Welcome to the new AIM website design!

Marking a major step in our continuing efforts to make AIM as accessible as possible, we think our new layout is much easier to navigate and understand, ensuring that you should never miss out on AIM news and opportunities.

More incremental improvements are constantly being made to the website, and we would love to hear what you think so that we can shape future changes to best suit your needs, so please send any feedback to Hannah at hannah.sutcliffe@wbs.ac.uk

E-Newsletter

AIM is currently looking at how we can improve the way that we communicate with our subscribers. With this in mind we are considering changing to an e-Newsletter for the next edition. We are keen to hear your opinions before we make this change and it would be useful for us to hear how you currently use the newsletter.

Do you like having a printable newsletter, or do you only read it online? Would you find an electronic, searchable newsletter with internal links and a contents directory more suitable for the way you use the newsletter?

We want to provide you with information in the way that works best for you, so please do send your opinions to caroline.brown@wbs.ac.uk

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Calls and Opportunities

Calling all Fellows – Social Science Week Event Applications

Following on from the success of this year's ESRC Festival of Social Science, AIM is keen to replicate this in 2010. The call for event proposals is now open, and AIM would like to receive all applications by no later than 29th September.

Please contact Agi at Agnieszka.witaszczyk@wbs.ac.uk or call 0207 862 8519 if you would like to host an event at the upcoming festival. The festival has been a hugely beneficial event for AIM Fellows in the past and has opened up many opportunities for communicating with new audiences. All of the guidelines that you need to get started are available on the AIM website.

Call for applications

The Economic and Social Research Council (ESRC) has launched a new funding call for its initiative 'Rising Powers, Global Challenges and Social Change'.

The aim of the new initiative as a whole is to deepen our understanding of the regional and global impacts of the Rising Powers and the economic, political and social implications for the UK. Opportunities for research funding are available, as well as funding for a Visiting Fellowship.

For the full details of the call, visit the ESRC's website.

Announcements

Academy of Management Conference, Chicago 2009

AIM Fellows have had another busy and successful Academy of Management Conference, which this year focused on Green Management Matters.

Awards

Senior Fellow Professor Gerard P. Hodgkinson and Research Fellow Dr Mark P. Healey (both at the University of Leeds) received the 'Sumantra Ghoshal Research and Practice Award' for their paper entitled, 'Psychological foundations of dynamic capabilities: Reflexion and reflection in strategic management', at this year's Academy of Management Annual Meeting in Chicago. Their award winning paper was selected from 740 papers submitted to the Business Policy and Strategy Division. Recognizing the paper that best advances research while also deriving important implications for practice, the Ghoshal award commemorates the contributions to business research and practice made by the late Sumantra Ghoshal (latterly Professor at London Business School). In the words of one of the reviewers who evaluated the award winning paper "[it makes] a creative case for the relevance of recent cognitive work on intuition and emotion for dynamic capabilities and strategic decision-making in general." Reflecting on their award, Professor Hodgkinson said, "The receipt of this award is particularly meaningful to me personally because Sumantra, who coincidentally was also a Senior AIM Fellow, became a close colleague and friend in the months prior to his untimely passing." More generally, the award marks an important step in Hodgkinson and Healey's ongoing research to develop a new understanding of the management of organizations based on recent developments in social neuroscience and neuroeconomics.

For more information please contact Gerard P. Hodgkinson: gph@lubs.leeds.ac.uk

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Dr Kamal Munir and colleagues won the 'Emerald Best International Symposium Award', which looks for strong collaboration between scholars of different nationalities - symposiums which offer new insights, are rich in observation and employ creative methodologies. Their symposium, entitled 'Academia - Industry Collaboration: The Changing Contours', was organized by Infosys, India and featured Professor Pamela Hinds of Stanford University amongst their Distinguished Speakers.

Professor Julian Birkinshaw, along with Professor Gary Hamel and AIM Research Fellow Dr. Michael Mol, won Best Paper published in the Academy of Management Review in 2008 ('Birkinshaw, J., G. Hamel, M.Mol. 2008. Management Innovation. Academy of Management Review.')

Nominees

Markus Perkmann, Management Practices Fellow, was a finalist (one of four) for the Best Paper Award of the Technology and Innovation Management Division (TIM) at the Academy of Management Meeting 2009 in Chicago. His paper, entitled: 'Trading off Revealing and Appropriating in Drug Discovery: the Role of Trusted Intermediaries', explores how intermediary organizations can successfully bridge the gulf between commercial innovation and academic science. The same paper was also a finalist (one of five) for the 2009 Carolyn Dextor Award – an all-Academy award - and was included in the best paper proceedings of the Academy of Management Meeting 2009.

Ghoshal Fellow Ammon Salter and colleague Paola Criscuolo and Linus Dahlander's paper 'Outside in, Inside out: Knowledge Heterogeneity and External Ties' was included in the Technology and Innovation Management Division (TIM) of the Best Paper Proceedings. The paper explores how what people know and whom they know outside their organization shapes their innovative status among their colleagues.

All of the papers featured in the AOM Best Paper Proceedings are available to download here.

AIM Fellows were extremely active, running, chairing and speaking at various events at the conference. Amongst the attendees:

Gerry George spoke at Entrepreneurship Division doctoral symposium: 'Career Path Considerations' and co-authored three papers, 'Collaborative Benefits and Coordination Costs: Learning and Capability Development in Science' with Metin Onal Vural and Linus Dahlander, 'Towards a Model of Discovery' with Gajendran Kandasamy, and 'The Cost of an Entrepreneur's Social Capital and it's Implications for Resource Accumulation' with Jane Nyakecho Omalla Khayesi and Erkko Autio.

Paula Jarzabkowski presented at 'Ask the Experts: Qualitative and Quantitative Methods', 'Organising for Flexibility, Change, Innovation and Communication' and 'Communicative Dimensions of Strategic Planning', was a discussant at the symposium 'The Mundane Roots of Dramatic Change: Linking Everyday Practices and Routines to Sustainability' and co-organised and presented at 'Conversation and Sensemaking in Strategy Practice: Methods for Analyzing Video and Audio Recordings'.

Gerard Hodgkinson chaired 'the Quality of Organizational Science: Metrics, Perceptions and Politics', and was Program Chair at the MOC Business Meeting and Social Hour.

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Rick Delbridge and Robyn Thomas presented at 'After the Fall: Saving Management Knowledge from Itself', a symposium which examined how management knowledge and practices may have influenced current environmental and social crises. The symposium outlined parameters for new forms of management knowledge production, not only exploring the breadth of forms that this knowledge might take, but also the required institutional changes to make it possible, and the sustainable and ethical practices that might guide them.

In addition to this:

Rob Briner took part in a symposium along with Henry Mintzberg, Mike Pratt and others entitled *Managerial work in modern organizational contexts: New work or new challenges?*; Rob Briner joined David Denyer and Denise Rousseau to run a Professional Development Workshop (PDW) on *Systematic Review and Research Synthesis*; David Denyer ran a second PDW, *Managing Change in Extreme Contexts*; Professor Jean Hartley presented a poster on leadership with political awareness; Jeryl WHitelock co-authored a paper.

AIM Conference on Service Operations, Cambridge 19th June

On 19th June AIM Associate Veronica Martinez and Deputy Director Andy Neely hosted a highly successful AIM Conference on Service Operations in Cambridge. Well attended by a great mixture of industrial and academic delegates, the event featured three excellent presentations from Kevin Bishop, IBM Vice President of Marketing and Communications for the Northeast Europe, Prof Rogelio Oliva, from Mays Business School at Texas AMN University, and Professor Neely. Delegates engaged in keen discussion during the workshop and a panel session, and it has been extremely gratifying for AIM to receive some great feedback and to continue the discussion with delegates since the event.

You can view the presentations from this interesting event, which covered topics such as the 'Behavioural Decision Making in Service Operations: Managerial Implications' and 'The Servitization of Manufacturing: Global Trends', on the AIM Website.

Innovation Fellow gives keynote talk at 'Innovation in a Recession' event

During 14th-16th July, at 'Develop', the annual video games industry conference in Brighton, Innovation Fellow Jonathan Sapsed gave a keynote talk on 'Innovating in a Recession', at a breakfast session organised by TIGA, the Independent Games Developers Association, The Creative Industries Technology and Innovation Network (CITIN) and the South East Media Network:
http://www.tiga.org/News/TIGA-Hosting-Breakfast-Meeting-at-Develop-Conference.aspx

At the breakfast session, Jonathan outlined the Innovation Breakfast Menu: the Full English, inclusive, internal development; the Continental, using content and ideas from outside, such as user communities; and the Brunch, recombination with adjacent sectors like TV and film. He referred to the new product announcement from Relentless Software, Blue Toad Murder Files, an episodic game resulting from a process that started in brainstorming sessions facilitated by Jonathan and his CENTRIM colleagues (http://www.relentless.co.uk/)

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Professor Rachel Griffith appointed member of Royal Society Advisory Group

Rachel Griffith has been appointed as a member of the Royal Society's Advisory Group on the "The Fruits of Curiosity: science, innovation and future sources of wealth project". This is an 11-month inquiry into the role that science will play in equipping Britain to meet the economic, social and environmental challenges of the next 10-25 years. Speaking at the launch of the inquiry, Sir Martin Taylor said: "We have to seize this opportunity to reshape our economy, based on science and innovation. British scientists and engineers led the industrial revolution and made the UK one of the world's great economic powers. Today our scientists remain among the best in the world. It is time we put their ideas more effectively to work. Our study will lay the foundations for a new approach to science, innovation and the creation of wealth."

See http://royalsociety.org/page.asp?tip=1&id=8497 and http://royalsociety.org/news.asp?id=8428 for details

We are pleased also to announce that Rachel has been elected a Fellow of the British Academy – see http://www.britac.ac.uk/fellowship/elections/griffith.cfm for more information.

Introducing two new EurOMA Fellows

This year was the 25th anniversary of EurOMA, the European Operations Management Association. To celebrate EurOMA has launched a new Fellowship scheme and two people associated with AIM were elected as EurOMA Fellows. Professors Chris Voss and Andy Neely were both recognised for their contributions to EurOMA and their research efforts over the years.

AIM Fellow is awarded ESRC grant

AIM Senior Fellow Professor Chris Huxham and colleagues, lead by Principal Investigator Dr Paul Williams of Cardiff School of Management, and on behalf of the British Academy of Management Special Interest Group on Inter-organizational Relations, have been awarded an ESRC seminar series grant.

Insurance Intellectual Capital Initiative (IICI) Fellowship for AIM Fellow

Professor Paula Jarzabkowski (Aston University & AIM Ghoshal Fellow) has been awarded the inaugural Insurance Intellectual Capital Initiative (IICI) Fellowship, co-funded by the ESRC, to undertake a comparative ethnography of insurance trading processes in the Lloyds of London and the Bermuda marketplaces. The 1-year fellowship project has been commissioned to evaluate different bases of judgement for commercial reinsurance decisions: face-to-face expert-based judgement in the London market and electronic, scientifically-modelled judgement in the Bermuda market. The research will focus closely upon syndicate groups on the trading floor in each market, using ethnographic methods in order to trace patterns in decision processes.

Theoretically, the findings will contribute to knowledge on i) how human-technology interactions reconfigure trading practices and their outcomes in markets that have moved to electronic trading; and ii) the social construction of financial markets. Practically, the research will inform convergence of specific decision processes within the two markets, whilst identifying those decisions most appropriate to face-based judgements.

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New Position for AIM Director

AIM Director Professor Robin Wensley has been elected Dean of the Senate of the Chartered Institute of Marketing for the two academic years 2009/10 and 2010/11.

The CIM is the leading international professional marketing body with some 50,000 members worldwide.

The Academic Senate advises the CIM on all matters pertaining to the Institute's educational policy, on the maintenance and establishment of the standards of the Institute's qualifications and education provision, as well as on matters pertaining to research issues in the Marketing subject area.

Members of the CIM Academic Senate include many of the UK's leading Professors in Marketing, including members of the 2008 Business and Management RAE Panel, as well as senior business and industry representatives and the CIM's CEO.

New AIM Fellow invited by Audit Commission to research 'Policing: More for Less'

AIM Management Practices Fellow Dr Zoe Radnor has been invited onto the External Advisor Board by the Audit Commission to consider 'Policing: more for less'. It is a study that aims to identify how police forces in England and Wales can maintain or improve police effectiveness using fewer resources. The research will look at how forces:

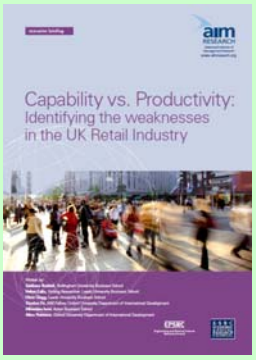
- save money from internal changes while improving or maintaining effectiveness;
- work with partners to reduce resource needs; and
- ensure that efficiency improvements are sustained.

Publications

Radical Innovation: Making the Right Bets

Innovation is an organisational imperative. Despite the many interesting and challenging possibilities for change, however, the realities of resource commitment – where pursuing one avenue often closes another – mean that organisations cannot afford to innovate at random. Instead a framework is required allowing an organisation to map out the role it believes innovation can play in helping the organisation to survive and grow, and in doing so provide a means by which the allocation of scarce resources to a portfolio of innovation projects may be assessed.

Written by John Bessant, Kathrin Möslein, Anne-Katrin Neyer, Frank Piller, Bettina von Stamm.



Capability vs. Productivity: Identifying the weaknesses in the UK Retail Industry

Part of a broad study looking at productivity in the retailing industry, this research looks at the capabilities of UK retailers in detail, and explores the relationship between these capabilities and productivity.

Written by Giuliana Battisti, Helen Celia, Chris Clegg, Xiaolan Fu, Alfonsina Iona, Alina Petrescu.

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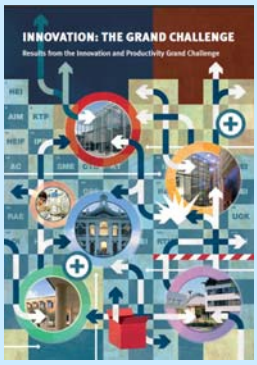
Innovation and Productivity Grand Challenge



Innovation matters. If organisations do not change what they offer to the world – their products and services – and the ways in which they create and deliver them, they may not survive in the long-term. But the challenge of innovation, of picking up on new possibilities and carrying them through to successful completion is not simple. Above all it concerns the effective use of *knowledge*.

This has always been the innovation problem – but arguably the current context in which organisations are trying to manage this challenge has changed dramatically. For example, it is a world in which:

- Knowledge production has grown enormously – estimates suggest that close to $1 trillion is spent every year on public and private sector R&D
- Knowledge production is fragmented and globalised – even relatively small countries like Singapore or Denmark are major players in the global knowledge marketplace
- Markets – the demand side of innovation – are similarly global, fragmented – and increasingly virtual (social networking sites like MySpace and Facebook have populations larger than most countries and their 'citizens' play an increasingly powerful role in shaping developments in field like music and entertainment
- Technology, in the form of mobile communications, the Internet and so on has opened up radical new possibilities for interacting across this global knowledge system

Faced with this very different knowledge landscape the Innovation and Productivity Grand Challenge (IPGC) has been exploring new ways of managing innovation to create social and economic value. The IPGC is a consortium of 5 universities – Cambridge, Cranfield, Imperial College, Liverpool and Loughborough, together with AIM Research – and has involved around 30 linked research projects under its broad umbrella.
It has focused on four core themes:

- Understanding how the current knowledge-to-innovation system works and its strengths and weaknesses
- Understanding how new firms form through knowledge-based innovation
- Understanding how existing firms sustain and grow through taking in new knowledge
- Understanding the role which infrastructures – technological and social – can enable improved knowledge – to – innovation performance

The main findings of the work are available in a brochure available for download –
https://www8.imperial.ac.uk/content/dav/ad/workspaces/innovationstudies/IPGC%20brochure.pdf

Forthcoming Events

Workshop on the economic recession and migrant worker employment: exploring the intersections and impacts social science can make in this area – Friday 11th September, Dublin

Dr. Paul Chan will be running a research workshop in Dublin to discuss the economic recession and migration dynamics. The event will feature speakers from the UK, Ireland and Poland coming together for this British Council-funded workshop to identify future research and policy directions.

For further information please see the event website, where you can also download the full programme.
http://www.dit.ie/news/archivecurrentyear/workshopontheeconomicrecessionandmigrantwor/

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The Shifting Boundaries of Innovation - AIM at the BAM 2009 Conference - 15th -17th September 2009 - Brighton Centre, Brighton

This year the focus for AIM is on the launch of our latest innovation report prepared by the AIM Innovation cohort, entitled 'The Shifting Boundaries of Innovation: Moving the Debate Forward'. The report focuses on three key aspects of innovation – geographical, technological and organisational - all of which are illuminated by recent research evidence.

The report launch will take place at an AIM drinks reception – hosted by Prof Robin Wensley, Director of AIM and Prof Michelle Lowe, Lead Innovation Fellow - to be held at 6.00pm on 16th September in the Skyline Restaurant, Brighton Centre.

Prior to this launch, there will be the opportunity to hear more about the content of the report at a symposium within BAM's Innovation Track (4-5.30pm) chaired by Prof Andy Neely, Deputy Director at AIM.

In addition to the above symposium, AIM Lead Innovation Fellow Prof Michelle Lowe is also convening a symposium entitled 'Innovation and Transnational Retailing' which will take place on Wednesday 16th September at 11-12.30pm.

AIM will be among many conference exhibitors at BAM 2009 and will be located at Stand 19 and 20.

Full details of the conference can be found at the following website:

http://www.bam.ac.uk/site/cms/contentChapterView.asp?chapter=134

If you have any queries regarding this event please contact Agnieszka Witaszczyk on 020 7862 8519.

Service Operations Management Forum Second International Workshop, 5-6th October, Barcelona

Martin Spring, AIM Services Fellow, will participate as a Session Organizer at the Service Operations Management Forum Second International Workshop at IESE Business School, Barcelona, on 5-6 October 2009. The event is run by IESE and sponsored by EurOMA, the European Operations Management Association.

It is still possible to send expressions of interest for this event – please see their website for more information: http://www.iese.edu/en/ad/ResearchEvents/ServiceOperationsManagementForumSecondInternationalWorkshop.asp

Martin's session will examine the operations strategy implications of recent developments in services thinking.

CASE Studentships Workshop, 15th October, Woburn House, London

Run by Dr Martin Spring, this training event is a follow up to the successful workshop 'How to Devise and Write Applications for ESRC CASE Studentships in Business and Management' held in July this year. Attendance to this workshop is still open to those who couldn't make the previous event – it would be worth viewing the presentations on the previous events section of the AIM website to prepare beforehand.

If you are interested in attending this workshop then please fill out the online booking form.

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