



Turku School of Economics International Business Annual Report 2010



Turun yliopisto
University of Turku

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REVIEW OF THE YEAR 2010

January 2010 was the start of the new University of Turku – the result of a merger between the University of Turku and Turku School of Economics. Given the major administrative change it was actually a surprise that it affected many everyday operations in a only a limited way. Naturally, new administrative processes and systems were introduced and the organisation experienced some turbulence, which caused considerable increase in the faculty's workload, but in many ways our key tasks – teaching and research – remained rather intact. My warmest thanks go to the personnel of International Business as well as administration in the Department of Marketing, without your professional attitude and competence this would not have been possible!

It has been our mission to increase the amount of high-quality research in the field of International Business (IB), and it can be concluded that we have succeeded well in this. IB researchers continued publishing their research in well-respected publications, and I am very proud to be able to mention that one of the faculty members also has an article forthcoming in the leading journal of IB, the Journal of International Business Studies. Furthermore, research collaboration between Finnish and international academics as well as companies has been active, for example, through larger, externally funded projects, such as GEOENER (Geoenergy in community energy supplies) and ManMAP (Managing the M&A Process), VCM (Value Chain Management of Internationalizing Software Firms). Besides these, a number of smaller research projects are ongoing – mostly related to our focus areas in research, but also to the research on research methods. The composition of research teams in these projects highlights the extensive and successful international and domestic networking of the faculty.

We also accomplished our objectives related to teaching, both in terms of quantity and quality. In 2010, a total of 75 students completed either a B.Sc. or M.Sc. degree in International Business. Our goal is to provide first-class teaching based on high-quality research in close cooperation with the surrounding business community. In order to secure the commitment of the students majoring in international business, they are selected through a separate selection process. Again, in 2010, the selection interviews were

conducted in co-operation with the personnel of the Department of Languages at TSE. I wish to express my sincere thanks to them as their contribution has again been invaluable.

At the Turku School of Economics, the number of students majoring in International Business is relatively high because there is an annual intake of 70 new students. Given the large number of exchange students and students with IB as a minor subject, in terms of students we are the biggest supplier of education at the TSE. International Business has also maintained its position as the leading provider of teaching in English. This internationalisation at home has even extended to our Master's Programme on Global Innovation Management. Our students often study a part of their studies in a foreign university, but research exchange among the personnel is also very active. In 2010, faculty members spent long periods at the University of Surrey, University of Sydney and University of Hawaii, for example. Additionally, a number of shorter visits took place, and several international visitors stayed in Turku as our guests.

In all areas of teaching, we collaborate closely with other departments of the TSE, but we also have linkages to the various faculties of the University of Turku, and this gives our students the possibility to learn not only in a multicultural but also in multidisciplinary environment. In addition to the teaching collaboration in-house, co-operation with external partners was maintained and even extended. For example, we participate in the activities of the national graduate school FIGSIB on a regular basis – both as participants and as organisers of events and training.

It is my pleasure to conclude that the Department of International Business at Turku School of Economics has carried out its activities in an exemplary manner. I wish to express my warmest thanks to the faculty as well as to all our partners both inside and outside the university. The past year has been very successful and it gives us firm ground on which to build on our forthcoming activities.

Niina Nummela
Professor, International Business

FACULTY PROFILES

Frederick Ahen

Researcher

Frederick is interested in advancing empirical and theoretical analysis into the following substantive domain: the strategic corporate responsibility of MNCs in the science and innovation industry, especially pharmaceutical companies operating in developing economies. Other connected areas of interest include socio-political issues in strategic management, comparative institutional analysis, the constrained optimisation of dynamic capabilities in pharmaceutical organisations, as well as issues pertaining to varieties of capitalism and international criminal business networks and their impact on value co-creation.



Riitta Birkstedt

Researcher

Riitta's doctoral research focuses on corporate branding in multinational corporations. Her main research interests revolve around corporate branding, organisational identity, MNC management, and corporate communications. Additionally, she is also a Bachelor's Thesis supervisor.



Hanni Candelin-Palmqvist

Doctoral Student

Hanni's doctoral research focuses on intellectual property infringements and international intellectual property management. In addition, she coordinates the course "Ethical Issues in International Business" and the contributions of visiting lecturers as well as supervising Master's theses. Hanni also teaches part of the course "Enterprise and Teamwork Skills" and is part of the team in charge of the course "Investor Communications".



William Degbey

Project researcher

William's main research interest is centred on the interdisciplinary fields of cross-border acquisitions and customer retention as well as business networks, and doing business in emerging and high-risk economies. He is currently involved in the ManMAP research project (Managing the Mergers & Acquisitions Process – From Opportunities to New Business Creation) and also teaches the KV1 (international business management) course.



Stefan Ehrstedt

Senior Research Associate

Stefan works at the Pan-European Institute, where his tasks consist mainly of administrative duties and teaching as well as research. He is the teacher responsible for the course "Introduction to business in Eastern Europe" (in Finnish) and for the book exam "Eastern Europe and Central Asia Twenty Years Later". He also works as a supervisor for Bachelor's and Master's thesis groups. His research interests include, among others, the economic development of the Baltic Sea Region as well as international human resource management.



Taina Eriksson

Project Coordinator

Taina works in the Tekes-funded research project "Value chain management of internationalizing software firms". As a project coordinator she is mainly involved in research undertakings, but also takes care of various administrative tasks. Taina's doctoral research focuses on the dynamic capabilities of technology-based SMEs. She is especially interested in the ability of firms to manage their international value chain.



Valtteri Kaartemo

Lecturer, (– Jul. 2010)

Valtteri acted as a lecturer for international business in 2010. He taught the course KV3 "Business Marketing", and supervised both Bachelor's and Master's Theses groups. In connection with the "Business Competence" study module, Valtteri taught students



from other faculties of the University of Turku on the courses “Business Simulation” and “The Role of International Business”. He is interested in service-dominant logic, and is currently writing his doctoral research on the topic as a Visiting Fulbright Researcher at the University of Hawaii at Manoa.

Mari Ketolainen

Research associate

Mari’s doctoral research focuses on capability development in rapidly internationalising Finnish biotechnology companies. Mari takes care of various administrative tasks such as communication with doctoral students. She is responsible for the courses KV40, KV41 and KVS54 and also supervises Master’s theses. In addition to these, she is one of the teachers on the course that teaches first year students the basics of ‘Enterprise and Teamwork Skills’ (YLY).



Eini Laaksonen

Research Associate

Eini’s research interests include political risks for foreign investors in the Russian gas business and the future development of Russia’s Arctic region. She takes care of various administrative tasks and teaching-related matters at the Pan-European Institute. In addition, she supervises Master’s theses and is one of the teachers on the course ‘Enterprise and Teamwork Skills’ (YLY).



Kari Liuhto

Professor

Kari’s main research interests lie in innovation activities between the EU and Russia, the outward direct investments of Russian corporations, and energy-related issues in the Baltic Sea region. He is responsible for courses related to Russia’s market economy, business in the Baltic Sea region, EU-Russian economic relations, and investments in Central Eastern Europe and Russia. In addition to carrying out his academic duties, he is the director of the Pan-European Institute at Turku School of Economics.



Niina Nummela

Professor

Niina's main research interests are the international growth of SMEs, interfirm co-operation, cross-border acquisitions and mixed methods in IB research. Her teaching areas include, for example, exports and the internationalisation of SMEs, qualitative research methods, and classics in international business. She also supervises Master's theses and doctoral studies.



Eriikka Paavilainen-Mäntymäki

Post-Doctoral Researcher

Eriikka's main research interests lie in methodological approaches, such as in visual, longitudinal and case study research, as well as in method triangulation and narratives, and the internationalisation and growth processes of entrepreneurial SMEs. Additionally, Eriikka is a lecturer for the courses KVY, KV1 International Business Management and KV2 International Business Intelligence, and she has supervised Bachelor's and Master's Thesis groups.



Elina Pelto

Lecturer

Elina teaches the course KV3 "Business Marketing", and supervises both Bachelor's and Master's thesis groups. She also coordinates the "Business Competence" study module and, in connection with it, teaches students from other faculties of the University of Turku on the courses "Business Simulation" and "The Role of International Business". Elina's main research interests are related to her doctoral research regarding the effects of foreign entry on business development and business networks in a transition economy's context.



Johanna Raitis

Researcher

Johanna's doctoral research focuses on post-acquisition integration in a multinational company. Her main research interests are MNC management, corporate identity, corporate branding and employee identification. Additionally, she has also lectured on the advanced course KVS1 "International Business Strategies".



Mélanie Raukko

Project Coordinator

Mélanie's research interests are in international acquisitions, post-acquisition HR and cultural integration, organisational and work commitments, and research methods such as longitudinal research and mixed methods. These research interests are also visible in her teaching, such as on the advanced course KVS4 "International Mergers and Acquisitions".



Martti Salo

Lecturer

Martti's main teaching areas are international marketing management, marketing research, and business games and simulations. He supervises Bachelor's and Master's theses and students on the executive education programme, and teaches at the Open University.



Birgitta Sandberg

Assistant Professor

Birgitta's main research interests include the development and marketing of radical innovations and user-involvement in R&D processes. She coordinates the Global Innovation Management Master's Degree Programme and teaches courses related to international business, innovation management and qualitative research methods. She also supervises Bachelor's and Master's theses and doctoral studies.



Esa Stenberg

Professor

Esa's main research interests are the innovation of business models, business in emerging economies, and business in high-risk environments. His teaching areas include European business and doing business in Asia-Pacific. He also supervises Master's theses and doctoral studies.



Peter Zettinig

Assistant Professor

Peter's main research interests centre on the cross-roads of international business, strategy and entrepreneurship. He is involved in a number of research projects with colleagues from Australia, China, New Zealand, Sweden and the United States.



These research interests have led to teaching, where Peter is involved in courses related to international business strategy, innovation management and research design and management. His responsibilities, besides research and teaching, extend to the supervision of bachelor and doctoral research and administrative tasks and development work for the Master's Degree Programme in Global Innovation Management.

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Sten-Olof Hansén, Professor Emeritus

Karin Holstius, Professor Emerita

Jussi Hätönen, Docent, European Investment Bank

Urpo Kivikari, Professor Emeritus

Jorma Larimo, Docent, Professor at the University of Vaasa

Sampsa Saralehto, Docent, Helsinki Region Chamber of Commerce

Henrikki Tikkanen, Docent, Professor at Helsinki School of Economics

Zsuzsanna Vincze, Docent, Umeå University

TEACHING

International Business curriculum

The annual intake of undergraduate students majoring in International Business has been set at 50. Applicants are selected on the basis of their performance in the Finnish school matriculation examination or equivalent and the TSE entrance examination. Two interviews, in small groups, follow, one of which is conducted in a foreign language and the other in Finnish and both are organised in co-operation with the personnel of the Department of Languages.

The degree programme aims to provide students with a sound theoretical



basis and the ability to make decisions in an international context. The emphasis of the courses is on international business operations and strategic decision-making in the international context. Students may also specialise in the study of certain geographic regions, e.g. Asian markets or business in Eastern Europe.

Study abroad is encouraged, and annually more than forty, thus a majority of students majoring in International Business, spend at least one academic term at one of our foreign partner universities. In 2010, some thirty courses on IB were taught in English, which accounts for approximately 80% of all IB courses. In addition, most theses are written in English and many prepared in seminars which are conducted in English. The fact that a large majority of the courses offered in International Business are taught in English makes them very popular with foreign exchange students, which in itself provides all participants with excellent opportunities to learn to manage cultural diversity.



Most of the International Business courses are taught in English, which makes them popular with foreign students.

IB students learn how to manage international business in a highly competitive global environment. Learning takes place not only through lectures and reading but also through exercises, case discussions, presentations, written reports, group work and business simulations. Thus, the studies rely on active participation by the students, both individually and in smaller groups. Frequently, visiting guest lecturers bring real-life business perspectives into the classrooms. The following visitors, among others, shared their knowledge with our students during 2010:

- Matti Anttonen, Ambassador of Finland to the Russian Federation
- Kimmo Elo, Adjunct Professor, Department of Political Science and Contemporary History, University of Turku
- Tony Fang, Professor, Stockholm University
- Christer Gorschnik, Chrisgo Consulting, Finland
- Virpi Havila, Professor, Uppsala Universitet
- Jarkko Heinonen, Assistant Manager, Economist, Turku Chamber of Commerce
- Minna Karhu, Vice President, Corporate Communications, Cargotec
- Vesa Kuismanen, Global Sourcing Director, Konecranes
- Ismo Laitakari, Managing Director, Sormat Oy

- Ajeet Mathur, Professor, Indian Institute of Management, Ahmedabad
- Kai Mykkänen, Advisor-Economist, East Office of Finnish Industries
- Esko Niinikorpi, Managing Director, Kaani Oy
- Matti Nojonen, Programme Director, The Finnish Institute of International Affairs
- Simon-Erik Ollus, Economist, East Office of Finnish Industries
- Andrey Shadurskiy, Senior Lecturer at the School of International Relations, St. Petersburg State University
- Oksana Shkutko, Associate Professor, Belarus State Economic University
- Jessica Säilä, Director/Business Development, NordicID
- Richard Windischhofer, Researcher, PBI Research Institute
- Bo Österlund, Commodore (ret), Finland

In addition, groups regularly visit companies to get hands-on experience from skilled professionals, and students prepare reports for firms as part of their courses. Also the majority of Master's theses in International Business are empirical studies conducted in collaboration with companies.

Master's degree programme in Global Innovation Management

International Business Studies at TSE is home to the Global Innovation Management Master's Degree Programme (GIM). In 2010, the fifth cohort of students started this very popular programme, which attracts about half of its students from around the world. The curriculum of GIM is positioned at the cross-roads of International Business Studies, Innovation Management and Entrepreneurship. The aim of the programme is to transform our students into professionals who can support firms in their internationalisation and innovation efforts by having strategic views on how an innovative activity can be commercialised in Finland and abroad. During their two-year programme students acquire deep insights into finding and preparing solutions by utilising a strong scientific approach. The outlook for the programme is bright since it continues to attract well over 200 student applications per year, who apply for 20 places. The new cohort will commence their studies in the autumn of 2011. More information can be found on our website (www.globalinnovationmanagement.fi)



Turku School of Economics, where about seventy new students commence their studies in International Business annually.

Courses

International Business offers courses for undergraduate, graduate and postgraduate students. More information on these can be found on the web (www.tse.fi/EN/units/departmentsandunits/kv/studying/Pages/Courses.aspx).

The majority of the courses are given in English. They are marked in bold in the table below.

Code	Course Title	ECTS cr
<i>BASIC AND INTERMEDIATE STUDIES</i>		
KVY	BASIC COURSE IN INTERNATIONAL BUSINESS	3
KV1	INTERNATIONAL BUSINESS MANAGEMENT	6
KV2	BUSINESS INTELLIGENCE AND THE GLOBAL BUSINESS ENVIRONMENT	4
KV3	BUSINESS MARKETING	6
KV4	EXPORTS AND SME INTERNATIONALIZATION	6
KV5	MANAGING INTERNATIONAL BUSINESS STRATEGIES	6

KV6	BUSINESS IN THE INFORMATION AGE (BIA)	6
KV12	THE EUROPEAN BUSINESS ENVIRONMENT	3
KV13	STRATEGIC ISSUES IN INTERNATIONAL BUSINESS NEGOTIATIONS	3
KV14	INVESTOR RELATIONS	4
KV16	ETHICAL ISSUES IN INTERNATIONAL BUSINESS	3
KV21	EASTERN EUROPE AND CENTRAL ASIA TWENTY YEARS LATER	3
KV22	THE RUSSIAN MARKET ECONOMY	3
KV23	BUSINESS IN THE BALTIC SEA REGION	6
KV24	INVESTMENT OPPORTUNITIES IN EASTERN EUROPE	6
KV30	CULTURE AND INTERNATIONAL NEGOTIATIONS	4
KV31	DOING BUSINESS IN ASIA-PACIFIC	6
KVK	BACHELOR'S THESIS	10

ADVANCED STUDIES

KVS1	INTERNATIONAL BUSINESS STRATEGIES	6
KVS2	THE QUANTITATIVE METHODS OF MARKETING RESEARCH	6
YSM/KV	RESEARCH PROCESS AND QUALITATIVE METHODS	6
KVS3	BUSINESS TO BUSINESS RELATIONSHIPS AND NETWORKS	6
KVS4	INTERNATIONAL MERGERS AND ACQUISITIONS	6
KVS5	MANAGING INTERNATIONAL INNOVATION DEVELOPMENT	6
KVS52	INNOVATIVE MARKETING AND FIRM'S GROWTH	6
KVS53	PROJECT MANAGEMENT AND INNOVATION	6
KVS54	SPECIAL THEMES IN INNOVATION MANAGEMENT	2,4 or 6
KVS55	DEVEPING SERVICE BUSINESS	6
KVS6	STRATEGY AND BUSINESS COMPETENCE	3
KVS10	THE DEVELOPMENT OF EU – RUSSIA ECONOMIC RELATIONS	6
KVS13	NEW CHALLENGES OF GLOBAL BUSINESS	6
KVS15	A REVIEW OF INTERNATIONAL BUSINESS THEORIES	6
KVS16	PERSPECTIVES TO THE FINNISH INNOVATION SYSTEM	6
KVS17	STRATEGIC INTERNATIONAL HUMAN	6

RESOURCEMANAGEMENT		
KVS18	INTERNATIONAL MANAGEMENT	6
KVS19	TRADE AND TRANSPORT FACILITATION	4
KVPG	MASTER'S THESIS	30

STUDIES ONLY FOR THE GIM-PROGRAM

KVS60	RESEARCH METHODS IN INTERNATIONAL INNOVATION MANAGEMENT	12
KVS63	INTRODUCTION TO EUROPEAN INTELLECTUAL PROPERTY LAW	5

POSTGRADUATE STUDIES

The following general courses related to theoretical and methodological issues are offered in co-operation with teachers of marketing:

KVJ11	THE EVOLUTION OF MARKETING AND INTERNATIONAL BUSINESS THEORIES	6
KVJ12	CONTEMPORARY RESEARCH METHODS	2
KVJ13	THE USE OF SCIENTIFIC METHOD IN MARKETING AND INTERNATIONAL BUSINESS	6
KVJ14	MARKETING AND INTERNATIONAL BUSINESS AS A SCIENCE	6
KVJ15	READING THE CLASSICS	6
KVJ16	SPECIALISATION AREA	6
KVL	LICENTIATE THESIS	90
KVV	DOCTORAL THESIS	180

Doctoral students may also choose specific courses related to the topic of their dissertation. These courses are tailor-made for each student.

Student Association for International Trade

The Student Association for International Trade (KKOY) is a society for students interested in international business. It was originally established as part of the Turku School of Economics' student union and today operates under the University of Turku. The association's main task is to act as a link between the faculty members and students. Another important goal is to bring the business world closer to the students in order to allow teaching and learning to be linked to real-life. There are seven sitting board members and more than 300 active members in the society.

The KKOY's most challenging annual project is the Contact Forum, which is a recruitment fair organised in co-operation with another student association during which university students and firms are brought together. This gives the students an opportunity to make contacts with different businesses, if they wish to have their Master's thesis commissioned by companies, and/or find employment. For companies, it is a forum where they can achieve high visibility among graduating students and meet potential employees.



Contact Forum 2010.

KKOY also organises excursions both in Finland and abroad. For instance, in 2010 the association brought guest lecturers from L'Oréal to Turku School of Economics and organised an international excursion for the spring of 2011,

when they will take 20 students all the way to Singapore and Kuala Lumpur. In addition, KKOY organises country-specific theme nights where participants can learn about various countries and their cultures in a fun way. By participating in KKOY's activities, students interested in international business get to know each other and also the faculty members and representatives of the business community. The President of the association is Cristina Herrera.

RESEARCH ACTIVITIES

IB research is pursued both at the Department of Marketing and at the Pan-European Institute. At the latter, European perspectives form the main focus of interest, at the former, the research is multi-faceted. In 2010, the Pan-European Institute belonged to the Centre for Research and Education (CRE) of Turku School of Economics, and therefore the research activities and projects of the Institute are described in the annual report of CRE. The core research of International Business at the Department of Marketing includes:

Innovations

International development and the launch of innovations, technology transfer to underdeveloped countries and knowledge transfer in inter-firm relationships are the main focus of interest. These areas are further integrated into a specific Master's degree programme under the theme *Global Innovation Management* (GIM).

International Growth and Management

Small and medium-sized foci have traditionally formed the main research perspectives of growth and management in international business. Several PhD researchers work in this field. In addition, post-doc research across the globe is active. A good example of a research project on international entrepreneurship is the project "Global Factory – New Strategies and Capabilities in International Entrepreneurial Firms," which is conducted together with researchers from Lappeenranta University of Technology.

International Mergers and Acquisitions

Several departments at TSE engage in research on mergers and acquisitions. The IB focus rests on the integration process that takes place after a company has been bought. For instance, the project *ManMAP Managing the M&A Process* focuses on these issues. Our researchers are actively networking with academic colleagues both within the school and with colleagues elsewhere in Finland.

Corporate Social Responsibility (CSR)

CSR is studied on degree, PhD and post-doc levels and has been the focus of several theses. Areas of research include the role of business in conflict

situations, stakeholder dialogues and the communication of a company's CSR. Related to this is the project, *GEOENER – Geoenergy in community energy supply* in collaboration with GTK, VTT and Finnish companies.

Theses

During 2010, a total of 75 students graduated in International Business, of which, 33 students were awarded the Bachelor's degree (KTK), and 42 the Master's degree (KTM). After the record-high number of Doctoral degrees awarded (KTT) in the previous year, no new Doctoral dissertations were defended in International Business in 2010. However, Mélanie Raukko, who received laudatur for her doctoral thesis, defended in 2009, was selected as the Prima Doctor in the Doctoral Promotion Ceremony of Turku School of Economics in the spring of 2010.



Prima Doctor Mélanie Raukko at the Doctoral Promotion Ceremony in the spring 2010

Bachelor's theses

Aalto, Minttu	Engaging in corporate social responsibility - European small and medium-sized enterprises' perspectives
Aho, Laura	Foreign direct investment and environmental issues in China - Discovering the interface and the possibilities
Ajanko, Maaria	The phenomenon called corruption - Taking a closer look in China
Gustafsson, Sonja	Creating responsible business with nongovernmental organizations
Heinonen, Hanna-Kaisa	The adoption of corporate social responsibility in developing countries. Case country: Chile
Heinonen, Jenna	Suomalaisten yritysten kohtaamat haasteet Venäjälle pääsyssä ja verkostoitumisessa
Hurmalainen, Lena	Environmental responsibility reporting. A stakeholder perspective
Jokela, Antti	Brand equity for superfoods. Customer-based brand equity in facing the challenges of superfood marketing
Kaariste, Marjut	Impact of culture on business negotiation process - Presenting Mexican negotiation culture as an example
Laine, Lea	Building brand equity through celebrity endorsement
Lang, Robert	Metsäteollisuuden sijaintipäätökset. Syitä metsäteollisuuden tuotannon siirtymiseen Suomesta Uruguayihin ja Suomen kansalliset vahvuudet osana puunjalostuksen arvoketjua
Leimu, Marko	Laskusuhdanteen vaikutus kansainvälisten jalkapalloseurojen tulonmuodostukseen
Leivo, Antti	Viral marketing in online communities

Leppänen, Petteri	Competitive advantage through strategic alliances
Liimatainen, Eero	Knowledge management of multinational enterprises. Knowledge disseminating, generating and preserving roles of expatriates
Lähteenmäki, Suvi	How to improve job satisfaction among Generation Y employees
Mustalahti, Jouni	Sosiaalisen median born global -yritykset
Mäkinen, Reetta	The globalisation of the wine industry - The perspective of traditional wine making countries
Nikkanen, Elina	Impact of culture on business negotiations. Presenting Finnish and Russian negotiation cultures as examples
Oivanen, Juho	Supply chain vulnerability. Sources, drivers and tools for analysis
Ojala, Nea	Corporate sport sponsorship acquisition process. Selecting the right sponsorship target
Pitkänen, Aki	Yrityksostojen ja fuusioiden prosessi ja siinä esiintyvät ongelmat
Rantala, Valtteri	Crowdsourcing. How to use crowds to develop business and leverage innovation?
Riihelä, Anette	Internationalization of a specialty food product and brand
Riihinen, Sonja	The role of the private sector in poverty alleviation - Telecommunications in Sub-Saharan Africa: Opportunities and Challenges
Rindell, Mikko	Internationalization of services: Appropriate non-equity modes of internationalization for small KIBS firms
Rousku, Mysi	Timanttien louhinta - Taloudellinen merkitys ja vaikutukset kestävästä kehityksen ympäristönäkökulmasta

Saarinen, Kati	The leadership challenge: The impact of leadership on innovation processes and activities in service companies
Saario, Joonas	Exploring collaboration between enterprises and nongovernmental organizations
Tiainen, Timo	Innovation in clusters. Knowledge perspective
Tuomela, Minna	The effect of regional integration on foreign direct investment in tourism - Perspective of the North American Free Trade Agreement in Mexico
Ying, Lu	Opportunities in China: Market analysis for Finnish education export. A view in Finpro's Future Learning Finland Project
<i>Master's theses</i>	
Laiho, Anniina	Internationalization of technology-based Finnish SMEs - Focus on export success
Karvinen, Helena	Managing international growth - Challenges for the subcontractors in the Finnish metal and engineering industry
Ylijoki, Melissa	User involvement in software development
Cao, Qing	Intellectual property protection for foreign SMEs manufacturing in China - Comparison between outsourcing and own manufacturing
Uzjakov, Timur	The choice of entry mode in the decision-making process of foreign direct investment. Case: Sormat Group's investment to Russia
Latva-Pukkila, Anu	The role of discussion forums in corporate communications. Case: Finnair
Alanko, Ville	Brand extension: Moving away from an established brand image
Ahokoski, Reija	Offshore financial centres in the globalized world

Monnonen, Maija	Internationalization of knowledge-intensive business service franchise to Great Britain
Heinonen, Joonas	Monikansallisen organisaation muutosprosessi. Sisältö, vaiheet sekä ulkopuolisen intervention rooli
Tanyi, Besong Daniel-Desire	The role of tacit knowledge in support of organizational learning
Laaksonen, Eini	Political risks of foreign direct investment in the Russian gas industry - the Shtokman gas field project in the Arctic Ocean
Mäkinen, Santeri	Managing cultural challenges in cross-border acquisitions - Case study on post-acquisition integration of MNC and Chinese family-owned company
Heiskanen, Riikka	Strategically digitizing the customer interaction process in hospitality industry - Case: Holiday Resort Järvisydän
Pándy, Hilla Sofia	Creating a model for identification and motivation of innovation champions
Iso-Järvenpää, Jaakko	Forecasted merchant scenarios on surcharge implementation - Company X reacting to competitive changes in the Finnish payment card industry
Martinmäki, Paula	Formulating an international brand expression for Finnish functional food companies
Eriksson, Ann-Marie	The role of advisory services conducting due diligence process in the context of M&As
Raukko, Mika	Identifying and managing the target company's customers in cross-border acquisitions
Planting, Hanna-Mari	Human resource management in cross-border acquisition process - Viewpoint of HR responsible in acquiring company
Sirviö, Janina	Lisäarvon luominen asiakasvarustamolle konttilaivaliikenteessä - Case MacGregor

Kukila, Anna-Maria	Cleaning the EU out of emissions - or firms? Implications of EU Emissions Trading Scheme for the competitiveness of involved Finnish firms
Hartola, Tuure	Sidoryhmäyhteistyön merkitys suomalaisen musiikin viennissä
Laippala, Aleksandra	The role of networking in tourism companies' innovativeness
Kuusimäki, Tiia	Walking away from the pre-acquisition phase
Hägerström, Markus	Building partnerships in the Russian business environment - alternatives for internationalizing Finnish ICT SMEs
Juntunen, Hanna	Communication strategy to Russian personnel. Case study into Russian subsidiary's strategy communication practices
Pulkkinen, Saara	Value creating sales nets - From software product provider to software solution provider
Jurkko, Jurate	Applying a transnational strategy for service MNEs
Weissenfelt, Annika	Regional differences in strategic cross-border acquisitions: Pre-acquisition process, motives and ownership structure
Björklund, Jenny	Managing communication and co-operation in multi-cultural virtual teams.
Heinonen, Marika	Microfranchising: Comparative case studies from Africa
Jaatinen, Tiina	Asuntotuotantoa asukkaiden ehdoilla: Asukaslähtöiset innovaatiot ja kärkikäyttäjien löytäminen
Zorn, Laura	The effects of socio-cultural distance on Sino-Western transfers of tacit managerial knowledge: Developing a conceptual framework
Alander, Elina	Implementation of open innovation in two Finnish bio-energy SMEs

Haavisto, Miikka	Culture and trust in global virtual teams - a case study in a multinational enterprise
Pulkkinen, Jaana	The small firm in global markets - a descriptive case study on the internationalization patterns of small design-intensive Finnish firms
Tuominen, Karita	Improving purchasing performance measurement: An action research in a Finnish multinational's Russian business unit
Penttinen, Markus	The use of corporate responsibility data for business benefits - Facilitating data collection, distribution and use with information systems and knowledge management principles

Research projects

The number of collaborative research projects has continued to increase. Many of these involve international co-operation. A short presentation of the main research projects in which the faculty of International Business is involved follows.

Building Intercultural Competence through Multicultural Teaching

In an increasingly global business environment, the need for internationally competent managers and employees is growing rapidly. Since the cultural diversity of students in universities worldwide is increasing, multicultural classrooms are increasingly being used for building the intercultural competence of students. The purpose of this research project is to analyse what the building of intercultural competence for students requires of an individual teacher, who teaches in a multicultural classroom, and how universities may support this effort. Special attention will be paid to the measurement of learning related to intercultural competence. The project is a co-operative effort between Birgitta Sandberg and Zsuzsanna Vincze.

Case Study Project in IB

The Case Study project started in 2005 and is a joint effort by Professor Rebecca Piekkari (Aalto University), Dr. Catherine Welch (University of Sydney), Dr. Emmanuella Plakoyiannaki (University of Thessaloniki) and Ph.D. Eriikka Paavilainen-Mäntymäki. The aim of the project is to study the use of a case study approach in IB, including, among other issues, a theoretical discussion of the case study approach. The first article related to the project was published in *Organizational Research Methods* in 2009. The title of the article is "The Case Study as Disciplinary Convention: Evidence from International Business Journals". The second article titled "Theorising from case studies: Towards a pluralist future for international business research" has been accepted for publication in the *Journal of International Business Studies* in 2011.

Entrepreneurial Internationalisation: Developing an Evolutionary Mid-Range Theory of the Firm

What enables recently founded firms to successfully develop their international business? What is the role of knowledge in such processes? How do relational ties to established firms emerge? How do such firms balance their current economic needs with potentially massive future opportunities? And what becomes of such firms in the long-run? These are some of the questions considered in this research project, which is conducted by Peter Zetting and Sascha Fuerst from EAFIT University in Colombia (currently writing his dissertation at Turku School of Economics). The context for this research is small and young firms from Latin America.



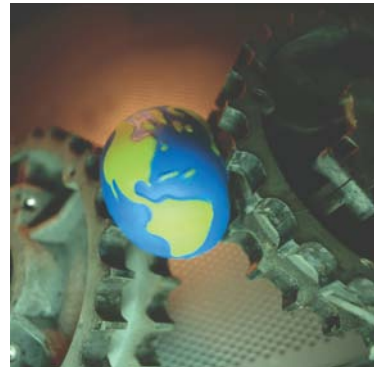
GEOENER – Geoenergy in Community Energy Supply

The project aims at developing new concepts for energy supply, hybrid renewable energy solutions and business. The project is a joint effort between TSE, GTK, VTT and a number of Finnish companies. TSE is responsible for

developing network-based business concepts. The contact person at TSE is Professor Esa Stenberg.

Global Factory – New Strategies and Capabilities in International Entrepreneurial Firms

This project examines the impact of the emergence of global factories on international entrepreneurship theory. Prior research shows that many entrepreneurs find it difficult to manage and expand the firm they have created. In consequence, they require the identification of the most promising pathways for successful international growth, the development of new capabilities and the ability to outline and execute a viable international business model. The project is conducted by a team consisting of researchers at TSE and Lappeenranta University of Technology. By combining multiple methods of data collection and analysis as well as different types of data, a more holistic understanding about the global factory phenomenon will be provided. The contact person, at the TSE, for this research project is Professor Niina Nummela.



Inquiry-based Learning in IB

This research collaboration between Lena Zander from Uppsala University, Sweden; Audra Mockaitis, Monash University, Australia and Peter Zettinig from TSE concerns the development of new approaches to teaching international business within diverse classroom settings. At the core of these approaches are inquiry methods which are used, for instance, in medical training and in order to develop experiential learning in complex settings, such as in global virtual teams

Industry Transformations: Identifying Factors in Co-Evolving Architectures in Bio-Refinery Clusters

This project has been launched with funding from the J&A Wihuri Foundation and is a part of the '*Innovative Regions of Europe*' programme of the Academy of Finland. In collaboration with Umeå University, this project investigates the interactive and reciprocal changes of industry architectures in bio-refinery clusters. Changes in the extra-institutional environment especially related to calls for diversifying alternative energy sources and scientific advances have led to opportunities for established industries to completely redefine their future prospects. The main objective is to document and learn what kinds of dynamic capabilities a cluster, as an organisation of independent firms, may need to develop, if it is to succeed in industries where the traditional model of the integrated firm can only achieve sub-optimal results, and where innovation is generated by being open to new entrepreneurial initiatives. Additional information can be obtained from the project leaders, Peter Zettinig and Zsuzsanna Vincze. The first publication from this project is forthcoming in the *Competitiveness Review: An international Journal*.

Ideative Non-Champions – Untapped Resources?

Innovative ideas require innovative individuals. So far, only a little attention has been given to people who lack the ability to communicate their vision and ideas to management, let alone the ability to promote them persistently within an organisation. Such people are referred to as ideative non-champions. This research project describes the characteristics and behaviour of these individuals and analyses how they can be identified in an organisation and motivated to take a more active role in the innovation development processes. The project is a co-operative effort between Kirsi Pitkänen, Birgitta Sandberg and Pekka Stenholm (TSE entre).

International Opportunity in Crisis

In this research project, funded by the Foundation for Economic Education, a collaborative effort between Zsuzsanna Vincze and Peter Zettinig, we aim to develop alternative futures for describing how a necessary resource efficiency

increase paired with a massive system change may affect the economy and the way people in Nordic countries adapt their lifestyles and behaviour. In particular, we focus on mobility and the use of private vehicles, which is a dominant feature of everyday life. With this focus, we aim to develop alternatives for understanding the possible pathways a shift from the conventional combustion engine to e.g. electric power-train vehicles or alternative fuels could take and investigate how the changes might affect economic interaction and outcomes. From the viewpoint of today many opportunities and challenges are set to emerge. We will attempt to generate a holistic framework of the different decision options available to a number of stakeholders by using a specifically developed Delphi process for data generation.

KV.potku

The KV.potku project belongs to the TEKES funded Sapuska Research Programme, and it is a cooperative project between Turku School of Economics and the TSE Pori unit that focuses on the internationalisation processes, paths and strategies of small and medium-sized food enterprises in the Southwest Finland region. The members of the research project are Leila Hurmerinta-Peltomäki, Professor of Marketing at TSE; Eriikka Paavilainen-Mäntymäki; Harri Terho, Senior Research Associate of Marketing at TSE; and Tanja Korhonen, Project Assistant.

Longitudinal Research in International Business

Mélanie Raukko and Eriikka Paavilainen-Mäntymäki head the project on longitudinal research in the IB discipline. The project started in 2005 and it examines the use of longitudinal research in the IB research context. Thus far, the researchers have developed a typology of longitudinal research in IB, analysed the significance of time in the longitudinal research approach and addressed longitudinal research topics within the IB tradition. They have also presented research papers on these topics at numerous international conferences. They are currently preparing an edited book on



longitudinal research methods used in the study of organisations as well as a number of journal articles.

ManMAP (Managing the M&A Process – From Opportunities to New Business Creation)

The project aim is to develop a strategy-oriented M&A (mergers and acquisitions) approach and the tools required for new business creation. The project aims at acquiring a comprehensive understanding of risk and opportunity management across the whole subject of new business creation and the M&A process from design (i.e. identifying and creating new business opportunities) to business continuity. Furthermore, it will explore the related strategic decision-making process in the same context as well as timing in this process and how the process could be made more future-oriented. Moreover, the objectives include providing methods for companies to support the building of a successful process in terms of the three previous objectives, for example, identifying critical decisions in the process and providing tools for coping with the conditions of high uncertainty. The project is part of the Liito-programme financed by Tekes and it is a joint project between TSE and VTT. The project will be carried out within the time frame 1.3.2009 – 31.3.2011. The contact person at TSE is Mélanie Raukko.

Mixed Methods in International Business Research

This research project started as a co-operative venture initiated by two researchers from the Department of Marketing, Prof. Leila Hurmerinta and Prof. Niina Nummela. The aim is to increase our understanding of the use and potential of mixed research strategies in international business research. Some of the findings have already been published as a chapter in a book and as an article in a special issue of *Management International Review*.

Organisation and the Management of Global Virtual Teams

This cooperative research programme is managed by Peter Zetting as well as colleagues at Monash University, Australia; Uppsala University, Sweden; the

Victoria University of Wellington, New Zealand and Aalto University, Finland. It strives to learn about how different phenomena are related to organisation, management, leadership and cross-cultural questions. They are commonplace issues for Global Virtual Teams, a rather new and rapidly growing form of organising, especially for internationally dispersed projects. The results of this ongoing research project will provide managers with better insights for showing how such organisations can be run efficiently and effectively. The output of this research will be published in the *International Journal of Cross-Cultural Management* (forthcoming) and other publications.



Radical Innovation as a Way of Life

Being able to successfully ideate, create and launch various radical innovations is a task which few individuals are able to do. This research project concentrates on analysing the characteristics of these entrepreneurial innovators and the business systems they actively create for carrying out innovative activities. The business systems we refer to are strategic, organisational, and managerial as well as the network resources and recombinations innovative individuals are able to transfer from one innovation activity to the next. The project is a co-operative effort between Peter Zettinig and Birgitta Sandberg.

Role of Networks in the Commercialisation of Really New Products

Commercialising really new products requires coping with considerable market uncertainty. This study analyses how a network can be utilised in this difficult task. The study contemplates issue-based networks that are formed in order to resolve the innovation process. In particular, attention is paid to the role of non-profit organisations in the commercialisation process. The project is a co-operative venture between Birgitta Sandberg and Leena Aarikka-Stenroos (Marketing).

TSENET – Turku Service Network

Turku Service Network (TSENET) is a research group headed by Professor Aino Halinen-Kaila, Department of Marketing, comprising people with an interest in service-network research. The group brings together experienced researchers and doctoral students from several disciplines, which will facilitate interdisciplinary contributions. The contact person at IB is Valtteri Kaartemo.

Utilisation of Brand Heritage in International Companies

The dynamic environment forces companies to rethink the messages that their brands are sending to consumers. One way to handle environmental turbulence is to accentuate elements in a company's past to provide a message of stability and confidence. Utilising brand heritage in various countries with different cultural heritages is, however, challenging. This study aims to analyse the adaptation of utilising brand heritage in international companies. The project is a co-operative effort between Sonja Lätti, Birgitta Sandberg and Ulla Hakala (Marketing).

Value Chain Management of International Software SMEs

The value chain management of internationalising software firms (VCM) is a joint research project between Lappeenranta University of Technology (LUT), and Turku School of Economics (TSE). The goal of the project is to model the international growth of software firms from the viewpoint of the entire value chain. The majority of software firms face growing pressure to internationalise their operations relatively quickly after their establishment. The internationalisation of a firm is a comprehensive process that includes its entire value chain from product development to market launch. The existing research provides an extensive overview of the early steps of a software firm's internationalisation and those factors which assist or hinder it. From a scientific perspective, it is interesting to notice that even if several researchers have found that a comprehensive examination of a company's internationalisation is important, an approach like this is still very rare. Project web-site: <http://tbrccommunity.lut.fi/vcm/>. The contact person at TSE is Taina Eriksson.

Dissertations in progress

In addition to the research projects listed above, there are a number of doctoral projects within International Business.



Ahen, Frederick	Pharmaceutical companies and strategic corporate responsibility in emerging economies: A comparative institutional perspective
Birkstedt, Riitta	Corporate branding in multinational corporations - Giving sense to a corporate brand
Candelin-Palmqvist, Hanni	Intellectual property infringements and the corporate combat against them
Degbey, William	Customer retention in cross-border acquisitions
Ehrstedt, Stefan	Competitive Advantage in R&D Offshoring in the Baltic Sea Region
Eriksson, Taina	Dynamic capability – Managing the capability base of an international technology-based SME
Fuerst, Sascha	Entrepreneurial internationalization: A process
Heikkilä, Katja	A Managerial View to State Actors in Foreign MNC's Business Network. Case of Russian Public Officials in Finnish MNCs' business networks
Heiniö, Sanna	Product packages as means of communication
Kaartemo, Valtteri	Role of context in international service exchange
Ketolainen, Mari	Developing market orientation as a dynamic capability in rapidly internationalizing diagnostics companies
Kuuluvainen, Arto	Dynamic capabilities in the international growth of SMEs
Laasonen, Salla	The dialogue on environmental and social aspects of foreign investments from conflict to dialogue?

Lotila, Pia	Managing stakeholders through strategic communication on CSR in international business
Lounela, Juhana	What is modern retailing? – A conceptual model for retailer supply chain capability evaluation in emerging markets from the consumer goods manufacturer point of view
Mustonen, Piia	Discussion forums as a source for product innovation in international business
Nieminen, Jorma	Emergence of spatial knowledge intensive industry clusters
Pelto, Elina	The effect of foreign entry on local businesses in a transition economy – An abductive study of Fazer Bakeries in Russia.
Peltola, Kaisa-Kerttu	The role of innovation infrastructure in the development of international innovation networks
Pitkänen, Kirsi	From idea to innovation – from the minds of the ideative nonchampions to the benefit of the organization
Raitis, Johanna	Post-acquisition integration in an MNC: realigning the employees to live the corporate brand
Rilla, Nina	Internationalisation of innovation activities – Interrelatedness of innovation and internationalisation processes in Finnish SMEs

Participation in conferences, seminars and workshops

AIB (Academy of International Business) 2010 Annual Meeting, Rio de Janeiro, Brazil, June 25-29

37th Annual Conference and Doctoral Colloquim of the Academy of International Business (AIB) (UK & Ireland Chapter) April 8-10, 2010, Dublin, Ireland.

Academy on Management Annual Meeting in Montreal, Canada, 6-10 August 2010.

ANZIBA Annual Conference, Sydney, Australia, April 15-17, 2010.

4th International Conference on Corporate Social Responsibility – CSR Challenges Around the Globe. September 22-24, 2010, Humboldt-Universität zu Berlin, Germany.

Corporate Identity seminar, May 4-5 2010, Gothenburg University Business and Design Lab, Sweden.

The 11th European Business Ethics Network (EBEN) Conference, June 14-16, 2010, Tampere, Finland.

EBRF Conference, September 15-17, 2010, Nokia, Finland.

26th Annual Conference of EGOS (European Group for Organizational Studies).

36th European International Business Academy (EIBA) Annual Conference, Porto, Portugal, December 9-11, 2010.

Annual Conference of EURAM (European Academy of Management), Rome, Italy May 19-22, 2010.

FIGSIB Doctoral Tutorial, November 1-2, 2010. Hanken, Helsinki, Finland.

International Business Research Symposium, University of Adelaide, Australia, November 23-24, 2010.

17th International Product Development Management (IPDM) Conference, June 13-15, Universidad de Murcia, Spain.

13th McGill International Entrepreneurship Conference, 17.-19.9.2010, Montreal, Canada.

The R&D Management Conference 2010, The University of Manchester, Manchester, United Kingdom, 30 June – 2 July, 2010.

4th SITE Energy day – The Future of Natural Gas in Europe: Market and Politics. Stockholm Institute of Transition Economies, Stockholm School of Economics, Sweden, 28 October, 2010.

Workshop on Social Entrepreneurship. September, 13-14, 2010 University of Tampere, Finland.

3rd Vaasa Conference on Qualitative Research Methods, June 1-3, 2010, Vaasa, Finland.

VCM project seminar “Business partnerships in BRIC-countries”, April 26th, 2010, Turku School of Economics.

VCM project seminar “Ownership vs. partnership – Pathways to sustainable international growth of software firms”, Helsinki, November 17th, 2010.

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Economic Zones in Russia: Lessons from China), *Forsait*, Vol. 2, No. 4, Higher School of Economics Moscow, pp. 7.

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Conference papers

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OTHER ACTIVITIES

International collaboration

In addition to numerous academic research projects that involve international co-operation, the faculty members of International Business were involved in other types of international collaboration during 2010. These include an education development project in Russia as well as international teacher and researcher visits. The international collaboration activities are briefly described below.



EuroFaculty Pskov project

The aim of the project is to upgrade university education in Business Economics at the Pskov State Pedagogical University in Russia to the Bologna Process standards. The project's activities include developing a curriculum together with the partner universities, teacher training and co-teaching, teacher exchange, English training and the developing of information services.

The project is financed by the Council of the Baltic Sea States. Turku School of Economics leads a consortium consisting of Turku University, Roskilde University, Trondheim Business School, St. Petersburg State University, Stockholm School of Economics and the Pskov State Pedagogical University. Assistant Professor *Peter Zettinig* is part of the working group on International Business Curriculum and Staff Development. Business and Innovation Development (BID) at the Unit of Turku University and he administers and coordinates the project.

International teacher and researcher visits

During the year, several faculty members have visited foreign countries for various conferences, data collection, research projects, expert visits and other research or teaching purposes. For instance, *Niina Nummela* was a visiting teacher at the Indian Institute of Management, Ahmedabad in September, and *Peter Zettinig* made a short visit to Umeå University, Sweden, in April. In addition, three faculty members spent longer periods abroad as visiting researchers during 2010: *Riitta Birkstedt* visited the University of Surrey,

Guildford in UK from April until July, *Eriikka Paavilainen-Mäntymäki* took part in researcher exchange with the University of Sydney, Australia from July until December, and *Valtteri Kaartemo* has been a visiting Fulbright researcher at the University of Hawaii at Manoa since August 2010.

The international collaboration of the IB faculty members can also be seen in the number of international visitors to the Turku School of Economics. In 2010, the department had the pleasure of hosting the following international visitors:

- Nicole Coviello, Wilfried Laurier University, Canada
- Roar Dvam, Trondheim University, Norway
- Tony Fang, University of Stockholm, Sweden
- Sascha Fuerst, EAFIT, Columbia
- Virpi Havila, Uppsala University, Sweden
- Denis Malyshev, Pskov Polytechnic Institute, Russia
- Ajeet Mathur, Indian Institute of Management, India
- Bent Petersen, Copenhagen Business School, Denmark
- Michel Poté, ESSCA, France
- Elizabeth Rose, Victoria University of Wellington, New Zealand
- George Varlamov, Pskov Polytechnic Institute, Russia
- Zsuzsanna Vincze, Umeå University, Sweden, and
- Poul Wolffsen, Roskilde University Copenhagen, Denmark.

Administration

The members of the International Business programme actively participated in the administration of the University. Our administrative activities included several positions within various boards and working groups at both the Turku School of Economics and the University of Turku in 2010. For instance, *Martti Salo* and *Niina Nummela* were members of the Board of Turku School of Economics. Niina Nummela was also the Vice-Head of the Department of Marketing as well as a deputy-member of the Degree Committee of the University of Turku. *Taina Eriksson* and *Johanna Raitis* were members of the Council for Academic Research and Education (TuJa) of Turku School of Economics. Taina Eriksson was also a member of the quality



workgroup of the University of Turku Graduate School. *Birgitta Sandberg* was a member in the Student Selection Committee, which was chaired by Martti Salo. *Valtteri Kaartemo* was a member of the Planning Committee for Educational Development for the University of Turku Graduate School. *Elina Peltö* and Valtteri Kaartemo were members of the Planning Committee for the Teaching of Business Competence Studies, and Elina Peltö was also a member of the working group that develops the introductory studies of the Turku School of Economics.

Professional and community relations

Close relations with the community ensure that our research and teaching respond to the current needs and requirements of society. Consequently, our faculty members are active in various fields. The following illustrates their wide range of activities.

Frederick Ahen

AIB Conference, Occasional reviewer

EIBA conference, Occasional reviewer

Taina Eriksson

International Marketing Review, Occasional reviewer

Journal of International Management, Occasional reviewer

Asia Pacific Management Review, Occasional reviewer

Kari Liuhto

The Journal of East-West Business, Member of the Editorial Board

Journal for East European Management Studies, Member of the Editorial Board

Journal of Business Economics and Management, Member of the Editorial Board

The Baltic Region, Member of the Editorial Council

Review of International Comparative Management, Member of the Scientific Council

Occasional reviewer for several international journals including the European Journal of International Management and Demokratizatsiya: The Journal of Post-Soviet Democratization.

Niina Nummela

Member of the Board of The Finnish Graduate School of International Business (FIGSIB)

Deputy Representative for TSE on the Board for the Finnish Graduate School, KATAJA

Member of the Steering Group for the Project 'KV-foorumi'

Invited Member of the Board for Tekes-funded international research projects 'INKA' and 'The Externalities of innovation activities: An International comparison of the success of Finland'

Occasional reviewer for several international journals including the Journal of World Business, International Small Business Journal, and European Management Journal.

Eriikka Paavilainen-Mäntymäki

Deputy Member of the Advisory Board for the Enterprise Services Network Programme Supporting the Internationalisation of Southern Finland's Industry and Commerce (part of the European Union and European Social Fund Project)

European Journal of Management, Occasional Reviewer

Elina Pelto

Elected Representative of the University Researchers and Teachers of the University of Turku,

Mélanie Raukko

Journal of International Marketing, Occasional Reviewer

Baltic Journal of Management, Occasional Reviewer

Martti Salo

Elected Representative of the Lecturers of the Turku School of Economics

Member of the Advisory Board for the Centralised System for Applications and Admissions in the Field of Economic Sciences,

Birgitta Sandberg

Research Policy, Occasional Reviewer

Esa Stenberg

TSE Representative for the Finnish-Japanese Institute

Member of the Organisation for Crisis Management Initiative (Office of President Ahtisaari),

Peter Zettinig

Journal of Teaching International Business, Editorial Board Member

Journal of Global Commerce Research, Editorial Board Member

Current Research in Global Business, Reviewer

International Journal of Technology & Globalisation, Reviewer

International Management Development Association, Track Chair for the Annual Conference.

Occasional reviewer for several international journals including e.g. Thunderbird International Business Review, Journal of Evolutionary Economics, Journal of Academy of Marketing Science Review, and European Management Journal.