

Anna Marie Dyhr Ulrich  
Department of Business and Sustainability  
Business-to-Business Marketing and Supply Chain Management  
**Email:** amdu@sam.sdu.dk  
**Phone:** +4565501775



## Research outputs

### Journal articles

#### **IoT platform stickiness and positioning in the value chain: considerations for a sub-supplier**

Ulrich, A. M. D., Hollensen, S. & Eskerod, P., 2023, In: International Journal Value Chain Management. 14, 3, p. 309-324 4.

Research output: Contribution to journal › Journal article › Research › peer-review

#### **Understanding incubation during foreign market entry: Lessons learnt from an illustrative Danish case study**

Gretzinger, S., Dyhr Ulrich, A. M., Hollensen, S. & Leick, B., 10. Nov 2021, In: Journal of Business and Industrial Marketing. 36, 11, p. 2074-2085

Research output: Contribution to journal › Journal article › Research › peer-review

#### **Relationship Building in IoT Platform Models: the Case of the Danfoss Group**

Hollensen, S., Eskerod, P. & Dyhr Ulrich, A. M., 1. Aug 2020, In: Journal of Business Models. 8, 2, p. 73-91

Research output: Contribution to journal › Journal article › Research › peer-review

#### **Entry Mode Strategies into the Brazil, Russia, India and China (BRIC) markets**

Hollensen, S., Dyhr Ulrich, A. M. & Boyd, B., 1. Sept 2014, In: Global Business Review. 15, 3, p. 423-445 23 p., 1.

Research output: Contribution to journal › Journal article › Research › peer-review

#### **Market entry strategies into the BRIC countries: a comparison of Danish family and non-family businesses**

Boyd, B. & Dyhr Ulrich, A. M., 15. Jul 2014, In: International Journal of Globalisation and Small Business. 6, 1, p. 15-36 22 p.

Research output: Contribution to journal › Journal article › Research › peer-review

#### **The Incubator Concept as an Entry Mode Option for Danish SME's**

Hollensen, S. & Dyhr Ulrich, A. M., 15. Jul 2014, In: Transnational Marketing Journal. 2, 1, p. 1-19

Research output: Contribution to journal › Journal article › Research › peer-review

#### **Financial Performance of Entry Mode Decisions: Effects of Control in an Internationalization Context**

Boyd, B., Dyhr Ulrich, A. M. & Hollensen, S., 2012, In: International Journal of Business and Management. 7, 24, p. 12-28

Research output: Contribution to journal › Journal article › Research › peer-review

#### **The choice of foreign entry modes in a control perspective**

Hollensen, S., Boyd, B. & Dyhr Ulrich, A. M., 2011, In: The IUP Journal of Business Strategy. 8, 4, p. 7-31 25 p.

Research output: Contribution to journal › Journal article › Research › peer-review

## Books and reports

#### **Digitalisering i transportbranchen: et springbræt eller en snublesten?**

Ulrich, A. M. D. & Petersen, J., 2023, *Digitalisering: rejsen er kun lige begyndt!*. Freytag, P. V., Evald, M. R. & Haug, A. (eds.). Kolding: Syddansk Universitetsforlag, p. 89-98 (CESFO Rapportserie, Vol. 2023).

Research output: Chapter in Book/Report/Conference proceeding › Book chapter › Research › peer-review

### **Innovative Internet of Things (IoT) for sustainable tourism**

Ulrich, A. M. D., Reino, K. & Hjalager, A-M., 2022, *Handbook of Innovation for Sustainable Tourism*. Booyens, I. & Brouder, P. (eds.). Cheltenham: Edward Elgar Publishing, p. 61-81 (Research Handbooks in Tourism series).  
Research output: Chapter in Book/Report/Conference proceeding › Book chapter › Research › peer-review

### **Kriser giver nye muligheder: Fra Corona til grøn bæredygtig omstilling**

Evald, M. R., Freytag, P. V. & Ulrich, A. M. D., 2022, *Kriser giver nye muligheder: fra Corona til grøn bæredygtig omstilling*. Evald, M. R., Freytag, P. V. & Dyhr Ulrich, A. M. (eds.). Kolding: Syddansk Universitetsforlag, p. 9-17 (CESFO Rapportserie).  
Research output: Chapter in Book/Report/Conference proceeding › Book chapter › Research › peer-review

### **Regional Sharing-Economy Entrepreneurs and the Diversity of their Business Models**

Leick, B., Eklund, M., Gretzinger, S. & Dyhr Ulrich, A. M., 16. Jul 2021, *Digital Entrepreneurship and the Sharing Economy*. Vinogradov, E., Leick, B. & Assadi, D. (eds.). New York: Routledge, p. 15-33 19 p.  
Research output: Chapter in Book/Report/Conference proceeding › Book chapter › Research › peer-review

### **Curriculum Design for Enhancing Employability through Learning Experiences with External Stakeholders**

Piihl, J., Dyhr Ulrich, A. M. & Philipsen, K., 2017, *Learning-Centred Curriculum Design in Higher Education*. Hørsted, A., Branch, J. & Nygaard, C. (eds.). Faringdon: Libri Publishing Ltd, p. 291-320 (The Learning in Higher Education Series).  
Research output: Chapter in Book/Report/Conference proceeding › Book chapter › Research › peer-review

### **Dandy Chewing Gum: Development of the Dandy-KGFF relation**

Hollensen, S. & Ulrich, A. M. D., 2002, *International Management: Theories and Practices*. Tayeb, M. (ed.). New Jersey: Prentice-Hall, p. 317-320  
Research output: Chapter in Book/Report/Conference proceeding › Book chapter › Research

### **Relationship building: An international perspective**

Hollensen, S. & Dyhr Ulrich, A. M., 2002, *Perspectives on Marketing Relationships*. Knudsen, T., Askegaard, S. & Jørgensen, N. (eds.). København: Karnov Group, p. 171-197  
Research output: Chapter in Book/Report/Conference proceeding › Book chapter › Research

## **Other research outputs**

### **Internet of Things Platform Positioning Challenges from sub-suppliers' perspective**

Ulrich, A. M. D. & Soltani, S., 13. Jun 2023.  
Research output: Contribution to conference without publisher/journal › Conference abstract for conference › Research › peer-review

### **IoT platform formation and stickiness: four cases**

Ulrich, A. M. D., Hollensen, S. & Eskerod, P., 28. Apr 2022.  
Research output: Contribution to conference without publisher/journal › Conference abstract for conference › Research › peer-review

### **Emerging networking capabilities through business model development: The case of Danish start-ups in the peer-to-peer platform economy**

Gretzinger, S., Leick, B., Ulrich, A. M. D. & Eklund, M., 2022, p. 1-3.  
Research output: Contribution to conference without publisher/journal › Conference abstract for conference › Research › peer-review

### **ACTOR ROLE-RESOURCE INTERACTIONS IN EMERGING SHARING-ECONOMY BUSINESSES**

Gretzinger, S., Leick, B., Dyhr Ulrich, A. M. & Eklund, M., 20. Apr 2021. 7 p.  
Research output: Contribution to conference without publisher/journal › Paper › Research › peer-review

### **Platform Formation and Stickiness on B2B IoT Service Platforms: a Case Study**

Dyhr Ulrich, A. M., Hollensen, S. & Eskerod, P., 2021. 4 p.  
Research output: Contribution to conference without publisher/journal › Conference abstract for conference › Research › peer-review

### **IOT and Platform Stickiness in B2B markets - the case of the Danfoss Group**

Dyhr Ulrich, A. M., Eskerod, P. & Hollensen, S., 22. Aug 2019.

Research output: Contribution to conference without publisher/journal › Paper › Research › peer-review

### **Entry of Emerging Markets: Conceptualization of an International Business Incubator**

Dyhr Ulrich, A. M., Gretzinger, S., Hollensen, S. & Leick, B., 12. Sept 2018.

Research output: Contribution to conference without publisher/journal › Conference abstract for conference › Research › peer-review

### **Getting Embedded in Industry Networks Abroad: The Case of LINAK A/S**

Gretzinger, S., Dyhr Ulrich, A. M. & Hollensen, S., 1. Jun 2017. 12 p.

Research output: Contribution to conference without publisher/journal › Conference abstract for conference › Research › peer-review

### **Getting better integrated into foreign markets supported by the incubator: The case of Linak A/S**

Dyhr Ulrich, A. M., Gretzinger, S. & Hollensen, S., 2017. 11 p.

Research output: Contribution to conference without publisher/journal › Conference abstract for conference › Research › peer-review

### **Entry Mode Strategies of Exporting SMEs to Distant Growth Markets**

Dyhr Ulrich, A. M., Boyd, B. & Hollensen, S., 4. Mar 2013.

Research output: Contribution to conference without publisher/journal › Paper › Research › peer-review

### **Internationalisation Strategies into BRIC Countries - A comparison of Danish Family and Non-family businesses.**

Dyhr Ulrich, A. M. & Boyd, B., 4. Mar 2013.

Research output: Contribution to conference without publisher/journal › Paper › Research › peer-review

### **The choice of foreign entry modes in a control perspective**

Boyd, B., Dyhr Ulrich, A. M. & Hollensen, S., 5. Mar 2012. 7 p.

Research output: Contribution to conference without publisher/journal › Conference abstract for conference › Research › peer-review

### **The choice of foreign entry modes in a control perspective**

Dyhr Ulrich, A. M., Boyd, B. & Hollensen, S., 2012.

Research output: Contribution to conference without publisher/journal › Paper › Research › peer-review

## **Communication**

### **Virksomhedens internationale partnernetværk**

Hollensen, S. & Dyhr Ulrich, A. M., 2011, In: PLUK. Juni, p. 13-17 5 p.

Research output: Contribution to journal › Journal article › Communication

### **Virksomhedens Internationale Markeder**

Hollensen, S. & Dyhr Ulrich, A. M., Oct 2010, In: PLUK. 2010, Oktober, p. 1-6 6 p.

Research output: Contribution to journal › Journal article › Communication

### **International Partnerskaber**

Hollensen, S., Dyhr Ulrich, A. M. & Donner, S., 2009, 1 ed. København: Børsens Forlag.

Research output: Book/report › Monograph › Communication

## **Activities**

## Memberships and boards

### Department of Business and Sustainability (Organisational unit)

Ulrich, A. M. D. (Member)

1. Dec 2022 → 28. Feb 2023

Activity: Membership › Membership of committees, commissions, boards, councils, associations, organisations, or similar

### Business College Syd (External organisation)

Dyhr Ulrich, A. M. (Member)

2017 → ...

Activity: Membership › Board duties in companies, associations, or public organisations

### Department of Business and Sustainability (Organisational unit)

Dyhr Ulrich, A. M. (Chairman)

2017 → ...

Activity: Membership › Membership of committees, commissions, boards, councils, associations, organisations, or similar

### GroNet - Ledernetværk i Sønderjylland (External organisation)

Dyhr Ulrich, A. M. (Member)

2017 → ...

Activity: Membership › Membership of research networks or expert groups

### Department of Business and Sustainability (Organisational unit)

Dyhr Ulrich, A. M. (Chairman)

2016 → ...

Activity: Membership › Membership of committees, commissions, boards, councils, associations, organisations, or similar

### Bestyrelsen, Aabenraa Statsskole (External organisation)

Dyhr Ulrich, A. M. (Member)

2014 → ...

Activity: Membership › Board duties in companies, associations, or public organisations

### Department of Business and Sustainability (Organisational unit)

Dyhr Ulrich, A. M. (Chairman)

2014 → 2016

Activity: Membership › Membership of committees, commissions, boards, councils, associations, organisations, or similar

### Steering Committee SDU & EUF (External organisation)

Dyhr Ulrich, A. M. (Member)

2014 → ...

Activity: Membership › Membership of committees, commissions, boards, councils, associations, organisations, or similar

### Department of Business and Sustainability (Organisational unit)

Dyhr Ulrich, A. M. (Member)

2013 → 2015

Activity: Membership › Membership of committees, commissions, boards, councils, associations, organisations, or similar

## Conferences

### Digital Bright Future

Ulrich, A. M. D. (Participant)

20. Mar 2023

Activity: Attending an event › Conference organisation or participation

### 25th Nordic Academy of Management Conference

Dyhr Ulrich, A. M. (Participant)

22. Aug 2019 → 24. Aug 2019

Activity: Attending an event › Conference organisation or participation

#### **9th EMAC Regional Conference**

Dyhr Ulrich, A. M. (Participant)

12. Sept 2018 → 14. Sept 2018

Activity: Attending an event › Conference organisation or participation

#### **CBIM 2017, Stockholm Business School**

Dyhr Ulrich, A. M. (Participant)

19. Jun 2017

Activity: Attending an event › Conference organisation or participation

#### **Kompetenceudviklingsforløb for faglige ledere på SDU SAMF 2017**

Dyhr Ulrich, A. M. (Participant)

2017 → ...

Activity: Attending an event › Organisation or participation in workshops, courses or seminars

#### **Arbejdsmiljøuddannelsen, Dansk Arbejdsgiverforening**

Dyhr Ulrich, A. M. (Participant)

2016 → ...

Activity: Attending an event › Organisation or participation in workshops, courses or seminars

#### **Studielederkursus**

Dyhr Ulrich, A. M. (Participant)

2014

Activity: Attending an event › Organisation or participation in workshops, courses or seminars

#### **The 2013 EFMD Entrepreneurship Conference; Madrid, Spain.**

Dyhr Ulrich, A. M. (Participant)

4. Mar 2013

Activity: Attending an event › Conference organisation or participation

#### **Karriereudviklingsprogram for yngre forskere**

Dyhr Ulrich, A. M. (Participant)

29. Jan 2013

Activity: Attending an event › Organisation or participation in workshops, courses or seminars

#### **Lederaspirantprogram, SDU**

Dyhr Ulrich, A. M. (Participant)

2013 → 2014

Activity: Attending an event › Organisation or participation in workshops, courses or seminars

#### **Use wiki and blogs in your teaching**

Dyhr Ulrich, A. M. (Participant)

Oct 2011 → ...

Activity: Attending an event › Organisation or participation in workshops, courses or seminars

#### **6th Annual Marketing Conference, Aarhus, Denmark.**

Dyhr Ulrich, A. M. (Participant)

2000 → ...

Activity: Attending an event › Conference organisation or participation

### **Other activities**

## Administrative duties

Department of Business and Sustainability (Organisational unit)

Dyhr Ulrich, A. M. (Chairman)

2014 → 2016

Activity: Membership › Academic management

## Teaching and supervision

### Teaching

#### Internship - Company Report

##### Descriptions

Description UVA: B100072401

##### Information

Period 01/09/2018 → 31/01/2020

Target group Bachelor

ECTS credits 15 ECTS

Subject Director Ulrich, A. M. D.

Managing organisational unit Department of Business and Sustainability

#### Internship - Company Report

##### Descriptions

Description UVA: B105060401

##### Information

Period 01/09/2020 → 31/01/2023

Target group Bachelor

ECTS credits 10 ECTS

Subject Director Ulrich, A. M. D.

Managing organisational unit Department of Business and Sustainability

#### Seminar in Business Administration

##### Descriptions

Description UVA: B105066401

### Information

Period 01/09/2020 → 31/01/2023

Target group Bachelor

ECTS credits 10 ECTS

Subject Director Ulrich, A. M. D.

Managing organisational unit Department of Business and Sustainability

## Theoretical Concepts and Practical Applications

### Descriptions

Description UVA: B100071401

### Information

Period 01/09/2018 → 31/01/2020

Target group Bachelor

ECTS credits 15 ECTS

Subject Director Ulrich, A. M. D.

Managing organisational unit Department of Business and Sustainability

## Teaching portfolio

### Teaching philosophy

I believe the fundamental goal of teaching is to motivate and to encourage learning. Learning takes place at many different places and in many different contexts. Basically everyone is capable of learning, but how we learn best is different from person to person. So the students have multiple learning styles: some learn best in lecture atmospheres, some are motivated by discussion, and others absorb best when they read and reflect on what they have read. As a teacher am I very aware of creation an atmosphere that fosters learning, and aware of using different teaching styles and methods. Accommodating different learning styles and methods creates an atmosphere that is conducive to learning. I focus on explaining (presentations), demonstrating (case studies), collaboration (group work) and learning by teaching (group presentations). I am very aware of activating the students mainly by fostering dialogues, class and group discussions. As a teacher is it important for me to convince students of my knowledge and expertise on the field before they will show a willingness to learn. I do that by showing a high level of engagement, passion and interest for the topics I teach from both an academic and a practical angle. I have hereby experienced that it have a positive influence on the students willingness to learn and be active during the lessons.

Besides the actual teaching I also regard planning the teaching (lessons) as an important part of the overall teaching process. This process contains the selection of topics and literature, the structure of the lessons and securing the use of a variety of pedagogical approaches and methods. It is important that the concepts being presented are organized in a way that makes it easiest for the students to understand.

As stated above learning does not only take place in the classroom. I regard the use of digital tools for the purposes of teaching as an important part of the overall teaching process. By using wikis and blogs as a part of my teaching I have with success created an online learning environment, which positively supports the more traditional classroom learning setting.

Finally, I believe that respect for my students (which are coming from different cultures) is one of the most important things I can show not only to encourage their openness to the material I am presenting, but also to inspire them and to respect each other.

### Teaching experience

2000-2003 University of Southern Denmark

Managing Organizations – Bachelor 4. sem 2000

International Marketing – Master. 9. Sem 2000/01

Project: „Strategic In-/outsourcing in small and medium size enterprises“  
International Marketing – Master. 9. Sem 2001/02  
Global Marketing – two semesters  
2003 Dyhr Management & Relations  
Löwer 2003: Seminar on how to write an academic assignment (1 week)  
2003-2009 Confederation of Danish Industry  
Annual Seminars:  
Success on Export Markets (8 days + 4 days)  
The Company's Marketing Plan (4 days)  
Partner Selection and the Contract (1 day two times a year)  
Customer Value and Customer Segmentation (1 day two times a year)  
Market Selection and Market Analysis (1 day two times a year)  
Partner Strategy (1 day two times a year)  
Various seminars on Marketing in Specific companies (average of two days)  
2009 Dyhr Management & Relations  
Global Business Day: Seminar focusing on Partner Strategy  
Copenhagen Capacity: Workshop on Customer Segmentation (8 workshops)  
HECO: Internal workshop on partner selection, partner development, partner support and motivation, 3 days  
2009 IBA/180 Academy  
Teacher in Marketing on Food Architect, Kolding, 4 days.  
2009 University of Southern Denmark  
Social Research and Methodology, cand.merc.int, Sem 2009/2010, Flensburg.  
Consumer Behaviour, BA, Sem 2009/2010  
International Marketing Management, cand.merc.int., Sem 2009/2010  
2010-present University of Southern Denmark  
Consumer Behaviour and Basic Marketing, BA.  
International Marketing Management, Cand.merc.  
MBA, Odense, Global Marketing.  
Consumer Behaviour and Basic Marketing, BA.  
Global Marketing, Cand.merc.  
Super visor: BA and Master Thesis app. 15-20 each year.  
Supervisor: Company Reports app. 10 each year.  
Supervisor: Seminar papers app. 10 each year.  
Workshop: Agent or distributor, Nov. 2011, Department of Border Region Studies  
Project Global Growth, Væksthus Sjælland: Presentation: Selling through partners, June 2012 Workshop: Partner selection and development of a Partner Strategy, 6 days  
Project Global Growth, Væksthus Sjælland: Workshop: The Partner Handbook, 3 days, April, May, June, 2013  
Supervised Master Theses (selection):  
The Procurement of Services: Development of a Purchasing Strategy for Digital Goods within the Tchibo GmbH.  
The Integration of Selected Customer Equity Determinants in the Strategic and Operational Sales Planning of the Volksbank Freiburg eG -A Potential-Oriented Approach.  
The use of Social Media as a Marketing tool by a financial institution.  
SL-Veranstaltungen zur Förderung der Primärpräventionen e.V.  
Customer Satisfaction Analysis & Marketing Strategy Ideas in the Hotel Industry.  
Finding the easiest Sub-Saharan African Markets entry mode for Danish companies – Danimex into Tanzania.  
GateDenmark & Branding.  
Danone Bulgaria – Modern Trade Strategy and Winning the Discount Channel.  
A Strategy Map – Customer Relationship Management in the Automotive Supplier Industry.  
Partner Selection Processes: A comparison of R&D and Production.  
Designing a Trend Management Concept based on Corporate Best-Pratice and Theoretical Evidence at SMA Solar Technology AG – A Case Study.  
Supervised Bachelor's Theses (selection)  
Neuromarketing – Eine Untersuchung der veränderten Markenwahrnehmung im Rahmen der Weiterentwicklung der Markenidentität und die damit einhergehende Veränderung der Werbung am Beispiel der Flensburger Brauerei – awarded with the Dr. Hans-Adolf-Rossen prize.  
The Windmill Market in China.  
Groupon Collective Buying Power.  
Co-Branding Microsoft.  
Increasing Customer Loyalty at KPMG Sønderborg.  
Project Collaborations  
Development of guidelines and requirements for joint company report covering the courses (1. Semester, BRM)  
International Marketing Management (Anna Marie Dyhr Ulrich), Business Marketing (Susanne Gretzinger) and Supply Chain Management (Hans Martens).  
Joint preparation (Svend Hollensen and Anna Marie Dyhr Ulrich) of examination paper for the MBA course Global Marketing, Odense.  
Joint preparation (Susanne Gretzinger and Anna Marie Dyhr Ulrich) of examination paper for the BA course Consumer Behaviour and Basic Marketing, Sønderborg.



### **Formal Education in Teaching Methods and Pedagogical Practice**

Mar 2011, Kropssprog i undervisningen, University of Southern Denmark, Denmark.

Oct 2011, Use wiki and blogs in your teaching, University of Southern Denmark, Denmark.

Oct 2011, Digital examens, University of Southern Denmark, Denmark.

Oct 2011, Undervisningsevaluering og evaluering i øvrigt, University of Southern Denmark, Denmark.

Oct 2011, Aktivitet i forelæsningen, University of Southern Denmark, Denmark.

Nov 2011, Design collaborative e-learning activities for your students, University of Southern Denmark

Dec 2011, Tests, assignment tools and Grade center, University of Southern Denmark, Denmark.

Jan 2010 – 2011, Teacher-training programme for Assistant Lecturers at SDU (Universitetspædagogikum), University of Southern Denmark, Denmark.

2015: Developing the study program MSc in Global Value Chain Management.

2015: Development of study program for BSc European Studies and BSc in Economics and Business Administration – International Economics and Business Relationships

2018: Restructuring the study program for BSc European Studies and BSc in Economics and Business Administration – International Economics and Business Relationships

Course responsible: Indledende Marketing, International Marketing, Theoretical seminar & Practical Applications, Internship – company.

2014-2016: Head of Study Board, Business Administration, Sønderborg and European Studies, Sønderborg.

2014-2016: Head of Study, Department of Border Region Studies

2011- 2016: Member of the Study Board of Business Administration, Sønderborg and European Studies, Sønderborg

2013-2015: Member of the IFG Department Council

2012-2014: Member of the Task force for teaching

2012-2015: Substitute for IFG Board

2011: Member of Board of Appeals

Publication: Piihl, Jesper, Dyhr Ulrich, Anna Marie & Philipsen, Kristian. (2017), Curriculum Design for Enhancing Employability through Learning Experiences with External Stakeholders, Forlag: Libri Publishing Ltd, p. 291-320.