
**ANNUAL UIC INTERNATIONAL RESEARCH
SYMPOSIUM ON MARKETING AND
ENTREPRENEURSHIP**

June 14 - 16, 2008

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PROGRAM

AMA KAUFFMAN DOCTORAL STUDENT CONSORTIUM INTERNATIONAL RESEARCH SYMPOSIUM ON MARKETING AND ENTREPRENEURSHIP

Swedish Business School, Örebro, Sweden

June 14-16, 2008

SATURDAY, JUNE 14 — Only for invited PhD students/New Faculty except for welcome reception

Location: Rica Hotel Stockholm, Slöjdgatan 7, 111 57, Stockholm
Room: Solliden

- 12:00 – 12:30 PM Opening Luncheon
- 12:30 – 12:45 PM Official Welcoming Remarks
- 12:45 – 2:00 PM The International Faculty Panel on Research Opportunities in M&E
- 2:00 – 2:15 PM Break and opportunity to interact with the Faculty
- 2:15 – 3:15 PM International Faculty Panel on Methodological Approaches
- 3:30 – 3:45 PM Break and opportunity to interact with the Faculty
- 3:45 – 4:45 PM The Journal Editor's Panel: How to Publish
- 4: 45 – 5:45 PM International Faculty Panel on Career Management

8:00 – 9:00 PM **Welcome Reception (all symposium
participants invited)**

Please be prompt – unique opportunity
Location: Absolute Ice Bar, Nordic Sea Hotel Vasaplan 4 | Box 884 | SE-
101 37 Stockholm * Phone: +468 50 56 35 08

Dinner on your own

**UIC/AMA/KAUFFMAN RESEARCH SYMPOSIUM ON
MARKETING AND ENTREPRENEURSHIP
SATURDAY, JUNE 14 WELCOME RECEPTION (ALL
SYMPOSIUM PARTICIPANTS INVITED)
SUNDAY, JUNE 15**

8:00 AM

REGISTRATION

Location: Rica Hotel Stockholm,
Slöjdgatan 7, 111 57 Stockholm

Coffee and Pastries (only)

Rica Hotel Stockholm

8:30 - 9:00 AM

OFFICIAL SYMPOSIUM OPENING

Location: Rica Hotel Stockholm, Room Solliden
Gerald E. Hills, University of Illinois at Chicago
Claes Hultman, Swedish Business School at Örebro University

SESSION I

Sussie Morrish, University of Auckland

Location: Rica Hotel Stockholm, Room Solliden

9:00 - 9:30 AM

- * *History and some theoretical foundations of entrepreneurial marketing*

Gerald Hills, University of Illinois at Chicago
Claes Hultman, Swedish Business School at Örebro University

**CONCURRENT
SESSION II**

Sussie Morrish, University of Auckland

Location: Rica Hotel Stockholm, Room Solliden

9:30 – 10:30 AM

- * *Entrepreneurial opportunities in an evolving industry: challenges for the small part maker in a global economy*

Chickery Kasouf, Worcester Polytechnic Institute

- * *Marketing at the entrepreneurship interface: Issues related to the development of the entrepreneurial US clock industry: 1807-1850.*

Vincent J. Pascal, Eastern Washington University
Brian Grinder, Eastern Washington University
Robert G. Schwartz, Eastern Washington University

**CONCURRENT
SESSION III**

Session Topic: Internet Marketing
Chair: Paul Reynolds, University of Huddersfield
Location: Rica Hotel Stockholm, Room Strömmen

9:30 – 10:30 AM

- * *Using web-based support tools to strengthen the marketing/entrepreneurship interface*

Claire Hookham Williams, University of Liverpool
Jimmy Hill, University of Liverpool

- * *Understanding the relationship between e-marketing implementation, marketing performance and small business enterprises*

Hatem El-Gohary, Bradford University
Myfanwy Trueman, Bradford University
Kyoko Fukukawa, Bradford University

10:30 AM

DISCUSSION BREAK

**CONCURRENT
SESSION IV**

Session Topic: Entrepreneurial/Marketing Orientation
Chair: Jonathan Deacon, University of Wales
Location: Rica Hotel Stockholm, Room Solliden

11:00 – 12:30 PM

- * *The interface between marketing and entrepreneurship at global born SMEs*

Akin Kocak, Ankara University
Temi Abimbola, Warwick Business School

- * *Measuring levels of entrepreneurial marketing in hi-tech ventures*

Rosalind Jones, Bangor University
Jennifer Rowley, Metropolitan University

- * *The dynamics of market and entrepreneurial-oriented strategies in SMEs: A proposed longitudinal investigation*

David Di Zhang, University of Saskatchewan

**CONCURRENT
SESSION V**

Session Topic: Early Stage Research on Orientation, Value Creation and Strategy

Chair: David Hansen, College of Charleston

Location: Rica Hotel Stockholm, Room Strömmen

11:00 – 12:30 PM

- * *The contribution of market orientation to business success in the Lybian transitional economy: A mixed-methods methodology*

Sabri G.M.Elkrghli, The University of Strathclyde

- * *Value co-creation in Swedish-Chinese business relationships - A conceptual discussion*

Nina Hasche, Örebro University

- * *Strategy; towards structure, dynamics and taxonomy*

Gus Geursen, Deakin University

Sharon Kemp, Deakin University

12:30 PM

LUNCHEON

Discussion of Symposium Issues

**CONCURRENT
SESSION VI**

Session Topic: Theory

Chair: Javier Monllor, University of Illinois at Chicago

Location: Rica Hotel Stockholm, Room Solliden

2:00 – 3:30 PM

- * *Market creation: A path to sustainable competitive advantage*

Jenny Darroch, Claremont Graduate University

Morgan Miles, Georgia Southern University

- * *Is it time to place marketing theory at the core of innovation theory?*

Per Frankelius, Örebro University

- * *An evaluation of how entrepreneurial firms use breakthrough innovation to develop new markets*

Chaita Mercy, The University of Liverpool

Jimmy Hill, The University of Liverpool

**CONCURRENT
SESSION VII**

Session Topic: Innovation
Chair: Gus Geursen, Deakin University
Location: Rica Hotel Stockholm, Room Strömmen

2:00 - 3:30 PM

- * *Reconciling the purpose versus serendipity paradox in entrepreneurship*

Pi-Shen Seet, University of Adelaide
Vesa Kangaslahti, Nanyang Technological University

- * *Another general theory of entrepreneurship*

Per Blenker, University of Aarhus

- * *Network support: Extending the network compensation hypothesis*

Kristian Philipsen, University of Southern Denmark
Kent Wickstrøm Jensen, University of Southern Denmark

3:30 PM

DISCUSSION BREAK

**CONCURRENT
SESSION VIII**

Session Topic: Intrapreneurship
Chair: Chickery Kasouf, Worcester Polytechnic
Location: Rica Hotel Stockholm, Room Solliden

4:00 - 4:30 PM

- * *Business development” as entrepreneurial activity in existing companies*

Joe Giglierano, San Jose State University
Rob Vitale, San Jose State University

**CONCURRENT
SESSION IX**

Session Topic: Entrepreneurial Education
Chair: Uslay Can, Chapman University
Location: Rica Hotel Stockholm, Room Strömmen

4:00 - 4:30 PM

- * *Affinities in corporate entrepreneurship – A literature review*

Linda Hoglund, Örebro University

4:30 - 5:00 PM

- * *SME web base database marketing: A future perspective*

David Carson University of Ulster and
Catherine Boone Queens University

4:30 PM

CLOSING COMMENTS, Claes Hultman

Location: Rica Hotel Stockholm, Room Solliden

7:00

SYMPOSIUM DINNER

Location: Restaurant Rökeriet, Fjäderholmarna (this restaurant is located on the Island Fjäderholmarna and can only be reached by boat).

Very Important! The Boat leaves at exactly 7:00 PM from Nybroviken in the center of Stockholm, about 20 minutes walk from the conference venue. Please plan to gather no later than 6:45 PM.

MONDAY, JUNE 16

8:00 AM

REGISTRATION

Location: Rica Hotel Stockholm,
Slöjdgatan 7, 111 57 Stockholm

Coffee (only)

Rica Hotel Stockholm

CONCURRENT SESSION X

Session Topic: Growth Strategy

Chair: Maija Renko, University of Illinois at Chicago

Location: Rica Hotel Stockholm, Room Solliden

8:30 - 9:30 AM

- * *Growth strategies and their outcomes for portfolio entrepreneurs*

Sussie Morrish, University of Auckland

- * *Acquisition as a growth strategy for young IPO firms*

Rod Shrader, University of Illinois at Chicago

Javier Monllor, University of Illinois at Chicago

CONCURRENT SESSION XI

Session Topic: Entrepreneurial/Marketing Orientation and Sales

Chair: Martin Senderovitz, University of Southern Denmark

Location: Rica Hotel Stockholm, Room Strömmen

8:30 - 9:30 AM

- * *Are sales forecasters in small firms Bayesian?*

Paul Reynolds, University of Huddersfield

- * *Universal knowledge: Can entrepreneurial universities really be universities?*

Kim Teh, University of South Australia

Gus Geursen, Deakin University

Andy Koronios, University of South Australia

**CONCURRENT
SESSION XII**

Session Topic: Social Entrepreneurship, Non-profits
Chair: Maija Renko, University of Illinois at Chicago
Location: Rica Hotel Stockholm, Room Solliden

9:30 – 10:30 AM

- * *Social entrepreneurship: new ways of marketing value*

Tobias Dalhammar, Malmö University

- * *Entrepreneurial orientation within not-for-profits*

Gamble Zhang, University of Saskatchewan

**CONCURRENT
SESSION XIII**

Session Topic: Early Stage Research on Endurance and Channels
Chair: Martin Senderovitz, University of Southern Denmark
Location: Rica Hotel Stockholm, Room Strömmen

9:30 – 10:30 AM

- * *Integrating Emotional Endurance Into Entrepreneurship*

Suzanne Mulvehill, Emotional Endurance Institute

- * *Renewing the mix of marketing channels: An evolutionary oriented approach*

Johan Ericsson, Örebro University

10:30 AM

DISCUSSION BREAK

**CONCURRENT
SESSION XIV**

Session Topic: Entrepreneurial Marketing
Chair: Javier Monllor, University of Illinois at Chicago
Location: Rica Hotel Stockholm, Room Solliden

11:00 – 12:30

- * *Contextual Marketing: the meaning and operation of the language for marketing: A conceptual framework*

J. H. Deacon, University of Wales

- * *Marketing Strategy in Nascent Firms: An Examination of Marketing in the Panel Study of Entrepreneurial Dynamics*

David J. Hansen, College of Charleston
Amy E. Davis, College of Charleston
Kelly G. Shaver, College of Charleston

- * *When do entrepreneurial intentions lead to entrepreneurial actions?*

Maija Renko, University of Illinois at Chicago
Jurgita Baltrusaityte-Axelsson, Stockholm School of Economics in Riga,
Latvia & Telia Sonera Institute

**CONCURRENT
SESSION XV**

Chair: Hatem El Gohary, Bradford University
Location: Rica Hotel Stockholm, Room Strömmen

11:00 – 12:30 PM

- * *Exploring the Relationship Between Market Orientation, Entrepreneurial Orientation and Learning Orientation*

Can Uslay, Chapman University
Jagdish N. Sheth, Emory University

- * *Professional sales practice in small firms - a UK and Russian comparison: An investigation into the relationship of sales competence with marketing and entrepreneurial orientations*

Paul L Reynolds, University of Huddersfield
John Day, University of Huddersfield
Alexander Kovalev, Omsk State University
Vasiliy Kovalev, Russian Institute of Economics and Finance

- * *Learning From Entrepreneurial Failure and the Need for Effective Marketing Intelligence and Planning*

Michelle Crick, Birmingham City University
David Crick, Birmingham City University

12:30 PM

LUNCHEON

Discussion of Symposium Issues

**CONCURRENT
SESSION XVI**

Session Topic: Education

Chair: Joe Giglierano, San Jose State University

Location: Rica Hotel Stockholm, Room Solliden

2:00 – 3:30 PM

- * *Pedagogical Effectiveness of an Entrepreneur Simulation*

Terri Schumacher, Rose-Hulman Institute of Technology

- * *The Impact of Entrepreneurship Education on Entrepreneur Performance with Market Orientation and Entrepreneurial Orientation as Mediating Variables*

Tini Riza, Muhammadiyah University of Surakarta

- * *The marketing of the interface: media representation of enterprise and its effect upon entrepreneurs*

J. A. Harris, Newport Business School

J. H. Deacon, Newport Business School

**CONCURRENT
SESSION XVII**

Session Topic: Collaboration and Networks

Chair: Jurgita Baltrusaityte-Axelson, Stockholm School of Economics

Location: Rica Hotel Stockholm, Room Strömmen

2:00 - 3:30 PM

- * *The Role of Differentiation and Operative Efficiency in Transforming Business Concepts*

Martti Tapio Lindman, University of Vaasa

Jukka Peltoniemi, University of Vaasa

- * *The importance of having supportive partners in entrepreneurial multi-partner networks: A study of a firm's network ties and its partners' cooperativeness*

Joakim Wincen, Luleå University of Technology

Sergey Anokhin, Kent State University

Daniel Ortqvist, Luleå University of Technology

- * *The effect of emergent strategy aspects on the performance of young growth-oriented firms*

Kent Wickstrøm Jensen, University of Southern Denmark

Kristian Philipsen, University of Southern Denmark

3:30 – 3:45 PM **DISCUSSION BREAK**

**CONCURRENT
SESSION XVIII**

Chair: Glenn Omura, Michigan State University
Location: Rica Hotel Stockholm, Room Solliden

3:45 PM

* *An evaluation of the Impact of Entrepreneurial Leadership on the Evolution of Marketing in Entrepreneurial SMEs*

Jimmy Hill, University of Liverpool
Claire Hookham, University of Liverpool

* *The nature of innovative marketing in SMEs: An empirical study*

Michele O'Dwyer, University of Limerick
Audrey Gilmore, University of Ulster
David Carson, University of Ulster

5:00 PM

CLOSING COMMENTS, Gerald Hills, Claes Hultman, Maija Renko

Location: Rica Hotel Stockholm, Room Solliden

SEE YOU NEXT YEAR IN CHICAGO!

PAPER ABSTRACTS

Alphabetical by First Listed Author

ANOTHER GENERAL THEORY OF ENTREPRENEURSHIP

Per Blenker, University of Aarhus

In the paper we develop a theory of entrepreneurial opportunities, as we portray both the individual and the opportunity as a process of formation. Depending on how you stretch the arrows in the vector system, entrepreneurship can take place as primarily an individual sensemaking process opening for new Schumpeterian re-combinations of resources – or as a process of giving agency to the Kirznerian market gaps. None of the aspects in the vector system can however be totally ignored: There must be compatibility between the resource combinations and the market gap; and both an entrepreneur and an opportunity is formed in the process.

LEARNING FROM ENTREPRENEURIAL FAILURE AND THE NEED FOR EFFECTIVE MARKETING INTELLIGENCE AND PLANNING

Michelle Crick, Birmingham City University
David Crick, Birmingham City University

The purpose of this paper is to provide data from a longitudinal study into the entrepreneurial practices of an owner/manager involved in the UK tourism industry and demonstrate entrepreneurial learning after the failure of his first business i.e. in respect of a second start-up firm in the same sector. The methodology employed involved multiple in-depth interviews with the key owner/manager and his partner and viewing documentation for triangulation purposes. The findings provide case history data that serve as a learning vehicle for entrepreneurship teaching in respect of learning from mistakes in running a business. The implication of the findings indicates that academics and advisors involved in assisting entrepreneurs make them aware of the need for effective marketing intelligence and planning plus managing their personal together with professional lives to help minimize the risk of business failure. The main aspect of originality from the study comes from the longitudinal methodology employed.

SOCIAL ENTREPRENEURSHIP: NEW WAYS OF MARKETING VALUE

Tobias Dalhammar, Malmö University

The topic of this paper covers social entrepreneurship and its relationship to strategic marketing and Total Relationship Marketing (TRM). Traditionally, for-profit entrepreneurship seeks to maximise value in monetary terms. The profit is the measure of how successful a for-profit company is. As a consequence, the ways of marketing in for-profit oriented firms generally follow methods and techniques that stem from for-profit logic. However, social entrepreneurship organisations are not driven by the same motives as their for-profit counterparts (Bornstein, 2007). Rather, measures of success cover the social value created and the impact of social change. These differences concerning motives also have an impact on marketing activities of social entrepreneurship businesses

MARKET CREATION: A PATH TO SUSTAINABLE COMPETITIVE ADVANTAGE

**Jenny Darroch, Claremont Graduate University
Morgan Miles, Georgia Southern University**

This paper focuses on the innovation – performance relationship, but we take a slightly different approach by considering the impact innovations have on markets. We are interested in whether the innovation creates a new market. Our paper introduces an alternative explanation of firm performance, which we call the “market-based model of performance.” The over-arching objective of this paper is to demonstrate why market creation is a strategy worth pursuing.

**CONTEXTUAL MARKETING: THE MEANING AND OPERATION OF THE LANGUAGE FOR
MARKETING: A CONCEPTUAL FRAMEWORK**

J. H. Deacon, University of Wales

This paper has identified and confirms the work of others that ‘traditional’ marketing methods are not necessarily the most effective way forward for entrepreneurial small firms to ‘go to market’, suggesting that small business entrepreneurs approach market development in a way that has yet to be fully understood by ‘main stream’ marketing researchers. Further there is clear identification that aspects of ‘contextual marketing’ stand outside the ‘accepted’ or ‘traditional’ view of marketing. These especially include the use of language, through conversation, in the small firm context.

This paper sets out a framework for ‘Contextual Marketing’ through context rich lexicography and entrepreneurship sociolinguistics, to expose the linguistic structure that assists in the understanding and meaning of marketing within the informal, self-contextualised and cooperative network based entrepreneurial small firm. In undertaking this, the study may also enable small firms to unlock the potential for entrepreneurial market development, for researchers to methodologically experiment and for educators to shake off the heavy coat of ‘marketing’ rhetoric.

**THE DYNAMICS OF MARKET AND ENTREPRENEURIAL-ORIENTED STRATEGIES IN
SMES: A PROPOSED LONGITUDINAL INVESTIGATION**

David Di Zhang, University of Saskatchewan

This proposed research project is to develop and test a dynamic process model pertaining to how small to medium-sized entrepreneurial organizations (SMEs) formulate, implement, and change their marketing strategies.

UNDERSTANDING THE RELATIONSHIP BETWEEN E-MARKETING IMPLEMENTATION, MARKETING PERFORMANCE AND SMALL BUSINESS ENTERPRISES

Hatem El-Gohary, Bradford University
Myfanwy Trueman, Bradford University
Kyoko Fukukawa, Bradford University

Small Business Enterprises (SBE's) do play a major role in the world economy, and their contribution to economic and employment growth is widely recognized. Based on the SBE role as an economic engine to drive global development, this research seeks to understand the practices and activities of these enterprises in terms of electronic marketing (Achieving marketing objectives and functions through the use of electronic communication technology) and marketing performance of SBE's. In order to achieve this understanding, the paper on hand proposes a conceptual framework that links five factors: a) internal forces, b) external forces, c) E-Marketing adoption by Small Business Enterprises (SBE's), d) E-Marketing implementation by Small Business Enterprises (SBE's), and e) E-Marketing performance. Future research is encouraged to build on this framework to test how internal and external forces of the Small Business Enterprises, along with its E-Marketing implementation influence its performance.

THE CONTRIBUTION OF MARKET ORIENTATION TO BUSINESS SUCCESS IN THE LYBIAN TRANSITIONAL ECONOMY: A MIXED-METHODS METHODOLOGY

Sabri G.M. Elkrggli, The University of Strathclyde

This study aims to explore success factors for businesses operating under a massive economic reforms taking place in Libya since the late 1980s. The contribution of market orientation as a success factor was primarily investigated. This study has adopted a unique mixed-methods methodology. Semi-structured interviews and questionnaire survey were used sequentially. The initial impression before analyzing the collected data is that businesses in Libyan do not seem to be interested in being market-oriented. Instead, they rely intensively, especially the private one, on other orientations such as: quality orientation, sales orientation, product orientation and other success factors in the Libyan context.

RENEWING THE MIX OF MARKETING CHANNELS: AN EVOLUTIONARY ORIENTED APPROACH

Johan Ericsson, Örebro University

This paper addresses how marketing channels are renewed by combining a resource-based view and an evolutionary oriented approach. Mainstream research on marketing channels is mostly normative. However, businesses' mixes of marketing channels can be seen as unique combinations of resources. It could be questioned whether there in order to re-combine these resources in new ways is just one proper end, as suggested in traditional literature. The emphasis on marketing channels as path-dependent entities that, based on knowledge and experience, use the available resources to take action can be traced back to key themes in Thorstein Veblen's and Edith Penrose's writings.

IS IT TIME TO PLACE MARKETING THEORY AT THE CORE OF INNOVATION THEORY?

Per Frankelius, Örebro University

The problem addressed in this article is how to understand which factors that are most vital in the formation of innovative processes. The theoretical purpose is to articulate an embryo of an innovation-oriented theoretical frame of reference. This should not have a bias towards technical context like widespread models such as Cooper (1971) or van de Ven (1986). The frame of reference should treat the time dimension explicit in contrast to, for example, the national system of innovation model (see Freeman, 1982). Moreover the proposed frame of reference should be based on other postulates than most economic theories regarding what external (related to focal innovators) factors are important for innovative processes. By traditional I refer to a focus on primary customers, competitors and suppliers (see Porter, 1980). It is, for some reason, often taken for granted, that these factors should be endogenous, and other factors exogenous in the models. An empirical delimitation in this project is to analyze the innovative process from the central innovator's point of view.

STRATEGY; TOWARDS STRUCTURE, DYNAMICS AND TAXONOMY

**Gus Geursen, Deakin University
Sharon Kemp, Deakin University**

The taxonomy of strategy is not well defined and as a result the discussion of strategy addressing the organisations, its internal and external opportunities have not been well addressed. We conceptualise strategy as intervention. Whilst there is a vast literature on strategy and planning reviewed by Mintzberg (1994) and subsequent authors we aim to critically draw upon these literatures as means to conceptualise the organisations structure external and internal arena and taxonomy. We use system dynamics influence modelling to articulate our taxonomy, its structures and dynamics. The purpose of this paper is to use this taxonomy to provide a basis for organisational strategic thinking by covering the literature areas between theory of the firm or organisation and control systems.

“BUSINESS DEVELOPMENT” AS ENTREPRENEURIAL ACTIVITY IN EXISTING COMPANIES

**Joe Giglierano, San Jose State University
Rob Vitale, San Jose State University**

In this paper, we will report on the results of interviews with ten business developers. We will then discuss our conception of the role of business development in established companies. More specifically, we relate business development to Geoffrey Moore's Technology Adoption Life Cycle (TALC) and describe how we see the role of business development changing throughout the life cycle.

THE MARKETING OF THE INTERFACE: MEDIA REPRESENTATION OF ENTERPRISE AND ITS EFFECT UPON ENTREPRENEURS

J. A. Harris, Newport Business School
J. H. Deacon, Newport Business School

When the television viewing populace tired of the formulaic ‘fly on the wall documentary’, the genre evolved into what has become known as ‘reality TV’. This phenomenon has focused its gaze upon the sociological aspects of human interaction and covered groups from minor celebrities through star struck singers to professional football hopefuls. Indeed there are few TV executions that don’t have a ‘reality’ element in order to capture an audience and feed the public’s ever-growing voyeuristic appetite. A surprise ‘hit’ has been the ‘business reality’ shows including ‘The Dragons Den’ (Japan, UK, Australia, New Zealand, Canada, Finland) and ‘The Apprentice’ (BBC TV: UK, NBC: US). Conversely the traditional print media continue to report business matters in a more conservative way – usually ghettoising business related stories into ‘sections’ or supplements. This exploratory study sets out to investigate the impact and influence that these differing medias have upon nascent and existing entrepreneurs (Taylor, 1999; Hannabus, 1995), and how therefore the interface is represented and marketed.

MARKETING STRATEGY IN NASCENT FIRMS: AN EXAMINATION OF MARKETING IN THE PANEL STUDY OF ENTREPRENEURIAL DYNAMICS

David J. Hansen, College of Charleston
Amy E. Davis, College of Charleston
Kelly G. Shaver, College of Charleston

Much has been written in recent years about how marketing in small and entrepreneurial firms differs from marketing in traditional, larger firms (cf. Hills, Hultman and Miles, 2008). More specifically, Hills and Hultman (2006, p. 230) contend that “marketing in early developmental stages” of firms, which they refer to as “SME-marketing,” is not the same as entrepreneurial marketing (EM). However, to the best of our knowledge no empirical study has looked at marketing strategy in nascent (early developmental) firms. Thus we use data from the PSED to examine whether marketing strategy differs between, and whether that strategy is more likely to change over time in, nascent entrepreneurial versus nascent non-entrepreneurial firms.

VALUE CO-CREATION IN SWEDISH-CHINESE BUSINESS RELATIONSHIPS - A CONCEPTUAL DISCUSSION

Nina Hasche, Örebro University

This paper contains a conceptual discussion regarding value co-creation in dyadic Swedish-Chinese business relationships, by considering cultural aspects specifically associated with Chinese business contexts. The discussions held in this paper suggest that the interaction approach combined with the notion of guanxi provides an appropriate theoretical foundation of how business relationships and the interplays between Swedish and Chinese companies can be interpreted. By gathering input from the value literature, the first steps towards developing a research model is taken, where culture is made an integral part of the perceived value model.

AN EVALUATION OF THE IMPACT OF ENTREPRENEURIAL LEADERSHIP ON THE EVOLUTION OF MARKETING IN ENTREPRENEURIAL SMES

Jimmy Hill, University of Liverpool
Claire Hookham, University of Liverpool

This paper reports on a study which sought primarily to focus on entrepreneurial leadership and to consider leadership as a competency within the framework presented by Hill (2002). The objectives of the study were: to evaluate the entrepreneurial leadership qualities of the founding entrepreneurs of 12 enterprises; to examine how leadership evolves as a firm's marketing evolves; to evaluate the impact of entrepreneurial leadership on such marketing evolution; to answer the question of whether stronger leadership qualities in the founding entrepreneur can actually aid firm growth and overcome the traditional growth obstacles, hence avoiding firm failure (Penrose 1959); and finally, to test Hill's (2002) model.

HISTORY AND SOME THEORETICAL FOUNDATIONS OF ENTREPRENEURIAL MARKETING

Gerald Hills, University of Illinois at Chicago
Claes Hultman, Swedish Business School at Örebro University

Entrepreneurial Marketing (EM) is a scholarly concept that is beginning to blossom. The quantity and quality of related research and writing is increasing and theoretical as well as empirical works are expanding the frontiers of knowledge. We attempt to briefly address definitional issues, theoretical foundations, historical milestones and new, preliminary empirical findings. The hope is that this introduction will stir creative thinking.

AFFINITIES IN CORPORATE ENTREPRENEURSHIP - A LITERATURE REVIEW

Linda Hoglund, Örebro University

This paper is a literature review of the phenomenon of Corporate Entrepreneurship (CE). As the phenomenon of CE is growing in popularity previous researches have rather focused on that the theoretical field is disparate and that the lack of consensus is evident. This is true to some extent but there are more affinities than first meets the eye e.g. when it comes to methods and research areas in the field. A comparative analysis is made in search of affinities

USING WEB-BASED SUPPORT TOOLS TO STRENGTHEN THE MARKETING/ENTREPRENEURSHIP INTERFACE

Claire Hookham Williams, University of Liverpool
Jimmy Hill, University of Liverpool

This paper reviews web-based support tools and develops a conceptual model of their impact on the success of the entrepreneurial enterprise. To test this model 2 web-based SME support tools are selected and applied to a sample of 45 entrepreneurial enterprises-15 start-ups, 15 early-growth and 15 maturing firms. The paper illustrates how such tools have actually served to tailor the functional aspects of marketing to suit the circumstances of the different stage enterprises and offers an assessment of their value to the start-up or practising entrepreneurial enterprise. The paper also aims to evaluate the importance of the so-called 'community' areas of such websites, assessing whether the pitfalls of sharing sensitive data/ideas in an open forum can ever be overcome and are the positive aspects of remaining communicative with a level of understanding and professional secrecy ever viable expectations for the creators of such sites. As a consequence of this study a revised model is presented for consideration.

MEASURING LEVELS OF ENTREPRENEURIAL MARKETING IN HI-TECH VENTURES

Rosalind Jones, Bangor University
Jennifer Rowley, Metropolitan University

This paper has arisen from research of small hi-tech ventures and the developing literature on entrepreneurial marketing. Earlier market orientation literature uses scales of measurement designed for large firms and routinely applies them in the small entrepreneurial firm context. This paper collates a range of widely used market orientation, innovation and entrepreneurial orientation measures, and proposes an entrepreneurial marketing orientation scale by reviewing the dimensions from these scales. This is important because market orientation scales tend to omit proclivity to entrepreneurial activity and therefore fail to fully investigate market orientation in small hi-tech firms managed by entrepreneurs.

ENTREPRENEURIAL OPPORTUNITIES IN AN EVOLVING INDUSTRY: CHALLENGES FOR THE SMALL PART MAKER IN A GLOBAL ECONOMY

Chickery Kasouf, Worcester Polytechnic Institute

This paper is relevant for marketing and entrepreneurship because it will address the changing landscape occupied by many small firms in mid-supply chain where entry barriers are low and developing competitive advantage is often difficult. For the larger firms in the industry who are attempting to compete with global scale, there are significant challenges in corporate entrepreneurship as their largest customer group (automotive) is shifting dramatically, with North American demand stagnant vis-à-vis other regions of the world. Moreover, there is a significant threat of technology loss as new firms in emerging markets become more sophisticated competitors.

THE INTERFACE BETWEEN MARKETING AND ENTREPRENEURSHIP AT GLOBAL BORN SMES

Akin Kocak, Ankara University
Temil Abimbola, Warwick Business School

The aim of the study is to investigate born global business organizations which, from or near their founding, seek superior performance from the application of knowledge-based resources to the sale of outputs in multiple countries. We examined enabling factors that facilitate their internalization process since inception. Based on a multi-case analysis and interviews conducted with five born global enterprises, our study surmises that entrepreneurial capital, market orientation, entrepreneurial orientation, and innovation are the main sources of born global firms. Moreover, organizational structure and learning orientation are moderating factors which effect early internationalization.

AN EVALUATION OF HOW ENTREPRENEURIAL FIRMS USE BREAKTHROUGH INNOVATION TO DEVELOP NEW MARKETS

Chaita Mercy, The University of Liverpool
Jimmy Hill, The University of Liverpool

The overarching aim of this paper is to identify and critically evaluate the extent to which entrepreneurial firms can link breakthrough innovative products with the propensity to develop new markets. Within this overall context, the paper will test the rhetoric that for an entrepreneurial firm to succeed in an increasingly dynamic business environment, a shift in the mind-set of key participants in the firm is needed to allow them to adopt a greater receptiveness to the knowledge of new market development (Lagendjik, et al, 2001). Thus, the paper will evaluate whether innovative firms display unique characteristics on how to manage market development knowledge, particularly given the economic considerations of innovation and the potential lack of knowledge management research focused in the area (Cooke and Morgan, 1998). The paper does not pretend to set out definitive answers to all the issues pertaining to the impact of innovation on market development. However, it aims to produce an extended agenda for further development by researchers and for policy makers and planners.

GROWTH STRATEGIES AND THEIR OUTCOMES FOR PORTFOLIO ENTREPRENEURS

Sussie Morrish, University of Auckland

The difficulty defining growth and performance in a single business is multiplied when one tries to apply these terms to a portfolio of businesses. This study elected to use some external public sources to identify a group of portfolio entrepreneurs each of whom could be regarded as successful in what they had done. The focus has been on exploring growth strategies behind the development of these portfolios and the outcomes (i.e. business and personal outcomes) for the participating portfolio entrepreneurs. Based on a growth focus model (as below) with strategic focus on the business unit and the portfolio, it presents how successful portfolio entrepreneurs pursue the development of their business empires.

INTEGRATING EMOTIONAL ENDURANCE INTO ENTREPRENEURSHIP

Suzanne Mulvehill, Emotional Endurance Institute

Emotional Endurance® is the strength to withstand the emotional challenges of growth and change within an organization, institution or business. It is a necessary component in personal and organizational development for maximizing optimal performance and profitability and is an integral component of the business life cycle. Suzanne Mulvehill, MBA counseled more than 500 entrepreneurs at the largest Small Business Development Center in the United States and discovered seven key emotional challenges entrepreneurs experienced while building their organization. She wrote a book titled, Employee to Entrepreneur outlining the challenges and training components. This paper outlines Ms. Mulvehill's experience discovering these challenges, research substantiating the development of Emotional Endurance, her experience integrating emotional endurance skill training into the classroom and techniques professors can use to integrate Emotional Endurance into their teachings and into the business life cycle.

THE NATURE OF INNOVATIVE MARKETING IN SMES: AN EMPIRICAL STUDY

Michele O'Dwyer, University of Limerick

Audrey Gilmore, University of Ulster

David Carson, University of Ulster

This paper considers the nature of innovative marketing in the context of SMEs (small to medium sized enterprises). Research was carried out to identify SME decision-makers perspectives on innovative marketing and to compare these with the nature of innovative marketing practices actually carried out by the SMEs. SMEs do not adopt the marketing concept to the same extent as larger firms and their marketing is limited by constraints such as finance, expertise, size and customer-related issues. Yet, despite such limitations, SMEs successfully use a form of marketing, driven by innovation, to generate sales. Given that SMEs represent 99% of the 23 million enterprises in Europe, increasing understanding of innovative marketing as a key determinant of their success, is essential.

MARKETING AT THE ENTREPRENEURSHIP INTERFACE: ISSUES RELATED TO THE DEVELOPMENT OF THE ENTREPRENEURIAL US CLOCK INDUSTRY: 1807-1850

Vincent J. Pascal, Eastern Washington University

Brian Grinder, Eastern Washington University

Robert G. Schwartz, Eastern Washington University

The first US based industry to employ mass production techniques was not the often referenced textile and apparel industry of the later part of the 1880s, and not the automobile industry of Henry Ford (as younger students respond), but rather after guns, cannons and cannon balls, powder and bullets, came the entrepreneurial clock industry. This work provides evidence that current entrepreneurial marketing issues are historical in nature and were first discovered not in the modern era of entrepreneurial research but in the early 1800s.

THE EFFECT OF EMERGENT STRATEGY ASPECTS ON THE PERFORMANCE OF YOUNG GROWTH-ORIENTED FIRMS

Kristian Philipsen, University of Southern Denmark
Kent Wickstrøm Jensen, University of Southern Denmark

This paper investigates the effect of emergent strategy aspects on the performance of young growth-oriented firms. Previous research has found contradictive results concerning the positive effect of planning on performance in growth-oriented firms. The aim of this paper is to investigate whether emergent strategy aspects or a mix of planning and emergent strategy aspects may solve some of the contradictive findings. Based on a quantitative study of 101 growth-oriented Danish firms, the paper examines how seven aspects of emergence in the strategic planning process affect firm growth and survival.

WHEN DO ENTREPRENEURIAL INTENTIONS LEAD TO ENTREPRENEURIAL ACTIONS?

Maija Renko, University of Illinois at Chicago
Jurgita Baltrusaityte-Axelson, Stockholm School of Economics in Riga, Latvia & Telia Sonera Institute

Any planned behavior, including the startup of a new business venture (NBV), is intentional (Krueger 2005). Research has focused on the antecedents of intentions and comparisons of different intentions models (Krueger & Carsrud 1993; Kolvereid 1996; Krueger et al. 2000); however, the link between intention and action has not been widely tested in entrepreneurship literature (Chrisman 1999). Our study contributes to entrepreneurship research by specifying how other cognitive elements besides intentions, namely career reasons and opportunity perceptions, complement intentions in predicting entrepreneurial action. Based on a longitudinal Panel Study of Entrepreneurial Dynamics (PSED I), Reynolds (2007) reports: Six years from entering the firm creation process, about one-third of nascent entrepreneurs (NEs) have left the process, one-third report a going business, and about one-third are still working on the startup. That is, among the NEs, there exists a large number of “hobbyists” with an intention to start a business which may never materialize in action. We hypothesize that, in addition to intentions, an opportunity must be perceived for entrepreneurial action to take place. This prediction is in line with Krueger’s (2006) intentions model. We also hypothesize that NEs who have more reasons to start a business are more likely to move from “intentions” to “action” (Shaver 1985).

ARE SALES FORECASTERS IN SMALL FIRMS BAYESIAN?

Paul Reynolds, University of Huddersfield

All individuals and purposeful organisations forecast or predict future conditions even if they do not actually call it forecasting or prediction. In businesses whether a sole trader, an SME or an established larger company it is not a question of whether to forecast or not but simply how to forecast and when. The nature of managerial decision-making involves forecasting future conditions which might be for an important ‘one-off’ decision e.g. the company may be considering modernising its production processes. Such decisions tend to be long-term and strategic, rather than operational. Managerial decisions are not always strategic and much of a manager’s time is taken up with day-to-day operational issues, which although not of the same magnitude as strategic decisions, are nonetheless important to the manager because of the proportion of time they occupy.

**PROFESSIONAL SALES PRACTICE IN SMALL FIRMS A UK AND RUSSIAN COMPARISON:
AN INVESTIGATION INTO THE RELATIONSHIP OF SALES COMPETENCE WITH
MARKETING AND ENTREPRENEURIAL ORIENTATIONS**

**Paul L Reynolds, University of Huddersfield
John Day, University of Huddersfield
Alexander Kovalev, Omsk State University
Vasiliy Kovalev, Russian Institute of Economics and Finance**

The sales function is seen as particularly important by the management of many small firms. But how much investment in terms of time and money is actually spent on the sales function and how professional is the sales function in small firms? The authors have been involved in collaborative research into the marketing for small business in Russia (Siberia) and the UK (Yorkshire) with sales being one of the key areas of research. Sales in the context of this paper is viewed an intrinsic part of the marketing mix and as a variable in a multi variable, integrated marketing communications mix. Evidence from the literature would suggest that sales competence within many small firms is low and that the sales function is often carried out by the owner of the business who is usually not from a sales background. Even where full time sales personnel are used there is often little or nothing by way of sales staff training or staff development. The authors are particularly interested in establishing whether general marketing orientation or entrepreneurial orientation (or indeed both) within the firm has any association with the quality of the sales function within small firms.

**THE IMPACT OF ENTREPRENEURSHIP EDUCATION ON ENTREPRENEUR PERFORMANCE
WITH MARKET ORIENTATION AND ENTREPRENEURIAL ORIENTATION AS MEDIATING
VARIABLES**

Tini Riza, Muhammadiyah University of Surakarta

The central research question of this proposal is- Does entrepreneurship education influence entrepreneur performance that is measured from employee, customer, community and entrepreneur his/herself perspective through its impact on market orientation and entrepreneurial orientation? This study would investigate: (1) impact of entrepreneurship education on market orientation and entrepreneurial orientation, (2) impact of entrepreneurial orientation on market orientation, (3) impact of market orientation and entrepreneurial orientation on entrepreneur performance.

PEDAGOGICAL EFFECTIVENESS OF AN ENTREPRENEUR SIMULATION

Terri Schumacher, Rose-Hulman Institute of Technology

An educational simulation is being developed for use in teaching practices related to entrepreneurial marketing. A search for existing simulations found none in which product development was a major feature. Therefore this simulation makes a contribution to available teaching resources.

RECONCILING THE PURPOSE VERSUS SERENDIPITY PARADOX IN ENTREPRENEURSHIP

Pi-Shen Seet, University of Adelaide
Vesa Kangaslahti, Nanyang Technological University

This paper is concerned with entrepreneurship explored through dilemma theory. The paper finds, in a multiple case study investigation, that it is useful to anchor aspects of entrepreneurship in a logic of paradox, and that this approach is valuable in furthering our understanding of entrepreneurship. The paper argues that dilemma theory can specifically enhance the understanding of the purpose *versus* serendipity paradox in entrepreneurship through its cybernetic approach as an interpretive tool, largely by reconciling order and chaos through reordering, and serendipity and recognition through preparation.

ACQUISITION AS A GROWTH STRATEGY FOR YOUNG IPO FIRMS

Rod Shrader, University of Illinois at Chicago
Javier Monllor, University of Illinois at Chicago

Young/small firms are often seen as acquisition targets, but rarely viewed as potential acquirers. However, in this study we found that one third of the young ventures in our sample pursued aggressive growth through acquisition of their competitors. Furthermore, contrary to conventional wisdom, we found striking evidence that young firms pursuing growth via acquisition significantly outperformed their peers who pursued growth via internal development. Thus, growth via acquisition clearly represents a viable strategic option for young, small firms.

THE ROLE OF DIFFERENTIATION AND OPERATIVE EFFICIENCY IN TRANSFORMING BUSINESS CONCEPTS

Martti Tapio Lindman, University of Vaasa
Jukka Peltoniemi, University of Vaasa

Value creation is considered the core of constructing new business concepts, a relatively new approach by which firms may attempt to bypass competition. In this respect, this study reports the findings of an empirical inquiry which addresses the role of differentiation and operative efficiency in the context of the transformation of one's business concept. Based on case research three different value creation formulas could be found.

UNIVERSAL KNOWLEDGE: CAN ENTREPRENEURIAL UNIVERSITIES REALLY BE UNIVERSITIES?

Kim Teh, University of South Australia
Gus Geursen, Deakin University
Andy Koronios, University of South Australia

We develop frameworks for understanding the philosophical university, rather than the functional conceptualisation of a university; and synthesising a definition of entrepreneurship as a basis for examining a university's tendency towards entrepreneurial behaviour. This work examines a number of contemporary forms of university in the context of these frameworks: the entrepreneurial university and the enterprise university. This work brings together the fields of entrepreneurship and higher education – there is a dearth of work that approaches this examination in a multi-disciplinary manner.

EXPLORING THE RELATIONSHIP BETWEEN MARKET ORIENTATION, ENTREPRENEURIAL ORIENTATION AND LEARNING ORIENTATION

Can Uslay, Chapman University
Jagdish N. Sheth, Emory University

In this study, we intend to review the literature on the relationship between market orientation, entrepreneurial orientation and learning orientation, and expand on it in the form of a conceptual framework that integrates all three constructs from a market-oriented perspective. We will also develop several propositions to supplement and capture our framework.

NETWORK SUPPORT: EXTENDING THE NETWORK COMPENSATION HYPOTHESIS

Kent Wickstrøm Jensen, University of Southern Denmark
Kristian Philipsen, University of Southern Denmark

The aim of this paper is to test and extend the network compensation thesis. The network compensation hypothesis postulates “*entrepreneurs with a less favorable human capital profile and with restricted financial resources struggle harder to mobilize their social contacts and receive more support out of their network*” (Brüderl and Preisendorfer 1998). We extend the thesis by proposing the hypothesis also include establishing new relations and use these to find relevant and valuable resources. To test the hypothesis and extensions we use a Danish dataset encompassing 139 firms. The firms include three types of firms: supported spin-offs, not-supported spin-offs and independent ventures. We propose, with reference to findings in empirical research, that the supported spin-offs have more initial resources and access to more resources compared with the two other types of firms. The empirical investigation supports the network support hypothesis and the extended network hypothesis.

THE IMPORTANCE OF HAVING SUPPORTIVE PARTNERS IN ENTREPRENEURIAL MULTI-PARTNER NETWORKS: A STUDY OF A FIRM’S NETWORK TIES AND ITS PARTNERS’ COOPERATIVENESS

Joakim Wincen, Luleå University of Technology
Sergey Anokhin, Kent State University
Daniel Ortqvist, Luleå University of Technology

This paper has one simple, yet strong implication. In an economy where strategic network constellations are increasingly gaining popularity to capitalize upon entrepreneurial opportunities, we argue that combining a firm’s network ties and the cooperativeness of its partners is especially important. This is especially relevant when studying strategic multi-partner networks where there are conflicting interests among partners, or when there are strong forces holding back altruism (such as in an economic context) and when there are no clear negotiation ahead of exchange and absence of previous contracts among partners that specify each contributions when participating in exchange. This implies that our main point in this paper is that a firm’s ties cannot be examined in isolation from the partners the ties point to. This does not mean that we expect predicting performance from ties or partner characteristics are not important or meaningful. Instead, we suggest that the interaction is important to consider in networks where some firms intend to be active and to contribute resources to partners in the network, but others may be very hesitant and less cooperative. We suggest that in such networks, relationships with other firms may not necessarily be enough to substantially improve firm performance; partners must also be willing to cooperate (i.e., to contribute information and resources).

ENTREPRENEURIAL ORIENTATION WITHIN NOT-FOR-PROFITS

Gamble Zhang, University of Saskatchewan

The rationale for acting entrepreneurially in not-for-profit (NFP) organizations is supported as a practical response to satisfying unmet individual, societal and environmental needs (Alvord, et, al., 2004; Haugh, 2007). Entrepreneurship is also touted as a necessary and valuable process for increasing both competitive advantage and sustainability of an NFP venture through innovation (Weerawardena & Sullivan-Mort, 2001). What has not been tested in sufficient depth or rigor, within the literature, is how or why entrepreneurial characteristics are effectively implemented by executives within NFPs (Peredo and McLean, 2006).

The objective of this paper is to better understand how the entrepreneurial motivation of NFP executives are influenced by biases and heuristics (Westhead, Ucbasaran, & Wright, 2005), the opportunity nexus (Shane 2000), and strategic choice (Dobbs & Hamilton, 2007; Chandler, 1962). The experience and cognitive schema of executives and the type (vision, people, structure) of organizations that they create impact the levels of entrepreneurial activity (new means ends relationships that create value) within NFP's (Klyver, 2007, Pareto and McLean, 2006). As the experience, skills and motivations of NFP executives vary considerably, identification of entrepreneurial cognitive schema (Sarasvathy, 2001, Mitchell, et al., 2004, Baron, 2004) and cross correlation with the former may provide better insight into developing tools for assessing entrepreneurial strategy and leadership through the organizations that they create (Sarasvathy, 2004, Gartner, 1990). Consideration is given for a follow-up study that involves contrasting the entrepreneurial motivations of NFP executives in Canada and China. For this phase we are seeking SSHRC funding.

SYMPOSIUM PARTICIPANT CONTACT INFO

Last Name	Name	Email	School
Baltrusaiyte-Axelson	Jurgita	jurgita@sseriga.edu.lv	Stockholm School of Economics in Riga
Beckers	Ingrid	i.beckers@mw.unimaas.nl	Maastricht University
Blenker	Per	pblenker@econ.dk	University of Aarhus
Boso	Nathaniel	N.Boso2@lboro.ac.uk	Loughborough University
Can	Uslay	uslay@chapman.edu	Chapman University
Crick	David	david.crick@bcu.ac.uk	Birmingham City University
Darroch	Jenny	jenny.darroch@cgu.edu	Claremont Graduate University
Deacon	Jonathan	jonathan.deacon@newport.ac.uk	University of Wales
El-Gohary	Hatem	h.o.a.elgohary@bradford.ac.uk	Bradford University
Elkrghli	Sabri G. M.	sabri.elkrghli@strath.ac.uk	University of Strathclyde
Ericsson	Johan	johan.ericsson@oru.se	Orebro University
Gamble	Edward	gamble@edwards.usask.ca	Lancaster University
Geursen	Gus	gus.geursen@deakin.com	Deakin University
Giglierano	Joe	giglie_j@cob.sjsu.edu	San Jose State University
Gilmore	Audrey	aj.gilmore@ulster.ac.uk	University of Ulster
Grinder	Brian	bgrinder@ewu.edu	Eastern Washington University
Hansen	David	hansend@cofc.edu	College of Charleston
Hasche	Nina	nina.hasche@esu.oru.se	Orebro University
Heuven	Joris	j.m.j.heuven@utwente.nl	University of Twente
Hill	Jimmy	jhill1@liverpool.ac.uk	University of Liverpool
Hills	Gerald	gehills@uic.edu	University of Illinois at Chicago
Hoglund	Linda	linda.hoglund@oru.se	Orebro University
Hultman	Claes	claes.hultman@oru.se	Orebro University
Jones	Rosalind	abp277@bangor.ac.uk	Bangor University
Kangaslahti	Vesa	vesa@ntu.edu.sg	Nanyang Technological University
Kasouf	Chickery J.	chick@wpi.edu	Worcester Polytechnic Institute
Kocak	Akin	kokac@politics.ankara.edu.tr	Ankara University
Kovalev	Vassiliy	kovalev_omsk@list.ru	All-Russian Distance Institute for Finance and Economics
Kovalev	Alexander	kovalev_omsk@list.ru	Omsk State University
Lindman	Martti	martti.lindman@uwasa.fi	University of Vaasa
Miles	Morgan	mmiles@georgiasouthern.edu	Georgia Southern University
Monllor	Javier	jmonll2@uic.edu	University of Illinois at Chicago
Morrish	Sussie	s.morrish@auckland.ac.nz	University of Auckland
O'Connor	Gina	ocongg@rpi.edu	Rensselaer Polytechnic Institute
O'Dwyer	Michele	michele.odwyer@ul.ie	University of Limerick

Omura	Glenn S.	omura@msu.edu	Michigan State University
Philipsen	Kristian	kp@sam.sdu.dk	University of Southern Denmark
Renko	Maija	maija@uic.edu	University of Illinois at Chicago
Reynolds	Paul	p.l.reynolds@hud.ac.uk	University of Huddersfield
Seet	Pi-Shen	pishen.seet@adelaide.edu.au	University of Adelaide
Senderovitz	Martin	mse@sdu.dk	University of Southern Denmark