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Business-to-Business Marketing and Supply Chain Management  
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## Research outputs

### Journal articles

#### **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

#### **Conceptualizing the "International Business Incubator: The Case of the Danish Company LINAK A/S**

Dyhr Ulrich, A. M., Gretzinger, S., Hollensen, S. & Leick, B., 1. Apr 2020, (Submitted) In : Journal of Business and Industrial Marketing.  
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. Sep 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 I U P Journal of Business Strategy. 8, 4, p. 7-31 25 p.  
Research output: Contribution to journal > Journal article > Research > peer-review

## Books and reports

#### **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

#### **A dyadic process model for the development of long-term business relationships**

Dyhr Ulrich, A. M., 2006, 368 p.  
Research output: Monograph/anthology/thesis/report > Ph.D. thesis

### **Dandy Chewing Gum - development of the Dandy-KGFF relation**

Dyhr Ulrich, A. M., 2002, *International Management - Theories and Practices*. Tayeb, M. (ed.). Prentice-Hall, p. 317-320 3 p.

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**

### **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. Sep 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: Monograph/anthology/thesis/report › Monograph

## **Activities**

### **Memberships and boards**

#### **Business College Syd (External organisation)**

Anna Marie Dyhr Ulrich (Member)

2017 → ...

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

#### **Department of Entrepreneurship and Relationship Management (Organisational unit)**

Anna Marie Dyhr Ulrich (Chairman)

2017 → ...

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

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

Anna Marie Dyhr Ulrich (Member)

2017 → ...

Activity: Membership › Membership of research networks or expert groups

#### **Department of Entrepreneurship and Relationship Management (Organisational unit)**

Anna Marie Dyhr Ulrich (Chairman)

2016 → ...

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

#### **Bestyrelsen, Aabenraa Statsskole (External organisation)**

Anna Marie Dyhr Ulrich (Member)

2014 → ...

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

#### **Department of Entrepreneurship and Relationship Management (Organisational unit)**

Anna Marie Dyhr Ulrich (Chairman)

2014 → 2016

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

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

Anna Marie Dyhr Ulrich (Member)

2014 → ...

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

#### **Department of Entrepreneurship and Relationship Management (Organisational unit)**

Anna Marie Dyhr Ulrich (Member)

2013 → 2015

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

## **Conferences**

### **25th Nordic Academy of Management Conference**

Anna Marie Dyhr Ulrich (Participant)

22. Aug 2019 → 24. Aug 2019

Activity: Attending an event › Conference organisation or participation

### **Syddansk OPI-pulje**

Majbritt Rostgaard Ewald (Organizer), Anna Marie Dyhr Ulrich (Organizer), Martin Senderovitz (Organizer) & Helle Kjærgaard Grüner (Organizer)

10. Oct 2018

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

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

Anna Marie Dyhr Ulrich (Participant)

12. Sep 2018 → 14. Sep 2018

Activity: Attending an event › Conference organisation or participation

### **Syddansk OPI-pulje**

Majbritt Rostgaard Ewald (Organizer), Ann Højbjerg Clarke (Organizer), Anna Marie Dyhr Ulrich (Organizer), Martin Senderovitz (Organizer), Bo Mortensen (Organizer) & Helle Kjærgaard Grüner (Organizer)

1. Mar 2018

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

### **Syddansk OPI-pulje**

Majbritt Rostgaard Ewald (Organizer), Ann Højbjerg Clarke (Organizer), Anna Marie Dyhr Ulrich (Organizer) & Bo Mortensen (Organizer)

28. Sep 2017

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

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

Anna Marie Dyhr Ulrich (Participant)

19. Jun 2017

Activity: Attending an event › Conference organisation or participation

### **Syddansk OPI-pulje**

Majbritt Rostgaard Ewald (Organizer), Ann Højbjerg Clarke (Organizer), Bo Mortensen (Organizer), Anna Marie Dyhr Ulrich (Organizer), Martin Senderovitz (Organizer) & Helle Kjærgaard Grüner (Organizer)

27. Feb 2017

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

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

Anna Marie Dyhr Ulrich (Participant)

2017 → ...

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

### **Syddansk OPI-pulje**

Majbritt Rostgaard Ewald (Organizer), Ann Højbjerg Clarke (Organizer), Anna Marie Dyhr Ulrich (Organizer) & Bo Mortensen (Organizer)

28. Sep 2016

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

### **Arbejdsmiljøuddannelsen, Dansk Arbejdsgiverforening**

Anna Marie Dyhr Ulrich (Participant)

2016 → ...

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

### **Studielederkursus**

Anna Marie Dyhr Ulrich (Participant)

2014

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

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

Anna Marie Dyhr Ulrich (Participant)

4. Mar 2013

Activity: Attending an event › Conference organisation or participation

### **Karriereudviklingsprogram for yngre forskere**

Anna Marie Dyhr Ulrich (Participant)

29. Jan 2013

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

### **Lederaspirantprogram, SDU**

Anna Marie Dyhr Ulrich (Participant)

2013 → 2014

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

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

Anna Marie Dyhr Ulrich (Participant)

Oct 2011 → ...

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

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

Anna Marie Dyhr Ulrich (Participant)

2000 → ...

Activity: Attending an event › Conference organisation or participation

## **Other activities**

### **Administrative duties**

#### **Department of Entrepreneurship and Relationship Management (Organisational unit)**

Anna Marie Dyhr Ulrich (Chairman)

2014 → 2016

Activity: Membership › Academic management

## **Teaching and supervision**

### **Teaching**

### **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 it is 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 has 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.

Supervisor: 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-Practice 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.