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OULU BUSINESS SCHOOL

# Department of Marketing

Annual Report 2009

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Photo: Studio Ilpo Okkonen Oy.

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University of Oulu  
Department of Marketing  
P.O.Box 4600  
FIN-90014 University of Oulu  
FINLAND

Phone:  
+358 8 553 2905 (Faculty office)  
Telefax:  
+358 8 553 2906  
Internet:  
<http://www.taloustieteet.oulu.fi>  
Email to the staff:  
[firstname.lastname@oulu.fi](mailto:firstname.lastname@oulu.fi)

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Cover Photo: Studio Ilpo Okkonen Oy.  
Oulu, May 2010  
Editor: Pertti Paakkolanvaara



Photo: Juha Sarkkinen

## Marketing education at the University of Oulu

The University of Oulu was founded in 1958 and is composed of six faculties: the Faculty of Economics and Business Administration (Oulu Business School), the Faculty of Education, the Faculty of Humanities, the Faculty of Medicine, the Faculty of Science, and the Faculty of Technology. The University of Oulu is the second largest multidisciplinary university in Finland and has nearly 2 000 researchers and teachers and over 16 000 students. Approximately 2000 new students commence their studies each year at the University of Oulu. International links and co-operation with local industries and businesses form an essential and integral part of the university's teaching and research activities.

Oulu Business School is an international research and educational institute for economic sciences with 1200 students and 100 staff members. Oulu Business School offers studies in six different majors, three international Master's Degree programmes (FE, FMA and IB) and a full-time MBA programme. In 2009 138 students graduated with a Master's degree. Oulu Business School is organized as six departments: Accounting, Economics, Finance, International Business, Management, and Marketing.

The Department of Marketing educates marketing professionals for international and domestic businesses. Typical tasks the Marketing students receive after graduation include management of marketing activities of enterprise, product marketing, product management and relationship management. The education is founded on world class research on industrial business relationships, logistics activities, and ever intensifying digitalization of businesses.

After the first marketing students were admitted in 1991 the Department of Marketing has grown rapidly. Close co-operation with local business life in Northern Finland

supports the practical relevance of the education. The department's active co-operation in the global academic network opens opportunities for the students to collect international experience. For example, the continued cooperation with the University of North Carolina continued by offering possibilities for students to visit North Carolina aiming at the international double degree and Erasmus scholarships were used to allow students at the Department of Marketing to visit European universities as exchange students.

## Head of the Department's Review

The main cornerstone of our research strategy is the international cooperation. The research activities in 2009 involved wider and deeper international cooperation including multiple visits both to and from the department. Lancaster University Management School is one of the research partners with high quality and committed cooperation.

THE YEAR 2009 WAS CHARACTERISED BY DEEPER INTEGRATION IN THE INTERNATIONAL RESEARCH COMMUNITY.

Development of educational methods continued during 2009. The development process is headed by the Marketing's Task Force on Teaching and Learning Development (MOKTR). The agenda contained the development of personal study plans to cover the whole time span of studies, the improvement of wide professional competences of fresh graduates and the development of education in practical relevance.

The Department of Marketing prepared together with other departments of Oulu Business School for future accreditation. Other quality related activities during 2009 was the university level audit that reviewed the processes and methods of the Department of Marketing.

The most important organizational change was the decision to integrate the former department of logistics to the Department of Marketing. The process started during the last quarter of 2009 and it is proceeding extremely well.

I want to thank both staff and student members involved in our teaching and research development efforts for their commitment throughout the year. As I start my maternity leave in March I am leaving the tasks of the head of the department to Pertti Paakkolanvaara. I wish him all possible success in his demanding task.

I would wish to thank our staff for the previous year and wish all the best for the ongoing one. The future will be full of changes and new development projects. I would also wish all the best to our graduates with whom it has been a pleasure to work with. Equally, numerous company representatives deserve our gratitude; the cooperation is extremely important for our research and education.



Oulu, March 2010  
 Satu Nätti  
 Head of the Department of Marketing  
 Photo: Seppo Eriksson

## The Year 2009

### Teaching

In the Department of Marketing, 2009 was once again another year of various development activities. In the course of the year, the audit

13 746 GIVEN CREDITS  
40 MASTER'S DEGREES  
22 REFEREED JOURNAL ARTICLES  
COOPERATION WITH OVER 100  
PARTNERS

process at the university level and the preparation for the accreditation process at the faculty level were reflected in the activities of the Department of Marketing. Different kinds of documents were produced both at the faculty and department level in order to promote greater openness and transparency of the activities. These processes were also useful in that they, for example in the case of teaching, required careful examination and evaluation of all activities. Doctor Satu Nätti served as the head of the department in 2009. Satu's strong contribution to teaching and research has been a valuable resource during this year of development. As a representative of the Department of Marketing, she prepared material for the audit, e.g. updated the self-evaluation report of our department. The active participation of the head of the department in the various processes brought with it the possibility for our department to set an example as a strong, high quality actor and to participate in the development of teaching or quality assurance.

The department had several international visiting lecturers in 2009. Professor (Docent) Wesley J. Johnston from Georgia State University (Atlanta, USA) visited the department to teach the course *Industrial Sales Management* in September. Professor Luis Araujo from Lancaster University Management School, United Kingdom lectured in seminars organized by the department in October. Professor Per Servais visited us in November. He is from the Syddansk Universitet, Odense, Denmark. Professor Jan-Erik Vahlne visited the department in December.

In 2009 the department had about 378 marketing students and 26 active doctoral students. There were a total of 209 primary applicants to major in marketing. From these applicants, 49 (23 %) were accepted after entrance examinations. In addition, 10 out of 60 applicants were accepted to a separate Master's level programme in autumn 2009. At the same time a total of 36 candidates and 40 Master's degrees were awarded. Altogether 41 persons worked at the department in 2009. Of the doctoral level staff, 5 were professors and 4 assistant professors or lecturers. 15 doctoral students worked at the department and 11 of them were also involved in teaching.

32 courses were taught of which 11 246 credits were given. From the total amount of credits more than 2500 credits were given outside the Faculty of Economics and Business Administration. Thus, we serve many students also outside of our Faculty. Likewise, five courses of marketing were taught at the Open University of Oulu. Many of their students are from working life. Staff members have also continued to teach in the University of Oulu eMBA programme and taken part in designing a full time MBA programme at the faculty.

## *MOKTR*

The Department of Marketing's Task Force on Teaching and Learning Development (MOKTR) decided to meet every six weeks to prepare for new development projects activated by the audit and accreditation processes. There were total seven meetings in 2009. MOKTR consisted of four students and four staff representatives (including the head of the department).

Student feedback is a key factor to ensure and develop the quality of teaching. The feedback meeting of the department work as an important way to collect and utilize the feedback. Especially so as the results from the officially recommended channel Oodi have not been very good so far. The meeting of the Department of Marketing was organized on Wednesday the 22<sup>nd</sup> April. Prior the meeting, students were informed via e-mail about the possibility to leave anonymous feedback in drop boxes placed at the guild room of Finanssi (the association of students of Economics and Business Administration), and at the Student Affairs Office. The participation to the meeting was unfortunately low: only few students showed. In general, the feedback was positive. Some practical changes were suggested. For example, students wished to have more advanced level courses in the fall term as well as more instruction for seminar projects. More guest lecturers and more teaching in the English language were desired. The results of the previous year's feedback session were discussed and respective changes were presented. This feedback process is a major focus point that we wish to improve and develop continuously.

The Teaching Planning Day of the Department of Marketing was held on the 12<sup>th</sup> of June in the Café Makasiini. During the event, the courses to be given in the following fall term were introduced by the responsible lecturers. The Teaching Planning Day has been organized for several times now and it has been experienced as useful event. In this way, the entire staff becomes aware of each other's courses and their content. During the occasion the participants also have the opportunity to discuss any problems related to the courses with other teachers. At the end of the day, Sirpa Suni from the Teaching Development Unit of the University of Oulu presented a talk on teaching-related themes.

One of the themes MOKTR was working on in the spring was to develop a mentoring system for the department. The idea was inspired by mentoring instructions at the university level and implementation at the department level was considered as a good idea. Finally, we arrived at an operations model that seeks to integrate the mentoring system into the orientation process. The idea was to establish mentoring as a flexible and natural part of the support system for new members of the teaching staff. This system enables everyone to have a mentor with whom one can organize meetings and discuss the courses.

Over the past years, the Department of Marketing has been developing activities related to the personal study plan (HOPS) that focuses on strengthening the basis for personal curriculum work among our students. Regarding this, workshops and more informal and relaxed Marketing Mix event were organized for new students during the fall.

During the year, the head of the department worked on the Competence-based learning project that was financed by KOTKA. The competence means in this context the practical skills needed in addition to theoretical perspectives and knowledge such

as skills in team work, multi-cultural skills, debating skills, and problem solving just to mention few. The development work and discussions were summarized in the form of the report *Juonteet opetussuunitelmassa markkinoinnin laitoksessa* (Nätti 2009). The report presents a summary of the competences in our curriculum that are essential in working life.

MOKTR participated in the quality process development by preparing examples of good teaching practices. Presentations on thesis and seminar processes, evaluation rubric, MOKTR, the HOPS system, mentoring, and corporate cooperation were created. As a result of the process, *Hyvien käytäntöjen kirja* (The Book of Good Practices) was compiled which will be actively revised and developed by MOKTR in the future.

By the end of the year MOKTR reviewed the results given for the task force in 2006. The group was happy to conclude that all goals set for 2006–2009 period have been reached.

## Research

In terms of research the year 2009 stands out as an intense period of development of internationalization of our research. In 2008 the University's research council voted 25 000 Euros for the development of research at the Department of Marketing. During 2009, this support has enabled us to strengthen our international research network further. With this grant and other financial support provided e.g. by the Faculty and research projects funded by Tekes, we have funded the visits of distinguished researchers from abroad to work with us. Among these visits were, Professor Luis Araujo from Lancaster University Management School who visited us for a month in September and October. During his visit, he worked with us in terms of research by acting as a commentator in Department's research seminars and planning co-writing of articles. Professor Araujo also held several research seminars one of which was a public seminar on the topic "Sourcing in Business Markets: Out and Back?"



Photo Juha Sarkkinen

Professor Wesley J. Johnston from Center for Business and Industrial Marketing, J. Mack Robinson College of Business), Georgia State University, USA visited us in late September for a week cooperating with us in terms of teaching but also research. While visiting us, he lectured in a public research seminar on the topic of "Contemporary Marketing Practices and Social Media: Not just a pretty 'Facebook' anymore". The seminar attracted quite a lot of interest across the university as well as businesses within our co-operation network.

Professor Keith Blois from Oxford University and Lancaster University, U.K, visited us in late November for a week. During his visit he presented a paper (by him and Gillian Hopkinson) "Exploring the role of French and Raven's paper 'The Bases of Power' on discussions of power in the channels literature and it's critique" in Department's research seminar and acted as a commentator in a research seminar.

The research projects also hosted several visitors during 2009. In June, Assistant Professor Minna Rollins from University of West Georgia, Atlanta, USA visited us for a month doing research in relation to ModSeC –research project. Also, Professor David B. Grant from Hull University, Logistics Institute, U.K. as well as Dr Kostas Selviaridis, Lancaster University Management School, U.K. visited ModSeC –research project. CoBra project hosted the visit of Docent Henrik Ugglä from Kungliga Tekniska Högskolan Stockholm. He gave a presentation in the CoBra seminar to the enterprise members of the project. He also gave a lecture to postgraduate students and participated in the Brand Management course as a visiting lecturer.

CoBra –project hosted a visit of Professor Henrik Ugglä from Stockholms Tekniska Universität in October. In addition to these, Professor Jan-Erik Vahlne from Göteborgs Universitet, Handershögskolan, Sverige and Associate Professor Per Servais from Odense, University of Southern Denmark visited the Department in terms of research co-operation.

Several researcher visits to abroad took place during the year. Prof. Tähtinen visited Lancaster University Management School from 10<sup>th</sup> March until 7<sup>th</sup> April. During her time at LUMS as a visiting professor, Jaana co-authored a study on the use of critical realism in business relationship research with LUMS' doctors, lecturer Annmarie Ryan and ASDA/FME Fellow Markus Vanharanta, and professor Tuija Mainela from our department. The study received comments from prof. Luis Araujo (LUMS) and was later on presented at the 25th IMP conference in Marseille, France. During the visit, Jaana also worked on a study focusing on emotions on business relationships. This study has been further developed with prof. Keith Blois (Oxford University and LUMS). Moreover, the productive time at LUMS also contributed to the finalising of a co-authored study on Sustainability of Small Businesses that was presented at Oslo, at Academy of Marketing Science 14th biennial conference on July. During the visit Jaana also enjoyed several informal discussions with professors Luis Araujo and Geoff Easton, senior lecturers Andrew Pressey, Stefanos Mouzas, Peter Lenney, Maria Piacentini and Gill Hopkinson, lecturer Katy Mason (all from Marketing department) and from Management Science department senior lecturer Martin Spring.



Photo Juha Sarkkinen

Dean Kimmo Alajoutsijärvi was a visiting professor at the Chinese University of Hong Kong (CUHK) that is ranked No. 28 worldwide in the Financial Times Top 100 Global MBA Ranking. His visit lasted from the 27th of March to the 29th of April.

Our post-doctoral researcher Tuija Mainela visited Associate Professor Per Servais and his research team at the University of Southern Denmark in Odense for June 2009. Per Servais has, together with his colleague Tage Koed Madsen, published already in 1997 one of the seminal articles concerning so called Born Global firms. The Odense research team (Tage Koed Madsen, Erik Stavnsager Rasmussen, Per Servais) is particularly focused on research on international entrepreneurs who are



able to avoid domestic path dependence by establishing ventures, which already from the beginning develop routines for coordinating and managing resources and targeting customers in a multi-nation setting.

Doctoral student Kai Härkönen visited Professor Wesley J. Johnston at the Georgia State University's J. Mack Robinson College of Business in the United States for three months in winter 2009 (and 2010). Robinson College of Business is the sixth-largest business school in the United States, with approximately 200 full-time faculty offering a wide variety of graduate and undergraduate programs.

In terms of publications, altogether eight international scientific journal articles were published, 22 articles in conference proceedings and four articles in compilations. Staff of the department also actively acted as reviewers in 13 different international journals and six international conferences.

The working group of the department for developing research has been working towards establishing the research seminar practices at the department. During 2009, altogether 20 research seminars were held and 23 different studies were presented. In addition to these, two more publicly announced seminars were held in relation to visits of professors Araujo and Johnston. The working group also actively worked to produce auditing materials for the audit of the quality assurance system done at the University in November 2009.

Four research projects based on external funding were ongoing in 2009: CoBra, DECCMAC, UbiLife and ValueNet. Most of them are conducted in cooperation with other Finnish Universities and companies. For further information on the current research projects, please look at the following descriptions or visit:

<http://www.taloustieteet.oulu.fi/index.php?242>

## Research Projects

### **CoBra – Corporate Branding Research Project**

CoBra is a two-year research project at the Marketing department in University of Oulu, funded by Finnish Funding Agency for Technology and Innovation, Tekes and partner firms. The project aims at to understand and clarify the role and importance of corporate branding in small and medium sized enterprises (SMEs). The areas are realized in three main tasks, namely: corporate brand communications, corporate brand value and corporate re-branding. As a result project produces process models of corporate branding and corporate re-branding, as well as new corporate brand value measurement tool especially for SMEs.

The research consortium includes Capricode Oy, Tietoneuvos Oy and Valopaa Oy and through Revontuliryhmä association approximately 80 companies from North Finland.

Contacts: Project Manager Saira Saraniemi, <http://www.oulu.fi/cobra/>

### **DECCMAC – Developing Customer Centric Marketing Communications**

The central objective of DECCMAC research project (2008 - 2010) is to develop marketing and sales know-how of Finnish companies, especially by developing marketing communications processes. The research is divided into two main themes. The first is gaining information about the roles, responsibilities, functioning and effectiveness of companies' marketing and sales functions. The second section utilizes this information in developing current marketing resources and creating novel ways to improve cross-functional co-operation in order to develop customer communications. The possibilities of existing customer relationships and new technological communication tools for marketing communications are also investigated. The project is part of Liito programme of Tekes.

The research consortium includes the University of Jyväskylä, the Helsinki University of Technology, and the University of Oulu. The project has six industrial partners (Formia, Metso Paper, Outokumpu, Outotec, The Switch, and Vacon).

Contact: Prof. Pauliina Ulkuniemi, [www.deccmac.fi](http://www.deccmac.fi)

### **UbiLife**

Multidisciplinary UbiLife is a two year research project (2007-2009) funded by Tekes and participating companies. UbiLife creates and tests the ubiquitous society with Living Lab research and pilots producing valuable information of the ubiservices' technical functionality and usability. In UbiLife, the Department of Marketing studies the value for end users, the network business models, and network value creation.

The research consortium consists of MediaTeam, Intelligent Systems Group, CWC, and the Departments of Information Processing Science and of Marketing from the University of Oulu, the University of Lapland, the University of Art and Design in Helsinki and the Helsinki Institute of Information Technology

Contact persons: Prof. Timo Koivumäki and Prof. Jaana Tähtinen, [www.ubiprogram.fi](http://www.ubiprogram.fi)

### **ValueNet**

The ValueNet Project is a four-year research project (2006-2009) funded by the Academy of Finland, LIIKE2 programme. The ValueNet consortium focuses on the dynamics and management of value-creating networks. The consortium incorporates a total of more than 40 individuals, consisting of senior faculty members and post doc researchers, as well as doctoral students that share mutual research interests. The consortium forms a strong research community by both Finnish and international standards. The ValueNet is directed towards studying the role of business networks and networking in the emergence of new business fields and in the transformation of current industries in global competition.

Consortium: Helsinki School of Economics, Turku School of Economics, University of Oulu, Åbo Akademi University

Contact: Prof. Jaana Tähtinen, [www.hse.fi/EN/research/t/p\\_8/valuenet](http://www.hse.fi/EN/research/t/p_8/valuenet)

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# Appendices

2009

Staff  
Publications  
External Activities  
Internal Research Seminar Presentations  
Master's Theses  
Courses Taught

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## Staff 2009

### Senior Staff 2009



**Kimmo Alajoutsijärvi**  
D.Sc.  
Professor  
Dean



**Pia Hurmelinna-Laukkanen**  
D.Sc.  
Assistant Professor



**Timo Koivumäki**  
D.Sc.  
Professor



**Tuija Mainela**  
D.Sc.  
Professor



**Satu Nätti**  
D.Sc.  
Head of Department



**Jari Salo**  
D.Sc.  
Professor



**Salla Saraniemi**  
D.Sc.  
Assistant Professor  
Project Manager



**Jaana Tähtinen**  
D.Sc.  
Professor



**Pauliina Ulkuniemi**  
D.Sc.  
Assistant Professor

### Junior Staff 2009



**Mari Ahonen**  
M.Sc.  
Doctoral Student



**Miikka Blomster**  
M.Sc.  
Assistant



**Kai Härkönen**  
M.Sc.  
Doctoral Student



**Anita Juho**  
M.Sc.  
Doctoral Student



**Hanna Komulainen**  
M.Sc.  
Doctoral Student



**Tuula Lehtimäki**  
M.Sc.  
Researcher



**Sakari Nikkilä**  
M.Sc.  
Lecturer



**Ilkka Ojansivu**  
M.Sc.  
Doctoral Student



**Pertti Paakkolanvaara**  
M.Sc.  
Lecturer



**Teea Palo**  
M.Sc.  
Doctoral Student



**Elina Pernu**  
M.Sc.  
Doctoral Student



**Annu Ristola**  
M.Sc.  
Assistant



**Jaakko Sinisalo**  
M.Sc.  
Assistant



**Anita Virta**  
M.Sc.  
Doctoral Student



**Marita Wahlroos**  
M.Sc.  
Doctoral Student

#### Adjunct Professors (Docents)



**Wesley J. Johnston**  
Ph.D.  
Professor of Industrial  
Sales Management  
Georgia State  
University, Atlanta,  
Georgia, USA



**Veikko Seppänen**  
D.Sc., D. Tech  
Professor  
Unit of Information  
Processing Science  
University of Oulu

#### Research Assistants

<b>Milla Halttu</b>	<b>Jenny Sandbacka</b>
<b>Jenni Alahuhta</b>	<b>Minna Kätevä</b>
<b>Tiina Niemelä</b>	<b>Hanna Jaakola</b>
<b>Eeva-Liisa Oikarinen</b>	<b>Olli Hilden</b>
<b>Minna Mäläskä</b>	

## Publications 2009

### Articles in Internationally Refereed Journals

<u>Salo Jari</u>	Digital advertising in mobile games: A conceptualization and description of typical features of mobile in-game advertising, <i>International Business and Economics Review</i>
Cripps Helen, <u>Salo Jari</u> , Standing Craig	Enablers and impediments to IT adoption in business relationships. Evidence from Australia and Finland, <i>Journal of Systems and Information Technology</i>
<u>Saraniemi, Salla</u>	From Familiarity Tours to Media Representations: <i>Finland in the British Press. Tourism Analysis. 14(2), 209-219</i>
Komppula Rajja, Hakulinen Sanna, <u>Saraniemi Salla</u>	Lapin joulucharter-tuotteen elinkaari, <i>Matkailututkimus, Turism Forskning - Finnish Journal of Tourism Research. 5(2), 19-42</i>
Simula Henri, <u>Lehtimäki Tuula</u> , <u>Salo Jari</u>	Managing greenness in technology marketing, <i>Journal of Systems and Information Technology</i> .
<u>Salo Jari</u>	Mobile games advertising in international marketing context, <i>Journal of International Marketing and Exporting</i> .
<u>Mainela, Tuija</u> & Puhakka, Vesa	Organising new business in turbulent context. Opportunity-creation and effectuation behaviours for IJVs in transition markets. <i>Journal of International Entrepreneurship</i>
<u>Sinisalo Jaakko</u> , <u>Karjaluohto Heikki</u>	The impact of mobile phone capabilities on mobile service usage: empirical evidence from Finland. <i>International Journal of Mobile Marketing</i>
<u>Lehtimäki, Tuula</u> ; <u>Salo, Jari</u> & <u>Karjaluohto, H.</u>	Launch lessons from a growing global supplier of industrial equipment, <i>International Journal of Business Excellence</i> .
<u>Salo, A.</u> , <u>Tähtinen, Jaana</u> . and <u>Ulkuniemi Pauliina</u>	Twists and Turns of Triadic Relationship Recovery, <i>Industrial Marketing Management</i> , Vol. 38 (6), 618-632.

### Conference, Workshop and Working Paper Publications:

<u>Hurmelinna-Laukkanen, Pia</u> , <u>Juntunen Mari</u> , <u>Saraniemi, Salla</u> & <u>Alahuhta, Jenni</u>	Analyzing legal issues as endogenous factor in corporate brand management - a brand hierarchy perspective, <i>Proceedings of the 8th International Conference on Research in Advertising (ICORIA) 2009, 25-27 June, 2009, Klagenfurt am Woerthersee, Austria</i> .
<u>Juntunen Mari</u> , <u>Saraniemi Salla</u> , <u>Jussila Riitta</u>	Corporate re-branding as a process in a professional health care organization. <i>Proceedings of the 5th Thought Leaders International Conference on Brand Management, 6-7 April 2009, Athens, Greece</i> .
<u>Ulkuniemi Pauliina</u> , <u>Pekkarinen Saara</u>	Creating value in business service relationships through modular services, <i>Proceedings of the 18th IPSESA conference</i> .
<u>Lehtimäki Tuula</u> , <u>Nevmerzhtskaya Julia</u> , <u>Soone Ivar</u>	Customer orientation in small business practices: An exploratory study, <i>Ankara University International Conference on Marketing and Entrepreneurship, 6-9 April 2009, Antalya, Turkey</i> .
<u>Palo Teea</u>	Examining business models for emerging technology-based services - a network perspective, <i>Proceedings of the 25th IMP conference, September 3-5 2009, Marseille, France</i> .
<u>Juho Anita</u> , <u>Mainela Tuija</u>	External Facilitation in the Internationalization of High-Tech Firms, <i>Research on Knowledge, Innovation and Internationalization</i>
<u>Palo Teea</u> , <u>Koskela Kaisa</u> , <u>Koivumäki Timo</u> , <u>Tähtinen Jaana</u>	How research can help to create commercially successful ubiquitous services? <i>Ubiquitous commerce for creating the personalized marketplace: Concepts for next generation adoption</i> .
<u>Lehtimäki Tuula</u> , <u>Mustonen Nora</u> , <u>Salo Jari</u> , <u>Karjaluohto Heikki</u>	Integrated marketing communications and industrial marketing: How to make them match? <i>Proceedings from the 38th European Marketing Academy Conference, Marketing &amp; the core disciplines, 26-29 May 2009, Nantes, France</i> .
<u>Mainela, Tuija</u> ; <u>Puhakka, Vesa</u> & <u>Servais Per</u>	International business opportunity: The core of IE research, <i>Proceedings of the McGill International Entrepreneurship Conference</i> .
<u>Hurmelinna-Laukkanen, Pia</u> , <u>Juntunen Mari</u> , <u>Saraniemi, Salla</u> & <u>Alahuhta Jenni</u>	IPRs in corporate branding. Examining corporate visual identity system from a legal perspective, <i>Proceedings of the Academy of Marketing Annual Conference 2009, 6-7 July, 2009, Leeds, UK</i> .
<u>Soone Ivar</u> , <u>Lehtimäki Tuula</u> , <u>Nevmerzhtskaya Julia</u>	<i>Association Conference, Current trends in international public relations, September 23-26, Bucharest, Romania</i> .



<u>Pernu Elina</u>	Managing global customer relationships in diversified project-based firms, <i>the 25th IMP-conference in Marseille, France in 2009</i> .
<u>Simula Henri, Suomalainen Tiia, Lehtimäki Tuula, Salo Jari, Malinen Pekka</u>	Marketing of green technologies and products: Current challenges and opportunities for technology firms. <i>Proceedings from 18th International Conference for the International Association of Management of Technology, Managing Green Technology, 5-9 April 2009, Orlando USA</i> .
<u>Nätti, Satu</u> ; Ryan, Annmarie; O'Malley, Lisa	Mind your language: A review of music metaphors in business networks, <i>Proceedings from the 25th IMP conference Euromed Management, 3rd-5th September 2009</i>
<u>Juho Anita, Mainela Tuija</u>	Networks in discovery of international business opportunity, <i>McGill International Entrepreneurship Conference Series 12th Conference: Hanken School of Economics, Vaasa, Finland September 18-20, 2009</i> .
<u>Iinatti Vuokko &amp; Mainela Tuija</u>	Overcoming challenges of student selection in double degree cooperation, Joint and double degree programs. An emerging model for transatlantic exchange .
<u>Mainela Tuija, Ulkuniemi Pauliina</u>	Personal interaction and customer relationship management in project business, <i>Proceedings of the 25th IMP Conference</i> .
<u>Pernu Elina</u>	Personified Business: Developing Customer Relationships inside a Dispersed Project Business Organization, <i>The Fourth Meeting of the IMP Group in Asia</i> .
Ryan, Annmarie; <u>Tähtinen, Jaana</u> , Vanharanta, Markus; <u>Mainela, Tuija</u>	Putting Critical Realism to Work in Business Relationship Research, <i>Electronic Proceedings of the 25th IMP Conference</i> .
<u>Juho Anita, Mainela Tuija</u>	Researching Dynamism of Networks in Discovering International Business Opportunities, <i>Strategies and Management of Internationalization and Foreign Operations</i> .
<u>Saraniemi, Saira</u>	Destination brand identity development and value-system, <i>AIEST, International Association of Scientific Experts in Tourism, 59th annual conference, Savonlinna, 23.-27.8.09</i>
<b>Other Publications</b>	
<u>Saraniemi Saira, Tähtinen Jaana</u>	Brand equity and brand value. Conceptual confusion and how to resolve it? <i>5th International Colloquium of the Academy of Marketing's Brand, Corporate Identity and Reputation Special Interest Group conference, Cambridge, U.K., 1-3 September, 2009</i> .
<u>Palo Teea, Tähtinen Jaana</u>	Business model scenarios for emerging technology-based services, <i>International Conference on Strategic Innovation &amp; Future Creation, Abstracts, Malta, 23-24 March 2009</i> .
<u>Halttu, Milla, Juntunen, Mari, Saraniemi, Saira &amp; Tähtinen, Jaana</u>	Corporate brand building actions in different stages of small business growth, <i>The 5th International Colloquium of the Academy of Marketing's Brand, Corporate Identity and Reputation Special Interest Group conference, 1-3 September, 2009, Cambridge, UK</i> .
<u>Lehtimäki Tuula</u>	Examining commercialization management in cases of applied technologies and industrial products, <i>Program and proceedings of the ANZMAC 2009 doctoral colloquium, Doctoral colloquium of ANZMAC 2009, 27-29 November, Melbourne</i> .
<u>Saraniemi, Saira</u>	From destination image building to identity-based branding, <i>3rd International Conference on Destination Branding and Marketing</i> .
<u>Päivi Jämsä, Jaana Tähtinen, Annmarie Ryan</u>	Sustainable SMEs network utilization, <i>Proceedings of the 14th Biennial World Marketing Congress, Marketing in Transition</i> .

## External Activities 2009

### Category

Scientific Presentations	19
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## Internal Research Seminar Presentations 2009

February	<b>José Carlos García-Rosell</b> from the University of Lapland presented his Lic. research: "A Multi-Stakeholder Perspective to Sustainable Marketing: An Action Research Study of Service Development". Pauliina Ulkuniemi and Teea Palo presented their comments.
March	<b>Annu Ristola</b> presented her Ph.D. research: "Toward an understanding on consumers' intention to use mobile services". Jaana Tähtinen provided Annu with comments. <b>Anita Juho</b> presented her Ph.D. research: "Developing capabilities through networks in the internationalisation process of high tech SMEs". Ilkka Ojansivu and Pia Hurmelinna-Laukkanen presented their comments on Anita's presentation.
April	<b>Jaakko Sinisalo</b> presented as a part of his Ph.D research an article on the topic of Mobile CRM. Jari Salo and Anita Juho were commentators. <b>Teea Palo</b> presented her Ph.D. research: "Business models for emerging technology-based services - strategic net approach" Hanna Komulainen and Satu Nätti gave the comments. <b>Saila Saraniemi</b> presented an article: Saraniemi & Tähtinen; "Brand equity and brand value - conceptual confusion and how to resolve it?" The commentator was Hanna Komulainen.
May	<b>Hanna Komulainen</b> presented her Ph.D. research: "Customer value of emerging technology-intensive business service". Commentators were Tuija Mainela and Miikka Blomster. <b>Miikka Blomster</b> presented his Ph.D. research: Multiple-Criteria Decision Making in Public procurements in Finland. Commentator was Elina Pernu.
June	<b>Mari Mehtälä</b> presented her Ph.D. research on the topic of Customer Relationship Management Implementation and <b>Annu Ristola</b> presented her Ph.D. research: "Two perspectives on consumers' intention to use mobile services -Presentation concentrating on quantitative part" Commentator was Minna Rollins.
September	<b>Ilkka Ojansivu</b> presented an article "Rethinking project marketing - from discontinuity to continuity with hosting relationships" Commentators were Pauliina Ulkuniemi and Mari Juntunen.
October	<b>Kai Härkönen</b> presented his Ph.D. research "Diffusion of research based preventive innovations in the Finnish network of health". Commentators were Luis Araujo and Ilkka Ojansivu. <b>Anniina Salo</b> presented her Ph.D. research "Recovering and maintaining business triads". Commentators were Pauliina Ulkuniemi and Anita Juho. <b>Jaana Tähtinen</b> presented her research: "Emotions in Troubled Business-to-Business Relationships." A paper to be submitted to Academy of Marketing Science 2010 Cultural Perspectives in Marketing Conference, Lillé, France. Commentators were Timo Koivumäki and Kaisa Koskela. <b>Luis Araujo</b> presented his research on the topic of "Reconnecting Marketing to Markets: Outline of a Research Programme".
November	<b>Elina Pernu</b> presented her Ph.D. research: "Managing global customer relationships in diversified project business organizations" Commentators were Anita Virta and Petri Ahokangas. <b>Marita Wahlroos</b> presented her Ph.D. manuscript: "Liikesuhteissa kehittyvät organisaation kyvykkyudet, Tapaustutkimus teknologiakylästä". <b>Mari Juntunen</b> presented her Ph.D. research: "Corporate rebranding in small B2B companies" Commentator was Keith Blois <b>Keith Blois</b> (and Gillian Hopkinson) presented an article "Exploring the role of French and Raven's paper 'The Bases of Power' on discussions of power in the channels literature and it's critique".
December	<b>Kaisa Koskela</b> presented her Ph.D. research. "User innovators in the context of software intensive products and services - the lead user approach". Commentators were Jaana Tähtinen and Annu Ristola. <b>Anita Virta</b> presented her Ph.D. research: "A Successful Episodic Relationship in the Drug Treatment". Commentator was Saila Saraniemi. <b>Hanna Komulainen</b> presented her Ph.D. manuscript: "Customer perceived value in emerging technology-intensive business service" and <b>Annu Ristola</b> her Ph.D. manuscript: "Toward an understanding of consumers' acceptance of mobile services".

## Master's Theses 2009

Alahuhta, Jenni	Transferring brand equity hierarchically through rebranding. Case Capricode Oy
Alatalo, Maarit	Uskolliset eläkevakuutusasiakkaat: Asiakastyytyvyyden ja -uskollisuuden muodostuminen sopimussidotuissa palveluissa
Baas, Marjo	Hautaustoimistopalvelun laatu
Berglund, Heidi	Yritysbrändin business-to-business viestintä internetissä . Tapaus: Pk-yritys
Halttu, Milla	Corporate brand building in different small business growth stages
Hanni, Toni	Käsikonsolipelejä kehittävän yrityksen lähiverkoston kehittyminen
Heikkilä, Heli	Integrated marketing communications in supplier-buyer relationships. Enhancing commitment by using IMC
Helin, Satu	Pääomasijoitusyhtiön verkostot - johtamista ja orkesterointia. Tapaus Aloitusrahoitus Vera Oy
Helppi, Jenni	Quality of professional services outsourced for hub suppliers
Hildén, Jukka	Palvelun laatu rahoitustoimialan puhelinpalvelussa
Huhtanen, Anne-Maria	Pk-yrityksen verkostoportfolio ja sen kehittäminen
Huttunen, Riia	Analyysi asiantuntijapalveluiden ostoprosessista
Jauhonen, Maria	Vaatealan vähittäiskaupan sisäänostajan ostopäätöksenteko
Jyrkkä, Anna	Suomalaisen valmistaloteollisuuden perusliiketoimintaverkon rakentamisen haasteet Venäjällä
Karhela, Laura	Internal corporate brand building in high technology environment – Study of service sector organisation
Kätevä, Minna	Asiakaslähtöisyys julkisen sektorin ostopäätösprosessissa. Tapauksena Oulun opetustoimen Tulevaisuuden koulu -ohjelma
Keränen, Timo	Mobiilipelit mainoskanavana. Case: Suomalainen mobiilipeliä
Kess, Ville	Brändit teatterinäytelmässä
Kleemola, Jari	PK-tekniologiayrityksen asiakassuhteiden laatu. Tapaus Nestor Cablesin liikesuhteet
Maijala, Anu	Palvelukohtaamiseen liittyvien odotusten sukupuolittuneisuus. Naiset autokaupan asiakkain
Majuri, Henna	Verkostoaseman luominen osana yrityksen strategiaa. Tapauksena Pipelife Finland Oy
Manninen, Elina	Talopakettiasiakkaan kokeman arvon muodostuminen. Tapaus Vuokatti Hirsitalot Oy
Mikkola, Tuomas	Asiakasuskollisuuden muodostuminen Suomen matkapuhelinliittymämarkkinoilla
Nenonen, Mika	Ambience Design – moniaistisen palveluympäristön suunnittelutyökalu
Niemelä, Tiina	The components of corporate brand equity in SMEs. Case EHP-Tekniikka Ltd
Nietula, Heli	Hyvää Suomesta – Ravintolaruoan suomalaisuuden merkitys ja viestittyminen asiakkaille
Onkamo, Kati	Strategisten verkostojen rakentaminen taajamien vetovoimaisuuden lisäämiseksi
Pajari, Sauli	Pienten yritysten kansainvälistyminen. Hirsitalovalmistajat kansainvälisillä markkinoilla
Peltomäki, Hannu	Palveluyrityksen segmenttilaajennus kuluttajamarkkinoilta yritysmarkkinoille
Pikkujämsä, Pauliina	Investment promotion through service modularisation
Poropudas, Jenni	Asianajotoimiston asiakasportfolion muodostaminen
Rae, Riikka	Productization of R&D services in telecommunication industry
Rahikka, Emmi	Developing business customer's value perception through service modularity
Räsänen, Riikka	Asiakkuudenhallinta julkisella sektorilla. Tapaus Oulun Konttori
Rauhanummi, Harri	Mainosrahoitteinen mobiilipalvelu – asenteet ja mainonnan muistaminen. Tapaus: Mobile Advertising Solution
Reinikka, Johanna	Kosmetiikkabrändin mainonta aikakauslehdessä +50 naisille: Semioottinen analyysi
Repola, Heidi	Työnantajaimagon ja informaatiolähteiden vaikutus yrityksen houkuttelevuuteen työnantajana
Saksio, Anna	The role of a sub-national agency in promoting foreign direct investments
Salo, Terhi	The potential value of ubiquitous services to consumers' practices in urban environment
Sandbacka, Jenny	Asiantuntijapalveluja tuottavan mikroyrityksen brändäys. Tapaus Tietoneuvos Oy
Sandgren, Janne	Automyyjien työ: myyntityylejä, rooleja ja menestyksen mittareita
Sarkkinen, Henna	The role of social media in customer communication in business-to-business markets
Selmgren, Hanna	Supporting marketing communications at foreign subsidiaries – A case study of a global company

Siliämaa, Anna-Leena	Mediavälitteisen julkisen kuvan muodostuminen. Tapaustutkimus ulkomaanmarkkinoilla toimivasta julkisrahoitteisesta organisaatiosta
Sironen, Heli	Paikallisuuden merkitys henkilöasiakkaille rahoitusallalla. Tapaus: Oulun Osuuspankki
Tiensyrjä, Ari	Liikkeenjohto-osaaminen vähittäiskaupassa (Case Osuuskauppa Arinan Saleketju)
Tuorila, Anna	Strategiset arvoverkot biotekniikan alalla. Tapaustutkimus: Novamass Oy
Vihtkari, Maria	Toiminnallisuudesta tunteisiin – Kuluttajan brändiuskollisuuden rakentuminen
Vuorjoki, Antti	Sisäisen työnantajabrändin muodostuminen suomalaisen asiantuntijaorganisaation näkökulmasta

## Courses Taught 2009

Basic Level Courses	Credits	Total Credits	Students
Business to Business Marketing (lectured in English)	5	785	157
Consumer Behavior	5	745	149
Electronic Commerce	5	125	25
Information Goods	5	130	26
Managing Business Relationships	5	795	159
Introduction to Marketing	5	1385	277
Product and Market Strategies	5	720	144
<b><u>Total</u></b>		<b><u>4685</u></b>	<b><u>937</u></b>

Intermediate Level Courses	Credits	Total Credits	Students
Brand Management	5	150	30
Industrial Sales Management (lectured in English)	5	460	92
Integrated Marketing Communications	5	420	84
Marketing of a High Tech Firm (lectured in English)	5	245	49
Marketing Research and Information Systems	5	335	67
M-Commerce	5	205	41
Pricing Strategies	5	330	66
Qualitative Methods	5	355	71
Seminar in Marketing / Bachelor's Thesis	10	550	55
Services and Relationship Marketing (lectured in English)	5	115	23
BtoB e-commerce	5	170	34
Retail Management	5	390	78
Muita markkinoinnin aineopintoja	5	29	5
<b><u>Total</u></b>		<b><u>3754</u></b>	<b><u>695</u></b>

Advanced Level Courses	Credits	Total Credits	Students
Economics of Network Industries	6	222	37
Environmental Marketing	6	396	66
International Business Theory (lectured in English)	6	300	50
Marketing Theory	6	222	37
Master's Thesis	30	900	30
Network Theory	6	318	53
Purchasing and Supplier Relationships in International Context	6	174	29
Special Issue	6	41	7
Strategic Marketing and Management (lectured in English)	6	222	37
Project Work in International Business (lectured in English)	6	12	2
<b><u>Total</u></b>		<b><u>2807</u></b>	<b><u>348</u></b>

### Open University Courses

	Credits
Business to Business Marketing	5
Consumer Behavior	5
Principles of Marketing	5
Product and Market Strategies	5
Managing Business Relationships	5



UNIVERSITY of OULU  
OULUN YLIOPISTO

Department of Marketing  
PL 4600, 90014 University of Oulu  
[www.taloustieteet.oulu.fi/yksikot/markkinointi/index.html](http://www.taloustieteet.oulu.fi/yksikot/markkinointi/index.html)