration schemes and changes in project management capabilities. What specific services seem to be essential for creating and managing these business models? The dynamism and need for flexibility among the participating firms is also investigated and ways to achieve this.

Projects in practice: towards an understanding of time perspectives

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Recent research has demonstrated a growing concern with what actually happens in projects. Despite recent calls, so far, little research has been devoted to the analysis of time, time processes in combination with the project’s institutional environment. Hence, this paper addresses the interior workings of a project with special emphasis on the diversity of time perspectives among the actors involved. Research on projects has dealt with time in a highly instrumental way, such as in terms of activity duration, task coordination, and optimization of throughput time, while seldom discussing these matters in organization-theoretical terms, for instance how perspectives on time emerge, evolve and are dealt with during project execution, how time perspectives are rooted in various institutional environments and how they merge during the process of the project. The chief aim of the paper is, based on an in-depth study of a complex public project in the telecom sector, to enhance our understanding of how perspectives on time in project practice are institutionally bounded. Analytically, we make use of a “practice approach” inspired by recent work in the study of strategy as practice, i.e. how managers “do strategy” by returning to managerial level and the scrutinizing of actual work (e.g. meetings, talking, form-filling) (Wittington, 1996). In this paper, we focus on what happens at coordination meetings and how sub-project managers representing diverse institutional environments “do projects”. In that respect, we believe that these coordination meetings constitute critical instances for the making and doing of the project. The empirical base is extensive covering a period of more than one year, during which we observed coordination meetings on a bi-weekly basis and conducted numerous interviews with the involved members about their experience of these meetings. In particular, aim to advance our understanding of how sub-project managers bring with them different perspectives on time, how these perspectives influence the dynamics between long-term and short-term horizons in project practices and how they are dealt with through ongoing interaction in project meetings. A set of key activities, labeled “time-linking activities” in the analysis to show how time perspectives emerge, why they tend to diverge and converge, and the respective consequences of the activities implemented.
Projects (or even programmes).
In practice, businesses are projects and entrepreneurs act as project leaders in certain stages like start-up, (re-)development, relocation, also closing, but so far the project-related aspects are almost missing in the entrepreneurship literature and vice versa. In our opinion, it is possible and necessary to overcome shortages and we try to show that there are several potentials for synergies in developing theory and practice for mutual learning.

Borders and border crossing in construction projects
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Projects are per se a demarcation. When initiating a project, borders are created that differentiate what is included and not. Within each project there are also borders differentiating for example sub-projects, phases and stakeholders. A project-based industry is consequently full of borders, some explicit and well known, other implicit and invisible. Acting as project manager within an organization in a project-based industry is thus synonymous to acting within borders, to challenge borders, to create borders and to continuously having to face the challenge of crossing borders.

An industry of major importance for the development of projects as practice is the construction industry. Construction projects are interesting empirical examples when elaborating on borders and border crossing since the main stakeholders put major effort into creating borders when initiating a project, for example contract borders, tolerance borders, and penalty borders. In addition, there are already organizational, technical, professional and geographical borders within construction projects. A result of this layer upon layer of borders approach, which is rooted in practice, is a fragmented industry and a fragmented construction process. The intention with creating borders is to enhance clarity and to facilitate a sense of control. Also, the logic behind creating borders is often rational, for example as tool to manage and control the project process in order to meet the time, quality and financial goals. However in practice, construction projects are seldom characterised by clarity and control.

The construction industry and the construction process are often criticized for being too fragmented to enable successful collaboration and to insure innovativeness, high quality and productivity. There are however construction projects to be studied that try to challenge the prevalent traditions and the taken for granted ideas and that can work as future role models for an innovative and productive construction industry. The new Karolinska Institutet Aula-project in Solna - a contemporary construction project with strong collaborative ambitions - is one example. In this paper, which is based on a qualitative approach, we explore borders and border crossing in the Aula-project. We elaborate on the notion that enhanced project performance depend upon the ability to challenge traditional borders and to create new ones better suited for a collaborative approach.

Business performance through procurement of capabilities for investment projects
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Our paper explores project procurement in the context of developing new business through a series of investment projects. We explain performance in investment projects on multiple levels of a business. The following three levels of business and performance are addressed: (1) the long-term global business level, (2) the development of individual production investments as part of the global business, and (3) the procurement of individual production site implementation.

The research question addressed is as follows:
What are the mechanisms in procurement of complex projects that affect long-term business performance?

This research question introduces a need to conceptually analyze the concept of project procurement in order to develop the relationship between procurement and long-term business performance. We address the issue of project’s role as a subject that is procured by a business and its role for an actor that procures.

The theoretical basis of our research is systems thinking and the emerging concept of procuring complex performance (PCP). Sayles and Chandler (1971) discuss projects by characterizing large engineering systems corresponding with large organizational systems. Morris and Hough (1987) argue that the application of conventional systems development used in ordinary projects have been found to be inappropriate for complex projects. As environmental uncertainties increase, an organization must begin to function more as a system (Drazin and Van de Ven, 1985; Souder, Sherman and Davies-Cooper 1998). Complex performance is defined as the need for coordinated, relationship-focused management made necessary by a high number of linked sub-elements across a life-cycle. Araujo and Spring (2010) see the essence in delivering complex performance as the transition from divided buying and operating of capital equipment, to contracting for specific outcomes over a long period of time.

In the empirical part of our research, we carried out in-depth case study in a European oil company. We analyzed the procurement practices and performance criteria on the levels of the long-term global business, the development of individual production investments, and the individual site implementation. We observe the procurement practices to manage complexity through implementation of four investment projects. We organize our findings to explain the relationship between procurement mechanisms on the different levels and how they affect long-term business performance.

Working in projects - a model on liminality practices
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An important trend observed in the world of work is the move towards flatter and more fluid organizations, of which one emerging organizational form is the project-based organization (Whittington et al., 1999). Parts of project-based work is carried out in so called knowledge collectivities (Lindkvist, 2005); a team consisting of a mix of differently specialized individuals with little previous experience of working together, who will work together only for a limited period of time. Such project workers are continuously moving from team to team.
and from one problem-solving situation to the next. However, there is a lack of research on individual project members and little is known about how the individual project worker experience and deal with this continuous mobility. One particularly interesting player in contemporary projects and knowledge collectivities is the consultant. Consultants are hired, not only to do peripheral tasks, but for their accumulated knowledge and experience gained from previous assignments (Tempest & Starkey, 2004). These individuals do not only move between projects within one organization, but continuously change between different problem solving context, teams and firms. Researchers have argued (e.g. Garsten, 1999) that consultants work in a state of ongoing "liminality", a concept denoting individuals being in an ambiguous situation, neither belonging to the group or context in which this person is acting nor being completely outside of it. Working in such threshold situation has found to have several positive and negative aspects for the individual worker. However, how individuals cope with liminality and how they deal with its consequences has been given little attention in research. This paper reports on a diary study with thirteen project working engineers employed by one of Sweden's leading research. This paper reports on a diary study with thirteen project workers work situation; social and technical liminality and four different liminality practices are used by the project workers to deal with the liminality. The study further shows that the level of awareness of liminality in the work situation affects the liminality practices the engineers turn to.

13:28

Projects and organizational prototyping - innovating the Time Manager
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Inter-organizational NPD projects are often performed with cross-functional teams. These cross-functional teams have an emergent character since they form and dissolve according to needs (DeSanctis and Poole, 1997). Such dynamic formation can be understood as organizational prototyping (Hume et al, 1999, Bardram, 1996, Clement & Van den Besselaar, 1993) where organizational novelty is developed in the interface between projects and the permanent organization. This way of organizing is a bottom-up answer to organizing needs (Hume et al. 1999). One example of an organizing need is time management. However, in a multi-project environment time management becomes complex due to the number of intertwined project teams and their interdependent activities. Thus organizations need to take extraordinary action to deal with time management. With the discussion above as a background we therefore ask the question: How can we understand the emerging character of organizing in an interorganizational vehicle platform project setting? Our purpose of this paper is to explain the dynamic behavior of actors performing new product development in early phases of product development, where different cross-functional teams respond to new needs and create new functional representatives in a vehicle platform project. This paper is based on an explorative, in depth case study of the concept phase in a multi-project setting where two permanent organizations developed new products in three related projects, while simultaneously competing and collaborating. Projects were followed over in total fifteen weeks at two sites and in two countries in northern Europe. In our empirical findings we describe how the Time Manager (TM) function is developed and how three TMs through ongoing achievements develop their functional roles. A function responsible for coordinating ongoing time sensitive NPD activities that is critical for the inter-organizational projects. The TM role is analyzed through three dimensions; tasks, structures, and processes, and we find that TMs act within a complex organizational framework where they make ongoing translations in order to create a role definition. Concluding from the finding above it is argued that the creation of the Time Manager should be seen as organizational prototyping. Boundary activities forms and creates a sense making of how to deal with time sensitive interdependencies in the multiple inter-organizational projects.

13:29

From projects and organizations to a chunk – a new form of business enterprise?
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This paper proposes chunks as a new form of a business enterprise. The research question is: How can a business-focused logic be explained as chunks? The paper expands upon the explanations of the concepts of a project and of a firm, with a point of departure that existing explanations of business
activities, strategy and inherent business logic are all centered around actors, activities, events, or organizations that represent concrete analyzable embodiments or their mutual relationships. We are not satisfied with such explanations, and therefore we seek explanations for the new business enterprise that is often hidden outside the boundaries of existing projects or firms' organizations or their networks. This research has a paradoxical character where the searchers do not know exactly what they are searching for, or what they will find in the end. Therefore, we use the word "chunks" (in its plural form, pl.) for such new business enterprise which represents the undefined object of our search. The concept of "chunks" however characterizes the business enterprise metaphorically being of unclear shape and form, and being distributed in many places. The "chunks" has a nature of being an indefinitely positioned part of the environment itself. This paper elaborates on the metaphors of chunk, with 'chunks of gold' being just one metaphor among many, to explain the value adding or value destroying implications. The paper also seeks potential theoretical explanations for the new business enterprise of chunks. We also indicate theories or theoretical explanations that are no good, and we explain why. We conduct an empirical study and we analyze the chunks content in it. In our analysis, we seek to find the 'hidden parts', which again emphasizes the paradoxical setting of finding something that by definition cannot be found. As an outcome of this research, we result into asking: “What is the new business enterprise explained through chunks? Is it something that is analyzed and described in this paper? Or something else? What are its central characteristics and why the existing theories do not explain its presence?” We welcome future research on the new business enterprise and chunks, and we hope that there is a great diversity in such future research in terms of theories, phenomena, and researchers, to allow for the potential for contributing to new knowledge that provides a path to new theories on business logic with organizations, projects, and their networks.

14:01

Manufacturing engineers: the interactive molding of occupational expertise
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This paper is addressing the social manufacturing, molding, or construction of expert roles at a factory producing heavy trucks. The interface between manufacturing engineers and the workers on the assembly line is a classical area of conflict. There is still today a strong sense of we-and-they in the relation between assembly workers and manufacturing engineers. To conduct his or her work the manufacturing engineer must gain some authority vis-à-vis the assembly workers, and especially in the relation with the group leader (a blue-collar worker who has the role of assistant production leader). Displays of expertise are crucial in the production of that respect or authority. The paper is focusing an episode that involves four people: two experienced engineers, one newly recruited engineer, and one group leader. At the assembly line a group leader is approaching two of the engineers with an assembly problem, which he argued started after the recent implementation of a minor design change. The experienced engineer tells him they will look into the matter when they get back to their office. An hour later, back at the office, the new engineer sits by her computer trying to comprehend the problem. The experienced engineer is sitting next to her, acting as a support. After a while the group leader comes in and is sitting down on the opposite side of the table. He watches them work and occasionally adds a comment or answers some question from the engineers. The two engineers switch between a few different computer systems to identify where in the design change process a mistake has been done, but they can’t find the last piece of the puzzle. The experienced engineer is asking another engineer, across the aisle, for assistance. After being briefly updated of the situation he very quickly repeats the process (the keystrokes) that has already been done by the others. Soon the cause of the problem is identified, which in turn makes the rest of the process a matter of routine. Everyone seems happy. On his way out the group leader says to the engineer who assisted in finding the cause of the problem: “Now you can go back to sleep.” By examining the interactive micro-practices of practical engineering work, the paper examines the episode's impact on workplace roles of the involved actors: how does the unfolding of this episode influence the perceived expertise and workplace status of the involved engineers? How does it influence the status of the group leader?

14:02

Art-based interventions in executive education. An analysis of choir conducting workshops
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Large amount of the generation of expert knowledge takes place in various programs of executive education, coaching sessions or other learning situations. While the providers of such education, being highly educated experts themselves, would warrant studying in their own right, in this paper we wish to focus on the content and practices of one such education session. The particular type of this executive education could be named as art-based in nature, taking place through music in choir conducting workshops. The increased attention to artistic activities as models for business world finds its expression in lively debates on "creative economy", "creative industries" and "aesthetic management" (Austin and Devin 2003; Guillet de Monthoux 2004; Galloway and Dunlop 2007; Koivunen and Rehn 2009). It also finds expression in the growing use of the arts in organizational development and management education. An increasing number of business and executive education programmes, both in Europe and in the United States, are now hiring theatre groups, orchestras, choirs, dance groups and solo artists for purposes of training, education, consulting and public relations (Thrift 2000; Barry and Maisiek 2010). A growing body of academic research has documented the rise in the use of art-based organizational interventions. Some of these studies highlight the liberating effects of such interventions and their contribution to organizational creativity and innovation (Barry 1994; Maisiek and Barry 2007). Other researchers, by contrast, are more inclined to focus on the limiting and suppressing aspects of art-based interventions and on their contribution to organizational control (Clark and Mangham, 2004). More specifically, we chose to focus on management training workshops that are led by the professional conductor Peter Hanke, aided by a professional choir. In these workshops, Hanke invites the participating managers to conduct a choir and thus develop their leadership skills. Based on an ethnographic study and observations of these workshops, we present a detailed analysis of the content of these sessions. The research question that guides our analysis is: what are the mechanisms through which learning of management expertise takes place?
Sociomaterial association: we are still not modern (and never shall be)

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This paper merges the ideas of a Sociology of Association with Sociomaterial Practices in order to counteract aspects in respective perspective that have attracted criticism, and also to investigate the advantages of using the idea of sociomaterial association in the study of information systems (IS). ANT’s ideas of association have had plenty of critics. Two aspects are discussed, both of which share the ontological perspective of ANT yet express different desires in study. The ideas of Critical Realism promote the separation of structure and agency as prerequisite of any claims of causation (thus aligning to the ‘critical’ position), thereby criticizing ANT as unable to perceive the role of technology as mediation. Criticisms from phenomenologists have pointed to the absence of the non-cognitive, emotional, aesthetic and embodied constituents of being human, thus perceiving ANT as overly rational and cognitive in the sense that calculation has been a key term in understanding choice. Sociomateriality has had a problem inherent in its legacy of theory from structuration theory. There has been a tendency to take the firmness, stability and durability of relationships for granted. The lack of stringency within practice theory has meant that the expressions of ‘doing’ have been open to representational and essentialist interpretations. Both terms share a process orientation and relational perception in both ontology and epistemology, attentiveness to the materiality that is constitutive in everyday life, as well as the role of language in sense-making. Association focuses on the how things come together and stay together. Sociomateriality on the particularities of relational properties that emerge in enacted processes involving people and things. Together sociomaterial association offers increased clarity on processes, on emergent affordances and on durability. The IS field is precisely a question of socio-technical processes, of human-material affordances and processual durability of associating networks. The IS concept of Business Intelligence carries a multitude of relations in processes that become durable in local situation within emergent affordances. Bruno Latour famously claimed that “We have never been Modern”. Practice theory and the Sociology of Association embrace this position and offer a way forward for IS studies that transcend artificial studies and attend the full spectra of processual and relational materiality.

Paradox and practice of architectural design competitions

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Architecture as practice could be described as a profession of constant sorrow. In the book ”The Fountainhead” (Ayn Rand 1943) the genius designer Howard Rourke battles in vain against an unforgiving environment that doesn’t recognize his ideas for their worth. He chooses instead to practice his talents in obscurity rather than to compromise on his visions of modern architecture. The Fountainhead is a piece of fiction, but the archetypes are vividly present in the practice of architecture. The rhetoric is often heroic in character, but architecture is ripe with contrast and outright paradox as multiple practices (management, engineering, art, politics etcetera) interact to produce a succession of artifacts culminating with the building as such. Christopher Alexander (1964) described a paradox for the practice of design that “We are searching for some kind of harmony between two intangibles: a form which we have not yet designed, and a context which we cannot properly describe”. Language and practice are thus uneasy partners in architecture. The aim of this paper is to give a practice perspective on architecture and it will focus on the practice of architectural design competitions in particular where the struggle to achieve harmony in the above sense becomes explicit. Theory on the practice turn will be used in conjunction with theory and empirical work on architectural competitions.
Yet most CCT researchers with an interest in practice theories have been studying consumption as a practice in itself and neglect the importance of the consumption context, as well as the practice perspective's ability to operationalize this context. The aim of this paper is therefore to develop CCT's practice perspective and its consideration of context in ways that previous practice approaches within CCT have ignored. This will be done by exploring the different practices that may be involved in a consumption situation, like the everyday dinner among single-mother households, and how these practices define, shape, enable, constrain and value consumption. The paper concludes that mothering, defined as a meta-practice, was the context that dominated the consumption situation and organized the other practices involved.

Management accounting practices at the Russian Oil and Gas Company

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Diverse number of accounting studies “have shed light on diverse ways in which accounting has been and is being implicated in a wide range of activities and social arrangements” (Ahrens and Chapman, 2007, p. 1). These studies developed knowledge about relation between accounting on one hand and organizations and society on another, and became the most widely used approach to interpretative accounting studies. Despite the efforts to draw in attention to the issues of management accounting in practice which recently were made by professional organizations (e.g. IMA), industry groups (e.g. CAM-I), education associations (e.g. management accounting section of the AAA), and consultants etc., there is still a lack of information about the current condition and trends in management accounting practices in different countries (Shields, 1998). In this regard, the knowledge about management accounting practices in Russia seems to be very limited. There are few studies about Russian accounting (e.g. Bailey, 1995; Liberman and Eidinov, 1993; Sokolov and Kovalev, 1996; Bourmistrov and Mellemvik, 1999, 2002; Bourmistrov, 2001) which extended our knowledge about Russian accounting by exploring different aspects of the phenomenon but still left unclear such issues as what are the contemporary management accounting practices in Russia? What models, techniques, and procedures are used at Russian companies? What regulative norms and documents are employed? How are these norms implemented in everyday activities? By discussing such questions the present study seeks to fill the gap in the literature by describing and analyzing contemporary management accounting practices in Russia, with the main empirical focus on the biggest Russian oil company.

From social and environmental accounts to capital market knowledge: A study of an epistemic practice

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Accounting research has in the past been criticized for being too ‘accounting-centric’. Hall (2010) recently repeated this criticism, calling for studies that relate management accounting research to managerial work. Seemingly, Hall proposes a shift to a ‘manager-centric’ view, which from a practice theory perspective still presents some unnecessary restrictions. By contrasting an activity and individual manager approach with a community of practice perspective (Brown and Duguid, 2001), using the empirical example of SRI- Socially Responsible Investment- and the practice of assessing companies’ sustainability performance, I aim to exemplify how a practice approach can enhance our understanding of the use of accounts.

"We're not writing no stupid book!": Arts intervention and auto-ethnographic writing at a manufacturing plant

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The constant praise of creativity and innovativeness in the organization theory and management literature needs to be accompanied by solid case studies of how creativity is enacted and put into use in organizations. The present study reports how an artist in residence collaborated with a major manufacturing company to provide an arena for the co-workers to express themselves and to articulate hopes and concerns pertaining to their work and their personal lives. The case suggests that social innovations such as artists in residence projects need to rest on a shared understanding of artistic and aesthetic know-how to be put into use in organizations. Without such shared view, the complementary and even opposing professional ideologies may lead to a sense of misunderstanding and failure that does (not?) enable creative and innovative thinking. The artist may catalyze freedom of thought and speech among the co-workers which might inspire whistleblowing and possible project shut down as a management reaction. The paper concludes that the use of artistic and aesthetic competence in new settings is very likely to demand emotional labour on part of the co-workers and intellectual preparation from management. Such investments need to be handled to create substantial organizational effects.

Management ideology of late-bureaucracy - Development of the body of knowledge in academic management writing

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This paper examines the development of the body of knowledge in academic management writing. In doing so it offers an extensive overview of the intellectual ideology of management. The paper is based on a bibliometric survey conducted on citation- and publication statistics drawn from the Social Sciences Citation Index (SSCI). The survey is conducted in two steps: first, a wordlist is produced, containing the 100 most important management terms. Second, the relative development of publication and citation concerning these terms is determined.

Producing the wordlist
The Social Sciences Citation Index comprises nearly 2500 journals, covering over 50 disciplines. Three of these disciplines are regarded as relevant for this examination: "business", "management" and "operations research & management science". Within these three disciplines, titles, keywords and abstracts for all 7590 English articles that were published in 2008 are included in a single text document. Based on the text document, a wordlist is produced. Excluding form - and genre specific words (e.g. "the", "and", "article", "abstract", etc.), the remaining content word is ranked according to their frequency in the wordlist. The 100 most frequent words were then included in the second step of the survey.

Determining the relative development of publications and citations
Publication and citation statistics for the 100 management
terms in the wordlist were gathered for the period 1990-2008. Deducting for the growth of the number of citations and publications for the whole database, the joint development of citations and publications for each term indexed to the year 1997 are composed in graph, displaying the development of publication and citation relative to the base-year of 1997. Interpretation of the result

The result of the survey offers an extensive overview of how traditional, bureaucratic terms, e.g., "control", "planning", are supplemented – but by no means replaced – by post-bureaucratic terms such as "trust" and "governance". The overall result indicates that there is no real shift in the management ideology, but rather an expansion where bureaucratic and post-bureaucratic terms in combination forms a management ideology of late-bureaucracy.

16:04
A dialogic perspective on managing practice
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This paper examines dialogue and the role it plays in managing perspectives and (re)shaping organisational meaning. In this respect two related questions are especially intriguing, namely: what is it in management conversations that creates a "genuine dialogic relationship", i.e. dialogic mutualities, and, conversely, what is it in these conversations that gives rise to dialogic asymmetries. The context of study is one department of a large knowledge organization and its struggles to cope with reorganization and change. The current department consisted of the relocation of three fairly disparate groups, which were now supposed to merge and form a team. Moreover, the re-organisation had resulted in the demotion of several managers in these groups. The data, consisting of two video-taped strategic decision-making meetings and in-depth interviews with all 12 department members were analysed using Positioning Theory and Critical Discourse Analysis. The perspective on dialogue adopted in the paper draws on the broad and philosophical views of Bakhtin, who sees dialogue as a continuous interplay of polyphonic voices that respond to past utterances and anticipate future responses. In this interplay, individuals construct their knowledge of the Alter "as multifaceted and multi-voiced realities situated in culture". By analysing practice at the micro-level of conversations, this paper contributes a deeper understanding of sense-making and sense-giving processes in management practice.

16:05
Organizational practices in strategic environmental innovation: a discursive take on biofuels
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Corporate annual reports are means of reporting an organization’s significant core activities and its performance, but also a way of conveying messages to shareholders and communicating arguments that justify or legitimize strategic choices and management practices. The aim of this paper is to understand the organizational framing of innovation challenges created by environmental regulation and the subsequent contestation or legitimation strategies of particular solutions. Discourse analysis is an increasingly used methodological approach to understand management practice, mostly in cases marked by the interaction between organizational actors and the external business environment (e.g., Spicer & Fleming, 2007; Vaara & Tienari, 2008). It matters to distinguish between a direct motivation from the organization to reduce the environmental impact of business and the organization’s need to act within a socio-political context that is constitutive of a specific framing of the “state-of-the-world”. Socio-political aspects influence the framing of the problem to be solved, thereby potentially influencing the outcome of innovation.

The main focus of analysis are texts in the CEO’s Review section in annual reports of an oil company based in Northern Europe. I draw upon Fairclough’s (2003) critical discourse analysis as a methodological approach to investigate the shared social practices, dominant discourses and embedded cultural meanings regarding innovation in biofuels in the oil industry. I consider that managerial practices and meanings can be accessed through language as constitutive of social identities and social relations, which will in turn make visible multiple social realities hidden or contested in discourse (Alvesson & Karreman, 2000). In addition to this, I analyze empirical data through the lens of structuration theory (Giddens, 1986), with focus on social practices ordered across space and time and the influences of structure and agency. Human action simultaneously reproduces and transforms social structures. The insights brought about from discourse analysis of CEO’s texts uncover taken-for-granted notions of "sustainable innovation" and the reproduction of broad shared practices in legitimation discourses. I suggest that socio-political and cultural dimensions of meaning-making and action, reflected on shared practices but often unnoticed, play a significant role in strategic environmental innovation.

16:06
Reassembling studies of organizational practices
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In this paper we will treat organizing as a situated practice in which the foci of the discursive and practice turns need to be combined in order to embrace the emergent and dynamic character of organization. The paper begins with a brief account of past ways of seeing alternative schools of thought as rooted in meta-theoretical assumptions, and then criticizes the demarcation between different paradigmatic standpoints in order to open the window for processual views that walk the diverging lines. Such paradigms have become dogmatic enclosures: paradogmas, to coin a neologism. With support from both a practice and a discursive turn the paper argues for an in-between-approach.

Thus, through blending and combining different viewpoints, we can provide an open space for assemblages of spatio-temporal organizing. Spacing and timing becomes a bundle of ramifying relations that illuminate key translations in a polyphonic way in different practices. However, these practices go beyond the single organization, and include different forms of non-propositional knowledge that need not be reduced to the determining grasp of objectified structures and systems. Instead it becomes important to trace associations beyond the conventional involving reworking and reassembling precomposed material and designs in relation to unanticipated ideas, conceived, shaped and transformed under the special conditions. This transversal communication brings tensions between singularity and pluralism to the forefront of the analysis.

The questions we seek to raise include: Which ideas start to circulate when we construct a weave of associations and why are some ideas excluded and untouched? How can illuminated complexities and tensions be used as transformations of organizational routines with awareness of the absence/presence-dimension? Can different assemblages of method, combined with an attachment to the symbolism of otherness, enrich our understanding of studies of organizational practices.
and provide potential for transformations beyond established organizational routines?

The argument is illustrated with reference to transnational organization of the climate change question, using the case of the Copenhagen Climate Change Summit of 2009. Transversal communication is important for future orientations of our discipline in order to evoke the capacity to renew itself and to address significant global policy failures.

16:07

Att organisera medarbetare med sociokulturella normer och ledningen med incitament - En jämförelse av de ideologiska represenationerna av begreppen Trust och Governance

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I den här artikeln utgår jag från att antagandet om skilda handlingsrationalitet i sig utgör en sociokulturell norm. För att undersöka de ideologiska rötterna till denna norm har en jämförande textanalys genomförts på två korpuser bestående av artiklar inom management om Trust (förtroende) respektive Governance (styrning). Med hjälp av loglinjära sannolikhetstest har de framträdande aktörerna och de framträdande semanticaf falken för respektive korpus tagits fram. En jämförelse av resultaten visar att i artikelarnas represenationer organisarar Trust medarbetarna kan dessa med hjälp av sociokulturella normer, medan Governance organisarare styrelse, Vd och högsta ledningen med hjälp av incitament. Med andra ord vilar medarbetarnas lojalitet och motivation på moralisk grund, medan ledningens lojalitet och motivation enbart kan kopas för pengar.

Betraktat som ideologiska represenationer är resultaten intressanta inte bara som speglingar av en organiseringerpraktik utan också som något som upptäcker och vidmakthåller denna praktik. I förhållande till denna påverkan är det mäthända ett mindre problem än man i vissa fall befarat att medarbetarnas organisatoriska liv regleras med moraliskt betingade förväntningar. Ett större och mer oroande problem är att företag i så hög utsträckning förväntas ledas av personer som är, om inte omoraliska, så åtminstone amoraliska.

17:01

Human Resource activities in Norwegian companies: stability or trend based changes?

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A lot of the information about Human Resource Management (HRM) is provided by consultants, practical people and journalists, in newspapers, popular journals, lectures and different types of seminars and conferences. For different reasons these types of information channels argues for rapid changes and the need for radical changes in managerial practices in HRM. One example was a European survey presented by the CEO of the Norwegian HRM Association in October 2010 (Bolstad, 2010) illustrating how the preferences of European HRM managers had changed from 2008 to 2010. On a ranking list of around twenty prioritized activities Bolstad (2010) for example showed that work life balance had priority four in 2008, but now was “out of the list” ranked only as priority number 16. In a different direction was “measuring workforce performance” which went from priority 9 in 2008 up to 4 in 2010. As there is a need for more empirical and research based knowledge about HR-activities and practices in organisations, we have collected data in 50 medium sized and large Norwegian companies about their HR activities. The semi-structured questions have been how HR is organised, what are the main HR-activities, what activities are growing and which one are reduced and what are the challenges related to HRM-activities. A main conclusion from the study is that activities are rather traditional and stable and related to recruitment, competence development, employee well being and administrative HR-tasks such as salary administration.

There are changes in the priorities from one period to another, but this is not mainly because of the need to apply trend based HR-innovations lectured by consultants, but rather because needs, resources and financial situations vary. We will therefore argue that earlier classification on HR activities such as Pfeffer (1994) still can be applied to a large extent.

References:

17:02

HR-funktionens rolle ved markante ændringer i værdikæden - erfaringer fra Fritz Hansen Furniture A/S.

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The opportunities of a differentiated HR function for managing HR specialists' careers

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As organizations realize the importance of managing people, this raises new challenges for thinking about the careers of HR specialists. The currently held images of the work of HR specialists illustrate the dilemma: on the one hand, assumed focus on administration and people care makes HR uninteresting for employees with career ambitions. On the other hand, the claimed strategic tasks are not always easily compatible with the orientation of people currently performing HR work. Given the multiple duties that make up the work of the HR function today, questions arise how organizations can develop attractive careers for HR specialists to avoid a shortage of qualified HR staff. The emerging approaches to organizing the HR function, e.g., "three legged stool" (Reilly et al, 2007), shared service organization (Ulrich 1995, 1997), and HR transformation (Beer, 1997; Ulrich and Brockbank, 2005; Ulrich et al, 2009) are key to address these issues. What these approaches have in common is a division of the HR work into transactional and transformational HR work, whereof the transactional work usually is organised in shared service centres, and the transformational in expert units (Ulrich, 1995), or partly in local line organizations (HR business partners).

This development has meant a specialisation of HR work; different roles have been crystallised, e.g. functional expert, employee advocate, human capital developer, strategic partner, and leader (Ulrich and Brockbank, 2005). Another role, that combines several of the above mentioned, is the HR business partner role, which should take care of the local HR issues in the business line context. The differentiation of HR work implies that there is no HR generalist any more (at least not in large organizations) but a variety of specializations within the HR function. In the proposed paper, we argue that the differentiation of the HR function has made it necessary to create career paths, especially for newly hired HR specialists (where should they start, what should be the next stop etc). Career paths may offer opportunities for attracting the best HR people to and retaining them in the HR function. Combining insights from career management research with examples of organizing the HR function in Sweden (Hällsten et al, 2007; Boglind et al, 2011, forthcoming), we map out how career paths for HR specialists could look like inside organizations.

We begin our more detailed argument by outlining the Shared Service Organization (SSO) as a model that organizations can use for developing HR career paths and managing careers of HR specialists. The different sub-units with in the SSO have specific requirements. We then detail the types of HR jobs within a SSO and their competencies before we map out possible career paths within and across sub-units of the SSO. With our framework, we strive to assist organizations in overcoming the ambiguity and uncertainty that are often associated with careers in the HR function.

HRM practices in Swedish retailing

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International research on retail employment has mainly been preoccupied with investigating low road strategies in retailing. Various reported problems in retail work is job insecurity, short- and split-shifts, unpredictability of work hours, low wages in part-time and casual jobs, and the need to juggle multiple jobs to earn a living wage which in turn contribute to workplace problems of stress, absenteeism, high turnover and workplace conflicts. The pressure for hyperflexibility has resulted in a personnel strategy - based upon zero competence, zero qualifications, zero training and zero career - which explains why retail work is dominated by poorly paid part-time workers. In this study we investigate retail work in Sweden. We have performed a survey to workers and managers in 113 Swedish retail outlets from a range of different retail sub-segments. This is supported by four in-depth case studies and ten expert interviews. The study shows a dramatic difference between retail work in Sweden and international research results. The overall results from the survey show that the sector is actively engaged in the general tenets of Swedish working-life, characterized by co-operation, distributed responsibility and fair treatment. Retail workers in Sweden are generally satisfied with their working conditions and how they are treated by their colleagues as well their employers/managers. The retail workers moreover demonstrated organizational commitment, a cooperative attitude, and high levels of interest in their personal development, that we, forwarned by the findings of previous retail research, have come not to expect from this rather low status occupation. The main conclusion of the present study is therefore that it is possible to organize retail work in a way that creates stimulating tasks, good collaboration with unions and customer-friendly opening hours. The key factor in realizing this aim seems to be a strengthening of the relationship between store managers and workers, and an emphasis on the store manager as a leader with personnel responsibilities. The difference to for example American retailing (Walmart) where store managers also are very much ‘responsible’ for personnel matters is the shared nature of responsibilities. The Swedish example is more of an ‘enabling’ leader. Our study demonstrates that retail work is shaped not only by technological and sector-specific conditions, but also by nation-specific influences.

Keeping track of talent: The use of ICT in the HRM of professional service firms

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In professional service firms (PSFs) and other forms of knowledge intensive organizations the knowledge, skills, efforts and judgment of the workforce represents the primary source of competitive advantage. Because of this, core HR processes, including managing the careers, development and motivation of the employees have a great potential to contribute to the performance of the organization. Given that PSFs compete both on the market for their services as well as on the talent market Human Resource Management is of great strategic significance in this kind of firms. For more than a decade the use of ICT (Information and Communication Technology) has challenged HR departments and traditional ways of practicing Human Resource Management (Bondarouk & Ruël, 2009).
ICT has become a natural component in administrative processes, and IT systems are increasingly emerging to support core HR processes. However, given the often complex and evaluative character of data in HR work when it comes to e.g. competencies, attitudes and values the use of IT systems in this context is not unproblematic. One concern has been that an increased use of ICT in HR work would contribute to an increased standardization and discipline of the employees, at the cost of decreased flexibility and heterogeneity. But the disciplinary power of standardized performance appraisal and competence development may have both a limiting and an enabling dimension as it shapes the agency of the employees (Bergstrom, Hasselbladh, & Kärreman, 2009). An increased use of ICT therefore could be an important contribution to the socio-cultural control often found in PSFs and other knowledge intensive organizations (Alvesson & Kärreman, 2007; Kärreman & Alvesson, 2004). The integration of IT and HRM, often referred to as e-HRM (Bondarouk & Ruël, 2009), have received growing attention in research during the past decade. Still little is known about how ICT is used in HRM, particularly in the HR work of network organizations. The purpose of the paper is therefore to explore the use of ICT in the work with Human Resources in PSFs. In some preliminary results from a study of 23 professional service firms in eight professional industries we can see that the use of ICT differs widely between different PSFs. While some don’t use IT at all others use ICT extensively to support their HR work. Specifically the use of ICT is in many cases associated with the need to manage, develop and keep track of talent.

Managing phased retirement. Experience from a large Swedish manufacturing company
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This paper focuses on managerial, organisational and individual effects of partial retirement in a large Swedish manufacturing company. The following aspect were investigated: health, knowledge transfer through partial retirement, career path and rationalisation effects. A total of ten interviews were made with employees within blue- and white-collar sector, divided into partial retirement, full-time working with entitlement to partial retirement, and supervisors. The technicalities about partial retirement were also discussed with representatives from the company and representatives from involved trade unions. The analytic strategy is descriptive. The interviews showed that the employees who were partial retired where very satisfied, and they especially enjoyed the extra free time they got. They all thought that they were less tired and some even experienced better health. It was also mentioned that it was valuable to get use to not working as they were soon to be old-age retired. For those employees who were entitled to partial retirement but had declined it, argued that they really enjoyed working and that it would feel strange not to be in the centre of action. The supervisors who had employees working part-time in their department were positive, although they experienced more difficulties with planning work. One general problem was knowledge transferring and opening up for career paths, which were two of the company’s goals with partial retirement. It did not always worked out as planned, and it was clear that it does not occur by itself, but needs planning and managerial action.

Dealing with liminality - an important part of HRM for the individual project worker
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An important trend observed in Swedish business is the move towards flatter and more fluid organizations, of which one emerging organizational form is the project-based organization. Parts of project-based work is carried out in so called knowledge collectivities; a team consisting of a mix of differently specialized individuals with little previous experience of working together, who will work together only for a limited period of time. Such project workers are continuously moving from team to team and from one problem-solving situation to the next. Furthermore research has shown (Bredin, 2008) that with project-based organizing comes increasing responsibility on individual project workers to manage classic HRM aspects, e.g. to manage and plan their career in moving between different projects. However, there is limited research on project workers and on how members of knowledge collectivities handle the continuous shift of working situations. One particularly interesting player in contemporary projects and knowledge collectivities is the consultant. Consultants are hired, not only to do peripheral tasks, but for their accumulated knowledge and experience gained from previous assignments. These individuals do not only move between projects within one organization, but continuously change between different problem solving context, teams and firms. Researchers have argued (e.g. Garsten, 1999) that consultants work in a state of ongoing "liminality", a concept denoting individuals being in an ambiguous situation, neither belonging to the group or context in which this person is acting nor being completely outside of it. Working in liminality has several positive and negative aspects for the individual worker. However, how individuals cope with liminality and how they deal with its consequences has been given little attention in research. This paper reports on a diary study with thirteen project working engineers employed by one of Sweden’s leading technical consultancies. The study shows that dealing with liminality is one important aspect of HRM which to great extend is a responsibility that falls on the individual. Furthermore, two types of liminality are found in the project workers work situation; social and technical liminality and four different liminality practices are used to deal with the liminality. The study further shows that the level of awareness of liminality in the work situation affects the liminality practices the engineers turn to.

The consumerisation of the labour market:
Generation Y at work
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The labour market is undergoing a fundamental transition that is strongly linked to the emergence of Generation Y, born appr. 1979 to 1990. This paper investigates attitudes and preferences of Generation Y, and how they will affect supply-demand mechanisms and characteristics of the labour market. Generation Y has been subject to a great deal of research from various perspectives: e.g. marketing, sociology and HRM, the latter suggesting that Generation Y will increase the demands on employers to support Generation Yers in their ambitious plans to have a good career and reach a high level of self-realisation at work. By identifying a number of characteristics
drawn from the consumption sphere, this study suggests that European Generation Yers are increasingly looking at their jobs and careers as a continuous flurry of opportunities to learn and perfect themselves. To understand this development, which was identified at an early stage of a research project that started in 2006, a model based on two premises has been applied. First, the assumption that individuals’ values and preferences are shaped by values and forces at a (i) a societal level (e.g. collectivism vs. individualism, modernistic vs. post-modernistic values); (ii) the market environment that reflects the availability of products from the global marketplace; (iii) the social environment that represents how people relate to each and the contemporary popular culture.

Second, the assumption that coming-of-age experiences influence values, attitudes, and behaviour for a lifetime. A substantial body of research suggests that individuals are highly influenced by the external events that were happening when they were “coming of age” (generally between the years 17 to 23). The Cold War, the Estonia disaster, energy and financial crises’, 9-11, the Palme Assassination, and the reunion of Western and Eastern Germany are examples of such major events.

Having grown up in a branded society overcrowded with commercial messages, choices and opportunities, Generation Y bring their values to work life, thus changing the attitudes towards the employee-employer relationship and how work is being done. They see work as a venue of self-realisation and the boundaries between work and leisure time are becoming blurred. Hence, in numerous fundamental respects, the labour market is influenced by and increasingly showing a character that is similar to the consumer market.

17:09

“From chief administrator to CEO: Transforming leadership in Swedish compulsory and upper secondary schools”

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Over the past two decades, New Public Management (NPM) has come to signify an institutional transformation of the public sector. Effects of this transformation can be observed in almost every aspect of public organization, in terms of mission, values, goals, structures and processes. Centered around notions of competitiveness, customer focus, cost effectiveness, markets, deregulation, performance measures, management by objectives, etc., NPM has served to infuse a corporate, business-like approach to management in public sector organizations. The underlying argument behind NPM is rational, empirically based and very instrumental: private sector organizations outrun public organizations in areas pivotal to all formal organizations, e.g. resource allocation, quality assurance, service delivery and customer satisfaction. Ergo: concepts from private sector should be transferred to the public sector, especially public service organizations.

Aspects mentioned above have been thoroughly researched and discussed at length by scholars and practitioners. However, not much has been said on the issue of management and leadership with regard to how these concepts are implemented in public service organizations, how they are operationalized at the level of everyday practice, how they are translated into routines and practices in compliance with arrays of rules and regulations, and how they are explained to employees on shop floor level in ways that make sense as meaningful ways of doing things. The present paper sets out to explore and discuss these issues in two steps. Firstly, what are the new public management ideals? How are notions of management behavior and leadership values ideally defined in accordance with NPM? Secondly, what are the effects on the level of everyday leadership, i.e. how do NPM play out in terms of ideal leadership values and behavior in public service organizations? The aim of the paper is to understand the influence of NPM ideals on leadership values and managerial discretion at the practical level of everyday leadership. To this end, the paper is empirically illustrated with the case of Swedish compulsory and upper secondary schools, through interviews with principals at different levels in the Swedish school system.

17:11

The rise and fall of Kenningism in Norway

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This paper aims to shed theoretical light on how the development of management practices in post-war Norway was influenced by the American consultant George Kenning, whose management philosophy known as “Kenningism” became widespread during the 60s, 70s and 80s only to fall out of favor in the 90s and, evidently, disappear in the new millennium. The rise and fall of Kenningism is studied using evolutionary theory, population-level learning theory, and theory on mimetic isomorphism. The purpose of this exercise is to provide an understanding of the Americanization of Norwegian management.

George Kenning was invited to Norway in 1955 by the Norwegian Productivity Institute to take part in a program for industrial training funded by the United States, and some of the largest industrial corporations in Norway (e.g. Elkem, Norsk Jernverk, and Aker Mekaniske Verksted) used his services over the following 30 years. It has been said that he provided Norwegian leaders, who were struggling to come to terms with growing organizations and increased focus on productivity, with a leadership language. Kenning’s management philosophy was characterized by a view of leadership as a universal, professional skill which could be applied to any organization without taking contextual or situational differences into account. The leader’s primary task was defining what his subordinates should do and giving them goals to work toward. The involvement of ordinary employees was limited to obeying orders, leaving the responsibility for all internal organizational affairs to the manager.

Kenningism now appears to have fallen out of favor with Norwegian leaders, as evidenced by multiple newspaper and trade journal articles taking a negative stand during the 90s, but it is difficult to say exactly how much of Kenning’s philosophy has been retained without conducting empirical research. To my knowledge, this has not been done. However, it remains a fact of life that the generation of industrial leaders who supported Kenning in his heyday is now giving way to a new generation of leaders, potentially taking his message with him as they leave. In order to understand the management practices of present-day Norwegian organizations, it appears important to understand the history of how they were shaped. Focusing on Kenningism provides a starting point.

17:12

Culture matters: Norwegian cultural identity within a nordic context

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Whether managers are concerned with financial issues, marketing or HRM - cultural values and practices do matter. The aim of this paper is to understand Norwegian managers’ cultural values within the cross cultural landscape of her neighbors in the ‘Nordic cluster’. Clearly, subtle but disturbing differences may surface even when representatives from similar cultures work together. As a follow on from the GLOBE project
This paper describes and critiques the partitioning of people business theory. In some academic disciplines (such as anthropology) this notion dynamics of, sources, and of both change and diversity. Whilst outcomes. This latter deterministic notion culture forecloses assuming cultural causality, implies diversity in outcomes. In institutions, and so forth). Logically, diverse causal culture, necessarily leads to assertions of uniformity (of action, uniform, non-contradictory. The assumption of monopolistic country, ethnic group, or whatever) culture is coherent, that is: programming" (Hofstede, 2001) model also supposes is that exclude the possibility of social diversity. What the "mental socialization" (Hofstede, 2001) model also supposes is that for each specific arena or category of actors (civilization, country, ethnic group, or whatever) culture is coherent, that is: uniform, non-contradictory. The assumption of monopolistic cultural coherence (and the neglect of non-cultural influences) necessarily leads to assertions of uniformity (of action, institutions, and so forth). Logically, diverse causal culture, assuming cultural causality, implies diversity in outcomes. Conversely, causal coherent culture implies uniformity of outcomes. This latter deterministic notion culture forecloses consideration of the levels, properties of, components of, dynamics of, sources, and of both change and diversity. Whilst in some academic disciplines (such as anthropology) this notion of culture or values has but a peripheral presence it dominates (albeit does not monopolize) cultural analysis in management/business theory. This paper describes and critiques the partitioning of people into discrete groups whose social action is supposed to be determined by group-unique, shared, coherent, and enduring and subjective culture. Specifically, it argues that the claims that 'civilizations', 'nations', and various types of 'ethnic' groups are each constituted by such culture rely on arguments and suppositions which are theoretically and empirically untenable.

17:13
The myth of collective cultural communion
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For a variety of complex reasons the idea of culture as a/ the key social driver has gained immense popularity across a range of academic disciplines. This is also the case more widely - international agencies, management consultants and a host of other groups and institutions have embraced it. But the label 'culture' has multiple, often underspecified, meanings. This paper focuses on notion of culture as deeply sedimented psychological orientations (subjective values) attaching to, or inhering in, particular groups which it is supposed create social uniformity (and thereby excluding social diversity). The assumption of cultural determinism alone does not exclude the possibility of social diversity. What the "mental programming" (Hofstede, 2001) model also supposes is that for each specific arena or category of actors (civilization, country, ethnic group, or whatever) culture is coherent, that is: uniform, non-contradictory. The assumption of monopolistic cultural coherence (and the neglect of non-cultural influences) necessarily leads to assertions of uniformity (of action, institutions, and so forth). Logically, diverse causal culture, assuming cultural causality, implies diversity in outcomes. Conversely, causal coherent culture implies uniformity of outcomes. This latter deterministic notion culture forecloses consideration of the levels, properties of, components of, dynamics of, sources, and of both change and diversity. Whilst in some academic disciplines (such as anthropology) this notion of culture or values has but a peripheral presence it dominates (albeit does not monopolize) cultural analysis in management/business theory. This paper describes and critiques the partitioning of people

18:01
Corporate environmentalism and managerial interpretations
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The mankind efforts toward the restoration of natural environment are dependent on the capitalist business corporations, known to be the major contributor toward this degradation. Different stakeholders can put pressure on these organizations to be environmental friendly but it's in the hands of these corporations to develop and implement pollution prevention policies and strategies. The role of managerial attitudes, perceptions and characteristics in the environmental area has been widely debated (The upper echelon theory by Hambrick and Mason, 1984 and on managerial discretion by Hambrick and Finkelstein, 1987). The stakeholder-agency model of the firm (Hill and Jones, 1992) placed managers at the central node in the nexus of contracts between stakeholders and the firm, as they have the responsibility to reconcile divergent interests of different stakeholders and the firm, by making strategic decisions and allocating strategic resources in a manner that is most consistent with the claims of different stakeholders. Similarly some supporters of institutional theory also focused on the internal elements of an organization such as shared beliefs and values and individual decision making. The institutional approach has acknowledged the importance of organizational as well as managerial factors in initiating pro environmental response from organizations. This research focuses on stakeholder agency theory and institutional approach to identify the role of management in environmental strategy development.

18:02
Corporate sustainability reporting in a large russian oil company
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The concept of sustainability reporting was developed within the field of social and environmental accounting and auditing. Sustainability reporting is also seen as a part of globalized corporate social responsibility (CSR) idea. CSR is mostly defined as the economic, legal, ethical and philanthropic responsibilities of companies. CSR started increasingly integrate into global managerial culture and resulted in an increasing number of "sustainability reports" produced by large corporations all over the world. Sustainability reports are defined in the study as stand-alone corporate reports of companies performing economic, social, ethical and environmental responsibilities and demonstrating a balanced development in all those respects. The recent oil spill in the Gulf of Mexico challenged common concern that sustainability reporting provides a more transparent view of the company, potentially enabling to prevent negative impacts. The oil spill generated new questions from general public about global oil industry responsibilities and lessons learnt. In my study I speculate upon the importance for possible users of information to know about sustainability
activities of oil companies. Oil sector is a top industry for Russia and a big player in business relations worldwide. I would like to proceed with the discussion of “learnt lessons” within this globally important context. But there a lack of research on sustainability reporting and accounting. Most of the prior studies were empirically oriented to the context of Western developed countries. Too few publications are available from the context of Russia and leave a demand for an in-depth study.

The research question is “How practice of sustainability reporting is developed in oil industry in Russia?” Context of Russian oil industry is though too comprehensive. I would like to research deeper into one case which is meaningful for the context, and give rich descriptions provided by content analysis techniques and field observation. I have chosen the biggest Russian company - Rosneft Oil Company - as the case for the study. The purpose of the research thesis is, firstly, to find out what and how the oil industry of Russia reports about utilizing publicly available sustainability reports of a chosen case company, and, secondly, to understand the company’s motivations and opinions about sustainability reporting practice. This study contributes to sustainability reporting practice research literature.

18:03

The employee as eco-moral self – the new objective of HRM?
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Human resource management (HRM) has since its introduction played a constitutive role in the co-production of subjectivity by employees (Townley 1998:199). By pathologizing ambition, engagement and an abundance of presupposed dormant capabilities of the employee, HRM has been deployed to establish the company as a space for prophylaxis and private fulfilment. However, in the wake of an accelerating discourse on environmental problems and in particular climate change, employees have introjected expert opinions and Environmentalist ideas and turned an ethical gaze towards the operations of their employer. HRM has subsequently been confronted by new wishes and hopes of employees, by which their engagement in environmental problems needs to be considered and governed within the company as one of those modern spaces where the private self is produced by neoliberal regimes (cf. Rose 1999b). The question is how subjectivity is co-managed by CSR, Sustainable Management and HRM? How do these parallel and sometimes intermingling discourses conflate and support each other? To answer this question I present a discourse analysis of practitioners’ literature within these fields. The analysis traces the governmental techniques that enfold, by outlining those different means by which “government” is linked to the governed, coupled with how employees receive help to help themselves with different objectives, often one aiming to optimize the vitality of the population. I thus apply a theoretical lens inspired by late Foucauldian work, especially his last lectures on liberal rule and biopolitics, ‘Society must be defended’ (Foucault 1997/2008) and ‘The birth of biopolitics’ (Foucault 1979/1994). One of the preliminary conclusions is that HRM is relocated with CSR as an ‘ethico-political’ (Rose 1999:170) aspiration that strives to appropriate the possible critique of the employee and turn it into a core value of the company itself. As can be observed in the literature, this enforces the company as a vessel of environmental friendly virtues, made possible by how employees are facilitated to act as relays, helped to constitute themselves as eco-moral selves, willing to co-constitute the company as eco-ethico-politically correct.

18:04

Shaping the (sustainable) citizens of tomorrow: an act of csr or hrm?
Kareham Gustassson, Ting1; Hallin, Anette2; Dobers, Peter3
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“A new urban district – Stockholm Royal Seaport – is developing in eastern Stockholm by the Royal National Urban Park. Here, modern architecture and environmental thinking is being combined, creating a new vibrant district for sustainable living, business and recreation.” (Quoted from: http://www.stockholmroyalseaport.com/; January 28th, 2011.)

A call for change, for example on increased social integration, less poverty, improved health, increased use of public transportation, CO2-reduction and increased energy efficiency, is often addressed by a future vision – five, ten, twenty, fifty or so years from the present. A current Swedish example is the vision for Stockholm Royal Seaport. In 2030, Stockholm Royal Seaport is to be completed as a state-of-the-art sustainable waterfront urban district. By then, 10,000 new dwellings and 30,000 new office spaces will be built in the currently brown field industrial area of 236 hectares in Stockholm, the capital of Sweden. The future citizens and visitors of Stockholm Royal Seaport are expected to engage in a healthy and sustainable lifestyle.

Already many different organizations are engaged in formulating and distributing (i.e. co-creating) the vision of Stockholm Royal Seaport, and this way, they participate in the process of shaping the expected ideal life style of future citizens and visitors in the area. In this paper we map these organizations and explore their own life style-values as expressed on their homepages. The overall question is whether today’s creators, prescribers and managers of tomorrow’s life style ideals and expected human behaviors take social responsibility seriously. Do they live as they learn? Hence, this study explores the overlap between Human Resource Management (HRM) and Corporate Social Responsibility (CSR) in the shaping of the (sustainable) citizens of tomorrow.

18:05

Making the disabled able in the age of Corporate Social Responsibility - Practice and discourse on sustainability in employability-promotion
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Contemporary business ethics and strategic CSR is finding innovative driving force by tapping into discourse about the active society and of so called social sustainability. CSR is a key in managing unemployment and "empowering" the unemployed into self-managing and entrepreneurial selves. In this paper an ongoing study on three cases of CSR-programs aiming at employing disabled individuals is presented. The purpose of this empirical study is to map out and analyze the organizational interplay the participants in the CSR-programs live and act in, as they are empowered to pursue employability. Drawing on Foucault the intention is to analyze data within a framework that illuminates the regulating and disciplining mechanisms underpinning discourse on normality, employability, CSR and sustainability. Three perspectives can be highlighted in this study – the perspectives of the participants of the CSR-programs, the implementation perspective (HRM) and the business culture/
Developments of corporate social responsibilities to employees: a business media perspective in the context of transitional Romania

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In this study we conceive of CSR as a discursive arena where different actors engage in debates taking place in society. The corporate standpoint on CSR has been intensively researched but little is known about the views of other actors in society. Media are an important actor because it can influence readers' thinking and acting (e.g., Ader, 1995). For this reason we are interested in media texts and their perspective on business responsibilities. In this paper we look at the business press and their discussions of business social responsibilities to employees. We do that looking at the main discourses which seem to dominate CSR practice and research. Our theoretical approach identifies three discourses. The anti-CSR discourse questions the moral, legal and institutional grounds of the idea of business responsibilities. The business case discourse supports the view that responsibilities are owed only if the firm benefits. The moral discourse entails that companies need to behave responsibly because it is a moral obligation to do so. Our aim is to understand what CSR discourses to employees are constructed in media. Empirically we investigate the texts of the major business magazine in the less-known context of Romania, an East European country that joined the European Union in 2007. The rapid changes in its economic, social and political institutions in the last two decades make European Union in 2007. The rapid changes in its economic, social and political institutions in the last two decades make the texts of the major business magazine in the less-known context of Romania, an East European country that joined the European Union in 2007. The rapid changes in its economic, social and political institutions in the last two decades make the texts of the major business magazine in the less-known context of Romania, an East European country that joined the European Union in 2007. The rapid changes in its economic, social and political institutions in the last two decades make the texts of the major business magazine in the less-known context of Romania, an East European country that joined the European Union in 2007. The rapid changes in its economic, social and political institutions in the last two decades make its two year period.

18:06

Identity construction in a multi-discursive setting – professional identification processes in a collaborative health care unit

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As business activities to an increasing extent require managing across organisational borders and formal hierarchies, it is possible to identify a moving away from the stable organisation with a clear boundary, defined roles and a homogenous culture. Instead, the individual will be placed in a position of diverse norms, contradictory expectations and multi-dimensional discourses. In this context, the individual's identity work becomes crucial in order for her/him to gain meaningfulness, predictability and self-esteem, which are the primary roles of a social identity. Participating in diverse and partly contradictory contexts will complicate the identification process and may create insecurity and anxiety. In knowledge-intensive industries such as health care and social services, the profession is an important basis for identification and to a large extent directs the individual's attitudes and behaviour, sometimes in tension with the administrative logic of the traditional hierarchy. Collaboration between health care providers and professions has been put forward as the new form of organising the welfare society, meaning that professionals are to collaborate over professional, legal and cultural barriers, to adopt new, less professionally-bound work methods and to handle increased scope of action from the parent organisation, altogether implying a more complex and less predictable discursive and social context. Family care centres have been chosen to represent the modern form of organising the welfare society; a multi-agency joint venture spanning health care and social services. Here, members from several service providers are merged into a self-managed, multi-professional team with the aim to improve care-taking of families. The individual professional (nurse, social worker etc.) thus needs to position

19:01
her/himself in relation to the multi-faceted and partly conflicting discourses that are evoked in this setting. The study will focus on a selection of professionals in order to allow for an in-depth study on how she/pursues identity work in the presence of multiple professional and organisational discourses and in so doing “fighting through a jungle of contractions and messiness in the pursuit of a sense of self” (Alvesson, M. 2010:200, “Self-doubters, strugglers, storytellers, surfers and others”, Human Relations, 63, 193-217). This paper will hence contribute to our understanding of the post-bureaucratic organisation from the individual’s point of view.

19:02

Worksite health promotion and the management of self-managing employees

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Both popular and critical management scholars have outlined how a new knowledge based economy changes the conditions of work, the criteria of employability, and, in that process, the employee as an individual self. The ideal employee is no longer the submissive “organization man” but “the entrepreneur” that enthusiastically makes use of her whole self to define her own tasks and to decide how they should be executed. In this new world of work, where employees are expected to self-manage their work as well as their lives, the management of self-managing subjects has become a focused topic. It has resulted in studies analyzing corporate culture, HRM, team-based control, etc, as examples of new techniques and philosophies involved in the management of self-management. We suggest that these studies have not devoted enough attention to one central issue, namely that the self-management paradigm implies that organizations seek to make use of aspects and spheres of employees’ lives over which the traditional and still dominant management authority have little influence. The self-management paradigm pushes management beyond the scope of its legitimately field of authority. When the site of control is partly displaced from ‘the work place’ to the lifestyle and the inner attributes of the employees, which authorities and forms of influence are then called for to manage self-managing employees? In this paper we shed light on this particular issue through a study of Work Place Health Promotion (WHP). We suggest that WHP has become a means, not only of influencing the health of employees, but of managing self-managing subjects. In contrast to traditional medical health programs, which focus on the work environment to prevent work related illness and injuries, WHP programs focus on the whole life situation of the employee and seek to promote ways of working and living that lead to greater general health, wellbeing and professional success. Over and above WHP programs’ effects on employees’ clinical health, we suggest that their focus on employees’ lifestyles and the legitimacy they bring through the medical authorities that provide them open ways for organizations of influencing areas and aspects of employees’ lives that traditional managerial authorities cannot reach. To substantiate these claims we present a qualitative case study of the health-promoting activities provided by corporate health experts at Scania, a leading manufacturer of heavy trucks and buses.

19:04

The subjugated authentic champions: a study on the new leadership paradigm in corporate health promotion programs

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There is an increasing emphasis on the management of self in contemporary organizations. Self-regulation, self-discipline, self-fulfilment etc. are regarded as necessary compositions of the self-managed, self-empowered ultimate ideal members of corporations. The “moral-oriented” leadership typology seems emerge to receive growing attention and adds to the existing leadership paradigm. Authentic leadership is born in the increasing scholarly interest in how organization leaders address moral issues with “explicit” leadership components; and is said to be effective particularly addressing the management of self. The moral champion leaders are to achieve their managerial pursuits through shaping individuals’ subjectivity towards collective choices. Mainstream leadership writings are in solely pure and positive terms; leadership is described self-evidently as an essential attributor to any positive outcomes. However, functionalist approach as such often falls short in offering convincing empirical grounding; and it omits the discussion on the actual social effects that come along with the influencing efficacy. Being viewed as a corporate operational site, the aspect of organization leaders as any “oppressed” and “receptive” corporate members is neglected. My research chooses a managerial phenomenon, i.e. workplace health promotion programs as an empirical setting for a thorough scrutiny on authentic leadership. Adapting a Critical Management Studies’ research outlook, I intend to bring to the light the underlying fundamental that leadership’s role is exploited as a diffusing site of intended social values. I examine how authentic, healthy leaders actually enforce both the anticipated cognitive effects and the unexpected, even
sometimes undesired social outcomes in corporate management of good health. Finally, my research intends to give voice to organization leaders as any “oppressed” individual, examine how “authentic leaders” are being receptive to the influencing efficacy of social values that they involve to fabricate; and how their identity and subjectivity of self become the first to surrender to the “panoptic” surveillance of the prescribed managerial control. In NFF workshop I aim to draw scholarly attention to the phenomenon that the controlling objective is carried out and through the collective operation of shaping “body” and “health”; and mainstream writings assign increasing influencing power to organization leaders in such processes.

19:05

The political economy of news value and the commodification of the general intellect

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Online, globalized commerce is fundamentally changing the dynamics of physical space and social space, opening up the market outside the enclosed area of focused marketing. Low distribution costs, and the ability to cast off the inherent limitations in stock and selection has become a lesser concern, allowing for digitally virtualized industries to focus on a global audience at a global scale. Today, in 2011, we can see this change transforming the market for online news in the post-industrial society. This transformation constitutes one part of the larger transformation from manual labour to intellectual labour that began in the early 1970’s. From the perspective of the newspaper industry, many scholars agree that this ongoing transformation offers many opportunities that may even enhance the relevance of newspapers. This paper applies Italian neo-Marxist thought, more specifically the concept of immaterial labour, to online news in order to reconceptualise the relationship between news production and consumption. Using these theories, this paper offers a comprehensive way of theorizing the commodification of user-generated content and the role of the consumer in news production and news value. Previous research has emphasized news value from the newspaper organization’s perspective as news criteria; this paper instead emphasizes the reader as instrumental in the construction of news value, and furthermore how a social exchange process such as reader’s attention and user generated content brings about a new kind of immaterial labour. The purpose of this paper is to provide a theoretical framework for critically examining the commodification of online news. Online news commodification is approached as the result of a continuous, emergent reproduction of public discourse where value is determined by the amount of remediation cycles a piece of news is subject to during its lifespan, and how much subsequent public attention is generated. In order to improve understanding how the commodity of attention is constructed and sold, the framework emphasizes the differences between print and online news commodification. The result is a new theoretical framework which outlines a) how the concept of news value has evolved into digital news value; b) what factors dictate online value; c) the role of immaterial labour and user generated content in the production of that value.

19:06

Making the disabled able – Employability, employability promotion and the making of the employable self in the age of the active society

Concha-Ferreira, Ignacio
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Traditional welfare states’ manner of addressing and managing unemployment and social exclusion has in the recent years increasingly being about activating and empowering the unemployed subject. What the contemporary, active, welfare society expects is the unemployed to become a self-managing and entrepreneurial self. So far few, if any students of organizations have examined how people with disabilities or with other special needs have increasingly come to the attention of governments and corporations as a group whose employability should be strengthened through empowerment strategies and active measures. In this paper an ongoing study on three cases of activation programs for disabled individuals in Sweden, is presented. The purpose of this empirical study is to map out and analyze the organizational interplay the participants in these programs live and act in, as they are empowered to pursue employability. Drawing on Foucault and other critical scholars the intention is to analyze data within a framework that illuminates the regulating and disciplining mechanisms and discursive techniques underpinning the imperative of the active self in the post-bureaucratic organization and the popular idea of empowering/employing deviant individuals.

The empirical study is currently in progress and consists of three case-studies in Stockholm, Sweden.

(1) The corporation named MISA (http://en.misa.se/) operates countrywide and has dealt with the empowering and supporting people with disabilities into employability since 1994. MISA regularly cooperates with a host of NGOs, public agencies, the city of Stockholm and other private corporations, all of which simultaneously are MISA’s customers.

(2) Norwegian telecoms operator Telenor (http://www.telenor.com) has for nearly a decade driven by a now rather renowned social CSR-program named “Open mind”, thru which Telenor has managed to integrate disabled individuals in the organization, first by means of an up till one year of non-paid internship (where the individual continues to have social welfare-benefit or the like), and employing them.

(3) ICA is one of Scandinavia’s largest food retailers (http://www.ica.se/Om-ICA/Eng-sektion/This_is_the_ICA_Group/). In the end of 2009 ICA launched their CSR-campaign called “We can do more”. This project has the purpose of recruiting 500-1000 disabled individuals during a two year period.

19:07

Making up the responsible gambler - organizing self-control education and responsible gaming equipment in the Swedish gambling market

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How is responsibility (re)constructed and (re)distributed amongst market actors? This empirical paper contributes to our understanding of consumer responsibilization by an analysis of attempts to shape rational, responsible consumers in the contested Swedish gambling market. Twenty years ago, there was no fuzz about responsible gaming. It simply didn’t exist. Today, since the early 2000s, in Sweden only, there are thousands of organizations engaged in daily activities with a common purpose: to make up the responsible gambler, a
Homo Ludens et auctor - a consumer who gambles responsibly (the Swedish state operator Svenska Spel's slogan since April 2007 is 'Spela lagom!' which translates to 'Gamble just enough'!). Engaged in this somewhat paradoxical mission are various market actors like the government authority for public health Folkhälsoinstitutet, gaming operators (including state-owned monopolist Svenska Spel) and their many partners in shops and restaurants all over Sweden, state financed and private treatment centers like Maria Ungdom och Kältnärden behandlingshem and support associations like the national association for gambling addicts Spelberoendes riksförbund. The paper is based on a rich set of interviews with key informants from these organizations, a dozen participant observations of responsible gaming education (offline) and Internet studies of on-line equipment and education designed to motivate and teach gamblers to take responsibility for gambling related problems. Theoretically, I draw on a perspective used in critical analyses of neoliberal policies aimed at shaping economically rational actors through a - 'conduct of conduct' - a process of responsibilization in which individuals are given freedom to act individually, but also knowledge, techniques and equipment to be rational and responsible, to govern themselves (Foucault, 1991; Miller and Rose 1993; Rose 1999; Dean 1999). More specifically, I draw on literature on consumer responsibilization (e.g Williams 2007; Shamir 2008; Chan 2009; Larsson et al 2010), linking it to market constructionist and institutionally inspired studies on the organization of markets (e.g Helgesson et al 2004). Foremost, the paper contributes with an organizational analysis of consumer responsibilization practices at the market level. However, in closing there is a more general and state centered discussion on the outcomes and implications of this attempted redistribution of market responsibility.

19:08

Senbyråkratisk organisering: en pendling mellan distans och närhet

Vaigur, Peter
Mälardalen University, School of Sustainable Development of Society and Technology, Eskilstuna, Sweden


19:09

Beyond budgeting as an extensive control package

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What is Beyond Budgeting? (from www.bbrt.org 2011-01-11): ”Beyond Budgeting is about rethinking how we manage organizations in a post-industrial world where innovative management models represent the only sustainable competitive advantage. It is also about releasing people from the burdens of stifling bureaucracy and suffocating control systems, trusting them with information and giving them time to think, reflect, share, learn and improve.” In the literature and management debate, Beyond Budgeting (BB) is foremost connected to removing ”stifling bureaucracy and suffocating control systems”, giving an impression BB as characterized by less formal control, loose control and low degree of centralization. BB is presented as a control philosophy that overcomes the problems with traditional budgetary control - for example lack of strategic focus, unfavorable side-effects, high control cost and adaptation prevention (Hansen et al, 2003, Journal of Management Accounting Research, 15, 95-116)- simply by abandoning budget control. In our paper we argue that BB may be much more than just abandoning budget control and that BB in practice may be connected to a strong central influence on local operations and the use of extensive and tight formal (and informal) controls. BB relies on a high degree of self-control, but this may be influenced by an extensive bureaucratic structure, reducing the uncertainty related to otherwise relying on self-control. As a basis for our analysis we use a case study of Handelsbanken. This is especially interesting since Handelsbanken, and the writings from the former CEO and architect of the control system of Handelsbanken, Jan Wallander, have been a prime input to the development of BB. The important role of formal controls are not denied in the manuscripts by Jan Wallander, and no secret to top management of Handelsbanken today, but seem to have been overlooked by much of the literature on BB. To inform our analysis, we draw on the four levers of control framework (Simons, 1994, Strategic Management Journal, 15, 169-189) and the ideas of control packages (Malmi & Brown, 2008, Management Accounting Research, 19, 287-300). Together, these ideas provide us with an input of how broad a control system must be traced in order to understand how management uses controls to influence behavior, and the multiple functions of a control system.
The subjugated authentic champions: a study on the new leadership paradigm in corporate health promotion programs
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Contemporary organizations emphasize the betterment of workforce health as an ever-improvable social process going conjointly with the enhancement of efficiency and productivity. Workplace health promotion programs thus with its overt good-will intention, becomes an essential contributor to the formation of a new corporate health ethic which is said gradually grows into a new form of social control – through shaping the conception of the body - achieves its effect on the production of individual subjectivity of self. Slogans such as "good health as a strategic business resource", "work out hard make work efficient", "health as an attributor to a strong brand image" etc. are appalling approximates to corporate economical pursuits. The initial intention of the care of health in fact becomes overshadowed by the means of consistent managerial connotation, and the ultimate achievement of social control over individuals. Mainstream positive organization behaviour writings on leadership self-evidently assign leaders as "the linkage between external health factors and organizational health outcomes", who influence the followers' state of health with their health value and behaviours. Assertions as such both inspire and provoke me to conduct a thorough scrutiny on leadership's role in workplace health promotion programs, in order to bring to the light some concealed notions such as, leaders' are the ultimate site where the discursive disciplinary strength of corporate health values are being embodied and legitimized. Secondly, the injunction that leadership's role as an influential factor to the state of others' health is in fact: 1) where the formation of corporate health ethic begins and enforced, 2) the mechanism induces anticipated cognitive effects and unexpected or sometimes even undesired latent social effect of the very health ethic (i.e. social categorizations under the name of health, markings of inclusion and exclusion in selection and promotion processes, marginalization, stigmatisation etc.). Finally, my research will also give voice to organization leaders as any "oppressed" and "receptive" individual, to examine how organization leaders to submit their own "wholesmanship" to the efficacy of the workplace health ethic they involve fabricating; and how their identity and subjectivity of self become the first to surrender to the "panoptic" surveillance of the prescribed managerial control.

The elephant in the room
Levey, Charlotte
Företagsekonomiska institutionen, Lunds University, Sweden

No abstract available.

Bio-power and bio-struggle in workplace health promotion
Thanem, Torkild
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No abstract available.

Alienation – en bortglömd aspekt för att formulera arbetsmiljörisken?
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The psychosocial aspects of work related health have gained an increasing research and practitioner interest during the last few decades. In Sweden psychological aspects were formally included in the Work Environment Act in 1977. The public investigation preceding the legislation (SOU 1976:3) summarized what the research at that time had pointed out as the three main factors for workers and their psychological and social well-being at work: 1) influence and control over the work situation, work pace and work methods, 2) a sense of meaning and 3) cooperation and interaction with others. Since then different theories and models have been used and developed to understand and assess how an organization influences the well-being of its members. In more recent years boundaryless work in a globalized, individualized and changing world has been in focus (e.g. Nippert Eng, 1996: Allvin et al, 2006; Härenstam et al, 2006; Näswall et al, 2008), so has the balance between work and family life (e.g. Hochschild, 1997; Kinnunen & Mauno, 2008). Models and conceptional frameworks like burnout (Maslach & Jackson, 1981; Schaufeli et al, 1993), Sense of Coherence, (Antonovsky, 1987) and the job-demand and control model (Karasek, 1979; Karasek & Theorell, 1990) have all been widely used to assess well-being at work. The list of perspectives can be made longer. More importantly, contemporary research conducted within the research area originates from the research traditions of psychology, public health or medicine. In all three traditions the individual is most often seen as an object that is exposed to the environment, and that the environment (the organization) is seen as a tangible structure where one can find factors affecting its members. This paper takes another point of departure and focus on the production of the organization, i.e. its organizing. The main tool for organizing is our talk. When talking about work at work we organize ourselves and thus (re)produce an organization. Through our organizing we also produce aspects of ourselves as persons, we become someone. Who we become in and through the organizing at work is, I will argue in the paper, an undere xplored aspect of understanding well-being and ill-being at work. Surveys cannot grasp the way each workplace talks, neither can one objectively 'measure' the talk. Looking at well-being this way thus also has implications for how to generate empirical material. The paper will also address this implication.

Shadow of trouble: The effect of pre-recession characteristics on the severity of recession impact
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The recent financial crisis heightened the need to understand how (and why) environmental shocks have different impact on firms. Strategic management (SM) theories focuses on why firms are different, why some firms perform better than others and why firms behave differently (Rumelt, Schendel and Teece 1994), and should therefore have valuable insights to offer when explaining how and why -firms are affected differently by recessions (Agarwal, Barney, Foss and Klein, 2009). Knowledge about recessionary pressures are important as they lay contingencies for the actions firms will (and can) take in response to a recession, and is therefore also important for understanding performance differences between firms
during and after recessions. However, the SM-field has shown little interest in studying such phenomena, and most of the empirical results related to the study of firms in recessions are from other academic fields such as IO-economics, finance and macroeconomics (Lien, 2010). This low interest by the SM-field has left several important questions unanswered, like what recessionary pressures do firms experience, and what determines the magnitude of these recessionary pressures? And why do some firms experience more severe recessionary pressures than other firms?

This paper addresses such questions empirically using a research model rooted in evolutionary economics (Nelson and Winter, 1982), the resource based view ( Wernerfelt, 1984; Barney, 1991) and the dynamic capability view ( Teece, Pisano and Shuen, 1997).

In order to separate recessionary pressures from the aggregated effect of a recession, firms’ financial information are complemented with data from a questionnaire about the recent financial crisis, which was distributed to 5000 Norwegian firms in the autumn of 2010. This questionnaire includes measures of managers’ perceptions of which recessionary pressures their firms experienced from the crisis as well as the severity of these pressures. These measures will in turn be combined with firms’ financial information and analyzed econometrically. By doing so, the paper will contribute to the study of firms in recessions both by generating new knowledge about the impact of recessions on firms and by testing findings and predictions from earlier studies on a new dataset.

21:02

Iceland’s higher education in a financial crisis
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The collapse of all the major Icelandic banks in October 2008 and the economic crisis that followed have caused severe problems in higher education. During the years 2009-2011 the state budget has been cut by 20% from the 2008 level. The cuts have affected all sectors partly or wholly financed by the Government including higher education. In Iceland there are 7 institutions of higher education. The University of Iceland was established in 1911 and was for a long time the only university in Iceland but now in 2011 there are seven institutions of higher education. Iceland has two systems of higher education. Both private and public universities receive the same contribution per student from the State. But private universities are allowed to charge tuition fees whereas public universities are not. Iceland was harder hit than most countries by the economic crisis. Already state funding of all seven universities has been cut by approximately 20% while the number of students is growing, especially at the University of Iceland. More cuts are expected in 2012. Rationalization and productivity improvements have made it possible for the institutions to survive through 2010 but some drastic measures will probably have to be taken in 2011 and 2012.

The paper will discuss the different alternatives. Should some of the institutions be merged? Should the larger institutions take over the smaller? Should the university system of the country be reorganized taking into account that a nation of 320,000 probably does not need more than two institutions of higher education, one research based university and another emphasizing education? So far a merger of University of Iceland and Reykjavik University which would bring the largest savings has been rejected. A merger of the University of Iceland and 3 state owned colleges is being discussed but the savings will be minimal.

The paper discusses how the University of Iceland can respond to the challenges. The budget is cut nominally by 20% which is closer to 30% in real terms. At the same time the number of students increases. How can an institution of higher education respond to such conditions without sacrificing the quality of education and research.

21:03

Organizing for knowledge management in transnational company: The role of structure
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This paper is a part of the doctoral thesis, work title ”The Role of Structure and Accountability in Organizing for Knowledge Management in Transnational Company”. International corporations (TNCs, MNCs) can be viewed as networks of knowledge flows in which knowledge circulates between headquarters and subsidiaries (Gupta and Govindarajan, 1991). From this point of view, corporations possess an ability to transfer and use valuable, unique, inimitable, and profit-generating knowledge which becomes an important source of competitive advantage for the company. In order to meet the challenge of acute global competition and sustain own competitiveness, companies need to efficiently organize corporate knowledge management (KM).

Building on a case study of Severstal Corporate University which was established by Severstal TNC as a solution to manage organizational knowledge, this paper discusses the following questions: How KM was organized in the Corporate University? How and why organizing for KM in the TNC was changing over the time?

The paper covers the period of 2001-2010 and comprises two essays. The first essay discusses changes in the corporate strategy of Severstal TNC, as well as structural and performance shifts. The second essay describes structural changes and dramatic transformations in the Corporate University (CU) in the light of changes in the TNCs corporate strategy. A particular attention here is devoted to the notion of structure which is broadly understood in terms of design of organization, lines of authority and communication, information flows, tasks, etc. The paper aims to contribute with several issues. First, the paper depicts how a CU becomes an element of organizing for KM in the company. It also shows how and why corporation’s needs for particular types of knowledge are changing over the time. It reveals what particular solutions for organizing KM a corporation employs at various periods of its being - during the ”normal period” as well as during the ”critical period”. Finally, it seeks to develop further the notion of organizing (in particular, for KM) by studying structure (and restructuring).

21:04

The personal costs for firm bankruptcy: One exit route, alternative implications
Jenkins, Anna
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Traditionally entrepreneurship research has focused on the creation of new organizations (Gartner, 1988), the pursuit of opportunities (Shane & Venkataraman, 2000), or the individuals who start and create new firms (e.g. Begley & Boyd, 1987). In other words, the initial stages the entrepreneurship process. However, recent research has argued that our understanding of the entrepreneurship process is incomplete without an understanding of entrepreneurial exit (DeTienne, 2010). One form of exit in particular – entrepreneurial failure – has gained attention in the literature. However, to date it has been often assumed that firm level firm is synonymous with individual level failure (Cardon, et., al, 2011). However as pointed out by Sarathsvathy (2007), failure of the firm does not necessarily imply failure for the entrepreneur.

Understanding the factors that contribute to making firm
failure a personal failure has important implications for the recovery and learning of the entrepreneur (Shepherd, 2003) and the motivation to re-enter self-employment (Ubagsar et al., 2009). Inspired by the recent research by Head (2003) and Wennerg, Wiklund, DeTienne, & Cardon (2010), which focus on distinguishing successful exits from unsuccessful exits, I investigate the extent that firm failure is also a personal for the entrepreneur in terms of financial loss. To empirically investigate this, 284 entrepreneurs who had recently experienced a firm bankruptcy were contacted and interviewed over the telephone. Findings show that the number of hours worked and the money personally invested in the firm increases the likelihood that firm failure is experienced as a personal failure.

This paper makes a number of contributions to the literature. First, the research provides a more nuanced view of entrepreneurial failure (Cardon et al., 2011; Ubagsaran, 2010). Findings show that failure at the firm level does not necessarily imply financial failure at the individual level. This has important implications for how entrepreneurial failure is conceptualized suggesting that it some circumstances it can be wise to disentangle firm level failure from personal level failure. Second, the findings show that the factors which are important for successful entrepreneurship – investment of time and resources (Hayward et al., 2006) – are also those that contribute to firm failure being experienced as a personal failure. These findings are discussed in relation to Sarasvathy's (2001) affordable loss principle and escalation of commitment.

21:05

Investigating qualitative changes in productivity, efficiency, employee motivation, and work climate, while contrasting between blue and white collar workers

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Department of Psychology, Stockholm University, Stockholm, Sweden

Major organizational changes are often connected with a variety of negative outcomes. As a contrast to this, closedowns have instead been associated with increased productivity and motivation to perform, despite certainty of job loss – this phenomenon is also known as the Closedown effect (Bergman & Wigblad, 1999). These results have been regarded as counter-intuitive, since continued employment and job security are regarded as a foundation for work motivation. Organizational death researchers seem to agree that the motivational ‘surge’ is a multifaceted phenomenon whereby employees’ perception of the work climate constitutes an important part of the Closedown effect, but has not been presently has not been quantitatively investigated. Consequently, this longitudinal study examined qualitative change in productivity, efficiency, as well as blue-collar and white-collar workers’ performance, motivation, and psychological climate perceptions. The results showed that productivity and efficiency improved throughout the closure years (T1: Dec-05 and T2: Nov-07), indicating that there was a Closedown effect was present. Repeated measures showed that there was a main effect of time in all the performance, motivation and climate variables. Both quantitative and qualitative role overload, together with job involvement, decreased over time, while all the other variables increased. There were also main effects of collar, whereas white-collar workers perceived higher job autonomy, lower levels of qualitative role overload and higher levels of managerial support. No effects of collar were found in the motivational or performance variables. Lastly, no significant interaction effects were found.

This paper show that plant closures on an overall level may have a positive effect on the employees and the organization alike and the result could be interpreted that the work climate helps employees to adjust to a life where the organization is no longer part of one’s life.
process in which participants (the learners) are involved in constructing and implementing a radically new, wider and more complex object and concept for their activity (Engeström 1999, 2001, and 2010). In the innovation and learning processes the role of management and especially adaptive leadership is crucial. CEOs and middle managers are primal subject in mobilizing and coordinating people and systems to tackle adaptive new challenges.

This paper is concerned with an activity-theoretical based study of innovation and learning in a public health care organization. The empirical data is collected in a privately owned but publicly financed nursing home for the elderly. The definition of the case studied as a public sector organization is appropriate because it is an health sector organization funded by public means, governed by public law and regulations and comes under the administration of the health sector in Iceland (Maroto and Rubalcaba, 2005).

The paper firstly explores and discusses a theoretical and methodological framework used in the study i.e. activity theory (AT) and especially the model of expansive learning cycle (Engestrom, 1987). Secondly, findings from historical analysis and discourse analysis of documents and interviews with the CEO and middle managers are presented as a narrative. The aim is here to gain knowledge and understanding about the driving forces for the innovation and managers’ experience and sense making of the innovation and learning.

22:03

From green vision to green operational practice

Gjøsæter, Åge; Chunyan, Xie; Gronhaug, Kjell; Pogner, Karl-Heinz; Moeller Hansen, Line

The purpose of this study is to investigate how a company tries to implement a “green” vision into “green” operational practice. We in particular focus on the role of middle managers in implementing the vision, which has been paid less attention in the literature. Our focus is on changes in daily operations by applying a strategizing perspective, a rather novel approach in the study of strategy and organizational change.

A key purpose of a vision for a company is to set out a view of the future and gain common understanding among a company’s employees to enhance organizational performance. However, a vision must be implemented to have any impact. In the present case the focus is on the implementation of the vision. The case company intends to realize its vision through “green” activities on board offshore vessels to make operations of the vessels climate neutral. Consequently, realizing the visions can have several effects: reduced pollution, cost savings – and possibly – also improved reputation. The middle management on board plays a vital role in the strategizing processes to implement the vision. In this ongoing research project available performance indicators show large variances among the vessels in their efforts to perform “green” activities. Why some vessels succeed in implementing green operational practice while others do not, constitutes an interesting question worth further investigation.

Our theoretical point of departure is the idea of strategy-as-practice, embracing an overarching conceptual framework of practitioners, practices, and praxis (Jarzabkowski et al. 2007). Here praxis refers to the flow of situated “green” operational activities. Strategizing comprises the nexus between the three elements. Organizational implementation processes are captured empirically through semi-structured interviews with middle managers on board offshore vessels, supplemented by secondary data.

The study contributes to strategy-as-practice as an emerging research area. Particularly, it extends our knowledge about middle managers as practitioners in the strategizing process of implementing a “green” vision into a carbon neutral operational praxis in a company operating in the carbon-producing oil and gas industry.

Key words: vision, middle managers, strategizing, practices, praxis.


22:04

Organizational discourse and organizational change at KMD

Forsberg, Kristina; Palm; Matti, Kaulio; Marianne, Ekman Rising; Britta, Forsberg

KMD is a large Danish IT-company and since 2009 owned by EQT (private equity funds) and ATP (capital and pension fund). From being data-center in the public sector and the exclusive IT provider of the Danish municipalities, KMD changed to become an IT provider for public and private customers. The market position changed from a monopoly-like status to a stock company in a very competitive market. As response to these changes and to the demands of the shareholders in regard to efficiency and productivity, profitability and viability the Executive Management and Board of Directors initiated a four year change project with the overall 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 should help embedding the “New KMD” in order to support “motivation, pride and optimism”.

Our paper is aiming at investigating the interrelation between the discourse of this cultural change and the change project as a managerial strategy by looking at the “official” change discourse, but also the sense-making processes in the discourse of employees’ everyday-work. From a social constructive point of departure we want to study the negotiation of the meaning of the change in KMD not only by looking at the “voices” of management and change agents, but also the “voices” of other key actors, especially at the concerns and ambitions of those affected (and affecting?) change. In KMD’s case change is not only a result of a (successful) strategy but also an outcome of (partially competing) discourses about the identity and culture of the organization. “Being evocative and dynamically related, the cultures of an organization can be navigated andnegotiated but not controlled” (Batteau 2001: 726). By looking at this ‘navigation and negotiation’ our multidisciplinary case study of the discourse of change at KMD investigates how change is constructed and how its meaning is negotiated in discourses. It shows how change discourses enable and constrain change as strategy and how change discourses – at the same time - are constrained and enabled by the strategy. Batteau, A. (2001): Negotiations and ambiguities in the cultures of organizations. American Anthropologist 102(4): 726-740. Grant, David et al. (2005) (eds.): Discourse and organizational Change. (JOCM special issues). Journal of Organizational Change and Management 18 (1) and 18 (4).

22:05

Emerging Clean-tech firms: What is the right mix of support activities?

Kristina, Palm; Matti, Kaulio; Marianne, Ekman Rising; Britta, Forsberg

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The aim of this paper is to present a model for business competence development in small emerging Clean tech firms. The paper is based on an action research project including
seven small firms and 19 larger potential customers. The main activities within the project were networking, market investigation, seminars on e.g. business and customer strategies, speed dating, and workshops on creating system solutions. This latter aspect of developing system solutions is highlighted as a specific condition, necessary for success of emerging technologies and in the real estate and construction industry. From a practical point of view, the implications of the project are that speed dating can create new businesses opportunities in an efficient and quick, but limited way, while market investigation, seminars and discussion with others takes more time and needs more work from the companies in order to be translated into practical businesses. On the other hand these are bases for long term development for creating business. From a theoretical point of view, the contribution of the paper is the suggested model of how organizational capabilities can be developed through interactive learning approaches including both DUI (doing, using and interacting) and STI (science, technology, innovation) approaches.

"Like we've always said in this house, I think..." How stabilizing movements unfold in double-voiced utterances
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In this paper, we focus on how organizational ‘things’ (local truths, entities, relationships) come to be and are maintained by what we call stabilizing movements. Our focus is on language in use and its role for making stabilizing movements possible and effective. Building on process studies to question the traditional taken-for-granted concepts of linearity, conformity and organization, we depart from a world in messiness and movement to understand how processes of both stabilization and change unfold through language. If the world is in continuous processes of becoming and there is no ultimate finalization, essence or stable entities, we want to investigate how temporary stabilization and feelings of arrested moments are created in this fuzziness (Chia & Tsoukas, 2003; Hernes, 2008).

Borrowing Bakhtin’s (1984) notion of ‘double-voicing’, we focus on how people ‘borrow’ each other’s utterances and re-use them in various ways: “[W]ith some of them we completely merge our own voice, forgetting whose they are; others, which we take as authoritative, we use to reinforce our own words; still others, finally, we populate with our own aspirations, alien or hostile to them” (Bakhtin, 1984:195). Thus, double-voicing draws on the preceding language world where past events and actions are recycled to form context to current circumstances and needs, by creating a feeling of order, or ‘wholeness’. Such a feeling always needs to be worked on, as strong centrifugal forces strive to create chaos: Thus, stabilizing is "an attempt to create order by positing it” (Bakhtin in Morson & Emerson, 1990:140). Our analysis builds on three longitudinal in-depth studies in different organizations. Based on direct observations on site, interviews and document analysis, these studies have been conducted during times when organizational actors have established new ways of working. This offered good possibilities for understanding how stabilizing movements take place in social interactions. Understanding not only change and dynamism, but also the need for closings, feelings of ‘wholeness’ and slowing down in organizational life has relevant implications both for theory and practice. By using the concept of stabilizing movements, we aim to dismantle the unfortunate popular misconception of process and stability as dichotomies, and rather embrace them as mutually constitutive.

Organizational change through interactive research or a consultant’s intervention. Reflections about pros and cons
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This abstract is written in the start up of an interactive oriented or an action oriented research project. The author has previous experience as a consultant and is reflecting upon possible differences between being a consultant and being a researcher. In the paper, a reflection is made on possible differences when using an academic or a consultant approach in an organizational intervention. The consultants are seen as the change agents, fully devoting themselves to the needs of the clients in doing an organizational intervention. The consultant’s role, as being a change agent, is sometimes compared to the role of an action researcher. However, the action researchers are not only to satisfy the organizations but are also to add critical knowledge to existing research (Westander, 2006). In interactive research, the emphasis is even larger on the importance of separating the role of a researcher from a developer in order to carefully consider issues of validity (Wallo, 2008). As opposed to the action researcher’s role, an interactive researcher is to perform a joint analysis with the involved actors of the organization instead of taking a responsibility of the change process. Even so, both interactive and action research can be seen as a new production of knowledge as to traditional research (Svensson and Nielsen, 2006). The question which is reflected upon is: If there is a difference between the role of a consultant and an action researcher in an organizational intervention, is there really a difference between interactive and action research? Aspects such as participation, learning and sustainability are considered.

The empirical data is collected from the author’s involvement in two parallel organizational change projects as an interactive or an action researcher. One organization is in the public sector and the other is in the private sector. Both change projects are aimed towards the development of lean production. The empirical data is planned to include ten interviews.

On the way to commitment in business relationship – Trust related factors as the key influencers in process of change
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Business organisations live nowadays in the dynamic environment where changes are mundane driven by crisis after crisis. When the business organisations face their crisis, the radical change is needed. The process of change is very challenging inside the organisation, but when two organisations are going through the process together, it is even more challenging. Indeed, the process of change is always a stressing and risky situation to the business relationship. Therefore business organisations have to be committed to achieve the ambitions of the change, such as an increase in the profitability or longevity and stability of the business relationship (Meyer and Allen, 1991; Wu et al., 2004). The success of the process depends on how committed the organisations are to each other and the process from its early stage. Indeed, commitment can be considered the main influencing factor of the process of change. But how is commitment accomplished in the beginning of change? Several researches claim that trust is a prerequisite for commitment and that trust is created in combination of communication, past history, power positions and personality of humans etc. (Morgan and Hunt, 1994; Kwon and Suh, 2004). However, the influence of these factors behind trust...
is more or less unknown in the context of change process commitment in interorganisational business relationships. Therefore, the key question of this paper is how do trust related factors influence on commitment in the early stage of the process of change in interorganisational business relationships? This article contributes to the research of trust in business relationships in several ways. First, this article presents quantitative understanding by analysing the influence and correlations of trust related factors and commitment in an early stage of the process of change. Second, this article enriches the narrow scientific commitment and trust construction of past researches by introducing the multidimensional influence of trust related factors in developing and stressing situation. Third, the dynamic food chain context with unbalanced power positions and profitability problems are taken to closer inspection. This study concerns the business relationship between turkey meat producers and a meat processor. Therefore, these findings could be useful for creating effective relational governance and collaboration mechanisms and strengthening the business relationships at the time of crisis.

23:01

Qualitative M&A research - A review

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We will review the last ten years of qualitative M&A studies. In the review we will apply a multi-stakeholder perspective. The M&A research have been dominated by quantitative studies. Even though there is a certain amount of qualitative studies there is still a demand from scholars for more qualitative studies. One reason for this demand could be the lack of comprehensive reviews and synthesis of research done. Furthermore, most studies have an owner perspective. Since many other stakeholders affect and are affected by the acquisition process, a multi-stakeholder perspective will be an important contribution to the understanding of what happens within the M&A process.

23:02

Organizing the suppliers - Nokia within the telecom industry

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We focus on the sale of Nokia's contract manufacturer Eimo. The companies had a long term dyadic relationship. Nokia is currently one of the world`s leading manufacturers of mobile technology devices such as mobile phones and multimedia devices. Nokia participated into the early evolution of mobile communications during the time mobile phone usage boomed. It made the sector as its core business. Eimo is a Finnish company which manufactured various types of plastics, beginning from buttons and later on specializing to technical engineering plastic due to which it became a trustworthy supplier for Nokia. Our aim is to analyze from the stakeholder's point of view the sale of Eimo to Foxconn, a Taiwanese global contract manufacturer. Our empirical findings indicate that Eimo had no emergency strategy related to the existing ones such as Flextronics, Sanmina, Celestica and Solectron. The buyer, Foxconn, got an excellent plastic cover in its solution. The US owner got nice amount of money. The other stakeholders, such as the Finnish authorities, employees and minority shareholders experienced in the next years the consequences. It seems that in conflicting situations the most powerful stakeholders such as owners and main customers of the company overrule the other stakeholders.

23:03

Power balance to explain customer strategies and reactions in acquisitions

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Such researchers as Pfeffer (1972) and Finkelstein (1997) have explained mergers and acquisitions with dependencies created among its actors. An acquirer would buy a target to decrease its dependence on resources provided by the target and thereby also reduce its uncertainty. Those thoughts are closely related to ideas on how power, and specifically imbalance in power-dependence, may cause companies to withdraw from established business relationships or ally with additional parties to reduce the impact of existing imbalances (Emerson, 1962). This paper relies on those ideas of power as an incentive for change and regained power balance as explanation for reactions, to discuss intentional and unintentional changes in customer relationships following an acquisition. The following questions are addressed: • How is power used by the acquiring and acquired parties to improve their position in the network? • How does increased market power of the acquiring and acquired parties affect customer relationships? • What responses are seen among customers to such increased power and how can these responses be explained in terms of power and power balance/imbalance? Empirical illustrations are provided from a multiple case study based on interviews with representatives of customers and the acquiring and acquired parties. The different case studies represent different degrees of integration among the acquiring and acquired parties and hence links customer reactions to whether and how power become manifested through integration among the acquiring and acquired parties. The paper concludes that when power is indirect in the form of the acquiring and acquired parties becoming stronger, yet without them actually practicing their combined power through integration, reactions take the form of customers allying with other customers. If power is instead used directly to create a new position, customers are more inclined to withdraw from their relationships with the acquiring or acquired party. The proposed paper contributes to literature on mergers and acquisitions through discussing their effects on an external stakeholder: the customer. Homburg and Bucerius (2005) have pointed to the limited amount of research on the marketing dimension of mergers and acquisitions, and Anderson, Havila and Salmi (2001) have stressed the importance of considering external party effects of mergers and acquisitions.
Customer retention in cross-border acquisitions: Empirical perspective on relational forces in bulk liquid distribution (BLD) company

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This paper sheds light on the empirical relational forces enabling customer retention in cross-border acquisitions, using the case of a bulk liquid distribution (BLD) company. The study reveals that cross-border acquisition as a strategic move to gain significant market advantages and surmount acquisition challenges beyond a firm's domestic border requires that, the acquirer must establish a fit with the target firm and harness the interdependence between the target firm and its customers' relations. It is argued that the presence of (intermediating) relational forces of reputation, trust and commitment, switching cost and global networks are crucial to acquisition success. Finally, a model of how relational forces (RF) must commingle between the focal firms and the external environment was unveiled amidst the acquisition challenges, as a trigger for customer retention in cross-border acquisitions.

Acquisitions in the car industry - complexity the reason for failed integration

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During the last few years, several examples of split-ups (e.g., Daimler and Chrysler respectively Ford and Aston Martin in 2007; Ford and Jaguar but also Land Rover in 2008 respectively Volvo Cars in 2010) illustrate that merged multi-brand car companies in practice often fail to achieve the intended cost-savings and scale-economies. Miscarried and inappropriate integration, due to unexpected complexity, often seems to be the reason for this destroyed rather than created value. The aim of this paper is, with help of a case study in a Swedish car company that had been acquired by an American multinational some years ago, to demonstrate some of the complexity involved with the integration of car brands and when finding the optimal product variety is at stake. For this purpose, empirical data was collected with help of a longitudinal case study and loosely-structured interviews with 29 financial managers, combined with extracts from company internal documents. The findings reveal above all two types of industries. They represent strategic actions taken by companies and their owners in order to develop or safeguard their business. Simultaneously they mark major structural changes in the competitive landscape. Each acquisition involves several business actors at a time reshaping the business context in which the companies, their competitors, customers and

The importance of industry - academia co-operation in developing new technology for competitive advantage

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In the early work using the network approach the importance of technological development was emphasized. The technological adaptations needed in order to secure functionality and quality in products and processes demanded much interaction. These interactions developed stable and dynamic buyer-seller relationships (Gadde & Håkansson, 1992; Håkansson & Snehota, 1995; Ford, 1982). Since then, the character and dynamics of such relationships have been thoroughly researched and much have been learnt on relationship complexity and how determining they are not only for technological development (industrial networks) but for the business development (business networks) (Anderson, Håkansson & Johanson, 1994; Freytag & Ritter, 2005; Mattsson & Johanson, 2006; Ritter, Wilkinson, & Johnston, 2004; Wilkinson & Young, 2002). In technological development also non-business actors are influential and important for business development (Lundgren, 19xx). In most business network studies the parties are regarded as having “similar” power; partly because power is not in focus as such and also difficult to study, and partly because power does not fit into the very definition of the horizontal framework the network is. However, since the early studies research has shown that power may play a difference, e.g., attempts to control in the business network (Wilkinson & Young, 2002) and that large actors have the capacity and possibility to deliberately create, adapt and control a specific network structure (Möller, Rajala & Svahn, 2005). Power in terms of ownership may play an important role, e.g., through mergers or acquisitions (Weston & Weaver, 2001; Trautwein, 1990) or strategic alliances (Sengupta & Perry, 1997). The study takes its point of departure from a supplier in the aircraft engine industry which is characterized as high-tech, R&D-intensive, capital-intensive and global. Global in terms of the use of the products and the industry structure (highly specialized companies over the world). Through a longitudinal perspective we describe the strategy to work with developing key relationships in order to develop products and businesses. The purpose with this study is to explore the nature and the importance of industry-academia co-operation in technology development for company business development. And, to address the theoretical and conceptual challenges such an empirical focus may raise having a network perspective.

Intersecting chains of events: Corporate acquisitions in an industry context

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Company acquisitions occur daily all over the world and in all types of industries. They represent strategic actions taken by companies and their owners in order to develop or safeguard their business. Simultaneously they mark major structural changes in the competitive landscape. Each acquisition involves several business actors at a time reshaping the business context in which the companies, their competitors, customers and
suppliers operate. As acquisitions also take place in series by serial acquirers (McNamara et al. 2008; Laamanen & Keil 2008) and in parallel as response to customers’ and suppliers’ acquisitions (Öberg & Holstom 2006) it means that acquisitions, as strategic actions, are temporally embedded in the context of other acquisitions. Acquisitions have attracted the attention of scholars for more than one hundred years and resulted in an extensive body of literature. Focus of studies has been on intra-organizational issues, confined to one or both of the involved organizations, the acquirer or the target, including motives, target selection, due diligence, and many different aspects of the actual integration. Much less attention has been paid to the external context of acquisitions, to what other companies and competitors are doing or how customers and suppliers can be affected by an acquisition (e.g. Anderson, Havila & Salmi, 2001; Dahlin; 2008; Havila & Salmi, 2000; Holstom, 2009; Öberg, 2008). One of the most neglected areas is the temporal perspective on acquisitions, how acquisitions occur in the context of other acquisitions over time. Therefore, in this paper we study the external context of strategic actions by studying acquisitions in the context of other acquisitions in an industry over time. The study is based on acquisitions made during a 10 year period, 1994-2003, in the Swedish IT industry. We examine acquisitions as strategic events that through the involved actors, link to each other forming sequences of events, chains of events and intersecting points between event sequences.

23:08

When stakeholder concepts collide: The double roles of managers of M&A integration

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Realization of value in mergers and acquisitions often require organizational integration (Larsson and Lubatkin 1999). Many of the problems in reaching value targets have been explained by difficulties in managing the integration process. In response to urges in early studies for more research on employees in M&A (e.g. Napier 1989) this now arguably has become the main stream of integration literature (Nuppone 1995, Schweiger and Goulet 2000).

Presently the literature can be described as straddling two stances. On the one hand a focus on the losses of well-being of employees, ranging from increased stress (Schweiger et al. 1997), cultural (Kleppesto 1993, Teerikangas 2006), language tensions (Vaara 2005), to gender unequality (Tienari 1999), and losses in professional status (Empson 2000).

As such human issues can create business problems (Goldberg 1983), several studies on the other hand have focused on how to remedy such human effects by communicating to reduce uncertainty (Pablo 1994), creating opportunities for cultures to blend (Larsson and Finkelstein 2001), or management showing appreciation (van Dick et al. 2006).

Despite these differences M&A studies commonly portray management as self-interested agents (Amihud and Lev 1999), as strategists navigating the integration around threatening shallows (Graebner 2009), but perhaps mainly as an organizational function or instrument implementing integration (Shrivastava 1986, Larsson 1990, Schirber 2008).

This picture of employees and management as opposing stakeholders has left management depicted as a source of actions which risks harming employees, but without showing how management itself is affected by integration. This study therefore aims at analyzing both the forces in M&A making managers act and how management is affected by integration. Managers are thereby taken to be employees facing mixed roles of both driving and being victims of integration, thus dissolving the employee-manager stakeholder division. This comparative multi-case study takes a process (Jemison and Sitkin 1986) and explorative view. Interview data from three M&A are analyzed inductively. Results indicate that managers are tied to integration goals by several mechanisms and thus become the tools of an integration which then pays back with increased workload, conflicts and career stress, challenged identity and the requirement to dismiss fellow employees, squeezing managers from two directions in a double whammy.

24:01

Technological change, strategic renewal overlap and the imperceptible practice as operating mechanism

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The predominant body of research suggests strategic renewal to be understood as either radical or incremental in its nature. However, in reality and practice the technological change is often more dynamic in nature and ultimately a question of handling both incremental and radical renewal simultaneously - what we refer to as the strategic renewal overlap. Despite commendable contributions on this topic there are few studies that empirically address how such renewal activities is constituted and integrated to enable technological change. The purpose of the paper is to empirically explore the strategic renewal overlap and uncover its practices that contribute to the integration of incremental and radical renewal activities. In order to do so the paper synthesizes previous theory, and renewal practices are operationalized through the concept of value constellation. This theoretical frame reveals strategic renewal as a dual process of both incremental and radical activities that takes place inside as well as outside the traditional borders of the firm. Empirically the paper examines the global corporation Ericsson that renewed into multimedia business, and the defence corporation SAAB that renewed into training systems and services. Using the extended case method we draw on in-depth interviews, internal documents, press articles and annual reports to get inside the strategic renewal overlap phenomenon. Our findings provide deep insights into what it is that managers actually do when they engage in strategic renewal overlap. The results shows that the practice patterns of incremental and radical renewal in each firm formed a distinct communication practice that either came about as being formal or informal. In addition, the practice of strategy shaped a duality in the strategic renewal overlap because the practice of strategy had opposite characteristics compared to the dominant communication pattern. Thus, we argue that the key mechanism that integrates renewal practices is an imperceptible practice but still critical for technological change. Thereby the paper brings down the abstract concepts of radical and incremental strategic renewal and provides evidence how its coexistence plays out in the field. Altogether the paper shows that the strategic renewal overlap and its practice is of central concern because if we understand more of its dynamic nature then we can also understand some of the reasons behind the success and failure of technological change.
Organizational linkages in an investment program

The paper focuses on knowledge integration in an investment program of an oil company to develop production capacity to enter a new market: biofuels. The program consists of series of projects—to develop the technology to produce renewable diesel fuels, to set up the first commercial production facility to establish the viability of the technology, to build the second plant alongside the first plant to double capacity, and then to rapidly build two large-scale plants on a global basis. The program includes a major shift in the technology. We build on the idea that organizational linkages are critical for successful technological transitions, yet they have received very little attention in prior research (Taylor & Helfat, 2009). We focus especially on how managers can create the linkages in the organization and what types of tools exist for integrating the organization. We approach integration from information processing perspective (e.g., Galbraith, 1973; Tushman & Nadler, 1978). These are related to the structural influences of Taylor and Helfat (2009) that managers have on the linking activities. We divide the linking activities into three modes: impersonal, personal, and group modes (Galbraith, 1973; Van de Ven et al., 1976) and discuss them in the vertical and horizontal dimensions in the organization as well as the links to potential external partners. Despite of posing significant costs to the organization (Galbraith, 1973; Lawrence & Lorsch, 1967), technological transitions often involve a high degree of interdependence between the new technology and the required complementary assets, and hence, higher costs of coordination (Taylor & Helfat, 2009). The paper develops an integrating framework for understanding organizational linkages in the context of a major technological change. We develop further understanding on the structural organizational linkages that are required for successful technological change. The case is used to illustrate the different tools that managers have on managing the structural linkages. The paper is based on a single embedded-unit case study (Yin, 1990). We have conducted semi-structured interviews with 17 key actors: managers involved in the implementation of the strategy, and project directors and project managers involved in the various development projects in the program and two persons from the external EPCM contractor company.

The need for knowledge integration in renewable energy innovation projects

Norway has developed ambitious goals to become one of leading environment friendly energy nations. The establishment of Centres for Environment-friendly Energy Research (CEER) scheme is one of the main measures for addressing these goals. Based on the Description of the CEER scheme, innovation is a prominent component and one of the main goals with this scheme. The CEER scheme seeks to develop expertise and promote innovation through focus on long-term research in selected areas of environment-friendly energy, in close cooperation between prominent research communities and users like industry and public administrative bodies. It is expected that innovation and value creation will be generated mainly by the company partners, although another outcome of a centre’s activities may be the start-up of research-based companies to commercialise ideas that fall outside the core areas of the company partners. However, since the announcement of the establishment of eight CEER centres in February 2009, it has become evident that challenges for the centres regarding innovation and commercialisation are more complex than expected and anticipated. In a report written by NIFU STEP, which review and analyse the eight CEERs’ innovation and commercialisation strategies and activities, it is pointed out that the research communities is more accustomed to scientific publishing and PhD education than innovation activities, and that the intensity in collaboration between researchers and user partners like companies is very variable ranging from close collaboration on concrete research projects to lack of active participation. The main objective with this paper is to present a research project aiming to promote innovation in the Norwegian Centres for Environment-friendly Energy Research (CEER) by studying knowledge integration in practice. Applying the framework of Tell (2011), the main target with the empirical investigation is to understand the social interaction and knowledge integration between academics and people working in enterprises collaborating within a CEER. The key method will be in-depth case studies based on empirical data derived through qualitative interviews, observations and document analysis. At the end of this project we should have a better understanding of the knowledge integration process, which should enable us to identify best practice and improved design in the CEER scheme that enable the commercialization of innovations.

Strategic learning – conceptualization and measurement

Strategic learning literature advances the strategy research by considering strategizing as a process of organizational learning (Mintzberg and Waters, 1983; Thomas et al., 2001; Voronov, 2008). While strategic learning has gained increased attention and a central role in the strategic management literature, we still know very little about the specific learning processes and mechanisms underlying the phenomena (Voronov, 2008). Partly due to these unsolved theoretical issues and the fragmented nature of the research, there is a lack of empirical studies on strategic learning. Consequently, researchers (e.g. Easterby-Smith et al., 2000) have called for studies establishing a valid and reliable measure for it. To address this, this study develops a multidimensional understanding of the strategic learning concept and its sub-processes, develops an instrument to measure it, and validates the measurement model by using a quantitative survey data of 206 Finnish software firms. The study builds on the information processing view of organizational learning (Crossan et al., 1999; Huber, 1991) and on Thomas, Sussman and Henderson’s (2001) strategic learning framework in developing the concept. Here, strategic learning is defined as an organization’s dynamic capability, consisting of its knowledge processes for creation, dissemination, interpretation and integration of strategic knowledge (Kuwada, 1998; Thomas et al., 2001). Thus, the strategic learning concept introduced here encompasses the cognitive processes of creative search and strategic sense-making that have been addressed as missing elements in the dynamic capability research (Pandza and Thorpe, 2009). The strategic learning measurement tool was developed by following on the normative scale development process. Four latent factors constituting the concept were identified and multi-item scales for each constructs were developed. The item selection is based on literature review encompassing the
The effects of knowledge integration on new product development performance
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The knowledge needed for development of new products is becoming increasingly complex and distributed. There is a need for firms to develop their capabilities for knowledge integration. Although prior knowledge-based literature has pointed to the importance of knowledge integration for competitive advantage, our understanding of how the integration of different types of knowledge affects new product development (NPD) performance is still limited. We quantitatively examine the effect of the integration of different types of knowledge on performance in NPD. Knowledge integration refers to the process of combining specialized but complementary knowledge. In this article we seek to study the effects of knowledge integration on NPD performance. Previous studies point to the positive effects of knowledge integration on NPD performance, but they do not distinguish between different types of knowledge in examining these effects. This article therefore seeks to contribute to this emerging literature by explicitly studying the integration of different types of knowledge and the effects that such integration have on NPD performance. We draw upon a classification of knowledge suggested by Ullman (1997) in discussing what types of knowledge that is particularly pertinent in engineering practices. That is, what knowledge engineers draw upon in conducting design and development work. We address the types of domain-specific knowledge, procedural knowledge, and general knowledge integration. Three hypotheses suggesting that the capabilities for integration of each type of knowledge respectively affect NPD performance positively are tested. A fourth hypothesis suggests that there are complementarity effects between integration of the three types of knowledge upon NPD performance. Data was collected during 2009 from a sampling frame of 355 medium-sized Swedish manufacturing firms in four industries. We received 193 valid answers, i.e. a 54% response rate. Hypotheses were tested with standard OLS regression together with EFA and CFA analysis. The results provide support for the first three hypotheses, while the fourth one was rejected. This implies that capabilities to integrate domain-specific, procedural and general knowledge are all independently affecting NPD performance positively, but no combined effect above and beyond the individual variables. This indicates that one knowledge type can be integrated without an absolute need to integrate two types or all three types.
have studied the effect of environmental factors on balancing exploration and exploitation but there is still lack of research in this area. Authors have used environmental variables as moderators that may influence organizational performance. Besides, many studies highlighted different modes for achieving balance between exploration and exploitation but almost no attempt has so far been made to compare and contrast different modes in different contexts. Consequently, there is a dearth of studies focusing on the external contextual antecedents, and, specifically of interest here, on the level of market dynamism as determinant of the modes of balancing exploration and exploitation on an organizational level. The main focus of this paper is to explore these differences in different markets given the level of market dynamism. The aim is to explore how the organizational balance of exploration and exploitation may be influenced by different levels of market dynamism. This paper is largely based on a deductive effort based on earlier research on the balance of exploration and exploitation, as well as earlier research on the related field of ambidexterity which in this context emphasizes the simultaneous balancing of the two properties, but also on inspiration from comparative case studies of two firms that arguably operate in conditions of different market dynamism, Toyota Material Handling/ BT and Sectra. The contribution intended is conceptual: to model two ideal sets of modes of managing the balance of exploration and exploitation in high-velocity and moderately dynamic conditions of market dynamism respectively. These modes are considered as mechanisms for knowledge integration in organizations.

24:08

Knowledge creation in multinational corporations: The role of organizational structure
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The strategy to structure relationships has been well debated in literature, with organizational structure being linked to several strategy issues concerning organizations, like; organizational learning, internationalization of firms, innovation, firm performance, organizational capabilities, new product development and many others. However, until now, studies have not particularly highlighted the role that organizational structure plays in facilitating or inhibiting knowledge creation. This paper attempts to fill this gap using multinational corporations as context. The objective of this paper is to show how organizational structure influences knowledge creation activities positively or negatively. Organizational structure components range from reporting relationships, organization routines, standard operating procedures to reward systems. This list is by no means exhaustive and could vary from one organization to the other but this paper will focus on reporting relationships and routines.

Knowledge creation is a value adding process for multinational corporations and has been identified by the knowledge based view as a process that can lead to competitive advantage for firms if well coordinated (Grant, 1996; Nonaka, 1994a). This paper uses some of the ideas of the emerging knowledge governance approach which hypothesizes that organizations can influence knowledge creation through the use of formal aspects like organizational structure (Foss, 2007). The overall proposition of the paper is that organizational structure particularly reporting relationships and routines influence knowledge creation using particular organizational controls. Keywords: knowledge Creation; Organization structure; Organizational controls; Knowledge governance.

24:09

Consumer value creation by network channel cooperation - myth or reality
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Although channel management has been extensively researched over the years, recent channel literature calls attention to several important matters that have not yet received adequate attention, in particular the structure of the relationship development process, information about how coordination is achieved among the actors in the integrated channel network, how goals are set, plans are developed and performances are appraised among them. In this context more empirical work is called upon for improving the understanding of the process. The paper tries to fill out some of these knowledge gaps by a qualitative longitudinal case study from the Swedish food industry including a large Swedish retail chain, four of its main suppliers and 25 households, moreover customers to the retail chain. The framework guiding the research is network theory supplemented by market orientation theory, channel theory and theories about interpersonal relationships. The theories are used as a point of departure for building a tentative conceptual framework used to direct the empirical work and the data analyses. The focus of the analyses is the interaction among the actors and to what extent they follow an exchange respectively and relationship paradigm in pursuing their goal oriented activities. The results suggest that the channel network has difficulties to support consumer value creation in food consumption. There are several reasons for the difficulties; however, the most important ones seem to be (i) the asymmetric power between the channel members and the introduction of private brands that restrains cooperation and (ii) difficulties for the firms to understand the consumers’ wants and needs. From a managerial perspective the learnings from this study are about how channel members may lessen the problems in managing their channel activities. The theoretical contribution is the discussion about the gap between network channel theory and practice.

25:01

Right on track? Corporate Twitter use under pressure
Ågerfalk, Pär; Larsson, Anders Olof
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Recent online developments towards a “Web 2.0”, where users are also given the role of content providers, has generated attention among scholars, mass media, and the general public alike. Due to the open nature of online data, emerging phenomena resulting from web 2.0 practices such as blogging, vlogging or microblogging include fast-paced online discussions about corporations and the products and services they provide. As such, it is increasingly seen as imperative for any serious business organization to maintain an online presence in order to tap into what’s being said about them, and possibly, to interact and communicate with partners and customers. While seen as important, these practices also appear difficult to companies and online actors. Altogether this raises the question of how best to manage the new opportunities for direct communication with different audiences brought forward by web 2.0 technologies. Among the many so-called microblogging services that allow users to express themselves in short posts, Twitter is probably among the most popular and well known. Since its launch in 2006, Twitter use has evolved and is increasingly being adopted in a variety of contexts. One such area of use is business, where companies have tried to establish practices
and guidelines for company and employee "tweeting". The paper before us presents a study on Twitter use by SJ, the national Swedish train operator. The aim of the study is to investigate how SJ (known on Twitter under the handle @ SJ_AB) made use of the platform at hand to communicate with customers during the tumultuous Christmas season of 2010. Specifically, the paper features analysis of an extensive data set containing approximately 2000 tweets tagged as relevant to the study and archived during the winter of 2010/11 using the TwapperKeeper application. By reporting findings on Twitter use during the height of what is perhaps the busiest holiday season, which also featured severe weather conditions, the paper provides unique insights into the practice of Twitter use in a corporate context. Moreover, by utilizing social network analyses of a large dataset archived utilizing state-of-the-art online applications, the study contributes to the development of scientific methods to handle large-scale online empirics.

**25:02**  

**The role of social media in corporate trust building: multiple case analyses about the ethical and CSR practices in Finland**  

Airos, Mirja  
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"With privacy disappearing, and our online identities now being crowd-sourced, ethical guidelines in social media are crucial for keeping us safe while keeping the internet open for both communication and commerce. Our lunch group settled on six key points that lay the foundation for those guidelines: honesty, transparency, respect, privacy, relevance, and responsibility. These hold true for individuals as well as organizations." (http://www.ruderfinn.com/blogs/ethics/2009/07/ethics-and-social-media.html , 31.1.2011) This short quotation reveals us the importance to think about the ethical and CSR related practices about the social media use in Finnish corporate settings, regardless of the classifications, themes or types, which are used, enterprises and organizations are trying to cope with multiple pressures and are attempting to maintain their image as trustworthy actors. These thrust building procedures are present in inner communication of the firms and also featured in interactive elements with outer society. Research about the role of the social media in these thrust building practices is still relatively modest in Finland and new explorations are needed. This qualitative research on the subject begins by looking through the previous scientific research about the business ethical and CSR guidelines, which illustrate us those communicative practices and codes, in which enterprises define the suitable or unsuitable use of various media types. Then the study proceeds for closer look at the individual companies and their way to conduct proper policies and guides for ethical and responsible use of social media. This interpretation is deductive in nature. Author first makes conceptualizations and opens up theoretical foundations and next conducts three case analyses. Chosen case-companies are all firms, which are acting in the field of information and communication technology (ICT). These case analyses about the role of social media in thrust building discourses are going to be enhanced by making some notes about the social media use in the normative business ethical and also in normative philosophical ethics settings. How newly formulated codes or procedures for social media use are linked with the traditional theoretical ideas or are they linked with? Have these guidelines some relations with newer ethical and corporate responsibility related theories about ICT?

**25:03**  

**Digital convergence or digital clash?: exploring organizational adoption of social media in the newspaper industry**  

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The adoption of social media in organizations can be seen as yet another step in an ongoing digitization of organizational and societal life. Digital innovation in general and social media in particular is not only a shift in technology. It alters existing value networks and calls for rethinking existing structures and relations in any industry. Indeed, while such disruptive change driven by digitization can be found in many industries, its impact on value networks in the newspaper industry is more profound than in most other industries. While there is a strong intellectual tradition in the IS discipline that has examined the consequences of organizational work practices and structures through the use of information technology (DeSanctis and Monge 1999; Iacono and Kling 2001; Orlikowski 1993; Robey and Sahay 1996; Sambamurthy and Zmud 2000) digitization processes associated with social media are not confined within the boundary of organizational change. Indeed, as digital technology continues to expand its influence as a boundary-spanning tool, we should embrace the fact that our discipline is at a pivotal moment as the scope of digital technology grows beyond the organizational realm (Yoo, 2010). We explore a case study focused on the adoption of social media in a newspaper organization - Västerbottens-Kuriren (VK). With a blog portal hosting around 350 blogs and receiving approximately 65 000 visits per week, micro-sites for the localities of Umeå complemented with Facebook groups - VK is constantly increasing its presence on the Internet. The findings show how the tight interlocking of services, technologies, and organization at VK has let to tight dependencies among content, platforms, and networks. We use the term digital convergence to denote the wide-ranging effects of the growth of digital infrastructures, the processes by which they come about, and the inseparability of digital infrastructures from content and networks. The findings show how digital convergence has opened up for struggles around who will control of the creation of news, and how news is to be distributed. However successful in transforming and diversifying its business, our findings show how that the organization is still optimized for producing the printed daily newspaper. As the ventures in new media are taking up more focus, a key challenge is to find synergies and convergence between media – how the printed newspaper can converge with – and not clash with - new channels.

**25:04**  

**Breaking the mould: From open to socially mediated service innovation**  

Markkula, Jouni1; Naarmala, Jyrjä2; Annanperä, Elina2  
1University of Oulu, Department of Information Processing Science, Oulu, Finland; 2Amvia, Vaasa, Finland

Innovations are essential capital for companies in the contemporary knowledge society. During the last years, open innovation has been presented as a means for exceeding the capabilities of more traditional closed “in house” innovation. Engaging users for creating new innovations appears to be a way for gaining a competitive edge. Open innovation approaches are particularly suitable in service design, as service provisioning typically involves the customers closely. Furthermore, recently explosively popularized social media has given new efficient tools for engaging customers and customer communities in open innovation and service design. Even if engaging of customers in service design with social media is
typically considered as open innovation, they should not be taken as equivalent. Our case studies on social media supported service design have revealed the need for further analysis of these concepts.

The objective of our paper is to analyze the relationship of open innovation and utilization of social media for customer involvement in the context of service design, on the basis of an ongoing research project with real company service design cases. We start with a conceptual-analytical study of open innovation and social media as well as their relationship. The relationship between open innovation and social media allows us to decompose the social media methods and tools into components that can be applied in different phases of service innovation process. Based on that, we develop a practical framework for guiding service innovation process in companies. The developed framework is evaluated in existing company service designing cases.

Our study concludes that service design is evolving from open innovation to socially mediated service innovation, where social media is utilised in appropriate forms. In practice, companies can chose their service design approach anywhere between the extremes of pure open innovation and company centric closed innovation. The optimal service innovation solution for each particular case should be based on rational decision of the right level of openness and utilisation of the most suitable social media methods and tools in the right phases of the innovation process. The framework presented in this paper can be used for supporting this rational decisions making; how to plan and conduct customer involvement in particular service design case and what kind of methods and tools to use in specific phases of the process.

Open and closed technology and collaboration
Westelius, Alf
LIU, ESL, Linköping, Sweden

Intranets have become a prevalent part of organisational structure and, to varying degree, an aspect of organizing and collaboration. While many organizations are currently grappling with how to realise the promises of Sharepoint, (and how to keep a reasonable budget while doing so) others look skywards, and see the cloud as an ever more viable alternative. Some use traditional mail, calendars and document processing, but google style – as a service – to meet the needs previously believed to call for intranets. Others, reportedly, even use combinations of facebook and google docs, as their user-administered “intranet”. In this article, I will strive to present some cases of such traditional and novel approaches to IT-supported collaboration, and analyse the organizational consequences of the chosen solutions.

Crafting an h-index to measure user contribution in social media
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The h-index plays a vital role in evaluating academic contribution in a discipline as it evaluates both the significance and the productivity of an academic. This index is widely applied in both the natural and social sciences and there are numerous extensions of it in an attempt to include various bibliometric characteristics. The h-index lends a very resonance valuable tool in evaluating users in community settings. In this paper we develop the h-index for social media platforms. Specifically we focus on the h-index measures for users within a community that employ social media platforms to evaluate the extent and significance of user contributions to the community. We also develop a framework that combines this h-index with a growth measure and consequently we characterize the community structure. The value of this approach is it takes into consideration both the contribution of individual members but also includes a longitudinal component in the form of a growth rate that helps focus on the dynamic nature of a community.

Open innovation, coined by Chesbrough in 2003, has become a popular rhetorical figure in academic as well as industrial settings. Paired with the successful diffusion of the term, at least two sorts of criticisms have been raised; 1) that it is rested on a non-precise definition, and 2) that it is “old wine in new bottles”. These two issues will be elaborated on in this conceptual paper, with an emphasis on discussing ‘openness’ in relation to the firm’s value generation process. Three different but often blurred perspectives on ‘open’ knowledge flows will be highlighted; 1) open as free, 2) open as priced, and 3) open as generative. Although not being mutually exclusive, each perspective has its own basic assumptions regarding openness.

Openness and generativity in the innovation process
Remneland-Wikhamn, Björn
Handelsögskolan vid Göteborgs Universitet, Business Administration, Göteborg, Sweden

Open innovation, being increasingly growing. This paradigm considers that firms can and should use both external as well as internal ideas and internal and external paths to market and advance their business models. All talents do not work for a company so it is crucial to consider external talents along with internal talents for innovating products, services and processes. Even though literature on open innovation is growing rapidly, Research on open innovation is still limited within several institutes and these institutes are mostly located in developed countries. It is also meagerly considered in the context of developing economies. On the other hand, contribution from the researchers in developing countries related with open innovation is very sparse. Recently, there have been several studies through literature review to understand the overall development of literature of open innovation. To the best my knowledge, so far, no similar to this study, has been found in the current literature. Despite its potential in developing countries, little initiatives have been taken to adopt open innovation model there. This study is an attempt to understand the spread of open innovation over institutes, companies, and countries. It will also focus on the potential of open innovation in developing countries. To understand this phenomenon, around 300 articles on open innovation are consulted from the existing literature. It has also considered the information from numerous open innovation platforms. This study reveals that the confinement of open innovation is within very limited organizations. Additionally, research related with the potential of open innovation in developing countries is almost unavailable in current literature. This study shows the places where open innovation is in practice, growing and not in practice. The result of this study is expected to help to understand the extent of present research open innovation and gape for future research on it.

Exploring the open innovation: present status and future perspectives
Hossain, Mokther
Aalto University, Department of Industrial Engineering and Management, Helsinki, Finland

Open innovation is a new paradigm which is increasingly growing. This paradigm considers that firms can and should use both external as well as internal ideas and internal and external paths to market and advance their business models. All talents do not work for a company so it is crucial to consider external talents along with internal talents for innovating products, services and processes. Even though literature on open innovation is growing rapidly, Research on open innovation is still limited within several institutes and these institutes are mostly located in developed countries. It is also meagerly considered in the context of developing economies. On the other hand, contribution from the researchers in developing countries related with open innovation is very sparse. Recently, there have been several studies through literature review to understand the overall development of literature of open innovation. To the best my knowledge, so far, no similar to this study, has been found in the current literature. Despite its potential in developing countries, little initiatives have been taken to adopt open innovation model there. This study is an attempt to understand the spread of open innovation over institutes, companies, and countries. It will also focus on the potential of open innovation in developing countries. To understand this phenomenon, around 300 articles on open innovation are consulted from the existing literature. It has also considered the information from numerous open innovation platforms. This study reveals that the confinement of open innovation is within very limited organizations. Additionally, research related with the potential of open innovation in developing countries is almost unavailable in current literature. This study shows the places where open innovation is in practice, growing and not in practice. The result of this study is expected to help to understand the extent of present research open innovation and gape for future research on it.

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Managing corporate open innovation

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Since 2007 the research team has been working on analyzing and establishing various forms of open innovation environments. These efforts have been pursued with the intention of defining best practice strategies in creating and running open innovation business systems. At Stockholm Airport a complete multi-organizational innovation arena was established incorporating several corporations and authorities. A model was created through wide literature studies, and interviews and workshops with both personnel and senior management. After two major pilots extensive follow-up studies were pursued and the model was enhanced and has later been re-tested in other (single-corporation) environments. Organizational models have also been tested and researched in a number of other open innovation projects. The focus of the research team is on outside-in open innovation, primarily user-involvement in the corporate innovation system. The channel for establishing the communication with the users is the Internet, so the enabler for open innovation is information technology. Still, the use of information technology too often comes without well-defined organizational structure to support it. So the research team has a holistic picture of open innovation management including both the use of the technology and the management of the resources supporting the outcomes of the technology – the innovations. Research results include the notion that corporate idea management usually produces rather incremental innovations, as experienced both with travellers at Stockholm-Arlanda Airport and personnel at one large Swedish municipality. Most ideas presented by end-users are actually low-level solutions to existing problems. Most of the time end-users use idea management systems to highlight a not optimally functioning situation and complementing it with the most obvious solution. To increase the level of innovation two measures can be taken; 1) perform an RCA (root cause analysis) to discover the actual need behind the submission, and 2) re-crowdsource the problem as defined to an innovation marketplace to invoke new perspectives from other competence areas. A model to describe this process has been developed, tested and fine-tuned throughout the five years of research and a process for crowdsourcing to different public target groups during different steps in the innovation value chain has been defined and is presented in the paper.

Your innovation or mine? Exploring the decision-making process in private-collective knowledge communities

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Organization science literature traditionally distinguishes between two types of business models: the private and the collective. The private model assumes support by private investors, who foresee a potential return from the capital invested. The collective model, on the other hand, is fundamentally concerned with public goods characterized by non-excludability and non-rivalry. Recently, von Hippel & von Krogh (2003) proposed a hybrid model labeled the “private-collective” model in response to the rapid proliferation of Free Open Source Software (FOSS) communities. The private-collective model is characterized by 1) private individuals investing their own resources but forgoing any potential returns by freely revealing their innovation to the community and 2) firms that base some or all of their profits on the products or services developed by the community (Dahlander & Magnusson 2008). While von Hippel & von Krogh suggest that private-collective communities provide the “best of both worlds”, their sustainability is dependent upon the ability of firms and community members to strike a balance between their often conflicting needs and goals. Little research to date, however, has provided guidance on how to effectively strike this balance. Current research has suggested that organizations engaging directly with their environment must manage the relational dynamic to effectively co-create value differently than with previous models (Di Gangi et al 2010). Different than the “man on the inside” (Dahlander & Wallin 2006), this study focuses on private-collective knowledge communities in which a variety of actors self-organize to co-create value. More specifically, this study explores the relationship between different sets of actors and investigates the question: How do different private-collective actors influence the decision-making process within a private-collective community? We conducted a study using theories of network dynamics, stakeholder influence, and political skill of OpenSim. OpenSim is an open source multi-platform, multi-user 3D application server that enables developers across the globe to customize their virtual worlds based on their technology preferences. We chose OpenSim due to its global reach and to its diversity in community actors: independent users, freelance developers, non-profit organizations (e.g., universities), and both small and large for-profit firms (e.g., Intel and ReactionGrid). Results and implications are discussed.

20:04

Shapiro and Varian (1998) argue that the reward for an actor in the new economy is [the total value added to the industry] multiplied by [the firm’s percentage share of that added industry value]. Two parallel but distinctive processes are thus being pointed out in the innovation process; value creation and value extraction. ‘Open as free’ and ‘open as priced’ are often implicitly building on the assumption that the rules of value extraction are antecedents of possible value creation. The theoretical argumentation on how the innovative firm in this sense is bargaining with its environment to extract value are not particularly new but possibly empirically intensified through the presence of new methods and tools. The third stream, ‘open as generative’, is so far less theoretically discussed. This perspective is mainly focusing on the value creation process per se, with an underlying assumption that the additative work initiatives should not be too affected by the rules of value appropriation. Rather, value creation ideally precedes (or is separated from) value extraction.

From this discussion, Chesbrough’s original definition of open innovation can be somewhat challenged. If open innovation is merely an inflow and outflow of knowledge across organizational boundaries (often with an emphasis of ‘open as priced’), Trott and Hartmann (2009) are right in criticizing him for not bringing anything theoretically new to the table. But, on the other hand, if open innovation is rather about generative capacity, the ‘open’ part of open innovation could in itself be challenged since both openness and closeness can be supporting and facilitating means of generative efforts.
Playing the Game Leveraging artistic freedom and financial pressure in video game development

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The development of video games has grown from a playful activity at universities, and military research, in the early 1950s to a professional and profitable industry. Today is the video game industry one of the major cultural industries – for example, the turnover from sale in the video game industry exceeds box office revenues in the film industry. Despite this size is this industry, apart from a few publications (Cadin et al. 2006, Cadin and Guérin 2006, Kerr 2006, Readman and Grantham 2006, Tschang and Szczypula 2006), much ignored in academic research this far. This is about to change, not least in Sweden where theories about computer games industry arouses a growing interest (Dymek 2010, Sandqvist 2007, 2010; Zackariasson 2003, 2007).

In this paper we aim to contribute to the discussion about leadership in the borderline between artistic freedom and financial pressure. Today, this is very much where the video game industry is situated. Leadership in cultural organizations, such as video games developer, has a significant role to capture the creativity and channel it towards innovations in production, video games, in this case. Guillé de Monthoux Others (2007) argues that there is a certain fuzziness in this type of organization, which places special demands on the leadership to encourage this flow and steer them towards a common goal. Byrne et al (2009) suggests that leadership has an impact on an innovative process in which creative people can express their knowledge. Compared with the assumptions of the individual creative person and its driving force. The reason for the leadership and creativity in computer game development is a very good case to study is that this industry represents the output of today’s cultural and technological society.

Video game industry is also an industry which is heavily dependent on the creativity and artistic creation (Tschang 2007, Zackariasson et al. 2006), video games, like other cultural products, designed to stimulate our senses and arouse emotions. The process in which the game develops commute thus between artistic creativity and technical craft. The artistic creation is different from other visual and auditory devices to the extent of creating a material that appeals to an imaginary audience. There must be a genuine creative behind the product - like a akvarellmålares artistry. However, what is to come to this artistic practice in a later stage, will be translated into a digital format.

Open innovation in health care services: Challenges and opportunities

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In Chesbrough’s (2003) terminology, health care organizations are so-called "innovation missionaries”, not creating service innovations for profit, but to serve a cause. Traditions and organizational culture in health care has appointed the physician as the expert on the patient’s disease with full control of knowledge, treatment and services. In this sense, health care organizations clearly employ closed innovation principles.

These principles have only recently been challenged by, for example, the patient empowerment movement (Hasselblad & Bejerot, 2007) and approaches like evidence-based design (Bate & Robert, 2006; Pickles & Hide, 2008). We argue that "classic” open innovation principles could be applied also to open service innovation in health care. In the paradigm of open service innovation, every patient is an expert on his or her disease and should be perceived as such by physicians and professions in health care. Patients have access to knowledge about the disease from, for example, patient guides on the Internet or patient communities engaging in interaction via social media. Not only should evidence-based knowledge be valued in health care but also patients’ “subjective” experiences from health care services, and effects from treatment and lifestyle changes. Accordingly, the patient should be regarded as a co-designer and innovator of health care services. The purpose of the study is to describe and discuss how principles from open innovation, which are primarily derived from commercial product development, could be applied to open service innovation in non-profit health care organizations.

To evaluate the drivers, barriers and prerequisites of such innovation, we performed interviews with rheumatologists, engaged in a Swedish research project on open Innovation in health care. The main driver was considered to be "the empowered patient”, with a good knowledge of his or her disease. Barriers to open innovation were the lack of meeting places for patients, a strong local variation in how health care services are delivered, and an organizational culture which not promotes learning and innovations. It is necessary for health care organizations to change their current culture of closed innovation, implying that only physicians have valid knowledge about patients’ diseases. Other necessary prerequisites for implementing open innovation principles are support from management and structures of financial control which encourage innovations.

Experiences of open innovation in leading companies. Based on an empirical study in two leading global companies

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One way to manage product innovation and systematically drive new products to markets is through a product innovation process. Innovation processes are in an increasing manner adapted towards more open innovation which has been practiced for decades.

This paper is related to a doctoral research project on open innovation. The research is based on empirical findings from a qualitative study that combines a grounded theory approach (Glaser and Strauss, 1967) and a case study (Yin, 2003) of two leading global high-tech companies in respective fields, http://marel.com/ and http://ossur.com/ . The main source of information is 16 in-depth interviews with R&D employees and managers at the companies. Kvåle’s (Kvale and Brinkman, 2009) approach to transcribe interviews is used. For analysis open coding, axial coding, selective coding (Strauss and Corbin, 1998) and formal data structure analysis (Gustavsson, 1996) are applied. The paper is based on available empirical data and gives a descriptive analysis and a discussion of how two global leading companies have adapted their product innovation processes towards open innovation in practice. The objective of the paper is threefold. Firstly, to show how two leading global companies practice knowledge-intensive open innovation processes with high degree of collaboration and thus adding value to the companies. Secondly, discuss how to gain benefits which can involve closeness to markets, leading customers, the best talents globally and possible others. Thirdly, open up for questions and considerations regarding open innovation and strategy. The research perspective
Developing capabilities for web-based innovation with users

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External knowledge becomes increasingly available for companies thanks to the developments in information and web technologies. Intensive interaction with customers has been shown to have strong positive impact on companies’ innovative performance. Yet, not many companies reap benefits of access to this source of innovation. The research shows that only large well-established companies utilize the web to its full potential. A number of challenges that companies face when implementing web-based tools, hinder their beneficial effects. More web-based methods and tools for collaboration with customers emerge and different types of customer inputs become available for firms. However, implementation of diverse and advanced web-based tools does not automatically lead to increase in firms’ innovative performance. It is crucial to possess capacity to make use of adopted practices. Companies have to be able to create value from available means of interaction and customer knowledge. The concept of dynamics capabilities has been recently developed to help to understand the foundations of long-term success. Dynamic capabilities are perceived as consisting of three processes: sensing opportunities and threats, seizing opportunities and transforming firms’ tangible and intangible assets. Web technologies and increasingly proactive customers create changing opportunities for companies in terms of how to involve customers into innovation processes. Capabilities are required to understand opportunities, decide upon ways to utilize them and adapt to changes. It is, thus, relevant and valuable to apply the dynamic capabilities concept to understand how firms can create sustainable competitive advantage and deliver long-term superior performance by organizing and adapting to web-based innovation with customers. The study will employ a survey method to collect data from sport companies in Nordic countries. Sport industry is characterized by enthusiastic and demanding customers and, therefore, has been shown to be an interesting context for exploring user involvement into innovation processes.

Choosing open source software: Strategies behind and reasons for municipalities’ use of Open Office

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Open source software hype has become a credible and realistic alternative to proprietary software, also for public organizations. The development of open source software equaling proprietary office application programs has evoked an interest among Swedish municipalities to use open source software for administrative purposes. The purpose of the study was to explore the strategies behind and reasons for Swedish municipalities to migrate from proprietary office applications, such as Microsoft Office to the use of the open source software Open Office. We performed a comparative case study of three Swedish municipalities belonging to the region of Vastra Götaland implementing or planning to implement Open Office; Alingsås, Falköping and Kungälv. The methods of data collection used in the study were semi-structured interviews with key persons, such as IT strategists and Chief Information Officers (CIOs), in each municipality, as well as document analysis. The findings of the study showed that one of the municipalities had an IT strategy including strategies for use of open source software. The second municipality planned implementation of Open Office but were “between IT strategies”, as the current IT strategy hadn’t been updated for some years. The third municipality had abolished IT strategies, as the difficulties of anchoring strategies on all levels of the organizations were too large. Instead, operative guidelines concerning i.e. the use of open source software were used in IT management. The main driver of implementing Open Office was to lower IT costs. The key persons were well aware of the fact that open source software is not free of cost, but estimated the total cost of ownership of Open Office to be less than for Microsoft Office. Perceived barriers of implementation and use of Open Office were lack of standardization with current administrative and enterprise systems used in the municipalities as well as a general lack of knowledge and familiarity with open source software among staff. There were also a genuine concern over the possibility of the community of Open Office developers leaving the program and its users to embark on new open source software project. The traditional relationship between systems suppliers and customers were perceived to disappear and be replaced with a much more uncertain business relationship. Further research by the authors will explore this phenomenon as well as how actual total cost of ownership develops in municipalities.

Open source communities and telecom dynamics: A comparison between Symbian, Android and Iphone open source software strategy

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This paper deals with the way the open source software communities function as agents of industrial dynamics, affecting the innovation of specific industrial sector. Economic studies have dealt with industrial dynamics and innovation (Carlsson & Eliasson, 1994, 2003) leaving the role of open source communities out of it. From an industrial dynamics perspective, open source communities are not easily quantifiable, making them difficult to be bona fide variable of productivity. As a result, substantial parts of the literature on open source communities seek to characterize its economic motives. In the linear economical paradigm of innovation, open source communities challenge the firm’s productivity efficiency assumption. It demands qualification for doing business thanks to external sources of intellectual assets (Lerner & Tirole, 2002, Dahllander & Magnusson, 2005). This paper seeks to explore another avenue in line with open innovation (Chesbrough, 2003, 2006), namely the management of “flow of knowledge” making OSS communities full fledge agent of industrial sectors’ dynamics. The process of software innovation in the telecom sector has been scattered between different strategies: consortium, platform and product ecosystems. Consequently, we argue the role the OSS community is strategic and demands the requalification of innovation dynamics of an industry sector (Christensen, 2006) into ecosystems (Tece, 2007; Chesbrough, 2011). For this purpose, we compare three industrial players in the telecommunication sector, Symbian (Nokia), Android (Google) and Iphone (Apple) which made use of or are using open source communities to design different mobile phones.
User innovation toolkits in product development: qualitative study aiming to radical innovations in shopping center design

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In new product development understanding and interpreting of user needs is important, especially when designing radical, new to the world offerings. In addition this need-related user information can be difficult transfer from the users to the manufacturers. That kind of information is called ‘sticky’. User innovation toolkits are one solution to find out and easily interpret them to the product requirements and features. With toolkits users can prototype the possible solutions with the toolkit. The toolkits can be either simple mock-ups or further developed functional parts like the prototypes. In this study, the user innovation toolkit is designed to the form of the assembly kit. The aim of this study is to investigate how the toolkit provider can influence the outcome. Main elements of a toolkit are solution space and module library. In this paper, a qualitative experiment of three different kind of toolkit is carried out in the context of shopping center design. Both size of the solutions space and the content of the module library are examined in order to find out what kind of elements are needed when aiming to radical innovations with user innovation toolkits. In the literature there are assumptions that the solution space has to be limited, in order to control the possible solutions so that they are feasible. It is also assumed that users make use of offered solution space and with the large solution space they are allowed to do substantial innovations instead of only minor modifications. This qualitative study on three different toolkits shows that limiting solution space is not necessarily as important as stated in the literature. Offering the users unlimited solution space does not automatically lead users to exploit it, nor does it mean that they will come up with radical non feasible new innovations. The role of the module library was not as obvious as assumed. When users were offered an extended module library, they still utilized mainly the conventional shop-related blocks in their solutions. The extended module library failed to enrich the designs of the users but it worked as inspiration when the users exploited the unlimited solution space. This study showed that opened solutions space and extended module library helped users to innovate and design their own solutions with the toolkit, but in terms of radical innovation the results were weak. Keywords: user innovation toolkits, radical innovation, product design and development.
Real learning through real projects for management students: project-based learning for innovation and change
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Many organizations use projects as means to accomplish various forms of innovation and change. These tasks are often temporal, cross-sectional (or inter-organizational), complex and novel tasks that put them outside the capability of the line organization. Innovation and change describe combined efforts of development or adoption of something new (innovation) and the implementation of the innovation to an organizational context (change).

Projects tend to be more successful in organizational contexts that have developed project management capabilities and a culture that foster learning across projects (Swan, Scarbrough & Newell, 2010). Organizations learn from projects by the accumulated experience of groups and individuals (ibid). Studies on knowledge transfer in problem-solving point to similar findings where knowledge is transferred by individuals and groups sharing experiences during problem-solving activities.

These results indicate that project-based learning is a feasible approach for management students to learn about innovation and change. In this paper we explore and explain the use of real projects to teach innovation and change to management students. Based on more than 15 years of experience in the area, the paper presents an empirical examination of project characteristics and learning outcomes across different educational contexts.

The study indicates that the more “real” a management student project is, the better outcome in terms of learning of the subjects at hand. Executive students tend to have more “real” projects than younger full-time students. One possible explanation is that executive students come from organizational contexts where they relatively easy can identify problems and opportunities. Another factor may be their experience by itself, helping them to formulate more focused problem statements for a project. The study also discusses the “realness” of the projects used in relation to the business value through innovation and change created by the projects. Finally the papers discuss the influence by different stakeholders of the projects and how this impacts the learning.

The paper ends with some concluding remarks outlining mechanisms to take into consideration when designing real learning through real projects for management students.

Reference:

The bobsleigh approach in business administration education
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The main issue taken up in this paper is how resources are allocated in higher educational programs – in the beginning or in the end of the process. Today, higher educational programs in business administration normally spend more resources per student at the end of the program than at the beginning. There are several possible rationalities for this, for example that higher levels are more advanced and therefore require more resources or that there are fewer students at the higher levels than at the lower levels, making it harder to obtain economies of large scale. We can, however, see that many students fail the exam because they do not have the necessary knowledge needed to comprehend the next knowledge module. This, in turn leads to a situation where students are teaching resources at the end of the educational program are used for repetition and for handling extra exams, etc. Consequently the resources are not used as intended and the students cannot utilize this learning opportunity to the full extent. The purpose in this paper is to propose the ‘Bobsleigh approach’ as a new way to look at resources allocation in business administration education in order to better understand opportunities for increased effectiveness in such higher educational programs.

It is important to reconsider the resource allocation in higher educational programs in business administration, as the results from the study reported in this paper indicates that resources allocated from the end to the beginning of the process will increase educational effectiveness and boost students learning outcomes in the end of the program. This paper is mainly based on an explorative study of the development of a higher educational program in business administration at the Linnaeus University. The empirical foundation is a longitudinal case study (Yin, 1994) of the development process, carried out

Facebook - A new approach for educational practice
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For young people between 15-24 years of age, Internet and Social Media has become a natural part of their lives. Recent studies have acknowledged this and researchers have increasingly become interested in how young people use social media. By studying usage of social networks such as Facebook in a pedagogical setting, group dynamics, norms and interactions can be analyzed. For example, one study has found that there is a strong link between an individual’s social identity, group norm and subjective norm. Thus, understanding norms are essential if social media is to be used in an educational setting. This is important given the current debate on whether social media is a suitable learning environment. Problems in this area that has been debated are often authority related; lecturer-student power relations, lecturer code of conduct and technical skills.

In this paper, we intend to analyze how norms develop and influence student communication (peer-to-peer, group wise, between groups, the class as a community) and student-lecturer interaction. In a master course, a closed Facebook group was used for the class communication. The Facebook group was the single use for communication outside the class room, eg. time schedule, changes in class, booking supervision time etc. It was also used as a forum for students’, lecturers’ and practitioners’ discussions about the literature, interesting news, films as well as social interaction.

Our conclusions are that the usage of social media as a communication platform really changed the norms for interaction and enhanced all forms of communication. Students took an active part of sharing additional literature, articles and films relevant for the course. As the course went on communication changed more towards communication “among equals”. Students saw themselves as co-creators of the course, along with the lecturer responsible for the course. Therefore, a coach-based authority emerged. Even though students initially doubted whether they should take responsibility for their own learning and participation or not, this gradually changed when using Facebook. In line with traditional Facebook usage the class members increasingly saw themselves as a group. Thus, we see this as a promising research area with great potential for educational relevance.
between 2006 and 2010. Key words: Resource allocation, effective education, study technique, learning process.

28:04

Rethinking the business school curriculum and towards teaching sustainable capitalism

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During the last years, sustainable development issues have become important elements in society both within companies and among the public at large. This seems so both in terms of talk but in many cases also real action. Management education at business schools has a decisive role in training future business leaders and providing them with skills that are needed in order to work for a more sustainable world, or in more precise words, to contribute towards more sustainable capitalism. According to Al Gore, the former vice president of the United States and Peace Nobel Prize winner, sustainable capitalism strives to maximize long-term economic growth while integrating environmental, social and governance issues into strategies, risk assessments and not least, reward systems. Thus, the greatest obstacle to sustainable capitalism is the short-term nature of today’s form of capitalism. The pedagogical challenge for today’s business school teachers therefore is, according to Gore, to correct this by having students challenge their professors and by changing the curriculums. The mission of the School of Business, Economics and Law in Gothenburg (Handels), which is one of eight faculties of the University of Gothenburg, is “to develop knowledge and educate creative individuals for the advancement of successful organizations and a sustainable world”. This mission is closely linked with what Al Gore highlights as important. Therefore, at the center of this paper is first to take a background and historical look at driving but also hindering aspects for the new emphasis on sustainable development coursework in higher education institutions in general and business schools and at Handels in particular. Further, with help of a case study with loosely structured interviews and the analysis of course descriptions, an investigation of the sustainable development ‘issues’ taught by the teachers and the elements included in the curriculums at Handels will be provided. A debate about the role of a business school and its evolution in order to achieve a sustainable world will follow, illustrating the unique potential but also the major drawbacks of business schools as knowledge space for sustainability.

28:05

In search of quality criteria in accounting education: A literature analysis

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The synonymous concepts of “quality education” and “excellence in education” have become extremely important in the strategies of many academic institutions all over the world. They also continue forming popular research themes. This study examines what makes quality in education. While earlier studies on this topic have tended to focus on in-depth analysis of selected aspects of quality in accounting education, the findings of this study show that, overall, quality of accounting education can be assessed with many different approaches and criteria. In so doing, the paper provides a reflection of the research that plays a central role in informing how educators and their universities are likely to succeed.

28:06

People-centered management and leadership: Design of an MBA-program

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While it would be challenging to find a business school in the Anglo-American world that does not offer an MBA-program, the Nordic countries lack this tradition. However, a growing number of Nordic business schools have started to offer such programs. This paper presents one such pedagogical and didactical endeavor, namely the design of a brand new executive Master of Business Administration (eMBA) program. The program is designed with the help of R.L. Ackoff’s seminal ‘Idealized Design’ methodology, for social systems design. Its design includes input and preferences form various key stakeholders, such as the very students to participate in this program, their employers and also the providers of this program: the Faculty members of the Stockholm University School of Business.

This eMBA program aims to prepare professionals for general-management style positions in organizations, whether business or other. A holistic view on management and leadership is assumed aiming to prepare candidates to manage and lead organizations toward success in a highly responsible and professional manner, with an assumption that people are the key resource available. This human-centered approach to management and leadership includes an articulation of the links between facts and values, that gives rise to professional and theoretical knowledge, and where the latter two mentioned must not be confused. The transformation of the candidates into professional managers includes their development, education and training, while the professionalism is to be established by providing a critical mind-set toward both practice and theory. Finally, a manager’s ability to develop, lead and manage is to be based upon a link between well developed abilities to analyze and to synthesize, all aiming at formulating ideals to be pursued and acted upon.

The paper will present details regarding the target group of this eMBA program and their needs and wants, the key features of the knowledge and skills provided, the management capabilities to be built within each candidate, the structure and content of the nine courses that constitute this program, and some key elements of the pedagogic-didactic approach assumed. As understood here, this eMBA-program represents a unique initiative probably being the only such program deliberately based on the Nordic tradition of management and leadership, understood to regard people as the central resource of organizations.

29:01

Metacognitive awareness in the frame of entrepreneurial profile of students in Estonia

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Fostering entrepreneurship among students has become an important topic for universities and governments. As a research subject the entrepreneurial mindset is a complex construct which connects to a variety of different fields like education, business administration and cognitive psychology. The field of cognitive psychology and metacognitive awareness is getting rapidly increasing attention in the scientific discussions in the context of entrepreneurship. Metacognition has been defined to be “the ability to reflect upon, understand, and control one’s learning” (Schraw, 1998). In their study
Blogs as learning journals in entrepreneurship education - enhancing reflexivity in digital times

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Entrepreneurship, as much as learning, appears as a generic approach to coping with a digitalized world in constant flux. Therefore the mission of the educational system, including the universities, should be to support the students in enacting their entrepreneurial selves. This becomes especially challenging in an academic world where the universities are inhabited by students with widely different socio-cultural backgrounds and thus embodying diversity. Bridging between learning in an academic context and entrepreneurship as a practice invites understandings of knowledge creation that encompass a critical mind as well as learning by doing. Contemporary digital information technology and the universal use of social media by the young (student) generation offers opportunities for trying out new ways of student participation in their own learning - while also offering entrepreneurship educators the opportunity of experimenting with new pedagogic tools for teaching and evaluating.

The purpose of the paper is to conceptually embed and empirically evaluate blogging as a tool to foster reflexivity in entrepreneurship master students. Our approach in the empirical endeavor will be the use of learning journals, that is the accumulation of written reflected material. While learning journals have been developed as an offline tool, the new technological developments provide an opportunity to keep blogs as learning journals. Blogs have the additional advantage that teachers and peers can give immediate feedback to entries, and that thereby temporary communities of practice can be created. Thus, the learning effect lies not only in enhanced reflexivity, but also in the peer-to-peer social learning. The setting is a masters program at Jönköping International Business School in entrepreneurship and innovation, its introductory course. 45 students participated in the course, coming from 20 different countries. These countries include nations from the developing part of the world, as well as nations in former Eastern Europe and beyond. The blog structure included all students and us as teachers. Compulsory entries in an individual blog were combined with the expectation to blog ‘laterally’, i.e. with a number of course mates and us, the teachers. The blogging went on throughout the course and thus invited to process evaluation. The contents and structuring of blogging will used to search for patterns in students’ reflexivity as part of their identity work.

Differences in students’ understanding of opportunity process matters for their learning!

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Despite different views on opportunities and opportunities identification there seems to be consensus about the significant role of opportunities in the entrepreneurship process and for the success of the entrepreneur (Shane & Venkataraman 2000, Eckhardt & Shane 2003, Gaglio & Katz 2001). However, even though opportunities, depending on the purpose and contributor, are regarded as a core element, process or competence in entrepreneurship, it is only recently that the question of how to teach or learn these opportunity-related competences has started to attract scholars (Saks & Gaglio 2002, Corbett 2005, Lumpkin & Lichtenstein 2005). The problem is that how the nature and process of opportunities are understood has an effect on learning and teaching practices. We argue that the differences in understanding what opportunities are have effect on how to learn and teach opportunity competences. The starting point though should be the knowledge about how students understand what opportunities are and how they want to enhance their competences related to the opportunity process. Consequently, the aim of our research is to understand how students understand opportunity process. First, we identify different theoretical approaches to the opportunity process from the learning perspective. Then, we investigate (based on 17 writings), how students understand what opportunities are in the venture creation process with respect to these different approaches and, finally, we elaborate what this means for learning and teaching practices.

On the basis of the theories of Cantillon (1931), Mises (1949) and Kirzner (1963) regarding human beings as central to entrepreneurship, our study identifies three approaches through which the opportunity process could take place: search, discovery, action. Empirical analysis validates proposed division. We conclude that courses aimed at opportunity enhancement should be designed in a way that students increase their awareness of the different nature of an opportunity and its process, as well as the varying nature of human involvement in opportunity processes. The correct direction in entrepreneurship education should not be to look for uniform methods and teaching tools, but to try to combine them in order to enable all students to learn and increase their competences.
We start by uncovering some of the assumptions underlying studies of entrepreneurship and entrepreneurship education. Next, we give voice to students who have finished high school recently. Our research material consists of texts produced in twelve thematic interviews with first year business school students of Lappeenranta University of Technology. We analyze the students’ accounts of their potential entrepreneurial futures (entrepreneurship, motivational factors, barriers, and means of entrepreneurship) to identify discourses and their connections (Alvesson & Karreman 2000; Berglund & Johansson 2007). The outcome is the identification of three discourses (business, innovation, and life style) that are used to construct collective entrepreneurship. Finally, we conclude specifying how our work complements existing research and how it should be elaborated in future research. We also specify implications to the practise of entrepreneurship education and discuss the political reach of these implications.

29:06

Obstacles to establishing venture creation based entrepreneurship education programs

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Introduction and purpose

While many scholars argue for the value of action-based entrepreneurship education programs compared to traditional theory and lecture based teaching (Mwasalwiba, 2010), seemingly few such programs exist. We hypothesize that this can be explained by the existence of obstacles to establishing action-based entrepreneurship education programs, and that these obstacles may be categorized into three main areas – financial obstacles (Mwasalwiba, 2010), educational paradigm obstacles (Hager, 2005; Kyro, 2005; Taatila, 2010) and incentive obstacles (Wright, Piva, Mosey, & Lockett, 2009). The purpose of the paper is to explore a segment of action-based entrepreneurship educations identified as venture creation programs (VCPs), where real-ventures are created within the educational framework, and empirically investigate obstacles experienced by the facilitators of these programs. Thus, the research question is: What obstacles are experienced when establishing (facilitating) a VCP at a Higher Education Institution?

Method

This paper is part of a larger research study investigating VCPs. We build from an initial investigation of potential VCPs from the regions of Europe, North America and Asia-Pacific, identified through literature and other written documentation, internet resources, peer reference and snowball sampling. A designated population is studied through semi-structured interviews in order to explore obstacles experienced by the facilitators of VCPs in Higher Education Institutions. Initial interviews are complemented by surveys designed to investigate prioritization and categorization of identified obstacles. Categories of obstacles are compared with the initial hypothesized categories, stemming from literature.

Relevance and findings

Learning more about the obstacles to establishing and facilitating VCPs may lead to understanding how to increase the rate of establishment of VCPs, and potentially other forms of action-based entrepreneurship education programs. This has potential contributions to educational policy and pedagogic frameworks for entrepreneurial education designed for increasing entrepreneurial activity.

29:05

Accounts of entrepreneurial futures: collective entrepreneurship for business, innovation, and life style

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Our reading of Honig (2004), Kuratko (2005), and Solomon (2007) offers that the field of entrepreneurship education is framed with discourses similar to that of the field of entrepreneurship. In other words, there are multiple ways in which academics make sense of entrepreneurship (cf. Shane & Venkataraman 2000). Some consider this versatility as an enabling technology, a set of new tools, instrument, languages and means to make possible new products, compositions, common experiences and new meanings. The conclusion is that we do need an education process reengineering operation to tackle profound changes of our current educational system to be able to engage meaningful in lifelong learning with new business models with a good ICT-to-Business fit dedicated to societal entrepreneurship.

29:04

Societal entrepreneurship in the post-ironic epoch - challenges for lifelong learning

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In the EU-USBM-project on “University Strategies and Business Models for lifelong learning in higher education”, the focus was set to the World as Is, i.e. what’s going on in the field and what best practices that can be identified. In this paper we are focusing on the World as IF, when lifelong learning has become of major societal concern in order to survive in a knowledge-intensive economy. To take advantage of modern technology as an enabler of new and more future-oriented strategies and business models, we are elaborating on the dialectics between Mean and Meaning in the current historical context with the help of McLuhan (medium as a message), Vico (a model for the co-creation of commons), Baudrillard (value types for concrete objects and abstract ideas) and also Harding and Lessig (value creation in commons). Societal entrepreneurship differs from traditional entrepreneurship in a number of ways, one of them being that the primary objective is to make a substantial change of society in longer terms rather than to make money in the short term. Often the idea is to prevent bad things from happening in the local context more than to invent new good things for the global market. Modern ICT in general and Internet technology in particular is basically an enabling technology, a set of new tools, instrument, languages and means to make possible new products, compositions, common experiences and new meanings. The conclusion is that we do need an education process reengineering operation to tackle profound changes of our current educational system to be able to engage meaningful in lifelong learning with new business models with a good ICT-to-Business fit dedicated to societal entrepreneurship.
Threats and possibilities of the increasing professionalization of entrepreneurship education
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In this paper we discuss how entrepreneurship education is likely to be affected by the current development in entrepreneurship specific theory and the increasing levels of professionalization of entrepreneurship educators. Entrepreneurship education has grown significantly in importance all over the world. Most universities and business schools now include courses labeled entrepreneurship. Characteristic of entrepreneurship courses are their business plan tasks and their focus on teaching related to the students’ own ideas. Many, if not most of the theory used in entrepreneurship courses are borrowed from mainstream strategy and marketing (e.g. Porter and Kotler). It has also been common with teaching staff that has a strong industry background and academic training in other fields of research, a clear distinction between entrepreneurship research and teaching, and simple normative “how to do it” text books. This has made entrepreneurship education quite distinct from other topics within business schools, where education has been dominated by within field researchers, who base their teaching on established theories in their fields.

However, over the last couple of years some changes could be noticed. Entrepreneurship has developed as an academic field. More and more scholars have their academic training in entrepreneurship (often written their PhD thesis in entrepreneurship) and we have seen theories emerging within the field of entrepreneurship (e.g. effectuation, bricolage, bootstrapping, co-optation, self-efficacy, etc.). In this paper we will discuss the effects of the increasing supply of entrepreneurship specific theories, and the increasing levels of highly specialized staff of entrepreneurship teachers. More specifically:
- How does recently developed theories in entrepreneurship effect entrepreneurship education?
- What are the effects of the increasing specialization of entrepreneurship teachers?
- What desirable and detrimental consequences could be expected from the above mentioned developments?

Towards team learning – Entrepreneurship supportive learning
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The Finnish Higher Education (HE) sector faces large challenges. The rate of graduates becoming entrepreneurs has been flat at 3.5% for the past 10 years. An important actor in Finland, EK, has noticed that 93% of SMEs have no cooperation with universities. Furthermore, tiredness, depression and lack of motivation are increasing among students. The constructivist pedagogy has officially been adopted by EK’s, but implementation is struggling. However, Team Academy (TA) in Jyväskylä University of Applied Sciences has successfully implemented a socio-constructivist pedagogy with staggering results. 37% of TA graduates start companies, and 47% become entrepreneurs within 2 years of graduation. The 200 students of TA make over 150 projects with companies yearly. Student motivation is high, and 96% of students graduate on time. This paper discusses how two Finnish Universities of Applied Science, Novia and TUAS, have attempted to apply the learning model by TA. Three core principles are central to the pedagogical model of Novia and TUAS: 1) learning is always contextual, you cannot learn to storage; 2) learning is based on experiences; 3) learning is collective, because people best learn with other people. While projects with the business world have an important function, project work is not enough. Quite a lot of “learning by doing” is already done in HE, but it seldom leads to major changes in learning results or in developing the students expertise. Additionally, if we only remain in the world of concrete, we will never learn to think. Based on these realizations, Novia and Turku Amk have worked out the following principles underlying the team learning model. 1. Organizing a. students form self-organizing teams of 15-20 persons b. student teams start their own companies 2. Doing / action a. students perform projects and activities relevant for their own learning. b. project must have a development aspect, for instance developing a company c. students define goals and criteria for evaluating their performance. 3. External commissions a. projects always have an external commission. b. commission are always negotiated and based on contracts. 4. Reading-program a. Students create an extensive reading program with literature supporting their professional development. 5. Dialogue and reflection a. dialogue makes tacit knowledge visible and shared with the rest of the team. b. reflection and dialogue with 1) oneself 2) literature 3) team-members 4) activities

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Stockholm School of Economics, Stockholm, Sweden

In this paper we analyze the direct effects of entrepreneurship among Junior Achievement (JA) Sweden Alumni on job creation and growth and the comparative effects of experience from the “JA Company Program” (JACP) during high school on subsequent entrepreneurial performance.

An entrepreneurial process model for the university
Williams Middleton, Karen; Lundquist, Mats
Chalmers University of Technology, Göteborg, Sweden

The process of entrepreneurship has been shown not to follow one distinct sequence of events (Alsos and Kolvreid, 1998, Carter et al., 1996, Gartner and Carter, 2003). However, researchers such as Reynolds et al. (2004), Baron (2002), and others have proposed conceptual models of the entrepreneurial process including phases of activity and key points of transition. Recognizing the increasing engagement of the university in entrepreneurial activities (Ertzowitz et al., 2005), it is possible to explore models of the entrepreneurial process in association to the context of the university, particularly incubation and technology transfer activities. The purpose of this paper is to align models of technology transfer and incubation with models of the entrepreneurial process in order to formulate a model of the process applicable to all entrepreneurial activity taking place at the university.

By relating the different models and descriptions to one another, including the incubation and technology transfer process descriptions, a conceptual model to explain the general phases of the entrepreneurial process can be presented, emphasizing the emerging (nascent) phase of new venture being created. An initial transition point into the emerging (nascent) phase occurs when the idea is recognized or conceived in visual or written format such that it can be communicated to another person as a viable opportunity, the idea is selected to be incubated, or the idea is disclosed for intended transference.
Thus, activities up to this first transition point have not specifically focused upon the development of an idea towards the creation of a new venture or some other form of utility creation, but are rather research or development towards some scientific query or technological dilemma. The terms launch and birth, both of which, along with the term hatch, meaning an incubated firm, and the transaction of the technology which is transferred, are comparable to incorporation of a venture in an entrepreneurial process model, and can be seen as a second transition point. In between these points, I argue that the entrepreneurial process activities described as pre-launch or launch (Baron, 2002) are in fact associated to the activities taking place in the emerging (nascent) phase, while the post-launch activities are comparable to activities for growth or sustainability of a new firm.

Entrepreneuriellt lärande - Gymnasieelevers skilda uppfattningar av entreprenörerlitet lärande
Otterborg, Annica
Högskolan för lärande och kommunikation (HLK), Jönköping, Jonköping, Sweden


Facilitating entrepreneurial behavior development through learning
Williams Middleton, Karen
Chalmers University of Technology, Göteborg, Sweden

Emphasis on developing new entrepreneurs is marked by the continued growth of entrepreneurial education programs (for example Finkle and Deeds, 2001, Solomon, 2007). But developing new entrepreneurs through education can have different objectives, methods and associated results (Kickul and Fayolle, 2007). Learning can be seen as the dynamic process which enables entrepreneurial behavior to be enacted (Rae and Carswell, 2001). However, this simple statement hides challenges as learning is designated as a complex phenomenon (Nicolini and Mesnar, 1995). Entrepreneurship education research of, for example, Cope and Watts (2000), Gibb (1997) and Hjorth and Johannisson (2007) provide a definition of learning as the potential to change behavior based on processing of information. I build on this as the potential to change or develop behavior, where the processing of information which is conducted by the individual is impacted by the environment, through both availability of information and interaction around information. A review of entrepreneurship education literature (Mwasalwiba, 2010) draws distinctions between education conducted for, about, in or through entrepreneurship. Many scholars agree that entrepreneurial education has to have an experiential learning perspective together with interactive pedagogy in order to enhance learning and innovative capacity (for example Collins et al., 2006, Honig, 2004, Johannisson et al., 1998, Vinton and Alcock, 2004, Yballe and O’Connor, 2000). Based on a review of learning concepts, I argue that learning by doing combined with mentoring processes can facilitate a decision cycle for testing hypotheses, providing feedback through physical engagement, and through reaction from a surrounding role-set. I describe this as learning through interaction. Interaction with the role-set facilitates “generative learning” (Barrett and Peterson, 2000, Gibb, 1997) providing insights into potential future action, including abilities to see possibilities beyond problem barriers. Learning through interaction involves experiential learning including reflection-in-action (Schon, 1984) and generative learning based upon cycles of hypothesis testing and feedback between the nascent entrepreneur and her role-set.

Bridging theory and practice in the Humanities and Social Sciences: The case of a collaborative arena in Sweden
Jernberg, Sara1; Södergren, Birgitta2
1Uppsala University, UU Innovation, Uppsala, Sweden; 2Sciences: The case of a collaborative arena in Sweden Uppsala University and the municipality of Uppsala, where ethnology researchers collaborate with school teachers in
arears such as social integration and cultural diversity. Semi-structured interviews were carried out with key actors in The School Forum, officials and politicians from the Municipality of Uppsala, researchers from Uppsala University and teachers from elementary schools. The study is still ongoing; the results obtained thus far indicate that a key factor for sustainability in The School Forum is the knowledge about, and understanding of, the partnering organizations in the collaboration. Another key factor for fruitful collaboration is that all partners make an effort to understand each other’s incentives and constraints. We also discuss findings indicating that certain aspects of the relationship between the key actors and their mutual trust and credibility are especially important for the collaboration. One of the major challenges in The School Forum seems to be to get an active participation in ongoing activities. The school teachers expressed interest in research, but experienced problems in how to implement the new knowledge in their everyday work. Active implementation and utilization of knowledge represented a significant challenge that we believe needs to be addressed in order to succeed with these types of collaborative arenas.

30:02

Samverkan mellan akademi och hälso- och sjukvårdssektorn:
Leading Health Care - ett exempel på gränsöverskrivande
Winberg, Hans1; Rognes, Jon2
1Stiftelsen Leading Health Care, Stockholm, Sweden; 2Stockholm School of Economics, T, Stockholm, Sweden


LHC gör detta genom att:
• samlar, utföra och kommunicera forskning av hög kvalitet kring organisation, ledning, styrning av hälso- och sjukvård.
• organiserar en pågående dialog på hög nivå kring detta, där de centrala aktörerna inom hälso och sjukvårdssektorn är med.
• sprider resultat och slutsatser kring organisationer i former som är av praktisk nytta för centrala beslutsfattare och politiker.

30:03

Principles for ‘engaged management education’: Designing education programs for practicing project managers
Söderlund, Jonas1; Berggren, Christian2
1BI Norwegian School of Management, Linköping University, Linköping, Sweden; 2Linköping University, Linköping, Sweden

For many years, scholars have criticized management education for its lack of connection to real business problems and disinterest in deep personal learning. Several recent contributions address the need for reflexive approaches to align subject learning with development of self-awareness and purpose. Few papers, however, discuss approaches for integrating theory and practice in programs for practicing managers. As a response to this lacuna, this paper discusses a social action-oriented twist of experiential learning, drawing on ideas of knowledge co-production and engaged scholarship, to bridge the “knowing-doing gap”. The paper is based on more than ten years’ experience with various customized programs for practicing managers that have been developed with a select group of world-leading Swedish-based firms in such industries as aerospace, automotive and telecom systems. The paper presents six practices intended to combine personal learning with organizational action, however without compromising academic standards. The paper concludes with an agenda of core principles for building engaged management education where knowledge co-production is the underlying pedagogical philosophy. The agenda is viewed as particularly relevant for programs in project management that are carried out in close partnership with sponsoring organizations – a market segment of great importance to many business and engineering schools involved in project management.

30:04

Ledarskap och samverkan i starka forskningsmiljöer
New Morén, Elizabeth
Uppsala universitet, Företagsekonomiska inst./IPF, Uppsala, Sweden

Att ledarskap är mångfacetterat beror på att det är så starkt knutet till mänskligt beteende och sociala processer. Att försöka uttala något om vad framgångsrikt ledarskap är, torde således vara mycket svårt, då det är behäftat med en oerhörd komplexitet att avgöra vilka resultat som beror av ledarskapet och vilka som inte gör det. Att uttala något om vad framgångsrikt ledarskap är, beror på att det är så starkt knutet till mänskligt beteende och sociala processer. Att försöka uttala något om vad framgångsrikt ledarskap är, beror på att det är så starkt knutet till mänskligt beteende och sociala processer.


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Proliferate research in the field of leadership has been produced in parallel with practice-based normative models for leadership enhancement. However, we are not convinced that leadership research reaches its full potential of applicability this way. One mean for reconciling two parallel tracks, of pure theory development and experience-based narratives by executives, is to focus on context-of-application-based problems (Leitch, 2007). For the growing acceptance among researchers to view reality as socially constructed (Berger & Luckmann 1966), leadership research is ready for removing the ghost of subjectivity as a methodological impediment to solid theory enhancement. Along with many interpretative research approaches, all taking the changed status of subjectivity as their points of departure, a methodological tradition emphasizing action has surfaced confirming the importance of subjectivity. The common idea is that researchers have to get involved with the people and practices they are researching, to gain insights to answer ‘what’, ‘how’ and ‘why’ questions. The action paradigm has been presented under a variety of labels, for example action science (Argyris, Putnam & Smith, 1985), action inquiry (Tobert, 1976) and action learning (Mwaluko & Ryan 2000). A major debate is concerned with the purpose of action research. Some scholars argue that besides generating knowledge, action research also should promote change and development among the people and within the practices being researched. By way of sharing experiences from research projects with multiple aims, we present illustrative examples. The examples are derived from an investigated empirical context of professional services. For several reasons, action research is particularly relevant for researching professional services. First, professional services are based on professionals’ knowhow and, thus, their point of views on how their work should be carried out. Second, those being served has their expectations about what will be delivered and that often includes intangibles. Third, much of the production is shaped in the interaction between producers and users with actions and interpretations being essential to the service outcome. The paper concludes by presenting a synthesized methodological strategy for accomplishing collaborative action research, where the approach relies heavily on interaction with practitioners and their context, and the research has multiple purposes.

The debate about the value of producing knowledge for both the business practitioner and academic scholar is not new. There are many articles, books and papers with reference to this dichotomy. In summary many participants in the debate point to the value of such overarching activity. However: what does it actually mean in practice to attempt publication to both audiences? How do you produce two stories from the same base of empirical data? Of this there are very few accounts. This paper describes the benefits and pitfalls of doing this from a personal perspective. It is based on a case of experience from participating in a novel programme targeting both type of publications as output (the Executive Research Programme at IFL Executive Education at the Stockholm School of Economics). The paper will first describe briefly the personal experience of participating in the programme. Secondly it will elaborate on the communication process with the business sponsors. Then the perceived differences in the process of knowledge production (two academic conference papers versus a business research executive report) will be identified. Finally a proposal will be made for areas beneficial for further research as well as recommendations to business managers.
Trade show participation serves marketers strategic as well as tactical marketing purposes. This paper sets out to identify the type of managers, in terms of management level, that are responsible for managing key trade show tasks and how the management level of those responsible for executing these tasks influence firms’ marketing performance. To this end, the study draws on the trade show and the strategy literature to explore issues of managerial responsibilities in trade show marketing.

Exploring issues of managerial responsibilities in trade show marketing

Tafesse, Wondwessen; Korneliussen, Tor
Bodo Graduate School of Business, Marketing, Bodo, Norway

Trade show participation serves marketers strategic as well as tactical marketing purposes. This paper sets out to identify the type of managers, in terms of management level, that are responsible for managing key trade show tasks and how the management level of those responsible for executing these tasks influence firms’ marketing performance. To this end, the study draws on the trade show and the strategy literature and employs data acquired from firms that participate in an international trade show. The findings indicate that the majority of firms assign the responsibility for managing key trade show tasks to lower and middle managers. It is also

The Advantages of industrial upgrading and convergency under the condition of openness

Rong, Fei; Yu, Yongda
Tsinghua University, SPPM, Beijing, China

After 30 years of reform and opening up, China has entered a crucial transformation period. In this period, whether China can realize effective industrial upgrading is a very important problem in China’s future development. The authors first discuss the importance of actively developing strategic industries, the necessity of governments’ promoting policies, and potential inner connection between comparative advantage industries and strategic industries. The kernel of this connection is that the reasonable and moderate exertion of the comparative advantages can help strategic sectors integrate and accumulate development factor advantages, and the open condition is very crucial in this connection. However, this is very different from strategies which simply follow the countries’ comparative advantages.
observed that when lower and middle managers are responsible for trade show selection and booth management tasks, firms perform better than those that assign these tasks to top managers. Firms that designate the trade show objective setting task to middle managers outperform those that assign the task to top and lower managers. The paper concludes by discussing the theoretical and managerial implications of the findings and by proposing venues for future research. Key words Trade show, Planning, Management, Managerial responsibility, Marketing performance.

31:04

Innovations for sustainability of maritime operations in the Arctic
Tsvetkova, Antonina
University of Nordland, Bodo Graduate School of Business, Bodø, Norway

The paper concentrates on the discussion about new innovations and new technologies designed to generate practical logistics solutions to sustainable development and growth of maritime operations in the Arctic. The field of the study is efficient implementation of new logistic solutions at least for the last 2 years to be certainly gone down in the Arctic navigation history. So positive tendency became possible due to:
- new challenges in the Arctic such as climate change and ice melting;
- economic globalization and world trade growth;
- innovative approach in the implementation of logistics strategies.

The evolution of the world's commerce has relied heavily on the development of efficient transport networks which reduce time delivery and shipping costs. These factors renewed interest to the Northern Sea Route (NSR) and cargo shipping via the NSR. This trade corridor is a complex transportation system of coordinated and interdependent operations. Here, we investigate it as "an axis of development" (Pottier, 1963) like a bridge which by means of transferring impulses, i.e. import/export movement, links several growth poles competing among themselves in one system. For example, two centers of gravity, Europe and Asia, linked nowadays mainly by Suez canal can be effectively connected by the NSR as innovative commercial route.

Commercial logistic in the Arctic is a relatively new phenomenon and the knowledge related to this fragmented. However, it gives a great source of innovation advances, special motivation and new transformations in supply chain logistics management.

If R. W. Johnson (1943 - ) who is South African Journalist and Historian said: "Any solution to a problem changes the problem", then we consider that any logistics solution in unique Arctic conditions leads to new technological innovations for strategic and tactical ice navigation to optimize the NSR.

Special conditions created by the Arctic environment and recent innovations in the technology, ship design and maritime operations were mainly emphasized for the development of transit shipping through the Arctic. That's why the development of the NSR is an integral part of Russian strategy of Arctic sustainability.

Just innovations as a dominant factor lead to sustainability in the Arctic.

Keywords: Maritime Logistics; Innovations, Transport Corridors; Northern Sea Route; Strategy Implementation.

31:05

Co-existence of conflicting logics – A study of the recorded music industry
Sveigardstött, Margret Sigurj
University of Iceland, Reykjavik, Iceland

In recent years the emphasis of institutional theory has moved from homogenous institutional organisation towards an emphasis on heterogeneity of organisation based on multiple institutional logics (Friedland & Alford, 1991; Thornton & Ocasio, 2008) and institutional entrepreneurs (Hardy & Maquaire, 2008). Were as new institutional theory previously emphasised one dominant institutional logic, within a given field, the theory of institutional logics argues that multiple logics exists within any field. Through the multiple sources of action, these different logics offer the foundation to heterogeneous organisation. Furthermore, Thornton and Ocasio(2008) argue that in any institution there must be a market, as well as a cultural aspects thus building conflict into the institution to the extent that cultural and market logics are traditionally understood as conflicting. The built-in conflict, between the market and the cultural logics is probably best seen in cultural or artistic fields, where the artistic logic is often taken to be in opposition to the commercial logic, as seen in the commonly known terms of ‘art for art’s sake’ and ‘selling out’. The paper focuses on the recorded music industry in the UK, as a creative industry combining artistic and commercial goals. In the creative industries art is sold with the aim of making profit, thus necessarily combining, commercial and artistic elements in the production and sales process. By empirically studying work processes in the recorded music industry in the UK the paper aims to provide a better understanding of how individuals take multiple logics into account in their daily actions, and how their actions might influence organization on the field level. Institutional theory does already offer some outlines as to how individuals might deal with conflicting logics and the paper starts out by outlining these possible scenarios. Data was gathered through semi structured interviews with decision makers in the recorded music industry, the interviews focused on work processes and real life examples of action so as to gain insight in to any conflicts in the work process. Two distinct ways of acting emerged and these where linked to the artistic and commercial ends, thus representing the two distinct logics, the artistic logic defining the means to the artistic end and the commercial logic defining the means to the commercial end.

31:06

The success resources for a growth strategy - The port of Kokkola
Unistalo, Olavi1; Gronhang, Kjell1
1Tampere University of Technology, Tampere, Finland;
2Norwegian School of Economics and Bus. Adm., Bergen, Norway

For the growth sustainable resources and a well planned strategy are important. Here we try to identify the resources for the growth of the harbor of Kokkola (POK). Moreover, we aim to find out how deliberate their strategy has been. The resource-based view of the firm sees companies as very different collections of physical and intangible assets and capabilities. Resources are anything that firms explicitly value, like technical know-how, personnel, equipment, capital, or external relationship which can generate greater value for themselves and others. Resources are the building blocks for strategy. For forming competitive advantage, a resource must pass five market tests, inimitability, durability, appropriability, substitutability and competitive superiority of its value (Collis and Montgomery, 1995 and Peteraf, 1993). According to Minzberg (1985) deliberate strategies are realized as intended
How important are various competencies for marketing managers?

**Evstigneev, Fridrik**  
University of Iceland, Reykjavik, Iceland

Research has shown that intangible assets and capabilities explain more of the variation in performance of firms than tangible assets. Among such capabilities are marketing capabilities which have been shown to have a positive relationship to firm performance. Indeed marketing capabilities explain more of the variation in performance of firms than R&D and tangible assets. Among such capabilities are marketing capabilities which have been shown to have a positive relationship to firm performance. Indeed marketing capabilities explain more of the variation in performance of firms than R&D and tangible assets. Among such capabilities are marketing capabilities which have been shown to have a positive relationship to firm performance. Indeed marketing capabilities explain more of the variation in performance of firms than R&D and tangible assets. Among such capabilities are marketing capabilities which have been shown to have a positive relationship to firm performance. Indeed marketing capabilities explain more of the variation in performance of firms than R&D and tangible assets. Among such capabilities are marketing capabilities which have been shown to have a positive relationship to firm performance. Indeed marketing capabilities explain more of the variation in performance of firms than R&D and tangible assets. Among such capabilities are marketing capabilities which have been shown to have a positive relationship to firm performance. Indeed marketing capabilities explain more of the variation in performance of firms than R&D and tangible assets. Among such capabilities are marketing capabilities which have been shown to have a positive relationship to firm performance.
Russian part of the Barents Sea, the purpose of this paper is to develop knowledge relevant for current and future projects execution in the Arctic, and contribute to the literature by describing and analyzing the contemporary phenomenon of logistics management in complex context. The findings may be especially useful in potentially long-term cooperative projects.

Corporate entrepreneurship, fumbling in the dark?

Thoren, Kent; Brown, Terrence E; Kaulio, Matti
Industrial Management/KTH, INDEK, Stockholm, Sweden

Research on corporate entrepreneurship is dominated by studies of entrepreneurship among individuals in the firm, i.e. intrapreneurs, middle managers and champions, as well as of the collective firm-level manifestation and management of those efforts. Little attention is paid to the venture level, which is unfortunate as it is where many potential success factors, like opportunity, offering, uncertainty, development efforts, launch processes and management context, converge for each initiative. Moreover, existing investigations on the venture level tend to suffer from small sample sizes and/or a narrow selection of potential success factors. The purpose of our paper is to refine the body of knowledge on what causes corporate ventures to succeed or fail. The logic of the research model is that an opportunity’s characteristics - relative to the firm’s current position - determine the types and amounts of uncertainty it has to face in the development and launch efforts. This leads to a two-stage model of venture outcome where the uncertainties are determined first and the effects these, and other constructs proposed by current literature as being important for success, has on outcome is the next step.

Cluster development as outcome of actors’ actions - a network approach

Mikkola, Toni
Tampere University of Technology, Tampere, Finland

Clusters have been widely discussed by the economic developers and academics during the last few decades. Moreover, clusters have even become the sine qua non for them. In addition, academics have defined the term ‘cluster’ in various ways, developed several typologies for clusters and described the ways clusters develop. Indeed, the regional and industrial groups of actors with various forms, goals, practices, structures and life-cycles exist and they need to be further studied. Clusters (a broad definition) may be seen as special kind of business networks with emphasis on geographical proximity and industry relatedness. The ARA-model (Actors, Resources, Activities) by IMP Group was originally developed for industrial networks but has been applied to other contexts as well. It has been concluded that concepts ‘(business) network’ and ‘cluster’ differ from each other in many ways but even so, this IMP’s network approach may offer new insights to clusters and cluster development. By applying the network approach in this paper, we see clusters as the result of the events triggered by the actions of one or more actors. A network, that shapes the actors and their business environment, is itself affected by the actors. Networks may thus be seen as vehicles that are used by the actors to reach their own goals. This is also the case with clusters. The aim of this paper is to contribute the literature of cluster development by applying the network approach. Especially the aim is to examine how cluster’s activities develop as a result of
The impact of age and drug use on the job satisfaction and emotional exhaustion of adult streetworkers

Cregan, Christine; Kulik, Carol T; Salingar, Dani

University of Melbourne, Victoria, Australia; "University of South Australia, Australia; "Victoria Community and Public Sector Union, Australia

This multi-method study investigated a sample of outdoor sex workers (n = 108) in Melbourne, Australia. Our focus is on the traditional outcomes (job satisfaction and emotional exhaustion) associated with difficult service jobs, but rarely investigated in a sample of prostitutes. During the March-October 2008 period, we worked closely with the four not-for-profit agencies operating drop-in centers for adult streetworkers (18 years and over) in the ‘red light’ area of the city. Data collection was conducted from November 2008 – January 2009. A researcher administered an interview (comprised of open and closed questions) to individual streetworkers in a private room in each center. We used theory derived from the emotion work literature to construct three hypotheses. Emotion work describes the effort needed by the worker to express the feelings required by the client in interpersonal interactions. We first hypothesized that streetworkers with a full-blown drug dependency find it particularly challenging to engage in the emotion work demanded by the job, resulting in lower job satisfaction and higher emotional exhaustion. The second hypothesis was that age acts as a moderator of drug dependency in relation to both outcome variables. Older workers with high drug dependency are less satisfied and more emotionally exhausted than comparative younger workers because it is more difficult for older prostitutes to maintain a steady stream of clients/income to satisfy their drug cravings. Finally, we hypothesized that feelings of job entrapment mediate the relationship between the interaction term and emotional exhaustion. Older drug dependent workers feel more trapped because they are less optimistic about their job opportunities in a situation where they need a job that provides a steady source of ready cash to provide their next “fix”. The perceived lack of alternative opportunities leads to emotional exhaustion. Content analysis of open-ended interview responses identified acting, age and drug dependency as key themes. The results of moderator-mediation regression analyses of responses to closed questions, using procedures recommended by Edwards and Lambert (2007), supported the hypotheses. The evidence that age and drug dependency affects the psychological outcomes associated with streetwork suggests that current policies about the management of street work will have different effects on different types of street workers.
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