



Turun yliopisto  
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Cultural Entrepreneurship Conference (CEC) 10.-11.12.2012  
University Consortium of Pori, Finland (e-publication)

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## **CULTURAL ENTREPRENEURSHIP CONFERENCE (CEC)**

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## 1 INTRODUCTION

The Cultural Entrepreneurship Conference (CEC) was held at the University Consortium of Pori on December 10–11, 2012, hosted by the Pori Unit of the School of Economics at the University of Turku. It was organized in cooperation with Rotterdam School of Management and Copenhagen Business School. The overall theme of the conference was Networked Cultural Heritage and its Impact on Place Brands: Global Perspectives on Capturing Value through Entrepreneurial Partnerships.

As announced in the Call for Papers, the capturing of value is becoming increasingly complex in today's 'wired world', and constitutes a particular challenge for cultural producers. It is a question of combining the knowledge domains of socio-culture (creativity), economics/business (tourism) and political science (the Culture Finland National Programme), and attaching symbolic value to their processes, findings and outputs so as to establish the critical mass that allows consideration of selected plausible propositions. The aim of the CEC conference was to examine alternative avenues for considering matrix and systemic policies. The specific emphasis was on education and openness, and the potential role of new patterns of activities, relationships and regional networking in tandem with cultural production in enhancing national competitiveness.

The keynote presentations during the first day of the conference focused on the theme of entrepreneurship. Professor Seppo Aho (University of Lapland) talked about hobbies as an inspiration and exercise forum for entrepreneurship, whereas Charlotte Carey, D.Sc. (Birmingham City Business School) spoke on the topic of education in the creative disciplines, introducing a model for teaching entrepreneurship and the paradox of teaching 'creatives'.

The theme of the second day covered brands and place branding. Anne Rindell, D.Sc. (Hanken School of Economics), the first of the keynote speakers, talked about understanding consumer images in branding activities, whereas Robert Govers, D.Sc. (Adjunct Associate Professor at the University of Leuven and Co-editor of the Journal of Place Branding) focused on place brands and their cultural heritage. All of the four keynote speakers are internationally recognised as experts either in the field of branding (Robert Govers and Anne Rindell) or entrepreneurship (Seppo Aho and Charlotte Carey), the main conference themes. Professor Ulla Hytti (University of Turku, School of Economics, Pori Unit) drew conclusions on the theme of entrepreneurship from the first day, and Professor Frank Go (Rotterdam School of Management, Erasmus University) analysed the presentations given during the two days. He also presented this analysis at the BrandDay – VisionDay seminar that followed the conference on December 12.

The scientific committee included Professor Frank Go (Rotterdam School of Management), Professor Lise Lyck (Copenhagen Business School), Professor Ulla Hytti (Turku School of Economics at the University of Turku), Ulla Hakala, D.Sc. (Turku

School of Economics at the University of Turku) and Arja Lemmetyinen, D.Sc. (Turku School of Economics at the University of Turku). The members of the committee reviewed more than 30 papers and commented on them in two stages before the conference. Ten of the papers presented at the conference have been included in the review process of two scientific journals, *The Journal of Enterprising Communities* and *The Journal of Place Branding and Public Diplomacy*.

International conferences offer an excellent forum in which academics can develop their research projects and build up international peer networks. Most people find it easier to continue the writing process and to submit a paper to a relevant journal after having had the opportunity to discuss the themes in question with fellow researchers. In this case the step towards the review process was easier because the organisers had negotiated a special issue of the two scientific journals mentioned above.

The CEC conference enhanced and deepened cooperation among the networks of researchers interested in branding and entrepreneurship, especially in the context of cultural tourism. Similarly, the fact that it took place in Pori brought the city and the regional actors into the international network and enhanced awareness of the region. The conference made it possible for the actors in the University Consortium to foster international contacts on their own campus.

This collection of abstracts presented at the CEC conference is organised in different themes as follows. Those covering regional aspects constitute Chapter 2. Chapter 3, divided into three sub-chapters, covers the theme of cultural entrepreneurship: Chapter 3.1 includes abstracts related to education, and Chapters 3.2 and 3.3 cover the themes of innovations and networks, respectively. Abstracts on the theme of place branding as a means of enhancing regional prosperity appear in Chapter 4, and Chapter 5 concludes the publication.

## 2 REGIONAL ASPECTS

In this section the writers discuss regional aspects, migration politics, co-operation strategies and the importance of the creative economy for the region.

Buddhika Niranjana Gamage and Namal Balasooriya studied the impact of female migration on the economic situation and working conditions of the women concerned.

Sandya Nishanthi Gunasekara's paper concerns the critical issues involved when two states formulate strategies to minimise the negative and increase the positive effects of a canal project.

Mervi Luonila and Tapio Häyhtiö's interest is in the relevance of the creative economy for the region, and in how the public sector seeks opportunities for value creation in new business ventures.

### 2.1 Female migration from Sri Lanka to Middle East: A failed strategy?

Buddhika Niranjana Gamage

*University of Kelaniya, Sri Lanka*

Namal Balasooriya

*University of Kelaniya, Sri Lanka*

Keywords: Middle East, cost-benefit analysis, remittances, domestic workers

Sri Lanka occupies a very important and unique position on the female migration issue. Of the estimated 858,000 migrants from Sri Lanka, 590,420 are women migrant workers and the majority of placements, 78%, is in the unskilled labour category which includes housemaids. Nearly 90% of these workers are employed in the Middle East.

This study aims to provide policy makers with external and forward information regarding economic costs and benefits to female migrant workers, their communities and country and suggest ways to improve policy and legal and institutional frameworks to increase benefits and reduce costs. This study begins with an analysis of the Sri Lankan female domestic migrants' situation in the Middle East, the costs and benefits to female workers who travel to the region, and the increasing feminisation of the workforce due to the demand for domestic workers. The social costs and benefits of female domestic workers which are realized by individuals or by the wider community forms the nexus between migration and development. This nexus is analyzed as a two-sided phenomenon: underdevelopment affects migration and migration affects development with using cases of individual migrant workers to provide more insights.

The findings of the research reveal that the earnings of female migrant workers are low in comparison with their working conditions and extremely long hours and remittances could result in more dependence on migration and reduce the likelihood of investment by the government or foreign investors because of labour outflows.

## **2.2 Indo-Sri Lanka maritime security strategy and policy implications for the Indian Ocean: Special reference to Sethu-Samudram Ship Canal Project (SSCP)**

Sandya Nishanthi Gunasekara  
*University of Kelaniya, Sri Lanka*

Keywords: SSCP, co-operation, security, SWOT, strategy

Although India and Sri Lanka are known as close and trusted friends in regional and world politics, the level of co-operation differ in the SethuSamudram Ship Canal Project (SSCP) which is currently under consideration of the Ministry of Shipping, Government of India and which envisages creation of a ship canal through dredging/excavation in Adams Bridge and parts of Palk Bay. Concerning the fact that the project is harmful for both states, the study formulates the following research questions.

1. What kind of threats does SSCP pose to the security of India and Sri Lanka?
2. What is the current level of co-operation regarding SSCP between India and Sri Lanka?
3. What are the strategies that both states can formulate to minimize negatives and increase positives?

To analyse the first question, Barry Buzan's security analysis is used. He classified five sectors comprising national security and gives sufficient definitions as: who the referent objects and actors are in each security sector, and to which threats they are vulnerable. The second and third questions are answered with SWOT method which analyses negative and positive aspects of co-operation between India and Sri Lanka. Strategies are proposed to reduce the risk factors and increase benefits. Positives are identified as Strengths and Opportunities (S-O) whereas the negatives are identified as Weaknesses and Threats (W-T).

Concerning the SSCP India's conduct has been dominated by unilateralism. India has not consulted nor notified Sri Lanka on the SSCP project. It has neglected Sri Lanka's repeated requests for more information and for high-level negotiations to resolve the dispute. Therefore the level of co-operation between India and Sri Lanka to create peaceful ocean policy in terms of SSCP is "low". The strategy proposed for further co-

operation between India and Sri Lanka over SSCP is termed as “Negatives Control Strategy”. This strategy is based on the joint action of strengths (S) and opportunities (O) in decreasing weaknesses (W) and threats (T), therefore abating overall negatives.

### **2.3 Creative district? The relevance of creative economy for the region - Case Old brewery area in Pori**

Mervi Luonila

*Turku School of Economics at the University of Turku, Pori Unit, Finland*

Tapio Häyhtiö

*Turku School of Economics at the University of Turku, Pori Unit, Finland*

Keywords: creative economy, old industry areas, political activity, Pori

This paper focuses on the challenge of comprehensive development of the region from the creative economy point of view. The core of the paper is in public discussions (years 2009–2012) related to the old industry area in the middle of the city of Pori. The case study material is gathered from multiple resources and analysed qualitatively. The public, actor originated and political aspects are noticed. The paper discusses on the blurring boundaries between the notions of economy and politics. The question of the study is: how different actors perceive the future prospects of the area? How is the dialogue manifest in the public decision-making? How glocalised issues of creative economy become politicised or de-politicised? How the practices and networks of creative economy exist in this process?

The approach of this case study is based on the changes in post-industrial Europe. We analyse public discussions related to the transformation of the old industry properties, which are converted as spaces for arts and science, creative industries, multiple business ambitions and non-profit purposes. On the other hand, the complex and networked changes are influenced by public policy-makers. The local authorities are interested in increasing regional attraction and possibilities for new business value creation. At the same time the possibilities of business and activity development among entrepreneurs, public and non-profit actors are emphasised. The city of Pori has a strong industrial history but it is also a city in northern Europe where events, festivals and possibilities of creative economy is noticed widely in the development of the public strategies of the region.

### 3 CULTURAL ENTREPRENEURSHIP

#### 3.1 Education

Tarja Toikka is interested in design thinking and new business models at the intersection of culture and tourism.

Lenita Nieminen and Arja Lemmetyinen also explore new business opportunities through networking.

Taina Järvi and Lenita Hietanen focus on enterprise learning and how it can be developed in the future through increasing cooperation between various school levels.

Marja-Leena Rönkkö and Jaana Lepistö present research results showing how Finnish student teachers understand entrepreneurship education. Their findings suggest that both teacher education and basic education need some kind of entrepreneurship component, and that teacher education should encourage teaching that supports critical thinking.

Kärt Summatavet and Mervi Raudsaar discuss the role of networking, creating communities, product development and mentoring as part of the experiential and entrepreneurial learning process of entrepreneurship education.

##### ***3.1.1 Design thinking as a means of developing joined business environment by entrepreneurs of two different fields***

Tarja Toikka  
*Aalto University*

Keywords: creativity, business environment, design thinking, network economy, multidisciplinary, entrepreneur, education

The objective of this paper is to discuss about application of design thinking in the local small business entrepreneurship development, in the situation of joining two fields of expertise in order to innovate new joined business environment. We facilitated design process in which the participants collaboratively built new business opportunities in the between fields of culture and tourism. We wanted to test, if and how to enhance collaborative process using design thinking. An empirical case study based on two workshops is introduced. The workshops took place in Satakunta, in Western Finland. The workshops were observed by the group of MA-level student observers. Some of the data they gathered is analysed based on the theory of creative organization by Teresa Amabile.

We look if the core components of creative organization seem to emerge in the collaborative process in the workshops. In the conceptual part of this paper are discuss design thinking, design process, network economy, the creative organization. The preliminary findings are exposed and some critical aspects are revealed in the end.

### ***3.1.2 Developing entrepreneurial opportunities through networking - Case Satakunta cultural tourism business network***

Lenita Nieminen

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Arja Lemmetyinen

*Turku School of Economics at the University of Turku, Pori Unit, Finland*

Keywords: tourism business networks, entrepreneurial learning, value co-creation

Purpose: In our study our intention is to investigate what benefits the actors in a cultural tourism business network perceive from cooperation. We also discuss how the different levels of cooperation relate to the role of higher education in in creating a learning environment that strengthens cooperation and thereby develops entrepreneurial skills in the cultural tourism sector. The following research question is set as the goal of the study: What are the benefits that encourage the participants of the cultural tourism business network to develop entrepreneurial opportunities through networks? In order to reach the aim of the study the value creation processes as an outcome of cooperation were analysed.

Methodology: The study is part of a national project at enhancing cultural tourism in the region of Satakunta to support small and micro businesses in the creative industries in networking skills and thus allowing them to develop their business opportunities. The project was administrated by Turku School of Economics at the University of Turku and funded by the Ministry of Education and Culture. We recruited the participants through local business networks and in the social media who attended in a half-day workshop applying art-based methods. An underlying expectation was that arts-based methods could engage people in ways in which other methods cannot. A total of 27 self-employed and micro-business owner-managers as well as representatives of public business-support agencies in the fields of culture and tourism participated in the workshops which were videotaped. A group of business and art students studying for an MBA in the Creative Business Management program were also brought into the workshops as observers, and some of them also engaged in various activities. As a course assignment each student wrote an observation report. The analysis was based on our sense making and interpretation of the selected participant quotations or dialogues, and

of observer comments expressing the functional, relational and symbolic levels of cooperative opportunities.

**Findings:** In our research, we were able to identify the benefits that motivated the participants of the micro and small businesses in the cultural and tourism sector. These benefits could be categorized as functional, relational and symbolic. Functional benefits referred to the geographical distance of the cooperative partners – in a small province like Satakunta it seems that cooperation is more natural among the partners that are close to each other. The relational benefits referred to the ‘mindset’ of the entrepreneurs and other actors whereas on the symbolic level it was important that all parties work together in order to find new business solutions based on common values.

**Originality/value of the paper:** In our study, we combine network theory with the discussion on entrepreneurial learning.

**Practical implications:** The research findings offer insights into entrepreneurial learning and stresses the need to reconsider the role and practices of the university in teaching and training of micro and small businesses.

**Research limitations/implication:** As a case study, our research represents the local context of entrepreneurial cooperation in cultural tourism networks. Therefore, learning from these cases may not be transferable to other industry sectors.

Type of paper: empirical paper – case study

### ***3.1.3 Contextualizing entrepreneurial learning in basic and vocational education as a continuum***

Lenita Hietanen

*Faculty of Education, University of Lapland, Rovaniemi, Finland*

Taina Järvi

*Lapland Vocational College, Rovaniemi, Finland*

**Keywords:** entrepreneurial learning, non-business school context, business school context

**Purpose:** According to the European Commission entrepreneurship education should be a core part of the whole education system. The purpose of this study is to model entrepreneurial learning process at different school levels and already in basic education.

**Design/methodology/approach:** This is an action research where two researchers (the authors) have studied two independent data together: one about the non-business basic education setting and the other from the business studies in vocational education. Here,

the entrepreneurial learning process is seen as a synthesis of experimenting with discovered and created opportunities and managing knowledge and competences through reflective practices and decision-making processes.

Findings: The main finding is that entrepreneurial learning may be enabled and may manifest itself in non-business and business school contexts. Another essential finding is the importance of developing learners' reflective practices.

Practical implications: This research aims to provide scientific evidence that different school levels could cooperate to establish entrepreneurial learning as a continuous process. This case has been researched in the Finnish educational system, but it may also prompt teachers at different school levels in other countries to enable their learners' entrepreneurial learning.

Originality/value: Although entrepreneurship education has already been ordered to be an integral part of school practices in each European country for years, there is still a lack of research-based practices concerning entrepreneurial learning processes. This research focuses on demonstrating how entrepreneurial learning can be an ongoing process throughout the whole educational system.

Paper type: Research paper

### ***3.1.4 How do Finnish teacher-students understand entrepreneurship education? A study on the positive and negative conceptions of teacher-students' in relation to entrepreneurship education***

Marja-Leena Rönkkö

*University of Turku Department of Teacher Education, Rauma Unit*

Jaana Lepistö

*University of Turku Department of Teacher Education, Rauma Unit*

Keywords: entrepreneurship education, enterprise education, conception, teacher-student

Purpose: Conceptions of new programs are often clearly divided into positive or negative attitudes. In this study, the significance of teacher-students' positive and negative conceptions in teacher education is considered. The goal of the study is to reveal and investigate differences in how Finnish teacher-students understand entrepreneurship education.

Design/methodology/approach: A qualitative research approach called phenomenography was used to investigate teacher-students' conceptions. The data were collected at

the University of Turku, Teacher Department unit Rauma in 2010, 2011 and 2012 from 257 teacher-students' essays.

Findings: The conception of entrepreneurship education is understood in many ways as being related to how much is already known about entrepreneurship education or how one reacts to it; there are both positive and negative attitudes. It seems that most teacher-students' conceptions of entrepreneurship are positive, but even those in favour of it do not necessarily want to include entrepreneurship education as a subject in basic education. Nevertheless, they think that enterprising pedagogy is useful and inspiring. They also think that both teacher education and basic education need some kind of entrepreneurship component. On the basis of the study it is proposed that teacher education must increase teaching which supports critical thinking in all study modules.

### ***3.1.5 Cultural heritage and entrepreneurship - A source of inspiration for community entrepreneurship and social innovation in rural areas***

Kärt Summatavet  
*Estonian Academy of Arts*  
Mervi Raudsaar  
*University of Tartu*

Keywords: cultural heritage, product development, entrepreneurship teaching, community entrepreneurship, cultural tourism

Purpose: The creative industries have shown a growth in Europe and also in Estonia. We study the role of networking, creating community, product development and mentoring of the experiential and entrepreneurial learning process. We look closely to experiential knowledge of the trainees in order to understand and bridge the gap between local cultures and entrepreneurial communities: how to map and implement the tacit knowledge possessed by an entrepreneur; and what sources help the trainees to find attractive ideas for a new venture? Key success factors and conditions of the project Handicraft for job 2 are discussed.

Design/methodology/approach: After reviewing the key literature, phenomenological approach has been applied: the data was collected by semi-structured interviews, but also from secondary data.

Findings: Creative entrepreneurs consider important that the learning materials are provided by the learner's speciality-based business idea; the importance of multilayered support from peers/coaches/mentors and social/local/speciality-based networks; the possibility to test the ideas and products/services directly in the community.

Originality/value – as the “conventional” teaching methodology is not inapplicable for the creative and community entrepreneurs, the key factors of their venture creation process focus on their personal experience, skills, capabilities and motivation.

The authors acknowledge the support offered by the Estonian Ministry of Education’s project SF 0180037s08 and CB INTERREG IVA project CREAENT and ESF HRD Programme Measure 1.3.1 project No. 1.3.0102.09-0036 Handicraft for Job 2.

Article type – case study

## **3.2 Innovation**

Kari Salo presents an innovation model in his abstract, and emphasises the role of the customer as an active actor and initiator. Open access and open innovation are key concepts in terms of innovation dissemination and expansion.

Valery Gordin and Mariya Dedova’s abstract is also highly relevant to the topic of innovation in cultural entrepreneurship. Their two-stage research aims at rebuilding the gastronomic brand of the city of St. Petersburg.

Jennie Elfving’s abstract is explorative in nature, focusing on identity formation in the context of causal entrepreneurship.

Finally, Buddhika Niranjana Gamage and Namal Nishantha Balsooriya’s findings reveal that the best variable to describe business performance in small and medium-scale enterprises is ‘innovativeness’.

### ***3.2.1 From unbounded ideas to innovations on markets where customer rules - Introduction to idea based main elementary innovation model***

Kari Salo

*Seinäjoki University of Applied Sciences*

Keywords: idea, innovation actions, innovation system, and innovation policy

The purpose of the paper is to present new a psychologically empowered innovation model. The design and approach of this abstract is idea based, theoretical and political. Personal follow-up involvement to different innovation roles and teams urged to relocate individual back to the model and make observations of current values in a system. This baseline has both research and practical limitations, but the potential social implications are seen worth writing the text. At least partial research support to the interpre-

tations presented here has also been found from national and international studies (e.g. Sulkunen 2006; Hülshager, Anderson & Salgado 2009). Nationally structural innovation systems are normal science type of social democratic and bureaucratic acting. Idea based organizations and systems are needed to obtain the fair trade idea and global innovation business (Uusitalo & Joutsenvirta 2009). Innovation politics should be global and questions of trust shouldn't bother any more the transactions between communicative actors.

Costs of product development are going down because the individual level is more common to be met and organizations' margins are passed. Also the individuals from the low cost countries are easier to be found and integrated to the expert markets. Open access and open innovations, like DEMOLA, Living Lab and Fab Lab concepts, are not the only way to proceed from the modern model. Idea based innovation processes and subjects of innovation systems and their qualitative differences need to be taken seriously if the actual problems are taken seriously. The aim of this innovation model is to examine and analyse the innovation process from four different points of view: 1) Core actions, 2) subjects and ownership, 3) possibilities of changes and 4) problems. Individual ideas, organizations' innovation actions and innovations on the markets are separated in the model. Understanding the basics elements of human idea production and its' relations with different project environments the need for changes in the present action model comes clear.

Individuals as owners of the ideas are exploited by organizations and innovation systems. Fair and cultural models to do business with ideas are still underdeveloped. Global communication and project society ways of doing the development work and business are empowering the individuals. Quick actors go first to the uncertain idea based markets in the future as well. Local and national innovation policies and project founding systems have problems, which are stagnating operations on different level in innovation processes. Idea based development needs to focus on dynamics and communication not structures and organization identities, even if nationally there are also new possibilities coming available.

### ***3.2.2 Informal entrepreneurship activities within reenactment movement***

Valery Gordin

*National Research University Higher School of Economics in Saint Petersburg*

Mariya Dedova

*National Research University Higher School of Economics in Saint Petersburg*

Keywords: re-enactment festivals, entrepreneurship

The present study is devoted to the burgeoning of entrepreneurship activities within re-enactment festivals. These events are characterized by constructing the reality of the past, employing material objects (costume, weaponry, etc.) as well as exotic food and drink that are to be highly authentic. These activities help participants of this movement to create their own image in mythic reality (Radtchenko 2006). The engagement in reenactment movement is defined by some authors as a hobby (Mogilevich 2009), and hence characterized as a non-profit activity. Due to the specific nature of re-enactment activities, these material objects cannot be designed and produced by anyone unfamiliar, with the historical details of the subject. Therefore, in many cases, people who participate in such festivals begin to create and produce different thematic items or services (smithery, foundry, etc.) for sale. Special attention is also paid to authentic costumes, and thus demands knowledge of weaving and sewing. The need for specific knowledge and skills for the production of authentic items leads to social commercial and non-commercial entrepreneurial activity. The purpose of this study is to research the peculiarities of entrepreneurship activities at re-enactment festivals. Within socio-cultural activities related to the re-enactment movement, a new type of social entrepreneurship has emerged in Russia. Due to the specificities of the Russian legislature, these forms of entrepreneurship often remain informal. Individual entrepreneurs such as petty traders prefer not to institutionalise their activities in any legal organisational form. Re-enactment events are used by these entrepreneurs as a market outlet. To our view, a historical themed festival is characterized by the provision of different services among its actors. Previous studies (Paiola 2008) have noted that little attention has been paid to inter-organisational relations and entrepreneurial networks within cultural festivals. This study also aims to explore how this market is organised and functions.

### 3.2.3 *Value creation through co-creating organizational identity*

Jennie Elfving  
*Centria University of Applied Sciences*

Keywords: organizational identity, case study, heritage tourism

This paper explores identity formation in a causal entrepreneurship context. The aim is to study how an organization with a strong commitment to a set of principles defines and constructs its identity. Empirical data is collected through an explorative case study of the Rosenlund area. The aim is to examine how promoting a certain cause affects the identity of an organization as well as the identity-building process. The findings show that the organization has adapted a very including identity building process where also co-operation partners and future customers are involved in order to promote a perception of a common cause and a shared legacy.

### 3.2.4 *Entrepreneurship orientation towards business performance of small and medium Scale enterprises: Reference to Hambanthota District, Sri Lanka*

Buddhika Niranjan Gamage  
*University of Kelaniya, Sri Lanka*  
 Namal Balasooriya  
*University of Kelaniya, Sri Lanka*

Keywords: Small & Medium Scale Enterprises (SMEs), Entrepreneurial Orientation (EO), Business performance, Hambantota District, Sri Lanka

Entrepreneurship has played an important role in economic growth, innovation, competitiveness and in poverty alleviation in Sri Lanka whereas SME sector in the country has great potential to generate economic benefits and accounts for about 70% of all industrial establishments, 30% of the total industrial output and 3% of employment. Among these industrial sectors, Small and Medium Scale Enterprises (SMEs) form the backbone of the Sri Lanka economy. This study investigated the degree of Entrepreneurial Orientation (EO) of fifty seven manufacturing SMEs in Hambanthota District, Sri Lanka (HDSL) and the effects of EO dimensions including proactiveness, innovativeness, and risk taking to Business Performance (BP). The study explored the degree of EO dimensions of fifty seven established manufacturing SMEs in HDSL and its relationship with performance. Different analyzing methods have been used for the study.

Semi structured interviews and questionnaires were used as the main instruments for data collection. Qualitative and quantitative techniques were applied for data analysis. Simple Linear Regression analyzed the relationship between EO and business performance. Multiple regression analyses were employed to identify the relationship among the EO dimensions and business performance variables with which degree of EO of SMEs was determined by the mean value and based on the result of Pearson correlation analysis the significance of the relationship among variables was established. Reliability analysis ensured the internal consistency and reliability of measures. Cronbach's alpha was calculated to confirm the reliability of constructs

Of the business performance variables "innovativeness" and "proactiveness" significantly affect the business performance. However, the most important variable to describe the business performance is "innovativeness". The most important variable to measure the business performance is growth in number of employees.

### **3.3 Networks**

Tuomas Pohjola's paper presents a business model based on a global service network of professional artists, mediated by online technologies.

Sari Karttunen focuses on the multiple roles of curators in the production of contemporary art: among other things they are globally networked and mobile.

#### **3.3.1 *Mass tailoring of visual fine arts: A business model based on a service network***

Tuomas Pohjola

*Turku School of Economics at the University of Turku, Pori Unit, Finland*

Keywords: case study, visual fine arts, co-creation, mass tailoring, service network, web 2.0, business model

The purpose of the paper is to discuss the means and consequences of mass customization (tailoring) available to arts and crafts service providers by presenting a business model based on a global service network of professional artists, mediated by online technologies. The preceding mass tailoring (and mass customization) literature is predominantly product engineering and manufacturing focused and lacks research rigor and emphasis on human-generated services in a network context. Therefore, the aim of the paper is to shed light into our understanding of how essentially co-creative mass tailor-

ing principles can benefit visual artists, art companies, co-operatives, workshops and their customers alike by enabling enhanced value creation to and with wider audiences. Additionally, wider economic and social consequences are discussed and some critical viewpoints and risks are addressed in the context of the case study. To gain a better understanding of the major benefits and challenges faced by the co-creative means of mass tailoring in the visual fine arts market, the paper reveals the stages in which the business model and the network behind it was constructed and outlines the main elements of the business model using the Business Model Canvas framework by Osterwalder, Pigneur and Smith (2010).

### 3.3.2 *The multiple roles of curators in the production of contemporary art*

Sari Karttunen

*The Finnish Foundation for Cultural Policy Research (Cupore)*

Keywords: contemporary art, curator, role, function, art production process, network

Purpose: The study maps out the role of curators in the production of contemporary art. The character of the independent curator, in particular, is relatively new on the Finnish art scene. It was only in 2008 that the occupational association, the Finnish Society for Curators (SKY), was established. Recently MA programmes in curatorship have also been launched at the Finnish art universities. The professionalization project would offer an interesting topic for research per se, but the study at hand chooses to focus on the multiple roles and functions of curators in the field of contemporary art. Although the empirical data is collected mainly from Finland, the findings have wider relevance in the Western art world.

Collaborative practices are typical in the production of contemporary art. Artists today carry out projects in groups that are composed not only of fellow artists but also include curators, producers and managers whose job is not necessarily limited to handling affairs external to the artistic content. The audience may take part in the production process as well. The role of the artist as the core producer/creator is challenged, and the boundaries between the functions of creation/production, distribution/mediation and consumption/reception are blurring.

The study sees curators as a heterogeneous group whose roles may vary depending on the context where they work and even between each individual project. There are many sorts of curators and many aspects to the curatorial role. In the production of contemporary art, there exist many types of organization structures, modes of production, occupational statuses and practices, and business and revenue models. The nature of the

end product also varies, and sometimes the main purpose of activity lies in the process itself as is often the case in socially engaged art. The socio-economic background and the intellectual formation of curators also have an effect on how they function and what position they may occupy in the art field.

In the study, curators are also seen as an occupational specialisation that is symptomatic of our times in the sense that they carry out information and knowledge intensive work. Their outputs are primarily immaterial and symbolic by nature. Their work may on the one hand be described as creative, exciting, challenging and enjoyable. They are globally networked and mobile. On the other hand, many curators meet the definition of precarious work. Their career consists of a series of intermittent projects; the distinction between leisure and work is vague, as ideas for art projects and exhibitions may be gained and developed in any place and at any time.

## 4 PLACE BRANDING

Arja Lemmetyinen, Frank Go and Mervi Luonila have conducted research on the relevance of cultural production – Pori Jazz – in boosting place brand equity. They also discuss the effect on the Finnish brand identity in the global context.

Kati Suomi, Arja Lemmetyinen and Frank Go identify a new component of brand identity, place, in the higher-education context.

Valery Gordin and Julia Trabskaya's study focuses on burgeoning entrepreneurship activities within the re-enactment festival and role-play games in Russia.

Tuula Mittilä and Tanja Lepistö study the role of artists in place branding. Their results indicate that artists were of utmost importance in the construction of the case destination's identity.

Egbert van der Zee and Frank Go explored the extent to which Dutch visitors' spatial experiences surrounding the FIFA 2010 World Cup transformed their perceived image of South Africa as a tourist destination.

### 4.1 The relevance of cultural production - Pori Jazz - in boosting place brand equity

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**Purpose:** This paper focuses on the challenge of cultural production to develop a methodology and analytical framework which serves to clarify and analyze the construction of the complex discursive and social forms encountered in the process of going global and co-creating place brand equity.

**Methodology/approach:** The case study method provides an account on cultural production undertaken at Pori Jazz Festival, in Finland. Particularly to comprehend how its novel experiential orientation to learning practice matches the scale and scope of the disparate forces of cultural producers and commercial tourism enterprise can lever the Jazz Festival's distinct reputation as a magnet, which can help Pori to attract resources (Fombrun Riel 2004, p.5) both on the local and global scale. Accordingly, the question of internationalization needs to be addressed from three perspectives, including data

gathering, but from an integrative- rather than a comparative approach. First, an ‘inside-in’ (governmental decision making in the City of Pori) strategic perspective on Pori, including secondary data gathering concerning the local decision making to examine, ‘objectively’ how the Pori Jazz impacts Pori’s performance and a ‘subjective’ assessment by the local media; second, an ‘inside-out’ strategic perspective projected by the national media and third an ‘outside-in’ strategic perspective of the international media coverage on Pori’s reputation. The analyses will be based on the print media. We will focus on the timeline of 12 years (2000–2012). According to our observation there have been considerable changes in the organization of Pori Jazz during this time.

Findings: Re-creating the ‘global city’ is best done by using jazz music as a metaphor. In jazz music there exist only an agreed-on pattern about the key to use, its duration and tempo, rather than notes and rhythms are specified. This openness gives jazz musicians the freedom to invent a melodic line that fits the basic harmonic structure of the song. Pori Jazz Festival has existed for more than 40 years. As Finland is opening up to markets in India and China the organizers and sponsors, including Finnair, should draw on the jazz metaphor to leverage Pori Jazz Festival by going global thereby boosting not only the distinctive position of a relatively small Finnish municipality as a place for a mega-event, but the reputation of the Finnish brand identity as well.

Practical implications: While education and knowledge are the building blocks of the creative economy, transportation and communications are its lifelines. To equitably serve everybody’s travel and to make travel easier between Pori, Finland’s and the world’s main urban regions is an ambitious agenda, but must be viewed as investments in residents, business and tourism.

Originality/value: The social sciences need to respond to challenges of ‘going global’, wherein physical- and technological space conspire to support a continuous flow of ideas, information, values and tastes mediated through mobile individuals, symbolic tokens and electronic simulations and media coverage, in particular.

## 4.2 Brand identity in the context of higher education

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Keywords: branding, brand identity, higher education, Master's degree programme

This study explores the construction of brand identity in the context of higher education. It uses de Chernatony's (1999) conceptualisation of brand identity, and tests his model in relation to the construction of the brand identity of a Finnish Master's degree programme. The qualitative empirical data were gathered from semi-structured interviews conducted with stakeholders in the multidisciplinary programme. The results reveal that the development of the brand identity began several years before the programme planning started. This study contributes to the discussion on brand identity in the higher education context when identifying a new component of brand identity.

## 4.3 Breaching the tourist bubble: A socio-spatial dialectic perspective on event tourism

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Frank Go

*Rotterdam School of Management, Erasmus University Rotterdam*

This paper explores whether and to what extent the Dutch visitors' spatial experiences surrounding the FIFA 2010 World Cup transformed their perceived destination image of South Africa. Using both qualitative and quantitative methods, the authors measured the respondents' perceived image prior to attending the hallmark event in South Africa. Following a two-step approach, based on qualitative interviews the attitudes of Dutch visitors and South African key decision makers were assessed and recorded. Second, following the event a quantitative longitudinal survey was conducted among 96 Dutch respondents. Evidence indicates that respondents found South Africa safer and easier to traverse than expected which led to a significant improvement of South Africa's destination image among Dutch respondents, which had been framed, prior to the hallmark

event, by enduring negative media attention. Particularly, nine out of ten respondents would recommend South Africa as a holiday destination. Implications for policy decision making and future research are discussed.

#### **4.4 The role of gastronomic brands in promotion of tourist destinations**

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Julia Trabskaya

*National Research University Higher School of Economics in Saint Petersburg*

Keywords: regional gastronomic brands, culinary tourism, authentic cuisine.

Purpose: The aim of this paper is to study one of the most important element of the tourist brand – a gastronomic brand of Russia and, in particular, St. Petersburg in terms of its use in creating and developing tourist destination attractiveness. Search for potential gastronomic brand is based on fundamental principles of territory branding, recognition of crucial role of branding in tourist image formation of a territory, studies of gastronomic element in tourist product and motivation analysis of tourist consumption of gastronomic services.

The study consists of two phases. At the first stage, regional gastronomic brands of Russia are studied with the objective to define a more specific role of gastronomic brands in formation of territory's tourist attractiveness. At the second stage, possible ways of building a gastronomic brand of St. Petersburg are explored and recommendations for this new gastronomic brand of the city are developed. By the example of St. Petersburg peculiarities of formation of territorial gastronomic brands in multicultural, cosmopolitan cities are identified.

## 4.5 The role of artists in place branding: A case study

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Keywords: place branding, place identity, rural tourism, culture, artists

**Purpose:** Rural tourism has a pivotal role in keeping the countryside alive in the changing industrial and technological urbanized world. For many communities, the identity of a place is the starting point of marketing. Therefore, constructing a place identity, a process in which all the stakeholders of a place should participate in partnership, is the interest of this study. We studied especially the role of one stakeholder group, namely artists, in the place identity construction in an old rural Finnish ironworks village.

**Methodology:** We applied an exploratory case study by conducting a single case study. We studied the perceptions of both people responsible for developing and branding the village and artists and craftsmen, who work in the village. Different stakeholders were asked to give their opinion about the identity development of the village and the role of artists.

**Findings:** Artists were seen to be utterly important for the construction of identity of case destination and four different roles of artists were identified. Their roles unfold as stories, artifacts and atmosphere as well as entrepreneurs. In the future, these different direct and indirect roles should better be taken into consideration in the identity construction of a place.

**Originality:** The study looks at the role of artists from different supply side stakeholder perspectives in the identity construction of a rural place instead of traditional city, country or regional contexts. As a contribution, we could identify different roles of a certain stakeholder group.

Paper type - Research paper

## 5 CONCLUSIONS

The CEC conference succeeded in enhancing and deepening cooperation among networks of researchers interested in branding and entrepreneurship. We would like to thank our financiers for giving us the opportunity to organise a high-level conference that has already engendered valuable cooperation among the participants. It was also a very significant step forward for the local University Consortium to host international researchers. The conference was held concurrently with BrandDay-VisionDay, a one-day seminar for businesses and organisations, educators and researchers in the creative field. This body of events provided an interesting forum in which to discuss and exchange views about the future of the creative industries, business activities, place branding and cultural entrepreneurship. The financiers of the CEC conference and BrandDay-VisionDay were the EU-funded HITTI – Innovative Development and Management of Welfare - and JOHDE – Development Project of Event Management Creative Alternatives - projects, the Foundation for Economic Education, Culture Finland, Satakunnan korkeakoulusäätiö, Satakunnan viestintäalan kehittämissäätiö and the City of Pori. We hope it will be possible to consolidate this emergent cooperation, and to bring researchers and actors in the creative business together in the future.

As concrete achievements catalyzed by the CEC conference the following publications are worth of mentioning: First, *Journal of Place Branding and Public Diplomacy* (2013), Vol. 9, No 3, in which several papers presented at the conference, were developed into the journal articles of the Special Issue: Cultural Entrepreneurship Conference. These articles were authored by Tuula Mittilä and Tanja Lepistö; Arja Lemmetyinen, Frank Go and Mervi Luonila; Ulla Hakala and Sevgi Ayşe Öztürk; Valery Gordin and Julia Trabskaya; Kati Suomi, Arja Lemmetyinen and Frank Go. This special issue is co-edited by Frank Go, Ulla Hakala and Arja Lemmetyinen. Second, a forthcoming Special Issue (2015) in the *Journal of Enterprising Communities* titled “Social entrepreneurship and entrepreneurial learning in the cultural context” contains also a number of papers presented at the CEC conference. These articles are co-authored by Valery Gordin and Mariya Dedova; Jennie Elfving; Mervi Raudsaar and Kärt Summatavet; Lenita Hietanen and Taina Järvi; Marja-Leena Rönkkö and Jaana Lepistö; Lenita Nieminen and Arja Lemmetyinen. This special issue is edited by Ulla Hytti and Arja Lemmetyinen. Finally, the third publication covering similar themes than the CEC conference is a forthcoming (2015) book, which is edited by the chairs of the conference Frank Go, Arja Lemmetyinen and Ulla Hakala.

**TURUN KAUPPAKORKEAKOULU  
PORIN YKSIKÖN JULKAISUT**

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