

ICEB + eBRF 2006

**November 28 – December 2
Tampere Hall – Tampere, Finland**

PROGRAM AND ABSTRACTS

Welcome to the ICEB + eBRF 2006 Conference in Tampere!

In 2006 two conferences join forces to create a discussion forum for researchers, practitioners and policymakers all over the world around the main theme “Global Conference on Emergent Business Phenomena in the Digital Economy”. **ICEB** (The International Conference on Electronic Business) is an Asian based conference that has been organized in Hong Kong (twice), Taipei, Singapore and Beijing. Behind the ICEB conference is an organization called the International Consortium for Electronic Business (ICEB), which was founded in 2001. The ICEB conference has been established as an important forum for both researchers and business people in the field of e-business. In 2005 the conference received 180 camera-ready papers and welcomed 140 participants. The **eBRF** (Research Forum to Understand Business in Knowledge Society) was also launched in 2001 and has since been organized annually in Tampere, Finland. Every year the eBRF has attracted over 200 participants to Tampere, produced altogether over 230 reviewed research papers and established itself as a leading business conference in Finland. The eBRF has been organized by the eBRC (e-Business Research Center), which was a joint venture between University of Tampere and Tampere University of Technology and belonged to the eTampere knowledge society program.

The idea of a joint conference **ICEB + eBRF** emerged some years ago. The ICEB board wanted to internationalize the conference by taking it outside the Asian countries and the board of the eBRF wanted to welcome this stronger international dimension. The goal in 2006 is to inspire discussion among the participants of both conferences and to open up new insights on emerging phenomena that are relevant for researchers and actors in the digital economy.

The main theme is divided into three areas: (1) Digitization of Business and its Global Infrastructure - Private and Public Challenges, (2) Creation and Management of Information and Knowledge, and (3) Building Business in the Network Economy. The conference received a total of 113 submitted abstracts and full papers that went through a double-blind review process. The abstracts/papers were reviewed by a constructive, international group of senior scholars representing the themes at hand. An accepted abstract/paper was followed by the submission of a camera-ready final paper. Presentation of an accepted paper in the

conference will lead to its publication in the conference proceedings. A total number of 87 research and keynote presentations from 23 countries will be given at the conference.

ICEB + eBRF 2006 is organized by the Institute of Business Information Management at the Tampere University of Technology. Co-organizers include the following universities: Tsinghua University (China), The National University of Singapore, National Chiao Tung University, (Taiwan), National Chengchi University, (Taiwan), The Chinese University of Hong Kong, Macquarie Graduate School of Management, (Australia), California Polytechnic State University, (USA), California State University, Sacramento, (USA) and the University of Tampere (Finland). Because of the scale and breadth of the organizing committee and the joint nature of the conference, the International Program Committee is likewise exceptionally extensive. I warmly thank the keynote speakers and researchers presenting their papers, as well as all who participated in the conference process as reviewers, session chairs, and in other roles. I would like to say a special thank you to Professor Eldon Y. Li, executive director of ICEB for his contribution to the joint conference.

Without the contribution of dedicated stakeholder groups this historic conference would have not been possible. I wish to thank the Academy of Finland, the Foundation for Economic Education and the ICEB + eBRF 2006 Conference partners: IBM, Metso Automation, Nokia, OpusCapita, PriceWaterhouseCoopers, Tampere Chamber of Commerce, Tampere International Business Office and Technology Centre Hermia for their co-operation and sponsorship.

Last but not least, I would like to thank the local organizing committee members Prof. Mika Hannula and Senior Researcher Marko Seppä (Chair), as well as the chief coordinator of ICEB + eBRF 2006 Johanna Tommila for their dedication and excellent co-operation. On behalf of the organizing committee, let me warmly welcome you to the ICEB + eBRF 2006 conference. We hope that you will enjoy your sojourn in Tampere.

Marjatta Maula
Conference Chair

INTERNATIONAL PROGRAM COMMITTEE

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Xiande Zhao, The Chinese University of Hong Kong, Hong Kong

ORGANIZERS

Organizer

Tampere University of Technology, Finland

Co-organizers

Tsinghua University, China
The National University of Singapore, Singapore
National Chiao Tung University, Taiwan
National Chengchi University, Taiwan
The Chinese University of Hong Kong, Hong Kong
Macquarie Graduate School of Management, Australia
California Polytechnic State University, USA
California State University, Sacramento, USA
University of Tampere, Finland

Local organizing committee

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Professor Marjatta Maula
Tampere University of Technology

Chief Coordinator

Project Manager Johanna Tommila
EBRC, Tampere University of Technology &
University of Tampere

Professor Mika Hannula, Tampere University of Technology

Dr. Marko Seppä, Director, EBRC, Tampere University of Technology & University of Tampere

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Marko Seppä, EBRC, Tampere University of Technology & University of Tampere, Finland

Xiande Zhao, The Chinese University of Hong Kong

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Maria Antikainen

Laura Hiippavuori

Maiju Markova

Malla Mattila

Heidi Pirinen

Mari Tegelberg

CONFERENCE PARTNERS



JOURNAL SPECIAL ISSUE - IJEB

Best papers published in the conference proceedings – Frontiers of e-Business Research 2006 (FeBR 2006) - will be invited to the Special Issue (Vol. 5, No. 6) of the International Journal of Electronic Business (IJEB) published in November 2007. Professors Marjatta Maula and Mika Hannula from Tampere University of Technology and Dr. Marko Seppä from EBRC will act as guest editors of the Special Issue.

BEST PAPER AWARD - FeBR 2005

The best full paper that was submitted for publication in FeBR 2005 will receive a 1000 Euro cash prize and a Certificate of Acknowledgment. The Best Paper Award review process took place during spring 2006 and the award is announced and presented at eBRF + ICEB 2006.

In the evaluation of the Best Paper, the following criteria were rated for each full paper submitted for publication in FeBR 2005:

- Relevance of Topic
- Challenge of Setting
- Originality of Approach
- Soundness of Scholarship
- Clarity of Organization
- Strength of Argument
- Writing Style

The rating was performed by the editors of FeBR 2005: Dr. Marko Seppä from EBRC, Professor Mika Hannula from Tampere University of Technology, Dr. Anne-Mari Järvelin from Professia Ltd. and Dr. Johanna Kujala, Professor Mikko Ruohonen and Professor Tarja Tiainen from University of Tampere. The selection of the winner also involved consulting of the eBRF 2005 Abstract Review Board.

The nominees for Best Paper Award in FeBR 2005 are:

CHALLENGES IN THE DIFFUSION PROCESS OF NEW INDUSTRIAL SERVICES IN THE NETWORK OF AN OEM

Teemu Laine, Jari Paranko, Mikko Varila, Petri Suomala, *Tampere University of Technology*

MANAGING THE SOFTWARE MARKET EVOLUTION – A NETWORK APPROACH TO VALUE CREATION IN SOFTWARE BUSINESS

Sari Vilminko, Marianne Kinnula, *University of Oulu*

KNOWLEDGE ACQUISITION MODELS OF SMES' NEW PRODUCT DEVELOPMENT PROCESSES AND THE ROLE OF PATENT INFORMATION

Hanna Timonen, Eila Järvenpää, *Helsinki University of Technology*

CUSTOMER REFERENCES AS MARKETING PRACTICE IN COMPANY WEB SITES – CONTENT AND DISCOURSE ANALYSIS

Anne Jalkala, Risto T. Salminen, *Lappeenranta University of Technology*

PRACTICAL INFORMATION

Plenary and Parallel Sessions

Wednesday, November 29 –
Friday, December 1

Tampere Hall

Yliopistonkatu 55
33101 Tampere

The main venue for ICEB + eBRF 2006 is Tampere Hall. The plenary sessions take place in Small auditorium (Wednesday) and Rondo (Thursday and Friday), and parallel sessions in Rondo, Park Hall, Opus 4, Sopraano and Aaria.

City Reception

Wednesday, November 29

Tampere Old City Hall

Aleksis Kiven katu 22
33200 Tampere

The City of Tampere wants to express its welcome to all the conference participants at the historical old city hall in the central square.

The city hall is located 1 km from Tampere Hall in the city center. There is a bus transportation leaving at 17.45 from the Tampere Hall. There will be no return transportation after the program has ended.

Conference Dinner Buffet

Thursday, November 30

Finlayson Palace

Kuninkaankatu 1
33210 Tampere

The conference dinner buffet will be held in the historical Finlayson area at the Finlayson palace.

The restaurant is located 1,5 km from Tampere Hall in the city center. There is a bus transportation leaving at 18.45 from the Tampere Hall. The bus will return to the Holiday Inn hotel from the Finlayson Palace after the program has ended at around 22.30. (a second trip if needed).




Contact information

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Taxi

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From the local network
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ICEB + eBRF 2006 CONFERENCE PROGRAM

Wednesday, November 29, 2006 Tampere Hall					
08:30 – 09:00 Registration					
Plenary Session Small auditorium					
09:00 – 09:30	<p>Words of Welcome Professor Jarl-Thure Eriksson, Rector, Tampere University of Technology Professor Eldon Y. Li, Executive Director of the International Consortium for Electronic Business (ICEB), National Chengchi University Professor Marjatta Maula, Chair of ICEB + eBRF 2006, Tampere University of Technology</p>				
09:30 – 10:10	<p> Merging the Interest of Business, University, and Government into Innovation Breakthroughs Professor, Technology Advisor Yrjö Neuvo, Nokia Corporation</p>				
10:10 – 10:40	<p>Coffee Break</p>				
10:40 – 12:00	<p> A Complexity Approach to Co-creating an Innovative Environment Professor Eve Mitleton-Kelly, London School of Economics</p>	<p> Strategic Analysis of Dynamic Industries and Competition: Assessing Organizational Methods and Processes Professor Craig S. Fleisher, University of Windsor</p>			
12:00 – 13:00	Lunch				
Parallel Sessions					
13:00 – 14:30 Session chair	Track 1, Session 1	Track 1, Session 2	Track 1, Session 3	Track 2, Session 1	Track 3, Session 1
	<p>Rondo Dr. Rajja Järvinen, <i>National Consumer Research Centre</i></p> <p>DEFINING CYBERETHICS Olli Mäkinen, <i>The Tritonia Academic Library, Vaasa</i>; Jyri Naarmala, <i>University of Vaasa</i></p> <p>A STUDY OF THE DEPLOYMENT OF OPEN SOURCE SOFTWARE – FINNISH EXPERIENCES FROM PUBLIC AND PRIVATE SECTOR Mikko Puhakka, <i>Helsinki University of Technology</i>; Marko Seppänen, <i>Tampere University of Technology</i>; Ville Oksanen, <i>Helsinki University of Technology</i></p> <p>TRUST, RISK, PRIVACY AND SECURITY IN E-COMMERCE Kyösti Pennanen, <i>University of Vaasa</i>; Taina Kaapu, <i>University of Tampere</i>; Minna-Kristiina Paakki, <i>Rovaniemen ammattikorkeakoulu</i></p>	<p>Park Hall Professor Eldon Y. Li, <i>National Chengchi University</i></p> <p>THE IMPACT OF TECHNOVATION AND COLLABORATION ON STRATEGIC SERVICE CLASSIFICATION IN THE DIGITAL ECONOMY Renu Agarwal, Willem Selen, <i>Macquarie Graduate School of Management</i></p> <p>AN INTEGRATED SERVICE-ORIENTED DEVELOPMENT PLATFORM FOR REALIZATION OF E-BUSINESS SYSTEMS Xiaohua Lu, Yinsheng Li, <i>Fudan University</i>; Chi-Chun Lo, <i>National Chiao-Tung University</i>; Kuo-Ming Chao, <i>Coventry University</i></p> <p>MATURITY OF ELECTRONIC COMMERCE: A REVIEW OF THE PRINCIPAL MODELS Lassaad Ghachem, <i>University of Neuchâtel</i></p>	<p>Opus 4 Professor Russell K. H. Ching, <i>California State University, Sacramento</i></p> <p>UNDERSTANDING E-PROCUREMENT: QUALITATIVE CASE STUDIES Vinit Parida, <i>Luleå University of Technology</i>; Kittipong Sophonthummapham, <i>Umeå University</i>; Upasana Parida, <i>Luleå University of Technology</i></p> <p>INFLUENCE OF ENTERPRISE SYSTEMS ON BUSINESS PROCESS AGILITY Ravi Seethamraju, <i>University of Sydney</i></p> <p>RISKS IN ERP PROJECT – CASE STUDY OF IS/ICT MANAGEMENT CAPABILITY MATURITY LEVEL AND RISK ASSESSMENT Mika Ojala, Inka Vilpola, Iikka Kouri, <i>Tampere University of Technology</i></p>	<p>Sopraano Professor Graig S. Fleisher, <i>University of Windsor</i></p> <p>MEASUREMENT OF TEAM KNOWLEDGE: TRANSACTIVE MEMORY SYSTEM AND TEAM MENTAL MODELS Natalia Kitaygorodskaya, <i>University of Vaasa</i></p> <p>FROM ORDINARY TO VIRTUAL TEAMS: A MODEL FOR MEASURING THE VIRTUALITY OF A TEAMWORK Gerda Mihhailova, <i>Pärnu College of Tartu University</i></p> <p>EFFECT OF KNOWLEDGE ON ORGANIZATIONAL CHANGE Maiju Markova, <i>Tampere University of Technology</i></p>	<p>Aaria Dr. Claudio Inguaggiato, <i>CSP - Innovazione nelle ICT</i></p> <p>THE NETWORK CHARACTERISTICS OF OPEN SOURCE SOFTWARE BUSINESS – A MULTI-DISCIPLINARY CASE STUDY Juha Järvensivu, Nina Helander, <i>Tampere University of Technology</i></p> <p>COMPANY PARTICIPATION IN OPEN SOURCE SOFTWARE COMMUNITIES: MEASURING SUSTAINABILITY Niklas Vainio, <i>University of Tampere</i>; Ville Oksanen, <i>Helsinki University of Technology</i>; Tere Vadén, <i>University of Tampere</i></p> <p>ANALYSING MULTI-VOICED STRATEGISING AND FIRM-STAKEHOLDER INTERACTION IN OPEN SOURCE SOFTWARE COMMUNITIES Johanna Kujala, <i>University of Tampere</i>; Nina Helander, <i>Tampere University of Technology</i>; Hanna Lehtimäki, <i>Life Works Consulting Ltd.</i></p>




14:30 – 15:00	Coffee Break			
Parallel Sessions	Track 1, Session 4	Track 1, Session 5	Track 1, Session 6	Track 2, Session 2
15:00 – 16:30	Rondo	Park Hall	Opus 4	Sopraano
Session chair	Dr. Ravi Seethamraju, <i>The University of Sydney</i>	Professor Ada Scupola, <i>Roskilde University</i>	Professor Min-Jen Tsai, <i>National Chiao Tung University</i>	Dr. Johanna Kujala, <i>University of Tampere</i>
	A QUALITATIVE ANALYSIS OF CONSUMERS' PERCEPTIONS OF THE TRUSTWORTHINESS OF E-COMMERCE Kyösti Pennanen, <i>University of Vaasa</i> ; Minna-Kristiina Paakki, <i>Rovaniemi ammattikorkeakoulu</i>	ORGANIZATIONAL AND MANAGERIAL DETERMINANTS FOR IT ADOPTION: AN ANALYSIS ON ITALIAN ENTERPRISES Paolo Neirotti, Emilio Paolucci, Marco Cantamessa, <i>Politecnico di Torino</i> ; Andreina Mandelli, <i>SDA Bocconi</i>	TOWARDS SEAMLESS PRODUCT STRUCTURE INFORMATION INTEGRATION Paaavo Kotinurmi, <i>Helsinki University of Technology</i> ; Ilse Becker, <i>Valmet Automotive Oy</i>	METHODS OF DEFINING BUSINESS INFORMATION NEEDS Viima Vuori, <i>Tampere University of Technology</i>
	CREATING CONSUMERS' ACCEPTANCE OF ELECTRONIC RISK MANAGER Raija Järvinen, Liisa Peura-Kapanen, <i>National Consumer Research Centre</i>	BARRIERS TO ADOPTION OF ADVANCED E-BUSINESS IN WELSH SMALL AND MEDIUM SIZED ENTERPRISES James Willatts, Anthony Davies, Paul Beynon Davies, <i>Cardiff University</i>	RE-QUALIFYING DELIVERED DEVICES AND INVENTORY FOR A NEW PRODUCT Seppo Orsila, Mika Aho, <i>Modulight, Inc.</i>	COMPARING INNOVATION ADOPTION AND ORGANIZATIONAL BUYING BEHAVIOR APPROACHES IN A CONTEXT OF TECHNOLOGICAL INVESTMENT DECISION-MAKING Hannu S. E. Makkonen, <i>Turku School of Economics</i>
	E-BANKING INTEGRATED DATA UTILIZATION PLATFORM WINBANK CASE STUDY Vasilis Aggelis, <i>Piraeus Bank SA</i>	BARRIERS OF E-BUSINESS DEVELOPMENT IN SMES: LITHUANIA CASE Rimantas Gatautis, <i>Kaunas University of Technology</i>	THE KEY SUCCESS FACTORS IN DISTRIBUTED PRODUCT DEVELOPMENT – CASE RUSSIA Anna Kyrki, Samuli Kortelainen, <i>Lappeenranta University of Technology</i>	KNOWLEDGE AS A BUSINESS OPPORTUNITY – KNOWLEDGE TRANSFER PRACTICES IN FINNISH AEC INDUSTRY NETWORKS Teemu Surakka, <i>Helsinki University of Technology</i>
				KNOWLEDGE MANAGEMENT CHALLENGES IN RENEWAL OF R&D PROCESSES IN SOFTWARE BUSINESS Nina Helander, Hanna Hovila, Marianne Kukko, Pasi Virtanen, <i>Tampere University of Technology</i>

18.00-19.00 City Reception (at Old City Hall, bus transportation from Tampere Hall)

Thursday, November 30, 2006

Tampere Hall

Registration			
Track 1, Session 7			
Park Hall			
Track 1, Session 8			
Opus 4			
Track 1, Session 9			
Track 2, Session 3			
08:30 – 09:00	Parallel Sessions	Rondo	Sopraano
09:00 – 10:30	Session chair	<p>Professor Eelko K.R.E. Huizingh, <i>University of Groningen</i></p> <p>THE EFFECTS OF CRM PRACTICES AND MULTIPLE CHANNELS ON CUSTOMER BEHAVIORAL AND ATTITUDINAL LOYALTY IN FINANCIAL SERVICES Ja-Shen Chen, <i>Yuan-Ze University</i>; Russell K.H. Ching, <i>California State University</i></p> <p>APPLYING ABSORPTIVE CAPACITY CONSTRUCT TO CUSTOMER-RELATED KNOWLEDGE PROCESSING Hanna Salojärvi, Liisa-Maija Sainio, <i>Lappeenranta University of Technology</i></p> <p>THE SUSTAINABLE MANAGEMENT OF THE SERVICE CENTER FOR HIGH TECH INDUSTRY IN ASIA - A CASE STUDY OF MIO-TECH Min-Jen Tsai, <i>National Chiao Tung University</i></p>	<p>Dr. Mark Borman, <i>The University of Sydney</i></p> <p>A HOLISTIC METHOD FOR FINDING OUT CRITICAL FEATURES OF INDUSTRY MAINTENANCE SERVICES Juha-Matti Ranta, Josu Takala, <i>University of Vaasa</i></p> <p>INTRODUCING A STRATEGIC INFORMATION SYSTEMS PLANNING METHODOLOGY FOR COOPERATIVE INTERORGANIZATION RELATIONSHIPS Marko Mäkipää, <i>University of Tampere</i></p> <p>A FRAMEWORK FOR UTILIZING GROUP SUPPORT SYSTEMS IN SCENARIO PROCESS Kalle Piirainen, Samuli Kortelainen, Kalle Elfvengren, Markku Tuominen, <i>Lappeenranta University of Technology</i></p>
10:30 – 11:00		Coffee Break	<p>Professor Satu Lähteenmäki, <i>Turku School of Economics</i></p> <p>PRODUCT ORIENTED THINKING AND EXPERT KNOWLEDGE IN CONSULTING SERVICES Jyri Naarmala, Ville Tuomi, <i>University of Vaasa</i></p> <p>UNDERSTANDING E-COMPETENCES IN ADOPTION AND ASSIMILATION OF E-SERVICES Ada Scupola, <i>Roskilde University</i></p> <p>COMMUNITY OF PRACTICE AND ORGANIZATIONAL DESIGN Thierry Isckia, Thierno Tounkara, <i>National Institute of Telecommunications</i></p>

Parallel Sessions	Track 1, Session 10	Track 1, Session 11	Track 1, Session 12	Track 2, Session 4	Track 3, Session 3
11:00 – 12:30 Session chair	Rondo Professor Kristina Heinonen, <i>Hanken - Swedish School of Economics and Business Administration</i>	Park Hall Professor Min-Jen Tsai, <i>National Chiao Tung University</i>	Opus 4 Dr. Mark Borman, <i>The University of Sydney</i>	Sopraano Professor Eve Mitleton-Kelly, <i>London School of Economics</i>	Aaria Dr. Marko Seppä, <i>Tampere University of Technology</i>
	MOBILE BROADCAST BUSINESS DYNAMICS Eino Kivisaari, <i>Helsinki University of Technology</i> EFFECT OF ADVERTISING EXPENDITURE ON THE NUMBER OF CUSTOMERS IN MOBILE TELECOMMUNICATIONS MARKET FOR PRE-PAID PRODUCTS IN LATVIA Juris Binde, <i>University of Latvia</i>	A MODEL FOR CONTROLLING THE PATIENT CARE PROCESS - THE CHALLENGES AND OPPORTUNITIES OF ELECTRONIZATION Katja Klemola, <i>Tanja Kaarna, Lappeenranta University of Technology</i> ; Ritva Kauppinen, <i>South Karelia Hospital District</i> ; Timo Kärrri, <i>Lappeenranta University of Technology</i> THREE PHASES RFID ADOPTION: A ROAD MAP TO SUCCESS Waiman Cheung, Sung-Chi Chu, Timon C. Du, <i>The Chinese University of Hong Kong</i>	MULTI-BEHAVIOR AGENT MODEL FOR SUPPLY CHAIN MANAGEMENT Pascal Forget, Sophie D'Amours, Jean-Marc Frayret, <i>Laval University</i> DO ENTERPRISE SYSTEMS ENABLE SUPPLY CHAIN INTEGRATION? Ravi Seethamraju, <i>University of Sydney</i> APPLICATION OF FUZZY LOGIC IN STRATEGIC NEGOTIATION MECHANISM IN SUPPLY CHAIN MANAGEMENT Golenur Begum Huq, Robyn Lawson, <i>University of Western Sydney</i>	HEALTH ECOSYSTEM AS AN INTERPRETATION FRAMEWORK FOR KNOWLEDGE FLOWS Harri Laiho, <i>Tampere University of Technology</i> EMPIRICAL EVALUATION OF ICT ADOPTION IN AUSTRALIAN SMES: SYSTEMIC APPROACH Hazbo Skoko, <i>Charles Sturt University</i> ; Leo Buerki, <i>University of Applied Science</i> ; Arnela Ceric, <i>Charles Sturt University</i> A STUDY OF THE UPTAKE OF INFORMATION SECURITY POLICIES BY SMALL AND MEDIUM SIZED BUSINESSES IN WALES Anthony Burns, Anthony Davies, Paul Beynon Davies, <i>Cardiff University</i>	INVESTING IN NEW TECHNOLOGY - A CASE STUDY OF A FOOD PROCESSING COMPANY Hannu S. E. Makkonen, <i>Turku School of Economics</i> V2C-APPARATUS - A SHARED CONTEXT FOR PROFESSIONALS Jussi Okkonen, <i>Tampere University of Technology</i> BEYOND V2C: ENTREPRENEUR'S RISKS AND RETURNS IN THE ERA OF NETWORKED AND GLOBAL BUSINESS Jukka Ala-Mutka, <i>Helsinki School of Economics</i> ; Hamid Etemad, <i>McGill University</i>
12:30 – 13:30	Lunch				
Plenary Session Rondo					
13:30 – 14:30	 <p>The European Innovation Ecosystems Initiative for SMEs and Territorial Development Head of Sector Francesco Nachira, European Commission</p>				
14:30 – 15:00	 <p>ICT and Productivity, Challenges and Opportunities Governor Erkki Liikanen, Bank of Finland</p>				
15:00 – 16:00	 <p>Venture-to-Capital Story: Case "Habbo Hotel" Chief Operating Officer Dr. Juha Hynynen, Sulake Corporation Oy</p>				
15:00 – 16:00	 <p>Boosting Growth by Open Source and Dynamic Externality Professor Erkkö Autio, Imperial College</p>				
19:00 ->	Conference Dinner (at Finlayson Palace, bus transportation from Tampere Hall)				

Friday, December 1, 2006

Tampere Hall

08:30 – 09:00

Registration

Parallel Sessions

Track 1, Session 13

09:00 – 10:30

Rondo

Professor Tarja Tiainen, *University of Tampere*

THE ROLE OF CUSTOMER PARTICIPATION IN CREATING E-SERVICE VALUE
Kristina Heinonen, *Hanken - Swedish School of Economics and Business Administration*

BUILDING A CUSTOMER VALUE MODEL IN MOBILE COMMUNICATION BUSINESS
Mikko Pynnönen, Jukka Hallikas, *Lappeenranta University of Technology*

AN ANALYSIS OF M-COMMERCE SERVICES IN DIGITAL CONTENT MARKETS: SIX SOCIETAL ENVIRONMENTS EFFECTING M-COMMERCE
Merja Taipaleenmäki, *University of Tampere*

Track 2, Session 5

Sopraano

Professor Aino Pöyhönen, *Lappeenranta University of Technology*

SUBTRACTING PRODUCT DEVELOPMENT – CREATING COMPETITIVENESS THROUGH NETWORKING
Anna Kyrki, *Lappeenranta University of Technology*

CHALLENGES OF MANAGING A NETWORK BUSINESS
Hanna Lehtimäki, *Life Works Consulting Ltd*; Malla Mattila, Heidi Pirinen, Mari Tegelberg, *University of Tampere*

VIEWS AND PRACTICES ON INTER-ORGANIZATIONAL LEARNING IN INNOVATION NETWORKS
Hannele Lampela, Hannu Kärkkäinen, *Lappeenranta University of Technology*

Track 3, Session 4

Aaria

Professor Willem Selen, *Macquarie Graduate School of Management*




ANALYZING THE INTERNET-BASED CHANGES IN THE FINNISH RESIDENTIAL REAL ESTATE MARKET. CASE: IGGLO.
Anne Sunikka, Johanna Bragge, *Helsinki School of Economics*

COMPETITION WITHIN THE FINNISH GAMES INDUSTRY
Mirva Peltoniemi, *Tampere University of Technology*

THE EFFECT OF THE INTERNET ON THE MAGAZINE PUBLISHING INDUSTRY
Hanna-Kaisa Ellonen, *Lappeenranta University of Technology*

10:30 – 11:00

Coffee Break

Parallel Sessions 11:00 – 12:30 Session chair	Track 1, Session 14 Rondo	Track 1, Session 15 Opus 4	Track 2, Session 6 Sopraano	Track 3, Session 5 Aaria
Dr. Raija Järvinen, <i>National Consumer Research Centre</i> THE SELECTED IMPLICATIONS ON EFFECTS TO TRADITIONAL BUSINESS SECTORS OF INCREASING MARKETING IN WWW – TENTATIVE FINDINGS Lea Ahoniemä, Maria-Riitta Ahoniemä, <i>University of Tampere</i> INVESTIGATING THE EFFECT OF CONSUMER TRAITS ON THE RELATIVE IMPORTANCE OF TAM CONSTRUCTS IN AN E-COMMERCE CONTEXT Thijs L.J. Broekhuizen, Eelko K.R.E. Huizingh, <i>University of Groningen</i> PERCEIVED ATTRACTION OF ONLINE COMMUNITIES AMONG ELDERLY PEOPLE Tuula Mittiä, <i>Turku School of Economics</i> ; Maria Antikainen, <i>Tampere University of Technology</i>	Professor Waiman Cheung, <i>The Chinese University of Hong Kong</i> SOFTWARE OUTSOURCING PARTNERSHIP PROCESS – A LIFE CYCLE? Marianne Kinnula, Veikko Seppänen, Juhani Warsta, Sari Vilminko, <i>University of Oulu</i> THE PROVISION OF INTER-ORGANISATIONAL INFRASTRUCTURE AS AN APPROPRIATE ROLE FOR COSOURCING Mark Borman, <i>University of Sydney</i> ENHANCING STUDENT LEARNING OF ENTERPRISE INTEGRATION BY DEPLOYING SAP R/3 INTO CURRICULUM Ravi Seethamraju, <i>University of Sydney</i>	Dr. Hanna Lehtimäki, <i>Life Works Consulting Ltd.</i> LITERATURE REVIEW: THE PARADOX OF SOCIAL NETWORK TIES IN CREATING KNOWLEDGE Aytül Ayşe Cengiz, <i>Anadolu University</i> KNOWLEDGE SHARING AND BUILDING IN SUCCESSION OF A FIRM Maarit Virta, Aino Pöyhönen, <i>Lappeenranta University of Technology</i> THE IMPACT OF INDIVIDUAL EMPLOYEE DIFFERENCES ON INFORMATION SEEKING IN TODAY'S INFORMATION RICH WORK ENVIRONMENT Anne M. Fiedler, Barry University; Patricia B. Lash, Chapman University; Roman M. Wong, Barry University; Tarja Ttainen, University of Tampere	Dr. Marko Seppä, <i>Tampere University of Technology</i> MAPPING CLIENT EXPECTATIONS FOR BETTER BUSINESS DESIGN INNOVATION Benoit Montreuil, Sébastien Caisse, <i>Laval University</i> A MULTIDISCIPLINARY FRAMEWORK FOR CONCEPT EVOLUTION: A RESEARCH TOOL FOR DEVELOPING BUSINESS MODELS Jukka Aaltonen, Jukka Rinne, Ilkka Tuikkala, <i>University of Lapland</i> BUSINESS MODELS FOR COLLABORATIVE PLANNING IN TRANSPORTATION: AN APPLICATION TO WOOD PRODUCTS Jean-Francois Audy, Sophie D'Amours <i>Laval University</i> ; Mikael Rönnqvist, <i>Norwegian School of Economics and Business Administration</i>	
12:30 – 13:30	Plenary Session Rondo			
13:30 – 14:30	 A Fit-gap Analysis of e-Business Curricula and Job Market between Taiwan and the U.S. Professor Eldon Y. Li, National Chengchi University	 Information Needs of a Born Global CEO Ismo Rautainen, Colochrome Ltd.		
14:30 – 15:00 15:00 – 15:30	Coffee Break  The Action Approach to Organization in the Digital Economy Academic director Dr. Rodrigo Magalhães, Kuwait Maastricht Business School			
15:30 – 16:00	Conclusions and Closing Professor Eldon Y. Li, Executive Director of the International Consortium for Electronic Business (ICEB), National Chengchi University Professor Marjatta Maula, Chair of ICEB + eBRF 2006, Tampere University of Technology Best Paper Award – FeBR 2005 Dr. Marko Seppä, Director, EBRC, Tampere University of Technology & University of Tampere ICEB 2007 and eBRF 2007 Conference representatives			

TRACK 1, Session 1**13:00 – 14:30****Rondo**

Session Chair

Dr. Raija Järvinen, *National Consumer Research Centre***DEFINING CYBERETHICS**Olli Mäkinen, *The Tritonia Academic Library, Vaasa*; Jyri Naarmala, *University of Vaasa***Keywords**

cyberethics, virtuality, eSociety, self regulation, de facto ethics

Abstract

This paper focuses on ethical issues closely related to the era of Internet, e.g. cyberethics. In this paper authors a) provide a definition of cyberethics from the viewpoint of pragmatic ethics, and b) discuss certain basic values (democracy, freedom of speech, equity) and proportion these into pragmatic, de facto ideology. Resulting comparison will provide following contributions; a) conceptual analysis on cyberethics and b) new perspectives on cyberethics research. Approach used in this paper is phenomenology, whereas definitions of cyberethics are discussed from the viewpoint of pragmatic ethics, while questioning existing basic values in society and proportion these into pragmatic, de facto ideology. Resulting comparison provides conceptual analysis on cyberethics as well as provides new perspectives on research on cyberethics. This paper demonstrates, that there exists a conflict between pragmatic and general moral law, which is foundational one.

A STUDY OF THE DEPLOYMENT OF OPEN SOURCE SOFTWARE – FINNISH EXPERIENCES FROM PUBLIC AND PRIVATE SECTORMikko Puhakka, *Helsinki University of Technology*; Marko Seppänen, *Tampere University of Technology*; Ville Oksanen, *Helsinki University of Technology***Keywords**

open source, deployment, public and private sector

Abstract

The software development has become even more complicated for IT-companies and users of software. The rising popularity of open source in all areas of software development and usage is resulting in a need to evaluate more options in software procurement than before. This paper highlights some of the recent international and domestic research on open source deployment and gives some recommendations as to what official stand Finland should take.

TRUST, RISK, PRIVACY AND SECURITY IN E-COMMERCEKyösti Pennanen, *University of Vaasa*; Taina Kaapu, *University of Tampere*; Minna-Kristiina Paakki, *Rovaniemi University of Applied Sciences***Keywords**

trust, risk, privacy, security

Abstract

The concepts, Trust, Risk, Privacy and Security, are widely used in various studies done by multiple disciplines, and they are often incorrectly referred to almost as synonyms. The aim is to clarify the concepts from the consumer viewpoint in e-commerce. The findings of our qualitative study suggest several relationships between the four concepts and serves as building blocks for further research.

TRACK 1, Session 2

13:00 – 14:30

Park Hall

Session Chair

Professor Eldon Y. Li, *National Chengchi University*

THE IMPACT OF TECHNOVATION AND COLLABORATION ON STRATEGIC SERVICE CLASSIFICATION IN THE DIGITAL ECONOMY

Renu Agarwal, Willem Selen, *Macquarie Graduate School of Management*

Keywords

service classification / taxonomy, services value chain, technovation, collaboration, digital economy

Abstract

Service organizations increasingly organize themselves and operate on a value chain level. This creates important challenges and opportunities, which call for a realignment of strategic focuses, in particular with respect to the impact of technovation on service creation and services modus operandi, their resulting service classification, and the restructuring amongst different service value chain industries. This research builds on a recently developed classification scheme, referred to as the Services Cubicle, that transcends current industry boundaries and includes upcoming service business trends in technovation. The paper subsequently illustrates a variety of service industry examples in order to clarify the resulting service classifications, taking into account deployment of varying degrees of technovation in that industry.

AN INTEGRATED SERVICE-ORIENTED DEVELOPMENT PLATFORM FOR REALIZATION OF E-BUSINESS SYSTEMS

Xiaohua Lu, Yinsheng Li, *Fudan University*; Chi-Chun Lo, *National Chiao Tung University*; Kuo-Ming Chao, *Coventry University*

Keywords

service-oriented architecture, web service, semantic web, business process

Abstract

Enterprises need to be responsive to meet dynamic businesses and requirements. Service-oriented architecture can improve e-Business applications in integration and flexibility. Therefore, service-oriented architecture has been envisioned as an appropriate computational paradigm for e-business applications. This paper proposes a multi-model driven collaborative development platform for building service-oriented e-Business systems. The platform supports service-oriented software engineering and application developments. It employs three views, i.e., business view, process view, and service view to support business and technical consultants' operations. Consultants can collaborate from distributed sites of, e.g., clients and IT vendors to provide their clients' with rapid system development and demonstration. The proposed platform is service-oriented and driven by three models, i.e., service meta-model, process model and business model. All of these three models are supported by a semantic reasoning engine to facilitate intelligent service discovery, process execution and business-business integration. A simple example has been used to demonstrate its functionality.

MATURITY OF ELECTRONIC COMMERCE: A REVIEW OF THE PRINCIPAL MODELS

Lassaad Ghachem, *University of Neuchâtel*

Keywords

Internet, e-commerce, maturity stages, integration, new organization

Abstract

The object of this article is to present the most cited maturity models and the organizational evolutions, instigated mainly by Internet and electronic commerce. We will observe with these theories, how companies become progressively more flexible, more externalized, less centralized within a network, due to e-commerce.

TRACK 1, Session 3

13:00 – 14:30

Opus 4

Session Chair

Professor Russell K.H. Ching, *California State University, Sacramento*

UNDERSTANDING E-PROCUREMENT: QUALITATIVE CASE STUDIES

Vinit Parida, *Luleå University of Technology*; Kittipong Sophonthummapharn, *Umeå University*;
Upasana Parida, *Luleå University of Technology*

Keywords

e-procurement, ICT, e-commerce, case study

Abstract

E-procurement is constantly receiving attention from industries, business and government agencies. Analysts believe that utilization of e-procurement can lead to enormous cost saving and efficiency in procurement process. E-procurement also enlarges customer base, broadens the search for raw materials to lower its production cost. Though, it has benefited the global business tremendously, its expected growth rate has been moving downwards. While E-procurement can be used for the purchase of indirect or direct materials, the risks associated with the e-procurement has been holding the companies from adopting it. The purpose of this paper is to understand the e-procurement process by focusing on benefits, risks, practices and strategies of e-procurement and its emerging usages in the current business to business (B2B) environment. A qualitative method was used for the case studies in which two companies each from India and Sweden were studied and analysed.

The results showed that cost benefit was the main driver for companies to implement e-procurement. Other benefits included were transparency and visibility across process, better internal and external relations and streamlined buying process. The problems of implementation and integration of existing infrastructure and security and control risks were holding back companies from wide usage of e-procurement. But most of all, lack of managerial commitment hinders the adoption process. Company's needs were the deciding factor for the kind of approach they will follow regarding the adoption of e-procurement and emergence of a new approach. This paper compares the works of different authors in the field of e-procurement and its implications for the B2B.

INFLUENCE OF ENTERPRISE SYSTEMS ON BUSINESS PROCESS AGILITY

Ravi Seethamraju, *The University of Sydney*

Keywords

business process, process agility, enterprise systems, process change

Abstract

In the past quality, cost efficiency, quality and speed, the traditional measures of performance, were sufficient to achieve profitability and maintain a competitive edge. In today's market place, firms must be able to change business processes rapidly and efficiently in line with the changing business conditions and customer needs. Thus, agility, a combination of speed and flexibility, without compromising on the quality and cost efficiencies is now considered important to facilitate improvement in the company's ability to exploit opportunities for innovation and competitive performance. Information technology enabled innovations in general and enterprise resource planning systems in particular, have contributed in the past to the simplification, standardization and automation of business processes. Even though recent process improvement initiatives and information/process integration facilitated by the implementation of enterprise systems in firms have positively influenced the firm's customer focus, it is not clear how they have contributed to the agility of the processes. In fact, building some level of process agility may go against the espoused benefits of maintaining standardized best practice business processes embedded in the ERP software solutions. Even though it is argued that they can facilitate changes in the speed and variety of product and process offerings by firms, thereby enabling flexible delivery, it is not clear how the rigid standardization of the processes would allow them to become agile.

This study, based on literature review and past research, has developed a research framework and several propositions that will investigate the influence of typical characteristics of ERP systems such as standardization of processes, integration of internal processes and information integration, real-time visibility of information, best practices embedded in the software processes and automated transactions on process agility.

The paper first reviews the literature on the concept of 'agility' in general and in operations management and information systems context in particular and discusses the significance of process agility for modern business organizations. It argues that the standardization of business processes and their procedural steps, the best practices embedded in the ERP system software solutions, and the automation of business transactions consequent to the implementation of enterprise system may actually limit the agility of business processes. Integration of business processes and information, and real-time visibility of information across the enterprise, consequent to the implementation of ERP systems, however, may enhance the agility of processes. The decentralisation of controls, and the requirement of new skills and the inherent process characteristics such as time-criticality, variability, complexity and uncertainty, may however, limit the level of agility achievable in ERP environment. Developing and implementing agile business processes is difficult and the level and scope of process agility achievable is dependent upon organizational (size, process complexity, integrated processes, skills, info systems integration, data integration) environmental (external competition, industry type/nature), technological (IT capabilities) and process (process management capability, characteristics of processes) factors. Keeping in mind these limitations, the following generic propositions are hypothesized. The formalized and possibly outdated business processes that are embedded in existing systems and the difficulties of achieving cross-functional consensus for cross-functional systems and fit between business processes and related information systems/technologies are some of the challenges organizations may face in the future. New research in this area is essential to prepare businesses for the next stage of business revolution that is going to be dominated by business processes, their management and the way the information systems support knowledge intensive work.

RISKS IN ERP PROJECT – CASE STUDY OF IS/ICT MANAGEMENT CAPABILITY MATURITY LEVEL AND RISK ASSESSMENT

Mika Ojala, Inka Vilpola, Ilkka Kouri, *Tampere University of Technology*

Keywords

ERP, ERP project, risk, capability maturity model

Abstract

Enterprise resource planning (ERP) projects are considered to be expensive, time-consuming, difficult to manage, and extremely risky. ERP projects are risky from the strategic, operational, technical and organisational perspectives. The risks and critical success factors of ERP projects have been widely studied, and the management of risks is crucial to a successful ERP project. Generic risk analyses have faced inflation, and in the worst case companies do not manage risks in their ERP projects at all.

This paper presents the early stage assessment of ERP project risks in three firms' ERP projects. The focus is on company-specific risk identification. Companies of this study have limited maturity in IS/ICT management capabilities. Understanding of capability maturity level is useful to efficient risk management in an ERP project. In this paper we compare the company-specific risks to common risk list found in the literature. Qualitative case study of three firms provides empirical evidence of uncovered ERP risks if only common risk list is used. As a result we claim that in addition to generic project management risks there is also a need to assess company-specific-risks. In fact, company-specific risks are usually critical to company's ERP project success.

TRACK 2, Session 1

13:00 – 14:30

Sopraano

Session Chair

Professor Graig S. Fleisher, *University of Windsor*

MEASUREMENT OF TEAM KNOWLEDGE: TRANSACTIVE MEMORY SYSTEM AND TEAM MENTAL MODELS

Natalia Kitaygorodskaya, *University of Vaasa*

Keywords

team knowledge, measurement, transactive memory system, team mental model

Abstract

The paper addresses an issue of measurement of team knowledge. Different views on team knowledge, namely transactive memory system and team mental models, are discussed. Transactive memory system is a concept of a group memory. It consists of individual expertise of team members as well as their knowledge of “who knows what” and is based on communication. Team mental model is a shared organized understanding of team’s environment. Content of team mental models include representations of tasks, situations, working relationships and others. Transactive memory system stresses heterogeneity of task-related knowledge of team members whereas research on team mental models is focused on homogeneity of teammates’ knowledge. However homogeneity, namely similar understandings of “who knows what”, is also an important part of transactive memory system. Thus both research streams can benefit from cross-fertilization.

In this paper, the emphasis is given to transactive memory system; research on team mental models is considered as supplementary. Building on literature of both research streams, a review of approaches to measurement of team knowledge is presented. It provides several dimensions along which research to date on transactive memory system in organizational settings is assessed. It indicates inconsistency in both definition of transactive memory system and approaches to its measurement. Connection to research on team mental models is also discussed. An example of measurement of team knowledge in a distributed team is provided. Both transactive memory system and team mental model (whose content was teammates’ awareness of “who knows what”) were measured. This example revealed contradiction between results of two measures, though, according to theory, they should have converged. Possible explanations of obtained contradiction are given. The paper finishes with the discussion of research gaps identified in literature review and discovered in the example presented.

FROM ORDINARY TO VIRTUAL TEAMS: A MODEL FOR MEASURING THE VIRTUALITY OF A TEAMWORK

Gerda Mihhailova, *Pärnu College of Tartu University*

Keywords

virtual team, ordinary team, v-score, typology of teams

Abstract

Virtual teams and teamwork have been researched as a group level phenomenon as well as a new emerging type of organisational form. As most of the modern teams use to some extent virtual teamwork the question raises - how to measure the degree of virtuality of the teamwork used (v-score)? The current paper presents a communication based approach model that enables to develop a typology of virtual teams by joining ordinary- and virtual teams into one model and also describing all the middle forms of teams in between those two pure types of teams. The model is based on communication analyses and defines virtuality using three scales: richness of communication, time spent on interaction with the team members and frequency of communication with the team members.

EFFECT OF KNOWLEDGE ON ORGANIZATIONAL CHANGE

Maiju Markova, *Tampere University of Technology*

Keywords

organizational change, incremental change, radical change, knowledge

Abstract

Knowledge is nowadays considered to be the main source of competitiveness in many companies. Knowledge may also be the facilitator of organizational change, and thereby, contribute indirectly to the competitiveness. Organizational change is, however, a broad concept and it is examined from many perspectives in multiple disciplines. Therefore, the aim of this theoretical paper is to analyze and categorize concepts, theories and models of organizational change. This paper also provides some preliminary views of what is the role of knowledge for changes in organizations. Based on a literature review, change is categorized based on the theory (selection, adaptation, or co-evolution), intentionality (planned or emergent), and the type or magnitude of change. Knowledge forms and processes are proposed to be seen as a facilitator of incremental and radical changes.

TRACK 3, Session 1**13:00 – 14:30****Aaria**

Session Chair

Dr. Claudio Inguaggiato, *CSP - Innovazione nelle ICT***THE NETWORK CHARACTERISTICS OF OPEN SOURCE SOFTWARE BUSINESS – A MULTI-DISCIPLINARY CASE STUDY**Juha Järvensivu, Nina Helander, *Tampere University of Technology***Keywords**

open source software, business networks, communities, dependencies, case study

Abstract

This paper presents a multi-disciplinary approach to the phenomenon of Open Source software development, covering the issue of Open Source network characteristics both from technological and more business-oriented industrial network point of view. The paper has a strong empirical focus, as the aim of the paper is to analyze Open Source software network characteristics through an in-depth, qualitative case study of a one specific Open Source community, called Laika. We have gathered data related to Laika both by discussing with the people involved in Laika project and by participative observation in Laika project. The network analysis carried out and presented in this paper is, however, only a snapshot of the Laika project and its external network structure. Although this paper presents only a snapshot of Laika's external network, we believe that Laika offers an interesting field to address the issue of Open Source networks. In this paper, we will introduce and analyze the Laika network, through the elements of mutuality, interdependence, distance, priorities, different power relations, and investments made in the relationships. Based on our findings from the case study we will present the concept of "super-communities", which are collections of Open Source communities working for a common good. Towards the end of the paper, we will also discuss what kind of future research we will carry out in this interesting research field.

COMPANY PARTICIPATION IN OPEN SOURCE SOFTWARE COMMUNITIES: MEASURING SUSTAINABILITYNiklas Vainio, *University of Tampere*; Ville Oksanen, *Helsinki University of Technology*; Tere Vadén, *University of Tampere***Keywords**

open source software, communities, sustainability, hackers, work ethic, Debian, Eclipse

Abstract

The article presents a framework for analyzing the sustainability of a community in four dimensions - social, cultural, legal and economical. The social dimension means the structures of interpersonal communication, division of labor, etc., which vary according to the individuals participating, the size and age of the community, and so on. By cultural sustainability we mean the established generation-to-generation modes of behavior that a community establishes either explicitly or implicitly. Cultural sustainability also needs a more or less stable embedding of the community in the larger society. Legal sustainability concerns the issues of copyrights, patents and other legislation that a community inevitably faces. Different policies can be used in order to avoid fatal legal obstacles. Finally, economical sustainability is different with regard to the classical volunteer-based communities and the emerging salary-based open source communities; the issue of sustainability is most interesting in the case of hybrid communities where the two co-exist. We feel that these dimensions are needed in order to take into account the fact that open software communities are increasingly complex, containing both commercial and non-commercial actors with different motivations, values and goals. Consequently, in addition to the sustainability framework, we present a typology of open source software communities, where the age, size and license policy of a community is cross-referenced with regard to the type of work ethic: volunteer-based or salary-based. In conclusion, the framework is tentatively applied to two different kinds of communities, Debian and Eclipse.

ANALYSING MULTI-VOICED STRATEGISING AND FIRM-STAKEHOLDER INTERACTION IN OPEN SOURCE SOFTWARE COMMUNITIES

Johanna Kujala, *University of Tampere*; Nina Helander, *Tampere University of Technology*; Hanna Lehtimäki, *Life Works Consulting Ltd.*

Keywords

open source software, communities, multi-voiced strategizing, interaction

Abstract

The utilisation of open source software (OSS) has increased remarkably in the recent years. Given that open source communities themselves are networks mixed up by individual developers and firms participating in the community, OSS is an interesting research context. Thus, it is not a surprise that OSS communities have been in the interest of quite a few network researchers.

However, the number of studies that specifically take into account the role of firms in these OSS communities or emphasise the firm-stakeholder interaction is still rather limited, although one of the most remarkable features of OSS is that the knowledge to create the product is not in the hands of firms, but resides within different actors around the firm. As actors involved in the OSS communities have sometimes very contradictory intentions and expectations, we find it important to seek ways of strategising that will take into account the perspectives of different parties by analysing the nature of firm-stakeholder interaction in the OSS communities.

The purpose of this paper is to discuss how we can analyse the firm-stakeholder interaction in OSS communities by looking at the process from a multi-voiced strategy perspective. Multi-voicedness is defined as a company's understanding of multiple stakeholder interests. The paper starts by discussing what it takes to formulate a multi-voiced strategy process that incorporates varying or even contradictory stakeholder views. As a result of the discussion build on stakeholder thinking, we present a way to look at strategy making from a multi-voiced stakeholder perspective.

After that, we take a look at OSS communities and relations between OSS firms as well as other actors in the networks by assessing the elements of multi-voiced strategising in OSS communities. Finally, based on these elements, we discuss how multi-voiced strategising and firm-stakeholder interaction in OSS communities can be analysed at the empirical level. The paper is part of a larger research project, which aims to study the various business opportunities and business models provided by the open source software.

TRACK 1, Session 4

15:00 – 16:30

Rondo

Session Chair

Dr. Ravi Seethamraju, *The University of Sydney*

A QUALITATIVE ANALYSIS OF CONSUMERS' PERCEPTIONS OF THE TRUSTWORTHINESS OF E-COMMERCE

Kyösti Pennanen, *University of Vaasa*; Minna-Kristiina Paakki, *Rovaniemi University of Applied Sciences*

Keywords

trustworthiness, consumer, trust, electronic grocery shop

Abstract

A lack of consumer trust hinders the development of electronic commerce. Although the importance of consumer trust in e-commerce is recognized and several studies have been done about the phenomenon, there is still confusion among researchers concerning different concepts related to trust. As an example, researchers have confused the concepts of consumer trust and trustworthiness and trust and risk. Furthermore, the lack of empirical studies concerning consumer trust has increased the confusion. This paper contributes by exploring what meanings consumers give to the less studied concept of trustworthiness in the context of e-commerce and by providing building blocks for further research. The findings of our study revealed altogether 11 different attributes of trustworthiness that consumers saw as important with respect to electronic grocery shopping.

CREATING CONSUMERS' ACCEPTANCE OF ELECTRONIC RISK MANAGER

Raija Järvinen, Liisa Peura-Kapanen, *National Consumer Research Centre*

Keywords

consumers, insurance, risks, risk management, Internet services

Abstract

The purpose of this paper is to clarify how insurance companies can promote issues of consumer safety and risk management in electronic environment. The research questions are: 1) how consumers perceive safety, risk taking and risk management? 2) how electronic environment can serve as a media to diffuse risk information and risk management tool kits? 3) what are the key factors attracting consumers to use electronic risk manager?

The literature concerning consumers' risks and risk management is quite limited and research of consumers' risk scope and risk dimensions is scarce. The theoretical background of the paper relies on risk classifications and consumer perceived risk factors. The paper contributes theoretically by introducing widened framework of consumers' experienced risk classification. For practitioners this study offers new information how consumers perceive risks and what kind of attitudes they have towards various risks in their own life. It also reveals that systematic risk management among consumers is rather unfamiliar and random phenomenon. It provides useful tips how safety and risk management issues should be presented in order to gain consumers' acceptance. Thus, empirical findings contribute in the under-researched area of consumers' risks. On the basis of qualitative and quantitative studies the suggestions for developing eRisk Manager, i.e. tool kit for consumers to avoid and manage risks, are provided. eRisk Manager should be easy to use, allow access 24 hours a day, guide consumers to identify risks and provide preventive information of various hazards. Also, it should utilize both customer, insurance and claims registers, in order to be able to affect customer behaviour with suggestions and personal guidance to avoid most probable risks. Moreover, it should offer customer added value. In this in-time interactive customer service would of great importance.

E-BANKING INTEGRATED DATA UTILIZATION PLATFORM WINBANK CASE STUDY

Vasilis Aggelis, *Piraeus Bank SA*

Keywords

e-banking, knowledge utilization, data mining, Internet banking fraud detection

Abstract

We all are living in information society. Companies and Organizations have many information networks. But when we talk about information, we talk about a wide notion. Scope of modern organizations is not only having data. Their target is to gain competitive advantages from them. The basic means to achieve their target are the use of modern and steady methodologies and systems depend on them, in order to find hidden patterns or models. Our platform is an innovative one. We specify our methodology taking into account human factor and we build an integrated data utilization system. In the next paragraphs, we introduce our techniques and system.

TRACK 1, Session 5

15:00 – 16:30

Park Hall

Session Chair

Professor Ada Scupola, *Roskilde University*

ORGANIZATIONAL AND MANAGERIAL DETERMINANTS FOR IT ADOPTION: AN ANALYSIS ON ITALIAN ENTERPRISES

Paolo Neirotti, Emilio Paolucci, Marco Cantamessa, *Politecnico di Torino*; Andreina Mandelli, *SDA Bocconi*

Keywords

IT adoption, organizational capital, IT management, IT governance

Abstract

The aim of this paper is to identify some of the organizational and managerial factors that can explain the differences in IT adoption in firms. Data from a survey on a cross-industry sample of Italian firms are used. The results confirm the findings of previous studies on this topic and point out that the “organizational capital” embedded in certain organizational conditions play a central role in favoring the introduction of new ITs in the firm. Among these conditions, there are: a systematic communication between the IT department and the business functions, the efforts sustained by top management for communicating the firm’s strategic goals throughout the entire organization and the importance given to human capital investments. Although also the use of managerial practices for governing the IT portfolio is related with the extent of IT adoption, our analyses show that - with respect to organizational capital - these factors have a less relevant impact on IT adoption processes.

BARRIERS TO ADOPTION OF ADVANCED E-BUSINESS IN WELSH SMALL AND MEDIUM SIZED ENTERPRISES

James Willatts, Anthony Davies, Paul Beynon-Davies, *Cardiff University*

Keywords

e-business, e-commerce, integration, advanced e-business, Wales, SMEs

Abstract

The eCommerce Innovation Centre (eCIC) at Cardiff University has a central role in Opportunity Wales, a programme providing e-business support to over 9000 Small and Medium sized Enterprises (SMEs) during the last five years. Uptake of advanced e-business adoption has been low during the programme as well as throughout Wales in general. This paper reports on the findings of a pilot study that was undertaken in the fifth year (2006) of the programme. The approach taken to identify the key barriers to adoption was through interviews with a cross section of expert delivery partners and a sample of SMEs that advanced e-business was relevant to. The key objectives were to understand the barriers to adoption in respect of the current programme as well to help planning for future support initiatives. In addition, the research would help identify and overcome certain barriers in relation to the objectives of the Lisbon Strategy. The paper concludes that varying definitions of e-business inhibit our understanding of uptake when comparing to other studies or initiatives. Also, the strategic planning of e-business, where relevant, will reduce barriers to advanced e-business adoption, as will the lessons learned from SMEs who have successfully made the transition.

BARRIERS OF E-BUSINESS DEVELOPMENT IN SMES: LITHUANIA CASE

Rimantas Gatautis, *Kaunas University of Technology*

Keywords

e-business, SMEs, competitiveness, e-business barriers

Abstract

The paper aims to analyze e-business barriers and to classify them regarding modified M.Porter competitive forces framework. The empirical survey summarizes e-business barriers in threat of existing competitors, history and intensity of innovation introduction context between Lithuania SMEs.

TRACK 1, Session 6

15:00 – 16:30

Opus 4

Session Chair

Professor Min-Jen Tsai, *National Chiao Tung University*

TOWARDS SEAMLESS PRODUCT STRUCTURE INFORMATION INTEGRATION

Paavo Kotinurmi, *Helsinki University of Technology*; Ilse Becker, *Valmet Automotive Oy*

Keywords

automotive industry, B2B integration, product structure information, semantic web services, standards

Abstract

We present a concept of solving current integrations problems using standards based integration. We point out shortcomings in the traditional integration technologies and show how semantic web technologies are able to overcome a current interoperability problem in a case from automotive industry. Our solution to the problem is still descriptive but the contribution of this paper is to show:

- The role of standards such as RosettaNet or STEP in practical integration efforts. The major benefit of standards is extensibility of integration solution and flexibility to changes in the partners systems. The downside is that standards do not always support adequately the needed interactions and selecting a standard takes time and effort.
- How semantic web technologies enable better validation of incoming messages and can automatically resolve some errors today. The traditionally used message validation technologies such as DTD or XML Schema lack the expressive power to solve some problems.
- We further represent the differences between current B2B standards in the automotive supply chain and IT industry in what the standards cover related to message standardization and secure messaging of the messages. Automotive industry is more fragmented in defining the standards where as RosettaNet in IT industry is more industry-wide. There are also differences in the openness of the standards. There are already scientific efforts to showcase the use of semantic web technologies to extend current B2B integrations. The technologies and tools are still lacking for industrial use but are evolving.

RE-QUALIFYING DELIVERED DEVICES AND INVENTORY FOR A NEW PRODUCT SPECIFICATIONS, A CASE STUDY

Seppo Orsila, Mika Aho, *Modulight, Inc.*

Keywords

e-commerce, mass customization, supply chain management, product development

Abstract

The paper examines an e-Commerce system for re-qualifying delivered products and inventory for new product specifications, and proposes a streamline supply chain model with a mass-customization and a customer-direct capability. The paper also introduces benefits & foundation for strategy for producing generic renewable designs.

THE KEY SUCCESS FACTORS IN DISTRIBUTED PRODUCT DEVELOPMENT – CASE RUSSIA

Anna Kyrki, Samuli Kortelainen, *Lappeenranta University of Technology*

Keywords

distributed product development, Russia, innovation process efficiency

Abstract

Toughening competition has forced organisations to develop their overall efficiency. Respectively, efficiency of the innovation process has gained attention because of the increased importance of knowledge in building strategic capability. Improving innovation process performance is critical, but studying development of innovation process efficiency has proven to be challenging due to immaterial nature of the process, long causal loops between development steps and results, and lack of valid performance indicators. Many researchers have raised question of extending the innovation process over organisational borders and it has been identified that product development phase offers an opportunity for externalisation. Indeed, utilisation of external sources in research and development process has increased dramatically during last decade. Distributed product development offers lucrative benefits such as cost efficiency, sharing of financial risk of development, and access to know-how. However, there is strong debate over strategic implications of distributed product development.

There is substantial variation across different national innovation systems. For firms, such variation creates a strong motivation for tapping into foreign innovation systems in search for new technological solutions. However, also other national specifics have to be identified when organising distributed product development. They dictate the rules of co-operation and their thorough understanding is critical for successful implementation. We discuss Russia as an example of shifting product development activities to access a pool of resources and knowledge.

In this paper, we aim to identify key success factors and common pitfalls for Western firms in organisation of distributed product development in Russia. This is done by comparing the successful routines identified in literature review to Russian business environment and business culture. We propose that Russian firms present an interesting option for organisations seeking a joint development partner. Nevertheless, Russian business environment is still developing. This is a challenge that increases the importance of thorough implementation of co-operation.

TRACK 2, Session 2**15:00 – 16:30****Sopraano**

Session Chair

Dr. Johanna Kujala, *University of Tampere***METHODS OF DEFINING BUSINESS INFORMATION NEEDS**Vilma Vuori, *Tampere University of Technology***Keywords**

information needs, methods, business intelligence

Abstract

Business information, which is commonly understood as essential information related to a company's operations, activities and business environment, is an essential resource for managers. Managers make decisions relying on the information they receive from different sources inside and outside their organization. The use of information and communication technology has made information acquisition and dissemination easier, but at the same time it has increased the risk of information overload.

Although appropriate information is considered to be one of the premises for achieving a competitive advantage there is a large amount of information which brings no advantage to an organization. The incorrect or inappropriate information may even misinform managers, thereby hindering rather than helping decision making. The defining of business information needs aims to diminish the gathering of needless information as well as to promote the use of appropriate information.

When assessing the information needs of managers, the method should be chosen carefully by comparing those available. The method of choice should be the most suitable for the particular task. In the literature, several methods for defining information needs are presented. A group of these methods are discussed in this paper. The methods under discussion include among others interviews, questionnaires, Key Intelligence Topics (KITs) and Critical Success Factors (CSFs). The methods are discussed and evaluated from the point of view of defining business information needs.

COMPARING INNOVATION ADOPTION AND ORGANIZATIONAL BUYING BEHAVIOR APPROACHES IN A CONTEXT OF TECHNOLOGICAL INVESTMENT DECISION-MAKINGHannu S. E. Makkonen, *Turku School of Economics***Keywords**

technological investment, technological innovation, innovation adoption, organizational buying behavior, decision-making

Abstract

The statement by Cyert, Simon and Trow [R. M. Cyert, H. A. Simon & D. B. Trow, "Observation of a Business Decision" *The Journal of Business*, vol. 29, no. 4, 1956. pp. 237–248] that "Decision-Making – choosing one course of action rather than another, finding an appropriate solution to a new problem posed by a changing world – is commonly asserted to be the heart of executive activity in business." holds true still after fifty years although a lot has changed in business from those days. New products are launched more frequently to markets and technological innovations alter structures of competition and disturb equilibrium of markets. These dynamics can pose not only opportunities but also threats for firms, depending upon the timing of adoption. The most innovative companies may gain competitive advantage over competitors by adopting and implementing performance improving technologies. On the other hand, the non-adopters may suffer from the improved performance of the adopters. This paper examines conceptually a process of decision-making on new technology discussing organizational buying behavior approach and innovation adoption approach in regard to general decision-making approach and finally combines these fields in order to conceptualize and understand better the process of decision-making on new technological investment.

ACQUIRING SKILLS FOR VIRTUAL MULTICULTURAL TEAMS THROUGH A BUSINESS GAME

Iris Fischlmayr, *Johannes Kepler University*; Satu Lähteenmäki, *Turku School of Economics*

Keywords

virtual multicultural teams, virtual team skills, virtual communication, training

Abstract

In our contribution we will analyze typical behavioral factors coming up in virtual multicultural teams in order to find innovative ways to train team members and leaders to acquire skills required for efficient virtual multicultural teamwork and communication. Virtual teams are working groups that are geographically dispersed and work towards achieving a common goal by using mainly electronic media such as e-mail, videoconferences, chat or phone. Due to the geographical dispersion most of these teams will be composed of participants coming from different cultural backgrounds, and are thus named virtual multicultural teams.

In the paper we present the design and first insights of a training module for virtual multicultural teams. As a preparatory step, we find out more about relevant issues influencing virtual team work by gaining data from students who will play the online business game RealGame™. At different points in the game their team work will be evaluated with different tools such as qualitative interviews, reflective essays where they report about their individual experiences, learnings and critical incidents or questionnaires on their team processes. By composing the teams multiculturally, we will find out more about cultural differences and their impact on virtual team work. These data will be analyzed by grounded theory method. Later on, and based on those influences on virtual multicultural teams, we will develop a training module where the team members can acquire and train typical skills required in virtual teams, especially on virtual communication. Role plays, mini-cases, discussions, simulation games as well as theoretical knowledge serve the participants to require these abilities such as cross-cultural communication, negotiation, leadership in virtual teams, conflict solution and above all cultural sensitivity. In order to use the skills in practice and to verify their relevance, RealGame™ will be played again. After this step, the same procedure will be used for companies who want to provide training to their virtual team members all over the world.

TRACK 3, Session 2

15:00 – 16:30

Aaria

Session Chair

Professor Eve Mitleton-Kelly, *London School of Economics*

OWNERSHIP MANAGEMENT IN PRESENCE OF FUELLING BUSINESS GROWTH BY INVESTING KNOWLEDGE AND EXPERIENCE

Pekka Kamaja, *Concentra Consulting Ky / Tampere University of Technology*,

Keywords

venture capital, venture-to-capital, knowledge investing, knowledge management, innovation management, entrepreneurship

Abstract

This study examines the role of knowledge in the venture growth process, ranging from the research and innovation stage to the established firm. First, it addresses the typologies of knowledge and expertise and the means of knowledge based value adding in diverse stages of the new business growth. The complexity of contributing business growth, both with structured intellectual assets, such as the patents, and especially with unstructured knowledge and expertise as assets, has been the source of the research questions of this study; it is understood that a proper guidance model is required to enhance the growth process. Thus, the elements for managing and governing the interests of the stakeholders derived from the venture-to-capital theory have been adopted in this paper as a starting point for creating a more robust view of managing knowledge and expertise in the venture growth process.

Finally, the aim of this study is to conceptualise the ownership management of emerging business from the research stage to viable business start-up firm, and to go even beyond this by evaluating the feasibility of the model considering SMEs' growth strategies. The search for a new model actually involves exploring change management that is outlined by risk taking and rewarding mechanism, social issues, and the investment of both capital and immaterial intellectual properties where the key resources are the founder team, the other key persons, and investors. Further, this model is characterized by four determinants, and it denotes the dynamism of the entire model.

KNOWLEDGE AS A BUSINESS OPPORTUNITY – KNOWLEDGE TRANSFER PRACTICES IN FINNISH AEC INDUSTRY NETWORKS

Teemu Surakka, *Helsinki University of Technology*

Keywords

knowledge transfer, value networks, AEC industry, emerging opportunities

Abstract

Facing an increasing competition from their foreign counterparts Finnish Architecture, Engineering and Construction (AEC) industry is utilizing value networks in their operations and trying to make the most of their knowledge about the end users and the life cycle management of buildings. However, the knowledge management practices in the industry are still in its infancy in many respects and this creates possibilities for competitive advantage and new business opportunities. The focus of this paper is on the knowledge creation and transfer as a source of business opportunities in AEC industry. This paper is based on literature review and the viewpoints of the companies operating in different parts of the life cycle of buildings. These viewpoints were collected in 20 in-depth interviews during August 2005 and May 2006. A broad coverage of all the important interest groups, in the field of construction and maintenance of buildings, were fairly included in the interviews to construct comprehensive picture of the knowledge transfer practices and possible business opportunities related to them.

KNOWLEDGE MANAGEMENT CHALLENGES IN RENEWAL OF R&D PROCESSES IN SOFTWARE BUSINESS

Nina Helander, Hanna Hovila, Marianne Kukko, Pasi Virtanen, *Tampere University of Technology*

Keywords

knowledge management, software business, R&D process development, component based production, case-study

Abstract

A software company operates in dynamic, knowledge intensive business. To stay competitive in such a business, the R&D processes and their development play a significant role. Knowledge management becomes an important factor when organizing knowledge work, which in fact is the essence of software business. This paper is based on a qualitative case study conducted in a software company moving to component based production. The case organization is quite dispersed; in the initial stage the operations of the company are based on independent teams, each responsible for their own product development, production and sales. Now they'll start working more closely together and sharing software code. In this paper the KM challenges involved in this process are described and also some solutions to these are brought forward and suggested. Also some managerial implications of these decisions and procedures are proposed as to how these still open questions may be answered and dealt with.

TRACK 1, Session 7

09:00 – 10:30

Rondo

Session Chair

Professor Eelko K.R.E. Huizingh, *University of Groningen*

THE EFFECTS OF CRM PRACTICES AND MULTIPLE CHANNELS ON CUSTOMER BEHAVIORAL AND ATTITUDINAL LOYALTY IN FINANCIAL SERVICES

Ja-Shen Chen, *Yuan-Ze University*; Russell K.H. Ching, *California State University*

Keywords

customer relationship management, e-commerce, financial services, customer loyalty

Abstract

Rising world affluence and an aging global population have led to expansive growth in the financial services market in recent years. When coupled with advances in information technologies (IT) and the Internet, the demand for services opens global opportunities for financial service firms and consequently will heighten competition. To gain a competitive edge, many firms have turned to customer relationship management (CRM) to seek a greater understanding of their customers' needs and expectations, and better manage their customer care to gain customer loyalty. However, financial services firms entering global electronic marketplaces face a special challenge in building loyalty and trust. In the absence of face-to-face meetings, firms must devise other means or channels to interact and collaborate with their customers. The results of a survey conducted on financial services consumers in Taiwan suggest that CRM practices in loyalty programs and crossselling, customer satisfaction and customization, and multiple channels have positive effects on behavioral and attitudinal loyalty. However, multiple channels has a moderating effect on the relationship between customer service and customization, and behavioral loyalty, and a partial effect on loyalty programs and crossing-selling with attitudinal loyalty.

APPLYING ABSORPTIVE CAPACITY CONSTRUCT TO CUSTOMER-RELATED KNOWLEDGE PROCESSING

Hanna Salojärvi, Liisa-Maija Sainio, *Lappeenranta University of Technology*

Keywords

absorptive capacity, customer knowledge, customer relationships

Abstract

The importance of customer-related knowledge as a source of competitive advantage has been addressed by several researchers during the last decade. However, only a little is known about the processes through which firms learn to know their customers organization-wide. In this article we propose that one possibility to study how firms process customer-related knowledge, and thus learn about and from their customers organization-wide, is to apply absorptive capacity construct originally developed in the context of innovation activities. By building on previous literature on absorptive capacity, customer knowledge management and relationship marketing, we introduce a conceptual framework of customer-related absorptive capacity, and discuss the external and internal antecedents to the construct. We propose that customer relationship performance could at least partly be explained by the capability of the supplier firm to acquire, assimilate, transform and exploit customer-related knowledge.

THE SUSTAINABLE MANAGEMENT OF THE SERVICE CENTER FOR HIGH TECH INDUSTRY IN ASIA - A CASE STUDY OF MIO-TECH

Min-Jen Tsai, *National Chiao Tung University*

Keywords

call center, customer relationship management (CRM), outsourcing

Abstract

In the past, enterprise needs to invest a great deal of tangible assets such as: lands, labors, facilities and factories in order to reach certain scale of economics and acquire the competitive advantages. However, in this information rich era, enterprise's direction of strategic thinking has shifted from the production orientated model to the customer orientated approach, and it needs to provide differential services to avoid the cutthroat price competition. Owing to the demand of customers for immediate and reliable consulting service, the establishment of call center becomes the communicative bridge between enterprise and customer; to date, call center even became an important link in the market competition. Building an excellent call center is the essential move to implement the customer relationship management, and providing meticulous concern for customers is the key to improve customer loyalty.

In this study, Mio Technology Limited (Mio-TECH), a manufacture of portable electronic navigation devices, is taken as an example of case firm to explore the organizational system and management of its call center since the enterprise has evolved its service models based on the product features to enhance the business planning. To view from the management aspect, the current call center has emphasized the integration of resources and professional division of work. Therefore, the call center utilizes the applications of communication and computer technologies to automatically handle the great quantity of works; and implement the competitive human resource in China region to cooperate with Mio-Tech's headquartered in Taiwan to build good customer relationship for worldwide users.

This paper analyzes how Mio-Tech's call center improve the customer service in terms of strategy, technology, manpower and procedures and has found that the technical enhancement, the customer's expectation and the corporate strategy have been significantly communicated and leveraged into a sound customer relationship management system.

TRACK 1, Session 8

09:00 – 10:30

Park Hall

Session Chair

Mr. Francesco Nachira, *European Commission*

THE ROLE OF OPEN KNOWLEDGE IN REGIONAL DEVELOPMENT – CASE STUDY

Claudio Inguaggiato, Susanna Longo, Michela Garbarini, *CSP - Innovazione nelle ICT*

Keywords

regional catalyst, open knowledge, service-oriented production, micro-firms

Abstract

The paper presents the regional experience of CSP - Innovazione nelle ICT (www.csp.it), a local development agency in the field of Information Society. CSP, as catalyst for innovation in Piedmont region (north-west of Italy), has been working in line with the regional strategy for the development of a knowledge-based economy. CSP is currently running a Structural Fund Project (DIADI 2000) focusing on technology transfer towards SMEs. Looking at state-of-art initiatives such as the R&D EU DBE projects, CSP aims at introducing the business ecosystem pattern in Piedmont.

The paper outlines the key elements of the regional development strategy and describes CSP model and results. Three interconnected domains are addressed: culture, business models and technology. According to CSP experience, the open knowledge paradigm is a possible approach to increase local competitiveness, favouring the widespread of competences and tools, as well as the rise of new business opportunities. The project has so far disseminated some key concepts towards SMEs — such as a focus on highly customised services (rather than on software), reassurance that the software elements needed are widely available (importance of OS components), and that there are merits in reinforcing the dynamics of networked businesses and ecosystems.

Furthermore, the project saw the implementation of a software framework, released following the Open Source paradigm in order to promote its use in SMEs business networks: the project co-financed some Pilot Projects in order to stimulate local SMEs to implement new knowledge-intensive services. According to CSP vision, the open knowledge paradigm - as to say a model of production based on knowledge openness and sharing - represents one of the main challenges for the local entrepreneurial system in the near future.

ELECTRONIC GOVERNMENT AND PUBLIC SERVICE MODERNISATION: EXPERIENCE FROM THE FRONTLINE

Tony Kieran, *Donegal County Council*; Joe McDonagh, *Trinity College Dublin*

Keywords

Ireland, eGovernment, public service modernisation, service delivery, change management

Abstract

The paper is based on research carried out over a three-year period into public service modernisation initiatives undertaken in County Donegal, Ireland, reviewing these initiatives and setting out the progress achieved to date. Progress is evaluated and reviewed in the context of international and national public service modernisation developments over the period. The interdependence between local and national initiatives is examined with the interdependence and the impact on outcomes evaluated.

A key objective of the project has been to make it easier for the customer (private individual and business) to transact business with Government leading to an ultimate vision of delivering integrated public services. The developing role of eGovernment in this regard is analysed. Key lessons emerging from the experience of using technology (eGovernment) to modernise service delivery are synthesised with a view to distilling the imperatives to be considered in maximising the benefits from eGovernment initiatives.

Research, based on the experience to date confirms that eGovernment has a critical role to play in service modernisation with best results likely to be achieved through incorporating technology into an integrated service modernisation strategy. Based on the practical experience of initiatives undertaken to date in County Donegal, aligned with current thinking and understanding of service delivery in a public service context, the imperatives to be addressed in delivering fully integrated services are distilled. Imperatives to be addressed are set out, along with a road map for use in undertaking a complex change and modernisation programme in the public service. The paper concludes that the initiatives undertaken to date have made an important contribution to the knowledge of what is involved in successfully implementing a multi-channel service delivery strategy and have enabled the setting out a roadmap that can, over time, lead to integrated service delivery.

THE ROLE OF COMPLEXITY IN PREPARING FOR MUNICIPAL DECISION-MAKING

Harri Jalonen, *Turku University of Applied Sciences*

Keywords

preparation of the decision-making, municipal management, complexity

Abstract

The purpose of this paper is to analyze how the theories of complexity may give insight and a new perspective into the preparation of decision-making at the municipal level. Based on concepts like emergence, self-organization, far-from-chaos, connectivity and feedback processes, the paper suggests that more attention should be paid to the invisible dynamics of the preparation process. Municipalities are regarded as open and complex social systems that must ensure democracy and make effective decisions at the same time. Furthermore, municipalities should be able to analyze information and to construe the meaning of their operational environment. Among other things, officeholders and politicians should also be creative and innovative. This paper is based on a conceptual analysis done by the author. The literature of that analysis included several dissertations concerning decision-making at the local government level in Scandinavian countries, particularly in Finland 1. This paper is based also on other sources. This paper is descriptive and interdisciplinary in nature, and the goal is to outline a framework for future research.

TRACK 1, Session 9

09:00 – 10:30

Opus 4

Session Chair

Dr. Mark Borman, *The University of Sydney*

A HOLISTIC METHOD FOR FINDING OUT CRITICAL FEATURES OF INDUSTRY MAINTENANCE SERVICES

Juha-Matti Ranta, Josu Takala, *University of Vaasa*

Keywords

performance management, multicriteria decision making, competitiveness, maintenance, service, process industry, production

Abstract

The purpose of this case study is to create a competitive operative management system for efficiency and quality performance for a company running maintenance service business for globally competitive forest industry production. Furthermore the research aim is to find out and eliminate obstacles affecting efficiency by identifying the factors that can cause problems in the near future in the service process. This evidently means efforts to create and implement new “eWorld suitable sense and respond” methods to measure, follow and improve performance of the service production. The theoretical framework was drawn up to summarize the major findings about up-to-date topics on industrial production related services having high competence and competitiveness requirements, and to act as a guideline for the empirical pilot research. A qualitative research method with multicriteria decision making process was created and utilised in order to collect data through in-depth expert interviews. The performance measurement and improvement system developed has been piloted in two small scale production maintenance service processes with encouraging experiences, and have already been implemented into everyday use.

INTRODUCING A STRATEGIC INFORMATION SYSTEMS PLANNING META-METHOD FOR COOPERATIVE INTER-ORGANIZATION RELATIONSHIPS

Marko Mäkipää, *University of Tampere*

Keywords

strategic information systems planning, inter-organizational relationships, cooperation, inter-organizational information systems

Abstract

Strategic Information Systems Planning (SISP) and aligning IT with business has been in a key focus of IS managers for decades already. Constant changes in business environment and developments in technologies are hardly making the effort any easier. Characteristic for available SISP-methods is their focus on a single organization. However, in current network economy the role of inter-organizational systems is increasing creating a need for Inter-Organizational Strategic Information Systems Planning (IOSISP). In this paper a general requirements for such are sought and presented in a form of meta-method.

A FRAMEWORK FOR UTILIZING GROUP SUPPORT SYSTEMS IN SCENARIO PROCESS

Kalle Piirainen, Samuli Kortelainen, Kalle Elfvengren, Markku Tuominen, *Lappeenranta University of Technology*

Keywords

scenario planning, scenario process, group support system, GSS

Abstract

In modern day business, managing environmental change has become a vital part of building success. Changes in technology or business conditions can have a drastic effect on the business in the long run. One of the more potent tools proposed to avert this problem is scenario planning. It has been noticed in multiple occasions that traditional forecasting is vulnerable to sudden changes; scenario planning aims to work around the problems of forecasting by mapping the possibilities of the future with a wider perspective. The purpose of this study is to test whether the scenario process can be facilitated with a group support system (GSS) and whether it presents positive gains to the scenario process. According to the two case studies processed in this paper, it seems that GSS indeed holds potential for facilitating the scenario process. On average, people participating in GSS supported sessions have found that GSS enhances group work in the scenario process and that the concept of creating satisfactory scenario with GSS support is feasible.

TRACK 2, Session 3

09:00 – 10:30

Sopraano

Session Chair

Professor Satu Lähteenmäki, *Turku School of Economics*

PRODUCT ORIENTED THINKING AND EXPERT KNOWLEDGE IN CONSULTING SERVICES

Jyri Naarmala, Ville Tuomi, *University of Vaasa*

Keywords

product, expert knowledge, KIBS, consulting

Abstract

This article focuses on problematic field of creating service products out of expert knowledge, especially within the field of consulting in the field of IT. This article seeks answer to basic question: "under what circumstances producing products out of expert knowledge is most efficient?". Here a theory creating, conceptual-analytical approach is used, while encouraging theoretical discussion towards common concepts known as product, consulting and expert knowledge. In this article a new theoretical framework is constructed, based on previous studies and theories within the fields of consulting and product oriented thinking, as well as in areas where business capital lies in expert knowledge. In general, it appears that product oriented thinking and it's applications in business context appears to be a question of organizational maturity. Although services have been around for a while, it seems that when comparing these with product development techniques and traditions, there seems to be some catching up to do.

UNDERSTANDING E-COMPETENCES IN ADOPTION AND ASSIMILATION OF E-SERVICES

Ada Scupola, *Roskilde University*

Keywords

competences, adoption, assimilation, e-services

Abstract

This article investigates competences in adoption and assimilation of business-to-business e-services. The basic research question that it investigates is: What are the e-competences required both at top management and individual level for a successful assimilation of business-to-business e-services? To answer the research question, an in depth case study of an e-service, the e-service provider and e-service customers is conducted. The critical incident technique is used to collect data regarding competences. The results show that competences both at top management level and individual level are important for the successful assimilation of e-services.

The findings show that two main competences are important in adoption of e-services at top management level: vision and control. At individual level the findings show that eleven main competences have to be in place for the assimilation of e-services within a company. These have been categorized into three main groups: technical, interpersonal and conceptual. The article also discusses some implications for managers wanting to adopt e-services in their corporation as well some limitation.

COMMUNITY OF PRACTICE AND ORGANIZATIONAL DESIGN

Thierry Isckia, Thierno Tounkara, *National Institute of Telecommunications*

Keywords

community of practice, organizational design, knowledge management, knowledge mapping

Abstract

In this paper, we pointed out how the form and management of an organization shapes its levels of knowledge transfer and learning. We document the lessons from an ongoing knowledge management program within a major French banking company at its early beginnings. Basically, the purpose of this program is to understand how knowledge sharing and learning can be supported in professionally-oriented communities to reduce business process and improve organizational performance. Through this business case, we illustrated that promoting management initiatives without taking into account organizational structures is a nonsense. Corporate success in today's economy comes from being able to acquire, codify, and transfer knowledge more effectively within the whole organization. From this point of view, organizational design is about enabling a group of people to combine, coordinate, and control resources and activities in order to produce value i.e. organizational knowledge. Too many knowledge initiatives undertaken today are disconnected from organizational design. As a result, many executives are unsure of how to translate the goal of becoming a "learning organization" into strategic course of action. Thus, creating the appropriate organizational design can enhance the organization ability to create and exploit knowledge.

TRACK 1, Session 10

11:00 – 12:30

Rondo

Session Chair

Professor Kristina Heinonen, *Hanken - Swedish School of Economics and Business Administration*

MOBILE BROADCAST BUSINESS DYNAMICS

Eino Kivisaari, *Helsinki University of Technology*

Keywords

mobile broadcast, revenue sharing, value chain, DVB-H, operator roles

Abstract

Mobile broadcast technology has matured to a point where commercial launches are either taking place or being delayed by issues related to regulation, content IPR or business models and revenue sharing. There are several competing radio technologies, mobile broadcast service platforms and numerous handset vendors producing—or ready to start producing—mobile television capable terminals. In this situation we need to clarify the service concepts and operator roles so that both the academic and industry participants can formulate their views on a common ground, which is namely the purpose of this paper. In addition, we aim to point out the features rising from the technologies used and the existing business environment, that have most significant consequences to the mobile broadcast value chain and revenue sharing.

EFFECT OF ADVERTISING EXPENDITURE ON THE NUMBER OF CUSTOMERS IN MOBILE TELECOMMUNICATIONS MARKET FOR PRE-PAID PRODUCTS IN LATVIA

Juris Binde, *University Of Latvia*

Keywords

mobile telecommunications, advertising expenditure, media channels, econometric model, regression equation, decay function, lagged variables

Abstract

Mobile telecommunications industry values appropriate targeted advertising as one of the driving forces for increase of customer base. The aim of the research is to empirically assess the effect of advertising expenditure and promotional campaigns on attracting new customers in the mobile telecommunications market for pre-paid products in Latvia, using data of the two largest mobile telecommunications operators on advertising expenditure, promotional campaigns and customer base dynamics. Since efficiency of advertising channels varies, the empirical analysis is done by distinguishing between different types of media, here – TV, radio, press, Internet and outdoor advertising.

By specifying relations in the mathematical model, the most influential independent variables are defined, such as advertising expenditure, number of promotional campaigns and increase in the number of users in the previous period, and results are obtained which indicate close relation between advertising expenditure and the increase in the number of mobile telecommunications customers, as well as provides insight into duration of advertising impact, depending on the type of media channel employed and market specificity. With the results of the research the author justifies the opinion about the use of econometric models for advertising expenditure planning purposes.

EXPLORING THE POSSIBILITIES FOR MOBILE INSURANCE SERVICES

Jarno Salonen, *VTT Technical Research Centre of Finland*; Aki Ahonen, *University of Tampere*; Harri Koskinen, *VTT Technical Research Centre of Finland*

Keywords

electronic services, mobile services, web services, non-life insurance, consumer

Abstract

Due to the complex nature of insurance, customers often require the assistance of insurance officers when upgrading their insurance cover or managing other insurance related tasks. The current electronic services provided by the insurance companies are more or less product-oriented and therefore difficult to manage, or even understand by ordinary customers. As modern technology enables the development of graphical game-like approach on services and taking more benefit out of mobile device characteristics, it is more likely to persuade the customers to operate in the electronic environment in order to get themselves familiar with insurance related issues.

In this article, we are the taking the future perspective on the topic by considering what kinds of electronic insurance services could be offered in mobile service environment. More precisely, we discuss how Web-based (already existing) insurance services could be applied in mobile service context, and what kinds of new features (e.g. location information and mobile identification) could be utilized in context of mobile services to enhance the overall service.

TRACK 1, Session 11**11:00 – 12:30****Park Hall**

Session Chair

Professor Min-Jen Tsai, *National Chiao Tung University***A MODEL FOR CONTROLLING THE PATIENT CARE PROCESS - THE CHALLENGES AND OPPORTUNITIES OF ELECTRONIZATION**Katja Klemola, Tanja Kaarna, *Lappeenranta University of Technology*; Ritva Kauppinen, *South Karelia Hospital District*; Timo Kärri, *Lappeenranta University of Technology***Keywords**

patient care process, process control, health care, electronization

Abstract

Hospitals are in a great pressure between cost savings and a growing need for patient care. This pressure makes it essential to measure, follow up and develop the processes in order to make them more efficient. This kind of development requires new managerial tools and also new ways of storing the data in hospitals. Electronization of patient care data would make the patient care more efficient and rise its quality. With electronization the patients' security could improve, the information would be more real-time, the care process could be shortened, the number of overlapping activities would decrease and the activities would become more efficient, which would mean more patients with less costs. The problems related to the electronization include resistance to change and also concern about data security.

This study evaluates the opportunities and challenges of electronization in hospitals from the managerial point of view. These opportunities and challenges rise from developing a model for measuring the costs, quality and time of the patient care process in one case hospital. If benefits from managerial innovations are to be achieved, electronization of hospitals databases is required. The information systems used in health care are not designed to produce information for controlling the performed activities. The information included in the systems is hard to get and also often defective. The future challenge is to create a system which enables diverse information collection and handling across organizations. The model introduced in this study can be a part of this kind of information system, or the model can get the information directly from this kind of patient database. Modelling, collecting the information and using the information in managing the operations can lead the health care sector towards better process management.

THREE PHASES RFID ADOPTION: A ROAD MAP TO SUCCESSWaiman Cheung, Sung-Chi Chu, Timon C. Du, *The Chinese University of Hong Kong***Keywords**

RFID, supply chain, technology adoption

Abstract

Radio frequency identification (RFID) uses radio frequency technology for automated identification. The use of RFID brings the second source of information to enterprise management. It is said the second source is because, in the conventional approach, the information is shared among the various units through an integrated enterprise system. In this study, we define three layers of networks, i.e. Intranet, Extranet, and Internet, can be used to share RFID data and the adoption of RFID technology can be recognized into three phases: standalone adoption, supply chain adoption, and global adoption. Issues in each adoption will be address as well as road map to the success will be included.

TRACK 1, Session 12

11:00 – 12:30

Opus 4

Session Chair

Dr. Mark Borman, *The University of Sydney*

MULTI-BEHAVIOR AGENT MODEL FOR SUPPLY CHAIN MANAGEMENT

Pascal Forget, Sophie D'Amours, Jean-Marc Frayret, *Laval University*

Keywords

supply chain management, agent architecture, agent-based planning systems, lumber industry

Abstract

Recent economic and international threats to occidental industries have encouraged companies to rethink their planning systems in a way to quickly react to and correct deviance from established plans, respond to demand, reduce inventory and exchange information promptly throughout the supply chain, in other words become more agile. Due to consolidation, the development of integrated supply chains and the use of inter-organizational information systems have increased business interdependencies and the need for collaboration. Thus, agility and the ability to deal quickly with disturbances in supply chains are critical to maintain overall performance. In order to develop tools to increase the agility of the supply chain and to promote the collaborative management of such disturbances, agent-based technology takes advantage of the ability of agents to make autonomous decisions in a distributed network.

This paper proposes a multi-behavior agent model geared with tools designed to improve agility in supply chains, which presents different behaviors to plan manufacturing activities and deal with disturbances in a distributed collaborative context. This agent model uses different behaviors following different situations, using standardization, utility evaluation, anticipation mechanisms and negotiation protocols. Depending on the environment and the type of disturbance, the agent can select the preferred behavior. A behavior scenario involving a specific disturbance is presented and an implementation strategy is proposed, with the objectives to prove feasibility and increase supply chain performance. The implementation of this solution is realized through the FOR@C experimental agent-based planning platform, dedicated to the supply chain planning for the forest products industry. The North American lumber industry represents a perfect context for this technology, mainly due to the large amount of stochastic disturbances in many aspects of the supply chain.

DO ENTERPRISE SYSTEMS ENABLE SUPPLY CHAIN INTEGRATION?

Ravi Seethamraju, *The University of Sydney*

Keywords

enterprise systems, supply chains, integration

Abstract

Features of ERP systems such as standardized business processes, data integrity, real-time availability, visibility and processing capability of information are expected to create an excellent backdrop for embarking on integration with external partners in the supply chain. This paper reports on the enabling role of ERP systems in achieving supply chain integration from an interpretive case study analysis. Study observed that the organization is slow in embarking on changes to the inter-enterprise processes and not taking full advantage of the high potential. Reasons noted for constraining role of ERP systems in achieving an effective supply chain integration are changes in power and organizational structures, inadequate integration of internal processes, limited flexibility of processes, lack of decision support capability of the ERP system, and general inertia for further changes consequent to ERP implementation. In addition other factors such as supply chain partners inability to take a holistic view, complexity of developing technology interfaces, industry characteristics, and lack of information technology sophistication of the smaller partners are also limiting the potential.

APPLICATION OF FUZZY LOGIC IN STRATEGIC NEGOTIATION MECHANISM IN SUPPLY CHAIN MANAGEMENT DESIGN

Golenur Begum Huq, Robyn Lawson, *University of Western Sydney*

Keywords

fuzzy logic, negotiation mechanism, supply chain management

Abstract

In an uncertain situation, a negotiation strategy is the main issue to bind an agreement. We can measure this strategy by fuzzy logic using linguistic variables, which play a central role because it goes to the heart of the way in which humans perceive, reason and communicate. This paper measures and analyses the negotiation strategy in the Trading Agent Competition Supply Chain Management (TAC SCM) by using possibility theory and a linguistic variable, which will aid in binding the agreement to achieve the agent's expected profit.

TRACK 2, Session 4

11:00 – 12:30

Sopraano

Session Chair

Professor Eve Mitleton-Kelly, *London School of Economics*

HEALTH ECOSYSTEM AS AN INTERPRETATION FRAMEWORK FOR KNOWLEDGE FLOWS

Harri Laihonen, *Tampere University of Technology*

Keywords

complexity, knowledge management, health care

Abstract

This paper explores the concept of health ecosystem. The concept will be defined in the context of municipal health care in Finland. The paper argues that the ecosystem approach reconciles the descriptive viewpoints of integrated care and health system by highlighting the interconnectedness of the actors and the dynamic nature of the environment.

EMPIRICAL EVALUATION OF ICT ADOPTION IN AUSTRALIAN SMES: SYSTEMIC APPROACH

Hazbo Skoko, *Charles Sturt University*; Leo Buerki, *University of Applied Science*; Arnela Ceric, *Charles Sturt University*

Keywords

ICT, complex systems, systemics, SMEs, factors for ICT adoption and utilisation

Abstract

Many SMEs are adopting information and communication technology (ICT) and services based on them. However, there is little systematic research into how they are doing this and what the organisational and environmental factors associated with the adoption are. That is, hardly there is any study in the literature which is looking at the overall firm's performance and if, once adopted, ICT fulfil expectations of their adopters.

The growing importance of SMEs and ICT in contemporary economics and IS and management theory have been a subject of large static research. In this paper we have adopted a dynamic approach to evaluate adopted ICT in a firm as a complex adapting system (CAS). Thus, here an organisation is studied as complex social system, because complexity provides an explanatory framework of how organisations behave; as well as how individuals and organisations interact, relate and evolve within a larger social and environmental system. Complexity also explains why ICT adoption may have unanticipated consequences on firm's performance and inter-relationships of elements within a complex system which give rise to multiple chains of dependencies.

In this article authors evaluate factors for ICT adoption in Australian SMEs in the post-adoption period. The methodology in this article was based on interpretative action research based on "soft systems thinking", because the setting up an information technology system is itself a social act, requiring some kind of concentrated action by many people. However, the formal method is the case study method which answers the question how these factors are interacting in the particular firm.

After the introduction, a general framework, based on recent literature review, was used to identify necessary factors for the ICT adoption. Those factors are then evaluated in an Australian company (case study) using systemic (five stage) approach and its tools. Preliminary results of this study confirmed that entrepreneurial ICT adoption initiative is not only subjected to selection as a result of environmental pressures but also is strongly subjected to the sub-systems influences and inter-dependencies. Thus from the complex and adaptive systems perspective we may infer that necessary factors are not all (and always) sufficient factors for the full utilisation of ICT and achievement of firm's goals.

A STUDY OF THE UPTAKE OF INFORMATION SECURITY POLICIES BY SMALL AND MEDIUM SIZED BUSINESSES IN WALES

Anthony Burns, Anthony Davies, Paul Beynon-Davies, *Cardiff University*

Keywords

information security policy, internet usage policies, email use policies, password policies and employment manual and staff manuals

Abstract

Over the last few years the risks that threaten Internet connected computer systems and the business critical information stored on them have been widely publicised. To address these threats many companies have implemented security measures, to protect themselves.

Current research indicates that use of an information security policy alongside the actual implemented security measures can greatly minimise such threats. However implementation of such a policy can be expensive and not feasible for Small businesses.

This paper presents a study of Small businesses in South Wales that use a mixture of Internet connected standalone computers and Local Areas Networks (LANs). It looks at the security measures they have in place and whether or not they have an information security policy. Findings show that most Small Medium sized businesses do not have such a policy document, but many are using components that would normally form part of such policy, within their staff employment manuals. This is a much cheaper and less time consuming way of using the more important and relevant components that usually make up such a policy.

TRACK 3, Session 3

11:00 – 12:30

Aaria

Session Chair

Dr. Marko Seppä, *Tampere University of Technology*

INVESTING IN NEW TECHNOLOGY - A CASE STUDY OF A FOOD PROCESSING COMPANY

Hannu S. E. Makkonen, *Turku School of Economics*

Keywords

technological innovation, investment decision-making, innovation adoption and diffusion, network approach, food processing industry

Abstract

The increased turbulence, complexity and competitiveness of organizational environments have made identification, evaluation and implementation of new technological investments critical determinants of organizational productivity, competition and survival. This paper examines new technology investment decision-making process on two levels combining traditional innovation adoption and diffusion approaches by network and interaction approach of IMP-Group. Conducting this we aim to cross-fertilize the chosen approaches and produce more comprehensive and integrated understanding to conceptualize investment decision-making processes on new technology. The empirical part of the study investigates an investment process in which a food processing company invested in a new microbiological quality assurance method. The internationalization of food processing industry combined with a growing amount of global raw material sourcing is posing increasing challenges for companies, authorities and governments in terms of guaranteeing the safety of food. Since improved food safety is both time consuming and expensive, food producers find it difficult to cover the resulting costs of testing. These circumstances offer an interesting and fruitful context in which to study investment decision-making process on new technology.

V2C-APPARATUS – A SHARED CONTEXT FOR PROFESSIONALS

Jussi Okkonen, *Tampere University of Technology*

Keywords

venture capital, human capital, community of practice, activity theory

Abstract

The role of venture capital finance is significant when ideas, or ventures, are developed to new companies. To make ventures and venture capital meet there is also niche for venture-to-capital (V2C) operative. The network of mutual and organisational relationships consisting of (i) entrepreneurs or venturers, (ii) V2C operatives or venture knowledgists, and (iii) venture capital operatives or venture capitalists form an activity system based on social capital and mutual trust. These three groups are the key stakeholders of the growth company process. Ventures, venturers and knowledgist form a community of practice that is based on notion of mutual benefit from working together. It could be stated that venturer holds expertise on practice, venture capitalist on finance, and V2C operative holds expertise on relationships.

In the context of the growth company process, social capital should be taken in account as the sum of mutual acquaintance and recognition or network of social exchanges between operatives or the actors engaging in transactions. Moreover the three dimensions of social capital affecting any actor in that process are (i) structural, i.e. presence or absence of interaction, (ii) dimensional, i.e. mutual trust and trustworthiness, and (iii) cognitive, i.e. shared understanding of common goals and proper ways to act.

At least partial role of V2C is to enable learning, i.e. transfer of explicit and tacit knowledge. The activity theory approach emphasises such process based on interaction. Moreover, most operatives in V2C are professionals in their fields, thus there is presupposed leverage effect if the activity system is functional.

The aim of the paper is to elaborate theory of V2C by examining knowledge and expertise in V2C context and by approaching V2C-apparatus as a knowledge transferring community of practice. The empirical part of the paper consists of interviews and participant observation of different operatives or actors in V2C-process in Finland and Russia. Along the conceptual analysis, the research problem set is approached by describing the knowledge transferring processes, analysing different types of knowledge transferred in the process, and finally analysing the system as a professional community of practice or an activity system.

BEYOND V2C: ENTREPRENEUR'S RISKS AND RETURNS IN THE ERA OF NETWORKED AND GLOBAL BUSINESS

Jukka Ala-Mutka, *Helsinki School of Economics*; Hamid Etemad, *McGill University*

Keywords

entrepreneurship, growth venture, ownership, governance, venture-to-capital, V2C

Abstract

The rapid rate of globalization and quickening pace of technological innovation expose new venture activity to fresh challenges. It is no longer logical to maintain that firms aspiring to grow focus on domestic growth first and on incremental internationalization later on. The increasing velocity of change in knowledge-intensive societies and firms may have also intensified the need for, and the speed of, growth at home and international markets at the same time. Despite these changes in business and society, the discussion around entrepreneurship has remained associated with niche marketing, limited business outlook, ad-hoc and intuitive strategies, lack of resources and capabilities as well as over-reliance on the owner-manager's own initial competencies. The exceptions to these are the recent theoretical discussions and empirical findings regarding Born Globals and International New Ventures as well as V2C models (Venture-To-Capital).

This paper will build on the latter research and model-building tradition by proposing a framework for growth venturing (or Venture-To-Growth – simply V2G) that starts with V2C and focuses on influential issues that impact the rate and pattern of rapid growth. V2G model goes beyond V2C model and proposes an entrepreneur's personal view of the risks and returns as compared to that of the firm's risks-return trade-offs. At the growth stages, the partnership of co-entrepreneurs and VC or IPO also means risk sharing for the original entrepreneur or founder. Larger group of founders and early stage actors allow the entrepreneur to consider him or herself differently, even lower the "risk" of his or her job than the traditional entrepreneurs. V2G model combine the best parts of the roles as an entrepreneur (owner) and hired manager. Thus, in this case, it is not any more only "your" firm, but a rapidly-growing enterprise with the corresponding V2G mindset. This V2G mindset avoids negative effect of a single owner. The separation of the roles of the owner and manager will allow the entrepreneur-founder to adequately cope with them. In sum, V2G model points out three proposals: first, it examines risks and returns from entrepreneur's individual viewpoint; secondly it explores risks and ambitions between individual and enterprise; and finally it describes the importance of the ownership development of the enterprise and development of the value of the enterprise.

TRACK 1, Session 13

09:00 – 10:30

Rondo

Session Chair

Professor Tarja Tiainen, *University of Tampere*

THE ROLE OF CUSTOMER PARTICIPATION IN CREATING E-SERVICE VALUE

Kristina Heinonen, *Hanken - Swedish School of Economics and Business Administration*

Keywords

customer participation, e-service value, service management

Abstract

Customer participation in service delivery has been argued to be growing. The recent technology developments have significantly impacted value creation as the role of the customer in creating service value is changing. Value is not something that is delivered to the consumer; rather it is produced in cooperation with the consumer. The aim of this paper is to explore the role of participation on customer perceptions of e-service value. The theoretical framework represents a four-dimensional model of e-service value based on technical, functional, temporal, and spatial value dimensions and it is suggested that e-service value is influenced by three factors (service, customer, and situation). An empirical study based on 3328 usable responses investigates consumers' perceptions of an online travel service. The four value dimensions were evaluated based on willingness to buy and perceptions of the difference between competing services. Self-reported level of use of the service represented the participation in the service process. The findings indicated differences in the perceptions of each value dimension and in the corresponding sub-dimensions depending on the level of customer participation. In general, active participation on the site increases the perceived value and hence it indicates that customer participation has a role in creating value to e-services. The paper contributes to service marketing research through its empirical findings on e-service value and customer participation. More specifically, previous e-service value research is extended by exploring how customer participation in the service influences perceptions of service value. The practical contribution includes an improved understanding of the challenges of customer participation for managing e-services.

BUILDING A CUSTOMER VALUE MODEL IN MOBILE COMMUNICATION BUSINESS

Mikko Pynnönen, Jukka Hallikas, *Lappeenranta University of Technology*

Keywords

customer value, mobile services, business model, Delphi

Abstract

Mobile communication services can be understood as services and products that enable the information and communication transfer between persons. These kinds of services are currently confronted with large changes due to the price erosion of services and entering new service providers. The gap is filled with different services that are hoped to be successful in the near future. The problem, however, is that firms do not necessarily know what their customers value. One solution to these problems is building a customer value model with the Customer Value Audit (CVA) process. The aim of the CVA process is to integrate the customer with the R&D process of the firm.

The objective and research problem of this study is to build a model for analyzing the customer's values that drive and explain the changes in the business model and on entire value network levels. To reveal the real preferences of the customer of mobile services, a case of two mobile communication service systems was established. The aim of the empirical part of the paper is to rate customer values in communication systems and to analyze what communication system best realizes the desirable values. We use the Delphi method to formulate the customer value model. The Delphi is implemented by using the Analytic Hierarchy Process (AHP). The value evaluation is made by using the pair-wise comparison technique, where each attribute is compared to another to find out the preference order. As a result we provide a model for understanding customer value preferences. The model includes the relative value preferences of the value elements and their attributes, the preference profiles for deeper segmentation of customers, and finally the performance analysis of the case systems.

AN ANALYSIS OF M-COMMERCE SERVICES IN DIGITAL CONTENT MARKETS: SIX SOCIETAL ENVIRONMENTS EFFECTING M-COMMERCE

Merja Taipaleenmäki, *University of Tampere*

Keywords

m-commerce, society, value-chain, value-added services, case study

Abstract

E-commerce and m-commerce will change the way in which people experience the societal environment. Opinions on socio-political, marketing, technological, retail outlet and media distribution aspects have also been sought. The research question dealt with 'whether m-commerce services fulfil the expectations both of customers and of service developers and if market demand is being met'. In terms of the primary research question, the research also asks two more in-depth questions from the organisational point of view:

- what are the crucial points for an organisation when creating new markets for m-commerce value-added products?
- what are the actions that an organisation needs to take to enable them to survive in the changing markets of mobile content and service products, if willing to do so?

The methodology of the research was qualitative and findings were based on both the content analysis of m-commerce value-chains and open-ended interviews. The six environments of m-commerce worked as a framework for the questions in an open-ended interview. Two m-commerce value-added services, which presented two different types of business models: a closed operator and a customer centric m-commerce model were chosen. Two types of m-commerce services were described and analysed. The sample of interviewees (n=17) consisted of spokespeople for them and a few experts.

Research findings supported the hypothesis and the main findings were:

- that m-commerce services differ from traditional and e-commerce services in terms of time, context and location. This means that research and development activities must take into account mobile end users with a mobile device.
- that the two value chains of m-commerce which were analysed showed that the roles of internal organisations are unclear. This means that there are different opinions about the quality and amount of content, pricing and technological issues.
- that consumers should be aware of existing services and of the m-commerce services enabled by existing technology. The customer should then be aware of the correct and efficient use of the m-commerce product. Marketing efforts may suffer as a result of this, for example, and the marketing message may be totally wrong.

Future research problems include the dilemma of pricing m-commerce products, because pricing and even transfer costs were considered to be quite high.

TRACK 2, Session 5

09:00 – 10:30

Sopraano

Session Chair

Professor Aino Pöyhönen, *Lappeenranta University of Technology*

SUBCONTRACTING PRODUCT DEVELOPMENT – CREATING COMPETITIVENESS THROUGH NETWORKING

Anna Kyrki, *Lappeenranta University of Technology*

Keywords

software development, network, supplier cooperation

Abstract

Product development has become increasingly complex and resource-consuming. Consequently, internal development capabilities can prove insufficient for maintaining a firm's competitive position. With the increasing amount of uncertainties related to the product development process, there is a growing need for flexibility and interorganisational cooperation even within this core activity. External cooperation and networking have been suggested as means for accessing necessary knowledge or resources.

In this paper, cooperation is studied as the key to improving competitiveness, especially in case of small firms. Motivation for engaging in a network varies, but it is often seen as a necessary precondition for success or even survival of a firm. Possible reasons for cooperation include access to complementary resources, increased flexibility, economising, and dealing with the industry's turbulence. Ability to coordinate and manage network of external actors can in itself become a firm's core competence. The empirical part of the study describes supplier cooperation in four case companies operating in a knowledge intensive dynamic industry. The focus is on software product development cooperation with foreign suppliers. The findings of the study support the argument that contractual or project-based relationships and distributed product development can contribute to competitiveness of a firm in conditions of industry-related turbulence. The paper questions the assumption that contractual relationships are used only as short-term or tactical arrangements. Instead, it is suggested that contractual supplier relationships of a firm can be distinguished into two kinds of networks, a strategic one and a tactical one. Retaining relationships on a contractual level provides manoeuvrability while having access to a pool of external resources and capabilities. The paper contributes to the discussion of distributed product development by describing models and practical examples of organising software product development across company's boundaries.

CHALLENGES OF MANAGING A NETWORK BUSINESS

Hanna Lehtimäki, *Life Works Consulting Ltd*; Malla Mattila, Heidi Pirinen, Mari Tegelberg, *University of Tampere*

Keywords

innovation-based business, value co-production, relationships, knowledge

Abstract

This study aims at identifying and analysing the key challenges in managing a network business. The starting point of the paper is the alleged need for new kinds of theoretical frameworks which take into account value creation situations businesses face today. Hence, this paper introduces the value co-production framework as an alternative perspective to the existing approaches built in the industrial era (i.e., value chain thinking). This framework elevates knowledge and relationships in the locus of business and argues for reconfiguration of roles, actions, and interactions among the networked actors.

Based on our study on a network-like, two years old joint venture firm, we demonstrate how the value co-production framework functions in practice. Moreover, we suggest that the future management competence lies in company's ability to manage interactions, not individuals or individual companies. Thus, studying different kinds of network approaches in relation to proposed framework would give a deeper understanding of the ways by which networks and relationships drive value co-production.

VIEWS AND PRACTICES ON INTER-ORGANIZATIONAL LEARNING IN INNOVATION NETWORKS

Hannele Lampela, Hannu Kärkkäinen, *Lappeenranta University of Technology*

Keywords

learning, inter-organizational learning, innovation, network

Abstract

In recent years, effective learning and knowledge generation have been acknowledged to have an important effect on successful innovations and innovative processes in organizations. Organizing in networks is challenging for the participants on both organizational and individual level for many reasons, particularly from knowledge creation and sharing point of view. The knowledge creation, information gathering and sharing activities within innovation networks have a great importance, since they help the organizations to learn about and from each others. The organization's learning capabilities also have crucial importance in generating innovations. Learning also enables the organizations for example to renew themselves, and to keep up with competition. Furthermore, learning faster and more effectively than the competitors may be the only source of sustainable competitive advantage in competitive markets. As the amount of actors in a network grows and the changes in the environment become faster, the complexity of the innovation process increases significantly. This, in turn, increases the need for effective learning. For example in industries which have been described as highly information intensive and where changes in the operating environment are fast, the ability to learn effectively in a network can be very important.

In this paper, the aim is to study inter-organizational learning in innovation networks. We will particularly concentrate on different currently important or increasingly important approaches and views on organizational learning which are particularly relevant from the standpoint of networked innovation. We aim to analyze the different learning approaches and evaluate their suitability in various situations and conditions of innovation networks in particular. Also some preliminary ideas on practices to support effective learning in innovation networks in the case of each view are proposed.

TRACK 3, Session 4**09:00 – 10:30****Aaria**

Session Chair

Professor Willem Selen, *Macquarie Graduate School of Management***ANALYZING THE INTERNET-BASED CHANGES IN THE FINNISH RESIDENTIAL REAL ESTATE MARKET. CASE: IGGLO.**Anne Sunikka, Johanna Bragge, *Helsinki School of Economics***Keywords**

residential real-estate agency, e-services, business model, marketing strategy

Abstract

This paper is about real estate industry in Finland, and the Internet-based changes that have turned a collection of static pictures and text into a more interactive search and decision making tool for home hunters. The novel e-services and marketing model of Igglo, a newcomer to the Finnish real estate industry, are described. In addition, several US exemplars of innovative ways of offering real estate services are presented. Finally, different ways of providing real estate services are compared in order to judge whether the Internet is now ready to fulfill its promise of more efficient and nearly friction-free markets.

The real estate industry is an information-rich service industry – the information that was previously owned by agents is now openly presented on websites. The services can be divided into online and offline components. Online services focus on providing comprehensive and rich information to the customers, with easy to use and attractive user interfaces. The purpose of the offline services is to offer elements that are lacking online, most importantly on-site viewings, and thereby providing high-touch information to aid buyers in their decision-making. The information provided on real estate websites is manifold. For example Igglo's proprietary picture database has made innovative services like silent sale and earmarking possible. The silent sale service presents a clear change in thought – the sellers that have previously stayed passive have now a possibility to initiate the selling process by silently “test-selling” their apartments. This means that the push mode has turned into pull. Other innovations include that the users serve as content creators, they are offered more search options and more versatile price information on the websites. The process phases after finding the potential buyer (i.e. servicing, negotiation and agreement, and closing) will most probably face changes in the form of digital innovations in the future. Some of these future prospects also discussed in this paper.

COMPETITION WITHIN THE FINNISH GAMES INDUSTRYMirva Peltoniemi, *Tampere University of Technology***Keywords**

competition, evolutionary theories, selection, specialization, games industry

Abstract

Competition is commonly understood as a process whereby the market shares are reallocated from the less efficient firms towards the more efficient ones. Within the evolutionary framework it is also emphasized that innovation is an important competitive weapon that will allow the firm to escape fierce price competition. The findings from the Finnish games industry suggest that efficiency and market shares are not an insightful way to analyze competition as the size of the market is not constant even in the short run, the products are far from being perfect substitutes and, as it is a case of steep increasing returns, the efficiency in game development is not of prime importance. Also, additional consideration should be given to the competition over resources and the way in which competition both encourages and restricts innovation.

THE EFFECT OF THE INTERNET ON THE MAGAZINE PUBLISHING INDUSTRY

Hanna-Kaisa Ellonen, *Lappeenranta University of Technology*

Keywords

Internet, magazine publishing industry, strategy

Abstract

Over the past few decades, the media industry has been confronted by turbulent, complex and rapid change. Digitalization is strongly influencing the industry: it is changing the existing market dynamics and requires new strategies. The purpose of this paper is to analyze the strategic effect of the Internet on the magazine publishing industry. By combining the views of industrial organization economics and the resource-based view, cross-level analysis is provided at industry and company levels. At the industry level, it seems that the Internet mainly affects the rivalry among existing companies. While the Internet and digitalization speed up processes and alter ways of communication, the Internet has not, at least not yet, significantly changed the five forces that shape the nature and state of competition in the magazine publishing industry. The Internet simply adds another competitive weapon to the arsenal. At the company level, it is proposed that the Internet does not change the traditional core competencies of magazine publishers. Whether publishing in print or on the Internet, sensing the customer needs and packaging segmented content under the magazine brand concept are still key. However, dealing with the Internet also means dealing with change as consumer preferences are constantly changing and the magazine publisher's organization has to adapt to those changes. Therefore, it is proposed here that more dynamic capabilities are needed.

TRACK 1, Session 14

11:00 – 12:30

Rondo

Session Chair

Dr. Raija Järvinen, *National Consumer Research Centre*

THE SELECTED IMPLICATIONS ON EFFECTS TO TRADITIONAL BUSINESS SECTORS OF INCREASING MARKETING IN WWW – TENTATIVE FINDINGS

Lea Ahoniemi, Maria-Riitta Ahoniemi, *University of Tampere*

Keywords

e-business, purchasing process, Internet usage level, competitiveness factors, real estates, cars

Abstract

The use of internet marketing of the durable goods has provided many implications on trading and service processes such as real estate and car trading business in Finland. The objectives of transaction and trading, i.e. the houses and cars, are not yet actually sold via internet. Hence, the digitalized services and modern market places should be constructed in order to satisfy future coming needs of e-business.

In this paper of time serial research and data concerning internet utilization and it's implications on business process of car trading and real estate business. The phenomena are pointed out by multivariate analyses, especially factor analyses in time serial data 2002-2006.

The use of internet in information retrieval has increased from 66% (2002) into 81% (both 2004 and 2006) of questionnaire fulfilled customers in real estate business. In second hand car trading business the comparable amount of internet users has increased from 56 % (2003) to 75 % (2005) of all answered customers.

The main focus is to analyze the development of phenomena concerning the increasing role of internet as information source in purchasing process, especially comparing value chain theories and information retrieval in real estate and used car markets.

The time serial analyses points out at least the main competitiveness factors of the website marketing. Also some expected development of competitive capabilities are presented in the conclusion part of study.

INVESTIGATING THE EFFECT OF CONSUMER TRAITS ON THE RELATIVE IMPORTANCE OF TAM CONSTRUCTS IN AN E-COMMERCE CONTEXT

Thijs L.J. Broekhuizen, Eelko K.R.E. Huizingh, *University of Groningen*

Keywords

e-commerce, TAM, context-dependency, online shopping experience, moderators

Abstract

This paper tests whether the Technology Acceptance Model (TAM) holds for different groups of customers. In doing so, we investigate the moderating effect of eight customer traits (socio-demographics, psychographics, and prior experience) on important relationships within TAM for an online shopping context. The results show that in general TAM is quite capable of predicting customers' online purchase intentions. For some moderators, however, the impact of a predictor is significantly different. Socio-demographics have the strongest influence on altering the relative importance of the predictors, while the moderating influence of prior online shopping experience is significant in some cases. Psychographics are found to be mostly unrelated to the extent to which TAM predictor impact purchase intentions. Theoretical and managerial implications are discussed.

PERCEIVED ATTRACTION OF ONLINE COMMUNITIES AMONG ELDERLY PEOPLE

Tuula Mittilä, *Turku School of Economics*; Maria Antikainen, *Tampere University of Technology*

Keywords

online communities, attraction, non-attraction, elderly people

Abstract

In the last years, the interest towards senior citizens has grown when both academics and business people have discovered that seniors constitute a growing group among the internet users. Online communities have become a way to reach also senior citizens because everyone having the access can visit online communities. Therefore, online communities open new possibilities to interaction for, for example, elderly people who often feel lonely and wish to have more social contacts. To utilize the opportunity seniors need both skills to use technology and computers as well as internet access at home or in such public places as libraries and net cafes. To serve senior citizens, companies and other organizations aiming at designing, building and maintaining online communities for elderly people need information about the special requirements set for the equipment, the architecture as well as the content of the web sites. Device manufacturers and software developers have to take into account elderly people's special characteristics and needs. Therefore, it is important to study elderly people's perceptions of the factors that attract them to online communities.

In this paper we scrutinize elderly people's perceptions of the factors that encourage them to join online communities and, on the other hand, of the factors preventing them from joining the communities. The empirical data was gathered in three online communities by posing questions and linking a web questionnaire in discussion forums aimed for elderly people. The present study of perceived attraction factors conducted among elderly people seems to verify the existence of the factors identified in earlier studies. However, interestingly, such issues as commercial activities, playing, and service variety were not mentioned by the respondents. Also, the low amount of comments concerning technology related, computer usage and online community usability issues called our attention. The reason for that can be that people slowly become more skilled in using the information technology. All in all, social intercommunication received more weight in this study than in earlier studies. Therefore, we suggest that especially non-profit and public organizations could enhance the well-being of elderly people by creating and maintaining online communities. However, profitability of the online communities for elderly people may be questioned.

TRACK 1, Session 15

11:00 – 12:30

Opus 4

Session Chair

Professor Waiman Cheung, *The Chinese University of Hong Kong*

SOFTWARE OUTSOURCING PARTNERSHIP PROCESS – A LIFE CYCLE?

Marianne Kinnula, Veikko Seppänen, Juhani Warsta, Sari Vilminko, *University of Oulu*

Keywords

software, outsourcing, partnership, life cycle

Abstract

The focus of this research is on change processes of organizations, particularly in case of outsourcing partnerships – the process involved in the formation and management of a software research and development (R&D) outsourcing partnership. Van de Ven and Poole contend that all the specific theories of organizational change and development used in management research come back to four basic theories: life cycle theory, evolution theory, dialectic theory, and teleology, and that most of the organizational theories are some kind of combination of these four. In outsourcing research most of the researchers implicitly assume that an outsourcing process follows the life cycle theory.

In this study we analysed a software outsourcing partnership model containing four phases: Planning, Developing, Implementing, and Managing the relationship, and found out the following: When limiting the viewpoint to one company only, the first three phases form a sub-process of forming an outsourcing partnership, and the last phase is about managing the said relationship. The entire process, as well as the sub-process, follows the life cycle theory, but the last phase is an indefinitely running, self-guided process that follows the teleological theory. Inside the Managing the relationship phase life cycles of projects can be found. When the partnership is seen as a system of two entities, however, the interplay is characterized by conflicting interests as per dialectic theory. In a healthy situation the progress through the processes is driven by constructive synthesis that creates a win-win situation between the companies. As Van de Ven and Poole contend different viewpoint gives us different results and a different understanding of the phenomenon of outsourcing partnership. One theory is not enough to give answers to all the questions and by changing the viewpoint and combining different viewpoints and theories, a more comprehensive understanding of the phenomenon can be reached.

THE PROVISION OF INTER-ORGANISATIONAL INFRASTRUCTURE AS AN APPROPRIATE ROLE FOR COSOURCING

Mark Borman, *The University of Sydney*

Keywords

infrastructure, financial services, outsourcing, core capabilities

Abstract

A case study of credit unions in the financial services sector in Australia designed to examine the motivations and constraints to cosourcing – or the sourcing of a common activity jointly by a group of organizations. It is proposed that externalities and economies of scale are the prime motivations for cosourcing and that organizations are constrained by the need to ensure that they do not compromise any of their core capabilities. The case study also seeks to assess whether consequently the provision of inter-organisational infrastructure is an appropriate focus for cosourcing. The cosourcing initiative examined was the provision of core banking systems and the associated computer services to credit unions. Credit unions are member owned financial institutions that provide a comprehensive range of retail banking products and services. Around 180 credit unions currently operate in Australia with 3.6 million members and more than \$29 billion in assets. A core banking system is the IT application that provides the core transaction processing capabilities – encompassing back office, origination, front office and teller processing activities – that enables a credit union to develop and manage its various savings and loans products. A total of 14 credit unions were interviewed representing over 25% of the total asset base of the sector. The findings of the research are broadly positive but suggest that multiple alternative cosourcing initiatives will emerge to support a particular activity, or set of activities, within an industry sector. In part this is as a result of the varied requirements of different organizations but it is also due to a desire to ensure the competitiveness of cosourcing providers.

ENHANCING STUDENT LEARNING OF ENTERPRISE INTEGRATION BY DEPLOYING SAP R/3 INTO CURRICULUM

Ravi Seethamraju, *The University of Sydney*

Keywords

enterprise integration, SAP, business curriculum, process orientation

Abstract

Several reviews of higher education in the past have been pointing out the lack of a multidisciplinary view of business graduates. Cross-functional perspectives, business process orientation and integrated view of business in business curriculum are strongly recommended. Stimulated and led by the employer groups these employability skills, if effectively incorporated into the university business schools curricula are expected to strengthen the links between education and work. In the past pedagogical strategies such as integrated case study, team teaching, capstone group projects and simulation games were used to teach multidisciplinary perspective to business students. The effectiveness of these strategies, however, were not empirically measured and not known widely. Achieving an integrated view of business is an ongoing process. Apart from helping the business graduates to function effectively in a work environment later on, pedagogically this cross-disciplinary perspective is also expected to encourage students' deep learning and better understanding of intersections and interactions of the traditional disciplines such as marketing, operations, accounting and human resources. Though the ability of enterprise systems (ES) software solutions in teaching concepts of cross-functional enterprise integration and process orientation are well recognised and discussed in the academic literature, many business schools/faculties, for different reasons, are slow in incorporating these latest software products in their curricula.

This paper reports on one curriculum development project that extended the deployment of SAP R/3 into the business curriculum for enhancing students learning of enterprise integration. Employing questionnaire survey and self-assessment of the knowledge and skills gained in the course, the effectiveness of the curriculum design and delivery are reported in this paper. The objective of extending the deployment of SAP R/3 into one human resource management subject is to develop an understanding of the concepts of business processes, integration, and inter-dependencies and to impart a cross-functional perspective. Even though the number of SAP lab sessions are limited to two in this case, the level of knowledge gained in SAP software skills appears to be good. The respondents have reported a significant gain in their understanding of the processes, activities and information flows relevant to human capital management, and in inter-dependencies between human resource function and other functions such as marketing, operations/logistics and accounting. Respondents with no previous experience have reported higher understanding of the theoretical concepts that deal with integration, ERP systems use, inter-dependencies of functions and processes.

This study demonstrates the powerful role played by the ERP system in developing business process orientation and cross-functional perspective to business students. Business processes and inter-dependencies of various business functions are some of the areas neglected in the past. While many past curriculum design projects including this attempt generally focused on the business process and information integration concepts, and SAP software skills, emphasis on the use and management of enterprise systems in today's post-ERP implementation environment is necessary in future.

TRACK 2, Session 6

11:00 – 12:30

Sopraano

Session Chair

Dr. Hanna Lehtimäki, *Life Works Consulting Ltd.*

LITERATURE REVIEW: THE PARADOX OF SOCIAL NETWORK TIES IN CREATING KNOWLEDGE

Aytül Ayşe Cengiz, *Anadolu University*

Keywords

knowledge creation, social capital, weak ties, strong ties

Abstract

Knowledge creation, as a salient concept in recent literature on business and strategic management, has been examined as one of the most valuable capabilities of firms. As the increasing impact of globalization and high competition challenge the firms to manage knowledge efficiently, social network ties among firms come to agenda. Network ties are beneficial in knowledge creation process since knowledge creation is a social process, in need of coordination and cooperation with partners who possess the knowledge the firm requires. Combination and exchange of knowledge is realized in social networks. The central argument in that context is which ties are more beneficial: Should firms forge strong or weak ties in their inter-organizational relations to strengthen their knowledge creation capability is the question that tried to be examined in this paper. According to weak-tie theory, distant and infrequent ties are proper since they provide novel and diverse information from disconnected actors. However, strong-tie theory provides that frequent and long-lasting relationships are more conducive to support knowledge creation since they include trust, reciprocity and willingness to share the resources.

The aim of this conceptual paper is to examine the extant literature concerning social networks and knowledge creation to develop a tentative model which presents the conditions affect the decision of utilizing strong or weak ties. Different benefits are embedded in these ties, but the point is to get understand under which conditions a strong or a weak tie generate a better return in knowledge creation process.

KNOWLEDGE SHARING AND BUILDING IN SUCCESSION OF A FIRM

Maarit Virta, Aino Pöyhönen, *Lappeenranta University of Technology*

Keywords

knowledge, organizational renewal, sense-making, succession

Abstract

Successful knowledge-based organizations have been portrayed as balancing on the edge of time: they are able to connect experience and lessons learned in the past with current activities and with a view to the future. Succession in a firm presents many challenges to this continuity of organizational knowledge. Traditionally, succession has been associated with transferring the existing knowledge from senior workers to newcomers. The paper examines succession as a knowledge-based process consists both of transferring seniors' expertise to the juniors, as well as using juniors' competencies for building knowledge that is new for the firm, i.e. succession is seen as a context where both continuity and renewal are produced. To examine succession from a knowledge-based view, we have implemented an empirical study on succession of a Finnish expert company. The objective of the research is to describe and understand how knowledge is used and modified in the context of succession. The theoretical and methodological basis of the study lies on sense-making. The preliminary results prove that in the studied firm social interaction related with the succession leads not only to transferring the existing knowledge of the senior workers to the newcomers. In addition, new knowledge can be applied and created in the context of master-novice interaction. The newcomers bring in new ideas, standpoints and knowledge that are valuable to the firm, as well as apply and change the existing organizational knowledge. Thereby succession is not only a process of producing continuity of organizational knowledge but also of renewing it.

THE IMPACT OF INDIVIDUAL EMPLOYEE DIFFERENCES ON INFORMATION SEEKING IN TODAY'S INFORMATION RICH WORK ENVIRONMENT

Anne M. Fiedler, *Barry University*; Patricia B. Lash, *Chapman University*; Roman M. Wong, *Barry University*; Tarja Tiainen, *University of Tampere*

Keywords

information seeking behaviors, newcomer behaviors, information and communication technologies, communication quality

Abstract

Recent advancements in information and communication technologies (ICT) such as video conferencing, email, instant messaging, and Intranets have dramatically changed the landscape of communication in most organizations. The objective of this study is to gain an understanding of how different types of organizational members seek information. This is necessary ifor the management to provide the right infrastructure and processes to support such information needs. This study adds to the body of literature on information seeking behavior by incorporating gender, and cultural variables as well as the organizational variables of organizational status (salary or wage) and newcomer status. The findings will help management in assessing what ICT should be installed in order to provide the appropriate support to facilitate information and knowledge dissemination and sharing in organizations.

TRACK 3, Session 5

11:00 – 12:30

Aaria

Session Chair

Dr. Marko Seppä, *Tampere University of Technology*

MAPPING CLIENT EXPECTATIONS FOR BETTER BUSINESS DESIGN INNOVATION

Benoit Montreuil, Sébastien Caisse, *Laval University*

Keywords

client expectations, business design, business models, innovation

Abstract

This paper looks at the impacts of customer centricity (business models focused on understanding customer needs) and pull orientation (value chains whose output is dictated by end-user demand rather than producer capacity) on business design innovation in a new economy context. The key concepts are represented as client expectations. These are mapped over a business design framework, showing how they impact all aspects of the business in various ways. The result is a rich yet simple semantic network yielding relations, dependencies and synergies at a glance, based on the co-authors' Tetrahedral Business Design Framework.

A MULTIDISCIPLINARY FRAMEWORK FOR CONCEPT EVOLUTION: A RESEARCH TOOL FOR DEVELOPING BUSINESS MODELS

Jukka Aaltonen, Jukka Rinne, Ilkka Tuikkala, *University of Lapland*

Keywords

business models, multidisciplinary research, concept evolution, semantic interoperability

Abstract

The demands of the modern business environment form the basis of work carried out in a business network integration project (Yritysverkostointegraatio, YVI) that is focusing on integrating enterprise networks. The project, which embraces the interrelated research areas of business models, systems integration, and information security, seeks to analyse and model information, material and financial flows in the enterprise network, in an effort to combine all the individual results in a general model of integrated enterprise network. The new framework for multidisciplinary concept evolution (MCE) was developed as a part YVI-project. The impetus for systematizing the research concepts was a practical need to facilitate successful communication between different disciplines. The main benefit of the framework is that it aids the complex and dynamic process of conceptualization by highlighting abstraction, generalization, and ontology engineering as practical methods to implement concept evolution. One application of the framework is in solving complex business-related problems. The MCE framework can be utilized not only by researchers but also by other community stakeholders.

BUSINESS MODELS FOR COLLABORATIVE PLANNING IN TRANSPORTATION: AN APPLICATION TO WOOD PRODUCTS

Jean-Francois Audy, Sophie D'Amours, *Laval University*; Mikael Rönnqvist, *Norwegian School of Economics and Business Administration*

Keywords

collaboration, transportation, decision-support system, business model, forest product industry

Abstract

In this presentation, we propose a framework to describe collaboration in transportation of wood fiber in the forestry supply chain. Then, we discuss the strategic, tactical, operational and real-time transportation planning decisions and raise issues about implementing collaborative decision processes. We present a literature review of transport decision-support systems that use collaborative planning in the wood fiber flow chain in forestry. Finally, we propose a typology of different business models associated with collaboration in transport.

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